ST.MARY UNIVERSITY COLLEGE BUSINESS FACULTY DEPARTMENT OF MARKETING MANAGEMENT

AN ASSESSMENT OF SERVICE RECOVERY PRACTICE IN THE CASE OF ETHIOPIAN ELECTRIC POWER CORPORATION (EEPCO)

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SMUC

Addis Ababa

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CHAPTER ONE INTRODUCTION

1.1. Background of the Study

Service recovery: refers to the action taken by the organization in respond to a service failure occurs for all kinds of reasons the service may be unavailable when promised it may be delivered late or too slowly ,the outcome may be incorrect or poorly executed or employees may be rude or uncaring. All of these types of failures bring about negative feeling and response from customers left unfixed they can result in customer leaving ,telling to others customer about their negative experience and even challenging the organization through customer organization.

(A.zeithaml, 2004:185)

Successful complain handling is one strategy for what has come to be known today as service recovery. This is where the organization treats dissatisfied customers in such a way that they leave the service experience felling positively disposed towards the service provider and willing to engage with the organization in future transaction service recovery can take place where the service provider operates a comprehensive guarantee meets or exceeds expected of the complaint customer in the way in which it handles a complain. (**Petre Muddle,2006:254**)

The Ethiopia electric power corporation (EEPCO) was named in 1997-after serving previously in the name the Ethiopia electric light &power authority ,which was established in 1956.EEPCO is a government owned utility responsible for the generation, transmission, distribution &also sales service of electric energy throughout Ethiopia. The corporation has two electric power supply system interconnected system (ICS) and the self-contained system (SCS).the main energy source of ICS is hydropower plants and for the SCS mini-hydro and diesel power generation allocated in various areas of the country. As part of the government growth and transformation plant EEPCo has launched hydropower and other renewable project to meet the 10,000mw target in the coming five years.

Currently the corporation has a head office at Addis Ababa and 15 regional offices. EEPCO supplies power to around 1,896,265 customers and the number of towns and villages getting electric power has reached 5,163.

The electric energy generated from the Mach hydropower plant is transported through high voltage transmission lines treated 45,66, 132, 230 &400kv.the 400kv transmission lines of 685.71km were constructed and being considered as parts of the five year plan. The total length of the existing transmission lines is about 10884.23km.regional interconnection with neighboring countries including Djibouti, Sudan and Kenya are under the construction and procurement phases.

1.2. Statement of the Problem

Service recovery: is an umbrella term for systematic efforts by a firm to a problem following service failure and retain customer good well. Service recovery efforts play a crucial role in achieving customer satisfaction (A.zeithaml, 2004:185)

A strong service recovery process can produce positive results and overcome most service failure. Successful recovery will diminish the negative impact of the original poor or failed service for three reasons. First, through post service communications with the firm, customers come to believe that the service provider is fair because they admitted making a mistake or they offered the customer some type or restitution. Second, a good service recovery process takes away all of the negative consequences of a service failure such as loss of time or money. Third, the service recovery process will normally cause consumers to alter their attributions as to the cause of the service failure (zeithaml ,2003)

The need to satisfy customer need arise mainly from fear of losing them to competitors hands. However, corporation which exhibit monopolistic behavior do not care much about their customers and EEPC0 customer complain about their service provider. The preliminary observation that was conducted by the student researcher show that currently customer of the organization complain on billing issue, inadequate maintenance service and power interruption.

1.3. Research Questions

This paper attempts to address the following basic research question:

- What are the major problem that customer complain about?
- What is the cause for not giving adequate maintenances service?
- What is the major problem in billing issue?

• To what extent does the company designed service recovery practice by EEPCO allow quick respond?

1.4. Objective of Study

1.4.1. General Objective

The general objective of the study will be to assess the condition of service recovery on Ethiopian Electric Power Corporation

1.4.2. Specific Objective

- ❖ To identify the major service issue that customer complain about.
- ❖ To identify the major problem on maintenance service
- ❖ To identify employee customer handling ability to wards customers.

1.5. Significance on the Study

- This study will help the company to revise their approach in the service recovery system
- It will help the student researcher in applying the concept and theories in the real world.
- It can be used as an input for other researchers or the company an in depth study on the area.

1.6. Scope of the Study

This study assess on service recovery practice in the case of Ethiopian Electric Power Corporation (EEPCO). The Ethiopian Electric Power Corporation is the only one which gives electric power across the country .It classified there customer in Active/Reactive customers, Industrial customers, Single phase customers and three phase customers. To make the study manageable, the student researcher delaminate the topic of the study only in single phase customer of EEPCO. In addition the study was focused on performance of January 2010-december 2012. EPCO is huge company having many branches in all regions of the country. Therefore, it is difficult to assess all regions and collect data from all region .thus, the study was delaminating to Addis Ababa, south district region due to time, financial and other resource.

1.6.1. Definition of Terms

Activate/ reactive customer: (medium- scale industry, like flour mills) their power consumption rate runs from 31kw to 205kw.

Industrial customers: are those whose power consumption is beyond 206 kw (large factories, Like beer industry).

Single phase customers:customers who uses single phase line that is for household purposes consumption is usually 3 kw, sometime consumption can be up to 11 kw.

Three phase customers:customers who uses 3 phase line usually for commercial purposes. Consumption rate is from 3 kw to 30 kw.

1.7. Research Design and Methodology

1.7.1. Research Design

To conduct the study that to assesses the service recovery practice in EEPCO the student research used descriptive research method. Because in this kind of research method customers perception and behavior described to answer the research questioner.

1.7.2. Population and Sample Technies

The target population of the study were company Marketing Manager and customers of EEPCO. And as it suggested many research literature; a total numbers 150 respondents were taken as a reliable sample size to conduct the study. Because the researcher may not have access to the entire group of population member. In addition, the study researcher used accidental sample techniques to select respondent customer.

1.7.3. Types of Data Collected

In this study both primary and secondary source of data were used. The primary data was collected from customers and Marketing Manager of EEPCO. Secondary data was collected from available document of the corporation and books.

1.7.4. Methods of Data Collection

The primary data was collected through questioners and direct interview with marketing manager. The secondary data collected from the company document, books and other researchers.

1.7.5. Data Analysis Method

Data analysis is needed to give meaning for the raw data in understanding manner. The respondents were described from questioner were analyzed and interpreted in terms of percentage and table. The response of interviewee was analyzed using qualitative method /interpretations/.

1.8.Limitation of the Study

When doing a research it is mostly expected to have a limitation. Considering out specific study the following are the limitations to be expected.

- The first and most challenging limitation is the time constraint.
- Shortage of the secondary data.
- In appropriate fulfillment of the questionnaire by respondent customer.
- Not getting adequate information

1.9. Organization of the study

This paper consisted of four chapters .The first chapter consists background of the study, statement of the problem, research question, objective of the study, significance of the study, Scope of the study, research design and methodology, organization of the study. Chapter two includes literature review section. Chapter three includes data analysis and interpretation of the result. Finally, chapter four includes summery, conclusion and recommendation.

CHAPTER TWO

REVIW OF RELATED LITRATURE

2.1. Background of Service

In this chapter it would be described about service and give a background for its concept, in order to provide an insight into the forthcoming chapters about how the nature of services, affects the way it is delivered by the employees in an organization. In addition, a brief description of the retail banking services would be given, to acquaint the reader specifically about the type of service in question regarding this research.

2.2. Services as a Product

According to (Looy, 2003), service is "any activity that one party can offer to another that is essentially intangible and does not result in the ownership of anything". (Zeithamlal, 2006), puts it in most simple terms "services are deeds, processes, and performances.

These definitions give a clue about the nature of services as processes rather than products. The definition that fits more in describing service in the retail-banking sector is given by Looy as "all those economic activities that are intangible and imply an interaction to be realized between service provider and consumer. This definition puts service as a process involving the employee and the customer where the employee is the seller and represents the service being delivered.

2.3. Types of Services

According to (Zeithaml,2006) divided services into four distinct groups: Service industries and companies: those industries and companies typically classified within the service sector whose core product is a service.

Services as products: a wide range of intangible product offerings that customers value and pay for in a market place.

Customer service: service that is provided in support of a company's core products.

Derived service: the value of service that a service provides, the benefit a consumer receives from using a service. The retail-EEPCO sector in this sense can be classified under the service industries and companies because their core product is a service.

Also according to the degree of tangibility and intangibility (Zeithaml,2006) classifies services, further stating that some services are more tangible than others are, and require varying forms of responses and needs from the service provider to the consumer respectively.

The position of retail-EEPCO services under the tangibility spectrum would be classified under the investment management section, which is tilted more to the intangible angle. This means that the services produced are intangible in nature and would be largely influenced by human interaction in the course of delivery. However, (Grönroos, 2001) classifies services into two divisions:

High-touch/high-tech services: the first is people dependent in the service process producing the service and the latter is predominantly based on the use of automated systems, information technology, and other physical resources. The important distinction between them is that while the high-touch services needs physical resources, and technology based systems to be integrated into the service process in a customer-oriented fashion, the high-tech services needs more service orientation, and customer-consciousness of its personnel at critical situations, because service recovery is higher in high- touch, compared to high-tech where there are fewer opportunities to recover from a mistake.

Discrete transactions/continuously rendered service: some services involve a continuous flow of interactions based on the nature of relationships with customers such as security services and banking etc are classified as continuously rendered services. While discretely rendered services are that are non-continuous in usage e.g. the hair stylists and restaurants and firms in the hospitality industry etc. The implication of these are that the service providers in the continuously rendered services have to create a relationship that customers value and appreciate because they can't afford to lose customers, while the discretely used service providers can develop a profitable business based on transaction oriented strategies.

Service recovery refers to the actions a provider takes in response to a service failure (Grönroos, 1988). A failure occurs when customers' perceptions of the service they receive do not match their expectations.

According to this definition, service recovery is not restricted to service industries, and similarly, empirical research shows that dealing with problems effectively constitutes the most critical component of a reputation for excellent (or poor) service for a broad range of industries (Johnston,

2001). Thus, any company that serves external or internal customers must accept that failures happen and institute systems and processes to deal with them.

In recent years, various empirical studies have addressed service recovery in divergent industries around the globe. Interest in service recovery has grown because bad service experiences often lead to customer switching (Keaveney, 1995), which in turn leads to lost customer lifetime value (Rust, Zeithaml, & Lemon, 2000). However, a favorable recovery positively influences customer satisfaction.

2.4. The Characteristics of Services

The qualities of services can be divided into 4 major parts and two implied parts.

The major parts:

- (a) Intangibility
- (b) Simultaneity
- (c) Perishability and
- (d) Heterogeneity

These qualities of services are also, what differentiate it from the physical goods.

Intangibility: according to (Zeithaml,2006) "the characteristic of service that it cannot be seen, felt, tasted or touched in the same manner that you can sense tangible goods". It is the most significant quality of services. As (Looy,2003), argued because of this, service quality evaluation cannot be made before and sometimes after purchasing a service. Unlike goods, consumers can make a choice and evaluate their quality before committing to purchasing it.

Simultaneity: (Grönroos,2001) describes it as a characteristic of service whereby the customer does not only receive the service but participates in the service process as well as the production resource as well. (Zeithaml,2006) also includes that, it is a quality of service whereby it is sold first, then produced and consumed at the same time. The implication, as Grönroos describes is that, quality control and marketing must therefore take place at the same time as the service process and production while Zeithaml has it that mass production is therefore impossible, and the quality of service and customer satisfaction will be highly dependent on what happens in "real time" including actions of employees, and the interaction between employees and customers. While

goods are first produced, then consumed thereafter, and the customer needs not be present at the factory, while it is being manufactured.

Perishability: this characteristic of service means that it cannot be stored, inventoried, once produced it has to be consumed. According to (Looy ,2003) the implication of this characteristic is that demand for most services is volatile and cannot always be predicted, secondly when demand is high there are no accumulations of stock to accommodate the demand surplus. Physical goods can be stored and inventoried, in the event of low demand, can be accumulated, and when demanded again they can be recollected from their stores.

Heterogeneity: Zeithaml, describes this quality based on the attribute that of services as performances frequently produced by humans and received by different customers, therefore are no two services alike. Consequently, the employee delivering the service becomes the service in the eyes of the customers. The implication of it is that, ensuring consistent service quality is challenging, and depends on many factors that cannot be controlled by the supplier (employee). The service manager may not always know for sure if the service is being performed in a manner consistent with what was originally planned, and promoted. Here again, unlike most goods that can be standardized, and which maintaining a particular quality would only be a matter of technology and not a human factor.

These factors make consumers to rely on different cues and perspectives when evaluating services, which may also influence their perception of the service quality and how much satisfaction they can derive from consuming it, or whether they will derive satisfaction by it.

2.5. Fundamental Principle of the Public Service

The following fundamental principle of the public service is very relevant to serving the citizen as publics. They are aimed at enhancing public satisfaction (Escs; 2005:57)

- a) Principles of equality of treatment:- All public service shall recognize the equality of citizen before the law.
- b) Proximity and accessibility of services the public service shall to organized along function and decentralized liens designed to bring public management closer to the people & provide them with appropriate and accessible basic services.

- c) Effectiveness and efficiency:- the public service shall ensure that make s optimal use of resource at this disposal provide the highest quality in to the resources at account the resources and means that users have available to them to benefit from public service.
- d) Evaluation of services:-the evaluation of the effectiveness and productivity of services shall be based on objective & programmers of activities defined before hand, accompanied by performance indicators and criteria.
- e) Transparency and information:- administrative decision shall always be taken in accordance with transparent, simple and understandable procdure while ensuring accountable.
- f) Speed and responsiveness:- the public service shall determine and respected deadlines in the delivering of its service these deadlines Generally, these principle said that any discrimination based on the place of origin, race, gender, religion, entice group philosophical or political convictions or other personal consideration shall be the application of appropriate information and communication technologies (e-governance)

2.6. EEPCO Service

The system will cover the automation of the following application that will enhance the capability of EEPCO provide. The system will cover the following major application.

- Customer application:- Here customer's application regarding new connection and other facility services will be handled.
- Customer enrolment:- Customer registration and modification of enrolled customer data will be handled.
- Meter Reading:-Meter reading data will be feed into the system. Reading modification is also done in the module.
- Billing:-Bill will be generated from the encoded meter reading. Bill exception are also a part of this module.
- Collection:- Generated bills will be collected and other collected payments are handled.
 Office closure is also done in this module.

• Facility management services:-Different facility management services like power improvement, power Disconnection/Reconnection, Book transfer, Geographical location information, Tariff management, credit cancelation.

2.7. Service Failure and Recovery

According to (Zeithaml ,2003) Service failures are instances where a service is either not performed or is performed pony. In terms of satisfaction states, service failures are the instances when customers leave a service angry or dissatisfied. In both situations, the service performance is below the adequate expectation level of the customer. Because of the dissatisfaction, customers will be less inclined to purchase from the firm again. In many cases, they will tell others about their bad experience, which, compounds the negative impact on the service firm. An unhappy customer will tell 100 or 11 others about his or her experience. The impact of dissatisfaction is quite staggering.

2.7.1. Service Failure

Service failures do not automatically result in firm-switching behavior and negative word-of-mouth communications, customers can be recovered. The manner in which post service failures are handled will have a greater input on future purchase behavior than the level of dissatisfaction of the original service experience. Firms have use time around; the backlash is even stronger since the firm, in essence, has failed twice. It failed during the regular service, and then is failed again in the service recovery process.

2.7.2. Service Recovery

A strong service recovery process can produce positive results and overcome most service failure. Successful recovery will diminish the negative impact of the original poor or failed service For three reasons. First, through post service communications with the firm, customers come to believe that the service provider is fair because they admitted making a mistake or they offered the customer some type or restitution. Second, a good service recovery process takes away all of the negative consequences of a service failure such as loss of time or money. Third, the service

recovery process will normally cause consumers to alter their attributions as to the cause of the service failure.

2.8. Service Failure and Recovery in Service Organizations

Service recovery according to (Zeithaml ,2006) this refers to the actions taken by an organization in response to a service failure. They further suggest the reasons for service failures as ranging from unavailability of service when as and when promised, too late or too slow delivery of service, incorrect or poor execution of outcome, and rude or uncaring attitudes of employees. Service failure can create negative feelings, and bring about undesired responses from the customers and when left unfixed can lead to customers leaving, telling other customers about their negative experiences, and even challenging the organization through consumer rights organizations or legal channels, but a well handled service recovery can have positive effects on the other hand.

According to (Zeithaml ,2006), "resolving customer problems effectively has a strong impact on customer satisfaction, loyalty, word of mouth communication, and bottom line performance".

Customers are a vital asset of service companies. The most effective way to ensure customers is to provide a product or service that meets or exceeds the customer's expectations every time. Unfortunately, when delivering a service, this task is formidable and, at times, impossible. Although service failure has the potential for destroying loyalty, effective application of recovery techniques

May enable service managers to maintain or even increase loyalty. In the sections that follow, established the context in which service recovery is important to the operations manager and organizational success.

2.9. Service Recovery Strategies

According to (Zeithaml,2006) an effective service recovery strategy has multiple potential impacts; it can increase customer satisfaction and loyalty and generate positive word of mouth communication. Service recovery strategies can be implemented as follows:

- 1) Make the service fail-safe by doing it right the first time: through ensuring reliability which is a dimension of service quality
- 2) Encourage and track complaints: by listening to customers and making it easy for them to complain.

- 3) Act quickly by responding immediately: through (a) taking care of the problems either electronically or phone calls,(b)empowering employees to solve problems as soon as they occur and (c) allowing customers to solve their problems themselves through building systems that allow them to do so.
- 4) Providing them with adequate explanations to understand why the service failed
- 5) Treating customers fairly in terms of the outcome of the service they receive.
- 6) Cultivate relationships with customers so that when and if service fails, forgiveness would not be hard to find and
- 7) Learning from recovery experiences to avoid repetition and rectify their solutions permanently.

2.10. The Need for Service Recovery

Service recovery involves those actions designed to resolve problems, alter negative attitudes of dissatisfied consumers and to ultimately retain these customers. Service providers should make every effort to provide the customer with a positive experience the first time. However, in an environment where factors such as varying customer expectations and high levels of human involvement complicate the service delivery process, mistakes are inevitable. It is a service failure that provides the opportunity to recover from the mistake and a second chance to provide a positive service experience.

Although customers may often be convinced to remain loyal via psychological approaches, it is the combination of tangible and psychological actions that may ensure recovery from failure. Both service failure and success at recovery are very much the results of operational activities of the organization.

Service failures typically result from fail points in the service delivery process and recovery efforts require employee intervention and specific activities to accommodate and retain the customer. (Shostack, 1984)

2.11. A service Recovery Framework

According to (Clark,1992)Unlike the literature in operations management, the services marketing and management literatures are rich in studies that identify the key elements associated with recovery. As described below, these elements include:

1. Outcome measures related to customer satisfaction and retention;

- 2. Antecedents to successful run successful recovery;
- 3. The phases of recovery;
- 4. Types of recovery activities; and
- 5. The delivery of service recovery.

2.11.1 Customer Commitment/loyalty

(Kelley and Davis,1994). Demonstrated that the degree of customer organizational commitment contributes to recovery expectations. It may seem that higher expectations may make it more difficult to recover from a failure, but customers with no expectations of recovery may just leave and never return, while loyal customers may give the business an opportunity to recover.

2.11.2 Service Quality

According to (Kelley and Davis,1994 and Halstead,1993) the higher the perceived service quality, the higher the service recovery expectations. Like loyal customers above, customers may allow businesses with a higher perceived quality, more opportunity to recover.

2.11.3 Failure Severity

The severity of the failure may increase the service recovery expectations (Bitner,1990 and Hoffman,1995) the cost required to compensate for and mollify customers may vary tremendously for differing failures.

2.11.4 Service Guarantee

Customers expect a company to live up to an expressed guarantee stating the procedures which will be followed if a specific failure occurs (Halstead, 1993). The presence of a guarantee may also raise recovery expectations.

2.12. Service Recovery Phases

According to (Schweikhart, 1993) Service recovery efforts take place at three junctures; preventively or before the service failure occurs, concurrently or just as the service failure occurs and post hoc or sometime after dissatisfaction is expressed.

2.12.1. Pre-recovery phase

The pre-recovery phase begins with the service failure and lasts until the provider becomes aware of the failure, a period which may last a very short time or a fairly long time, weeks or months. The customer formulates expectations for service recovery during this phase.

2.12.2. Immediate Recovery Phase

The immediate recovery phase begins when the provider becomes aware of a failure and concludes when fair restitution has been made to the customer.

Ideally, this phase begins as soon as possible after the service failure (Hart, 1990) and concludes as soon as possible after that. Some studies report a significant decline in loyalty and satisfaction as a result of slow response to customer complaints e.g. (Schweikhart 1993 and Spreng 1995). Efforts during this phase should focus on providing prompt, fair restitution to the customer.

2.12.3. Follow-up Recovery Phase

The follow-up recovery phase begins after the customer has received fair restitution. (Miller, 2000) recovery may or may not be necessary depending upon the success of the immediate recovery efforts as well as antecedent factors such as the severity of the failure.

2.13. Types of Service Recovery Activities

The recovery activities undertaken during the immediate and follow-up recovery phases take two forms: psychological and tangible (Schweikhart, 1993)

2.13.1 Psychological

Psychological recovery efforts make a direct attempt to ameliorate the situation by showing concern for the customer's needs. Two psychological techniques are recommended in every instance of service recovery: empathizing and apologizing (Zemke, 1994). Simple and inexpensive, the two can be a powerful remedy when used together. Anecdotal evidence also suggests that these approaches may increase the negative experience if used inappropriately; a non-empathetic "I'm sorry" may be worse than no apology at all.

2.13.2 Tangible

Tangible recovery efforts offer compensation for real and perceived damages (Bell, Ridge1992 and Zemke,1994). The primary intent is to provide fair restitution for the costs and inconveniences caused by the service failure. A secondary intent may be to provide value-added atonement see,

e.g. (Bell, Ridge1992 and Clark,1992) where the customer is given more than the fair remedy to atone for a bad experience. A study by (Clark,1992).found that 91% of subjects who received a "little extra" after a service failure intended to stay loyal to the company.

2.14. The Delivery of Service Recovery

2.14.1. Front-line empowerment

If service employees have the knowledge and power to compensate a dissatisfied customer for a service failure, it is more likely that a dissatisfied Customer will become satisfied and retained (Bowen and Lawler, 1992).

2.14.2. Speed of recovery

(Hart, 1990) state that a service failure is more likely to reach a successful resolution if the problem is solved promptly. They assert that the ideal is to identify and to solve the problem before the customer becomes aware of it.

2.15. Employee Empowerment in Service Organizations

The term Empowerment has been given different definitions, and looked at through different lenses depending on what the writer is trying to portray. It has been defined in relationship to leadership and independence of the employee regarding service encounters, and is compared to the opposite approach referred to as the production line method which is the traditional method of delegating authority to subordinates by their superiors.

According to (Looy,2003) "empowerment means providing service employees with enough autonomy to allow them to handle unforeseen problem situations such as complaints". It refers to employees being more proactive and self-sufficient in assisting an organization to achieve its goals, as (Herrenkohl ,1999) explains. Due to the role of the employees in service organizations and the value customers place on service quality, the management would have to adopt a system or approach that can yield satisfactory results. As to (Looy,2003)explains, that there are basically two approaches that a company can choose to adopt, the traditional method of delegation or the empowerment approach.

a) The production line approach: the industrial way of delivering services, is characterized by simplification of tasks, clear division of labor, substitution of equipment and systems for employees, and little decision-making discretion afforded to employees.

b) Empowered approach: less emphasis is put on the systems surrounding the service employees, who are given more discretion and autonomy.

Many studies have shown that due to the nature of services, either of the two approaches tends to have a distinct impact on the service delivery process, customer perceived service quality, the service quality, customer satisfaction, employee, and the customer. This is also because Service organizations in contrast to organizations that are into the production of physical goods have a different approach and contact method with their customers which is more personal; hence the issue of empowerment as regards to how employees are equipped to make independent decisions regarding customer service.

However, (Grönroos.2001) views employee empowerment as a part of the internal marketing process in an organization which when correctly implemented can have a decisive impact on job satisfaction of employees which may in turn improve the part-time marketing impact of employees in customer -contact.

2.16. The Dimensions of Empowerment

Various service literature (Looy,2003 and Zeithaml,2006), describe employee empowerment as having many dimensions ranging from the individual employee level to the organization level of empowerment.

(Looy,2003), points out that the most important reason for empowerment at the individual employee level is the belief that autonomy motivates people, they further argue that people are willing to take initiatives and make decisions rather than being dictated to regarding their jobs. With reference to (Looy,2003), there are five dimensions as a driving force behind individual work motivation:

The individual employee level:

Meaning: the extent to which an individual experiences a task as personally meaningful.

Competence: the extent to which an individual feels confident about his/her capabilities to perform the task.

Self-determination: the degree of influence that an individual has on how to perform the job.

Strategic autonomy: the degree of influence an individual has on the content of the job.

Impact: the degree of influence an individual has on the direct work environment.

The organization level: (Looy,2003),points out that employees cannot be empowered without the necessary organizational support that are required to stimulate actions such as taking initiatives and acting independently. For employees to be successfully empowered, the organization needs to create the environment where such attitudes and behaviors can be developed.

According to (Looy,2003), "empowered organizations have everything in place to facilitate the pushing down of information, knowledge, rewards, and power".

Sharing information: empowerment of employees would be unsuccessful if they have no access to information about the (a) service concept(b)the service delivery process a whole(c) past and current performance of the organization as a whole and (d) setting of goals in the organization by knowing what needs to be done, not what is allowed to be done.

Knowledge and competence development: the competence base of employees needs to be developed continuously, and should not be limited to only hiring competent employees for a short-term result. Over time organizations should train, and educate the employees to have an extended range of skills.

Rewards: going hand in hand with employee empowerment is responsibility and rewards for taking such responsibilities. While increasing competencies is beneficial in itself, monetary rewards are a justification for it. However, both of the dimensions are related to independence of the employee regarding work and service, and are all aimed at achieving organizational effectiveness and employee satisfaction user; preventively or before the service failure occurs.

Chapter three

3. Data Presentation, Analysis and Interpretation

This chapter is devoted to analyze and interpret the date which were filled out by the respondent of the sample population.

3.1 characteristics of the study population

In this research two categories of respondents were involved giving the information for the study. Marketing Manager and customers of the EEPCO were participated in the survey. The total number of questionnaire distributed were 150. Out of this number only 116 questionnaires were properly filled and returned back.

In order to get demographic information of the customer's questionnaire which asks them to mention their sex, age education back ground and experience were distributed and it is presented in the following table.

3.1 Demographic information of respondent

Table 1. Characteristics of the respondent customer

No.	Item	No. of	Percentage
		respondents	
1	Sex		
	a. Male	50	43
	b. Female	66	57
	Total	116	100
2	Age		
	a. 18-25	42	36
	b. 26-35	30	26
	c. 36-49	22	19

	d. ≥50	22	19
	Total	116	100
3	Educational level		
	a. Below12grade	25	22
	b. Certificate	35	30
	c. Diploma	32	28
	d. 1 st degree	19	16
	e. 2 nd degree and above	5	4
	Total	116	100
4	Occupation		
	a. Merchant/trader	11	9.5
	b. Government employee	29	25
	c. Private employee	36	31
	d. NGO	11	9.5
	e. Other	29	25
	Total	116	100

According to item 1 of table 1, 50(43%) were female and 66(57%) were male respondents. This shows as the female respondents are more than male.

Item 2 of table 1, indicates that out of 116 the majority respondents 42(36%) are in the age group of 18-25 and 30(26%) are between 26-35 and the lost percent are 22(19%) where between 36-49 and 22 (19%) are more than 50 years. This percent implies that respondents are the youngest one.

Concerning educational level of customer respondents in item 3 of table1, shows that 25(22%) of the customer where below 12 grade, 35(30%) are certificate, 32(28%) where diploma holder, 19 (16%) where 1st degree holder, and 5 (4%) where 2nd degree and above. These indicate that more than half of the respondents are educationally this refer that they can provide necessary information for the study.

Regarding occupation of respondent item 4 of table 1, the merchant /trader and NGO employee where the lowest percentage of the occupation category by scoring 11(9.5%) and 11(9.5%) of the whole customer respondents. The remaining sample units 29(25%) and 36(31%) are government employees and private employees respectively. While, the others 29(25%) (were occupied in different life way 12(10%) pension and house keepers, 10(9%) where students and 7(6%) where unemployed)

3.2. Analysis of the finding of the study

3.2.1 Analysis made from questionnaire

Table 2. Length of Time Being a Customer

No.	Item	No. of respondents	Percentage
1	For how long have you been		
	a customer of Ethiopian electric		
	power corporation?		
	a. 1-5	24	21
	b. 6-10	20	17
	c. 11-15	27	23
	d. ≥16	45	39
	Total	116	100

As shown in table 2, 45(39%) of the respondents have been stayed loyal for more than 16 years, customer who have been client in the EEPCO for range of 11-15 years are 27(23%).while 24(21%) of the respondents have been for 1-5 years. remaining 20(17%) of the respondents from 6-10 years.

Table 3. Encountered Service Problem

No.	Item	No. of respondents	Percentage
1	Have you encountered any service		
	problem offered by the EEPCO?		
	a. Yes	99	85
	b. No	17	15
	Total	116	100

The above table show that, out of 116 customer, 99(85%) said "Yes" and the other 17(15%) of the respondents opinion indicate that they have never encountered any service failure in the EEPCO. This indicates that majority of the respondent's that they have in counter service problem

Table 4. Services Complain on EEPCO

No.	Item	No. of	Percentage
		respondents	
1	What are the major service issues you		
	complain about?		
	a. Power interruption	14	12
	b. maintainace	14	12
	c. both power interruption &	30	26
	maintainace d. billing related issue	18	16
	e. both maintainace & billing issue	21	18
	f. All issue	19	16
	Total	116	100

2	To whom do you proposed your		
	complain?		
	a. Employees in the EEPCO	46	40
	b. To top manager	13	11
	c. To service manager	50	43
	d. Others	7	6
	Total	116	100
3	Did you get fast response when you apply		
	the first time?		
	a. Yes	43	37
	b. No	73	63
	Total	116	100

As it indicate in table 4, item1, 30(26%) of the respondents complain about the power interruption and maintenance, were as 21(18%) of the respondent complain about the maintain ace and billing issue while 18(16%) out of 116 customers complain on billing issues. The service issue that customer complain concerned on both power interruption and maintenances in the rated 14(12%) and the 14(12%) respectively the rest respondent complain in all issue which rated 19(16%). It includes tangibility, no prompt to respond their problem and service error as it specified by customers. Those indicate that above 50% of respondent complain on power interruption, maintenance and billing related issue.

As indicate in the literature reviews many types of service recovery phase have taken before failure occur. The one thing is that the immediate recovery phase begins when the provider becomes aware of a failure and concludes when fair restitution has been made to the customer.

Concerning to whom do you complain, item 2 of table 4, shows that majority of the respondents 50(43%) addressed their complain to the service manager .And 46(40%) and 13 (11%) forwarded

their complain to employee of EEPCO and top level managers respectively. Although the rest 7(6%) of respondents didn't know to whom they complain.

To sum up EEPCO tried to satisfy customer service needs; however, 73(63%) they strongly suggest there where failure to get on time (fast) responses for their complain. the romaine 43(37%) get fast responds.

Table 5. The EEPCO Effort to Solve Customer Problem

No	Item	No of respondents	Percentage
1	During power break down, how		
	long did you get the problem		
	fixed up?		
	a. 1-3 hr	19	16.4
	b. 4-6 hr	29	25
	c. ≥7 hr	68	58.6
	Total	116	100

Item 1, in table 5, shows 68(58.6%) of the respondent are waiting the power to fixed up for more than 7hrs, 29(25%) of respondents are waiting in 4-6 hr to fix up. while the reaming 19(16.4%) of them are waiting for 1-3hr.thise indicate that majority of respondent waiting the power to fix up for more than 7hrs.

Table 6, Service Complain On EEPCO

No	Item	No of respondents	Percentage
	Are you comfortable with power		
	consumption charge?		
	a. Yes, they are suitable	47	40.5
	b. No, they are expense	40	34.5
	c. I don't know	29	25

Total	116	100

As shown in table 6, 47 (40.5%) of the respondents they are agreed on charge consumption they pay. 40 (35.5%) out of 116 customer responded they consumption charge are expensive .The remaining 29 (25%) respondent they didn't know or no respond at all.

Table 7.Service Recovery Made By EEPCO

No	Item	No of respondents	Percentage
	During payment time, did you get wrong		
1	consumption charge? a. Yes b. No	70 46	60 40
	Total	116	100
3	Did you think the technical equipment of EEPCO is totally updated?		
	a. Yes	35	30
	b. No	59	51
	c. Neutral	22	19
	Total	116	100

As item 1 of table 7, 70(60%) respondent get wrong charge payment, while 46(40%) didn't get any charge payment. this shows majority of them complain on wrong charge payment.

As item 2 of table 7, shows 48(14.4%) of the respondents didn't getting on time mantainace (slow) on their respond, whereas 46(39.6%) they didn't get respond while 8(7%) and 14(12%) of respondent where very quickly and quickly respectively. these indicate that there responding time and there inaction is not good

As indicate in the litterateur review many types of service recovery activity which is tangible recovery efforts offer compensation for real and perceived damages. The primary intent is to provide fair restitution for the costs and inconveniences caused by the service failure.

As item 3 of the table 7, 59(51%) of the respondents were not agree (no) with the quality of technical equipment in EEPCO. while 35(30%) so agree (yes). The remaining 22(19%) no respond at all. This indicates that the technical equipment of EEPCO not updated.

Table 8 .Employee Performance In EEPCO

No	Item	No. respondent	Percentage
1	How do you evaluate the potential of		
	employee?		
	a. Very good	10	8
	b. Good	24	21
	c. medium	24	21
	d. poor	31	27
	e. very poor	27	23
	Total	116	100
2	How do you evaluate the worker overall		
	performance regarding customer service?		
	a. very good	16	14
	b. good	19	16
	c. medium	26	22
	d. poor	31	27
	e. very poor	24	21
	Total	116	100

As item1 table 8, 31(27%) of respondent poorly evaluate employee potential in EEPCO, and 21(23%) where evaluate them very poorly, while 24(21%) and 24(21%) where evaluate the employee in EEPCO medium and good potential respectively. The rest 10(8%) where evaluate the employee in very good potential, this indicate that below medium term the employee evaluate very poorly by respondents.

As item 2, table 8.shows 31(27%) where respondent evaluate working performance poorly on EEPCO, 26(22%) of respondent on medium working performance, while 24(21%) where respondents evaluate on very poor working performance. the rest 16(14%) and 19(16%) where respondents evaluate on very good and good working performance. Thiese indicate that the overall employees working performance is below medium.

Table 9 getting service recovery process in EEPCO

No	Item	No of respondents	Percentage
1	How do you get the service		
	recovery process in the Ethiopian		
	electric power corporation?		
	a. Very satisfactory	22	19
	b. satisfactory	27	23.3
	c. dissatisfactory	33	28.4
	d. very dissatisfactory	34	29.3
	Total	116	100

As item 1, table 9.The majority of respondent shows 33(28.4%) and 34(29.3) where dissatisfy and very dissatisfactory with the service recovery process in EEPCO respectively. while 27(23.3%) of respondents satisfy with the service recovery. the rest 22(19%) of respondent where very satisfy with the service recovery process in EEPCO. which indicate that service recovery process in EEPCO is not getting satisfactory in the customer mind

3.3. Interview Analysis

In order to assess the service recovery practice in the Ethiopian electric power corporation an interview was held with the corporation manager of the Ethiopian electric power corporation accordingly. The report of the interview is presented and analyzed below.

According to the manager of corporation; the corporation strive to provides full fill domestic and international electric power service through qualified and motivated employees, through utilization of modern technology and socially, ecologically responsible practice, as well as ensuring profitability growth.

The supportive structure in the corporation where the organization structure the organizational structure in the corporation is horizontal. The information flow is more horizontal than vertical.

In order to remove barriers communications and creation of relationships within the corporation and allow employees ratify problems that customer encounter during service delivery, while making decision in the problem area are flattened its structure. There for according to him the distance between to lowest positioned employee up to the top management that the corporation give training and allow to solve customers' problems on the spot by empowering the employee.

As indicate in the literature review employee empowering in service organization the term Empowerment has been given different definitions, and looked at through different lenses depending on what the writer is trying to portray. The immediate recovery phase begins when the provider becomes aware of a failure and concludes when fair restitution has been made to the customer According to Looy(2003) "empowerment means providing service employees with enough autonomy to allow them to handle unforeseen problem situations such as complaints". Especially in maintenance department. Explain specific actions we plan to take on their behalf in order to improve customer satisfaction? According to him "when we receive a customer complain we give an appropriate action for solving the problem and informative

replay. The corporation review and reinforce its complaints management policy and procedures, train staffs in the art of customers service and give tools they need to do their job.

CHAPTER FOUR

4. Summary, conclusion and recommendation

This chapter following the purpose of the research deals with the summarized points of the assessment, conclusion drawn and recommendations made on the basis of the findings. The study attempted to address the service recovery practice on Ethiopian elective power corporation. All necessary data and information was collected from the sample respondents using pertinent and implications of the study are therefore summarized below.

4.1. Summary

Major Finding of the Research:

- From the total number of respondent customers 50(43%) of them were male, while rest 66(57%) of were female. Concerning the age majority of respondents were between the group 18-25 and 26-35. Regarding educational background of respondents most of them were certificate and diploma. In their occupation the private employee were dominate the other by 36(31%).
- As the responses made by customers out of the total respondents 45 (39%) of them were used the service above 16 years.
- In relation to the encountered any service problem offered by the corporation's majority 99(85%) of respondents said "Yes" and the rest 17(15%) of respondents said "No".
- With regarding to the service encountering problem 30(26%) of respondents majority said lack of maintenance and power interruption, 21(18%) of respondents said delay service on maintenance and billing issue.
- Concerning the corporation communicate clearly in providing about complains, majority 50(43%) of respondents propose to service manager, 46(40%) of respondents proposed to employee in the EEPCO.

- According to the corporation effort to solve the problem majority 43(37%) of the respondents not getting fast respond.
- According to respondent majority 68(58.6%) are waiting the power to get the problem fixed up for more than 7hr.
- On the other hand majority 70(60 %) of the respondents indicate that they get wrong consumption charge.
- According to respondent majority 59(51%) are not believe the technical equipment of the EEPCO totally updated (hitch).
- On the other hand majority 31(27%) of the respondents evaluate employee potential poorly and also majority 27(23%) of the respondent evaluate the worker overall performance regarding customer service very poorly.

It is investigated that the corporation give training to employee in order to address and improve service recovery. The corporations also review and reinforce its complaints management policy and process.

4.2. CONCLUSIONS

Based on the analysis of the data, the following major conclusions were drawn.

To sum up; it is supposed to say that; out of the total respondent customer, female respondent exceed male whose age rang figures from 18-35. Concerning educational status private employee gets higher whose possessing certificate and diploma. Most customers used more than decades and mainly not satisfied by the EEPCO complaining handling, system regardless of maintenance; service charge and power interruption and do not have directives to whom customers complained for. Beside they didn't get adequate respond quickly as soon as possible.

4.3. RECOMMENDATIONS

Taking in to consideration of the findings obtained and conclusions drawn; the following recommendations are suggested.

- The corporate should strongly train the employees which can make knowledgeable, skillful and make them capable in handling customers.
- Ethiopia electric power corporation should allow high tech system
- The corporation should reduce and eliminate service maintenance delay
- Should to invest on research for problem solving
- At most trying to eliminate wrong charging
- Should substitute old transmit ion line poles
- Should impose directive for grievance handling on the EEPCO system.
- Improving time taken for billing
- Should propose damage coverage due to power interruption and failurity.
- Developing allowance.

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Appendixes

Questionnaire to be filled by EEPCO

This questionnaire is prepared by prospective graduate of St, Mary's university college for the year 2013 in the field of marketing management for the major objective is to collect information for the partial fulfillment of a senior essay titled as an assessment of service recovery in the case of EEPCO you are kindly to fill this questionnaires honestly and with due care because of correctness of the answer will have paramount importance for the outcome of the research.

N.B.

- 1. It is not necessary to write your name
- 2. Please mark (\checkmark) in the box that determine you answer.

I. General Characteristics of the respondent

1.	Sex		
	A. Male	B. Female	
2.	Age		
	A. 18-25 years	B.26-35 years	
	C.36-49 years	D.above50 years	
3.	Educational level		
	A. below 12 grade	B. Certificate	
	C. Diploma	D. First Degree	
	E. above 2 nd degree		
4.	Occupation		
	A. Merchant/trader		
	B. Government employee		
	C. Private employee		

	D. NGO			
	E. If others, please speci	fy		
	II. Question related to servi	ice recovery		
5.	For how long have you been a	customer of E	EPCO?	
	A. 1-5	C. 11-15		
	В. 6-10	D. For mor	re than 16 years	
6.	Have you encountered any serv	ice problem o	offered by EEPCO?	
	A. Yes	B. No		
7.	If your answer for question No	7 is "yes", ha	ve you ever made c	omplain to the EEPCO?
	A. yes	B. No		
8.	What are the major service issu	ies you compl	ain about?	
	A. power interruption			
	B. maintenance			
	C. both power interruption	on & maintena	ance \Box	
	D. Billing related issue			
	E. Both B and D			
	F. all issue			
9.	To whom you complain about	the problem in	the EEPCO?	
	A. employees in the from	nt desk		
	B. Top manager			
	C. Service manager			
	D. If other, please spec	ify		
10	Did you get fast response when	you apply fo	r the first time?	
	A. Yes	□ F	B. No	
11.	How do you rate the effort to se	olve your prob	olem?	
	A. Very Satisfactory	C. unsati	isfactory [
	B. Satisfactory	D. very	unsatisfactory [

12. During p	oower break dov	vn, how long did	I you wait to get	the proble	m fixed up?
A.	1-3hr		C. more than 7h	nr's	
B.	4-6hr □				
13. Are you	confortable with	h power consum	ption charge?		
A.	Yes, they are s	uitable			
B.	No, they are ex	pense			
C.	I don't know				
14. During pa	ayment time did y	you get wrong cha	arge payment?		
A.	Yes \square	B. No			
15. Did you g	get fast respond w	hen you apply for	r the first time abo	out the payr	ment?
A.	Yes \square	B. no			
16. How do	evaluate the cor	poration in givir	ng on time maint	enance?	
A.	very high		C. Very low		
B.	High		D. No respond		
C.	medium				
17. Do you t	think the technic	cal equipment of	EEPCO is totall	y up date?	•
A.	Yes				
В.	No				
18. How do	you evaluate the	e potential of em	ployee?		
A.	V. good		D. Poor		
B.	Good		E. V. poor		
C.	medium				
19. How do	evaluate the pro	omptness of emp	loyee?		
A.	V. good		D. Poor		
B.	Good		E. V. poor		
C.	medium				
20. How do	you evaluate the	e workers overal	l performance re	garding co	ustomer service?
A.	V. high		D. Low		
	-				

B. High		E. V. low	
C. Medium			
21. How do you get the so	ervice recove	ry process in the EEI	PCO?
A. V. satisfacto		C. dissatisfacto	
B. Satisfactory		D. V. dissatisf	actory

St. Mary's University College

Faculty of Business

Department of Marketing Management

The aim of this questionnaire is to assess service recovery in the case of EEPCO. The study is conducted in partial fulfillment of the requirement for BA Marketing Management the date you provide academic purpose.

Interview questions for manager

- 1. What types of service does the EEPCO offer?
- 2. Do you have service recovery program?
- 3. How does the EEPCO manage the information flow between the customers and the employees achieving no mistake in service delivery?
- 4. Do you have a complain handling department(personalee)
- 5. How match empowering employees contribute to quality service delivery?
- 6. What method are used to empower the employee?
- 7. Do you train your employee? How often?
- 8. Do you conduct any research to identify service problem?
- 9. How do you evaluate the level of your customer satisfaction?

ቅድስት ማርያም ዩኒቨርስቲ ኮሊጅ

ቢስነስ ፋክልቲ

የጣርኬቲንግ ጣኔጅንት ትምህርት ክፍል

ይህ መጠይቅ የተዘጋጀው በቅድስት ማርያም ዩኒቨርስቲ ኮሌጅ የማርኬቲንግ ማኔጅመንት ክፍለ ተማሪ የሆን ለመመረቂያ የሚሆን ፅሁፍ ለማዘጋጀት የሚረዳኝን መረጃ ለማሰባሰብ ነው።

የመጠየቅ አላማው የአግልገሎት ተጠቃሚዎች ደንበኞች በአገልግሎት አሰጣጥ ላይ ለሚያቀርቡት ቅሬታ የኢትዮጵያ ኤሌትሪክ ኃይል ኮርፖሬሽን በሚሰጠው የመፍትሄ እርምጃ ላይ ጥናት ለማድረግ በንፋስልክ ላፍቶ ክፍለ ከተማ አካባቢ ባለው ቅርንሜፍ ደንበኞች እንዲሞሎት የተዘጋጀ መጠይቅ ነው፡፡ የሚሰጡት ትክክለኛ መልስ ለጥናቴ ፅሁፍ አስተዋፅኦና ተአሚነት ከፍተኛ ስለሆነ በቅድሚያ አመሰግናለሁ፡፡

ት ስምዎትን መግለጽ ኢ	ያስፈልግም
❖ ለመልስዎ (✔) ምል	ባት ይጠ ቀ ሙ
I. አጠቃላይ የግለሰብ <i>መረጃ</i>	
1. <i>P</i> ታ	
ሀ.ወንድ	ለ. ሴት
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DECLARATION

The undersigned, declare that this senior essay is my original work, prepared under the guidance of W/o Meaza G.Medhin. All sources of material used to the manuscript have been duly acknowledged.

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SUBMISSION APPROVAL SHEET

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Executive Summery

This research conduct on an assessment of service recovery practice on the case of Ethiopian electric power corporation (EEPCO).

Service recovery: refers to the action taken by the organization in respond to a service failure occurs for all kinds of reasons the service may be unavailable when promised it may be delivered late or too slowly ,the outcome may be incorrect or poorly executed or employees may be rude or uncaring. All of these types of failures bring about negative feeling and response from customers left unfixed they can result in customer leaving ,telling to others customer about their negative experience and even challenging the organization through customer organization. (A.zeithaml,2004:185)

The preliminary observation that was conducted by the student researcher show that currently customer of the organization complain on billing issue, inadequate maintenance service and power interruption. The study delaminate on service recover practice in EEPCO on single phase customer. In addition the study focused on performance of January 2010-Deceber 2012.ethiopian electric power corporation is huge corporation having many branches in all region of the country. The study delaminate on Addis Ababa, south district region due to time, financial and other resource.

To conduct the study that to assesses the service recovery practice in EEPCO the student research used descriptive research method. And taken 150 respondents were as a reliable sample size. Out of this only 116 questioners were properly filled and returned back. In addition, the study researcher used accidental sample techniques to select respondent customer.

Both primary and secondary source of data were used. The primary data was collected from customers and Marketing Manager of EEPCO through questioner and direct interview with Marketing Management. Secondary data was collected from available document of the corporation and books.

Both qualitative and quantitative analysis method were used. The respondents were described from questioner were analyzed and interpreted in terms of percentage and table. The response of interviewee was analyzed using qualitative method /interpretations/.

From this analysis mainly customer of EEPCO not satisfied by the EEPCO complaining handling system, regardless of maintenance; service charge and power interruption and do not

have directives to whom customers complained for. Beside they didn't get adequate respond quickly as soon as possible.

Taking in to consideration of the findings. The following recommendations are suggested.

- The corporate should strongly train the employees which can make knowledgeable,
 skillful and make them capable in handling customers.
- The corporation should reduce and eliminate service maintenance delay
- Should to invest on research for problem solving
- At most trying to eliminate wrong charging
- Should substitute old transmit ion line poles
- Should impose directive for grievance handling on the EEPCO system.
- Should propose damage coverage due to power interruption and failures.

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CHAPTER ONE INTRODUCTION

1.1. Background of the Study

Service recovery: refers to the action taken by the organization in respond to a service failure occurs for all kinds of reasons the service may be unavailable when promised it may be delivered late or too slowly ,the outcome may be incorrect or poorly executed or employees may be rude or uncaring. All of these types of failures bring about negative feeling and response from customers left unfixed they can result in customer leaving ,telling to others customer about their negative experience and even challenging the organization through customer organization.

(A.zeithaml, 2004:185)

Successful complain handling is one strategy for what has come to be known today as service recovery. This is where the organization treats dissatisfied customers in such a way that they leave the service experience felling positively disposed towards the service provider and willing to engage with the organization in future transaction service recovery can take place where the service provider operates a comprehensive guarantee meets or exceeds expected of the complaint customer in the way in which it handles a complain. (**Petre Muddle,2006:254**)

The Ethiopia electric power corporation (EEPCO) was named in 1997-after serving previously in the name the Ethiopia electric light &power authority ,which was established in 1956.EEPCO is a government owned utility responsible for the generation, transmission, distribution &also sales service of electric energy throughout Ethiopia. The corporation has two electric power supply system interconnected system (ICS) and the self-contained system (SCS).the main energy source of ICS is hydropower plants and for the SCS mini-hydro and diesel power generation allocated in various areas of the country. As part of the government growth and transformation plant EEPCo has launched hydropower and other renewable project to meet the 10,000mw target in the coming five years.

Currently the corporation has a head office at Addis Ababa and 15 regional offices. EEPCO supplies power to around 1,896,265 customers and the number of towns and villages getting electric power has reached 5,163.

The electric energy generated from the Mach hydropower plant is transported through high voltage transmission lines treated 45,66, 132, 230 &400kv.the 400kv transmission lines of 685.71km were constructed and being considered as parts of the five year plan. The total length of the existing transmission lines is about 10884.23km.regional interconnection with neighboring countries including Djibouti, Sudan and Kenya are under the construction and procurement phases.

1.2. Statement of the Problem

Service recovery: is an umbrella term for systematic efforts by a firm to a problem following service failure and retain customer good well. Service recovery efforts play a crucial role in achieving customer satisfaction (A.zeithaml, 2004:185)

A strong service recovery process can produce positive results and overcome most service failure. Successful recovery will diminish the negative impact of the original poor or failed service for three reasons. First, through post service communications with the firm, customers come to believe that the service provider is fair because they admitted making a mistake or they offered the customer some type or restitution. Second, a good service recovery process takes away all of the negative consequences of a service failure such as loss of time or money. Third, the service recovery process will normally cause consumers to alter their attributions as to the cause of the service failure (zeithaml ,2003)

The need to satisfy customer need arise mainly from fear of losing them to competitors hands. However, corporation which exhibit monopolistic behavior do not care much about their customers and EEPC0 customer complain about their service provider. The preliminary observation that was conducted by the student researcher show that currently customer of the organization complain on billing issue, inadequate maintenance service and power interruption.

1.3. Research Questions

This paper attempts to address the following basic research question:

- What are the major problem that customer complain about?
- What is the cause for not giving adequate maintenances service?
- What is the major problem in billing issue?

• To what extent does the company designed service recovery practice by EEPCO allow quick respond?

1.4. Objective of Study

1.4.1. General Objective

The general objective of the study will be to assess the condition of service recovery on Ethiopian Electric Power Corporation

1.4.2. Specific Objective

- ❖ To identify the major service issue that customer complain about.
- ❖ To identify the major problem on maintenance service
- ❖ To identify employee customer handling ability to wards customers.

1.5. Significance on the Study

- This study will help the company to revise their approach in the service recovery system
- It will help the student researcher in applying the concept and theories in the real world.
- It can be used as an input for other researchers or the company an in depth study on the area.

1.6. Scope of the Study

This study assess on service recovery practice in the case of Ethiopian Electric Power Corporation (EEPCO). The Ethiopian Electric Power Corporation is the only one which gives electric power across the country .It classified there customer in Active/Reactive customers, Industrial customers, Single phase customers and three phase customers. To make the study manageable, the student researcher delaminate the topic of the study only in single phase customer of EEPCO. In addition the study was focused on performance of January 2010-december 2012. EPCO is huge company having many branches in all regions of the country. Therefore, it is difficult to assess all regions and collect data from all region .thus, the study was delaminating to Addis Ababa, south district region due to time, financial and other resource.

1.6.1. Definition of Terms

Activate/ reactive customer: (medium- scale industry, like flour mills) their power consumption rate runs from 31kw to 205kw.

Industrial customers: are those whose power consumption is beyond 206 kw (large factories, Like beer industry).

Single phase customers:customers who uses single phase line that is for household purposes consumption is usually 3 kw, sometime consumption can be up to 11 kw.

Three phase customers:customers who uses 3 phase line usually for commercial purposes. Consumption rate is from 3 kw to 30 kw.

1.7. Research Design and Methodology

1.7.1. Research Design

To conduct the study that to assesses the service recovery practice in EEPCO the student research used descriptive research method. Because in this kind of research method customers perception and behavior described to answer the research questioner.

1.7.2. Population and Sample Technies

The target population of the study were company Marketing Manager and customers of EEPCO. And as it suggested many research literature; a total numbers 150 respondents were taken as a reliable sample size to conduct the study. Because the researcher may not have access to the entire group of population member. In addition, the study researcher used accidental sample techniques to select respondent customer.

1.7.3. Types of Data Collected

In this study both primary and secondary source of data were used. The primary data was collected from customers and Marketing Manager of EEPCO. Secondary data was collected from available document of the corporation and books.

1.7.4. Methods of Data Collection

The primary data was collected through questioners and direct interview with marketing manager. The secondary data collected from the company document, books and other researchers.

1.7.5. Data Analysis Method

Data analysis is needed to give meaning for the raw data in understanding manner. The respondents were described from questioner were analyzed and interpreted in terms of percentage and table. The response of interviewee was analyzed using qualitative method /interpretations/.

1.8.Limitation of the Study

When doing a research it is mostly expected to have a limitation. Considering out specific study the following are the limitations to be expected.

- The first and most challenging limitation is the time constraint.
- Shortage of the secondary data.
- In appropriate fulfillment of the questionnaire by respondent customer.
- Not getting adequate information

1.9. Organization of the study

This paper consisted of four chapters .The first chapter consists background of the study, statement of the problem, research question, objective of the study, significance of the study, Scope of the study, research design and methodology, organization of the study. Chapter two includes literature review section. Chapter three includes data analysis and interpretation of the result. Finally, chapter four includes summery, conclusion and recommendation.

CHAPTER TWO

REVIW OF RELATED LITRATURE

2.1. Background of Service

In this chapter it would be described about service and give a background for its concept, in order to provide an insight into the forthcoming chapters about how the nature of services, affects the way it is delivered by the employees in an organization. In addition, a brief description of the retail banking services would be given, to acquaint the reader specifically about the type of service in question regarding this research.

2.2. Services as a Product

According to (Looy, 2003), service is "any activity that one party can offer to another that is essentially intangible and does not result in the ownership of anything". (Zeithamlal, 2006), puts it in most simple terms "services are deeds, processes, and performances.

These definitions give a clue about the nature of services as processes rather than products. The definition that fits more in describing service in the retail-banking sector is given by Looy as "all those economic activities that are intangible and imply an interaction to be realized between service provider and consumer. This definition puts service as a process involving the employee and the customer where the employee is the seller and represents the service being delivered.

2.3. Types of Services

According to (Zeithaml,2006) divided services into four distinct groups: Service industries and companies: those industries and companies typically classified within the service sector whose core product is a service.

Services as products: a wide range of intangible product offerings that customers value and pay for in a market place.

Customer service: service that is provided in support of a company's core products.

Derived service: the value of service that a service provides, the benefit a consumer receives from using a service. The retail-EEPCO sector in this sense can be classified under the service industries and companies because their core product is a service.

Also according to the degree of tangibility and intangibility (Zeithaml,2006) classifies services, further stating that some services are more tangible than others are, and require varying forms of responses and needs from the service provider to the consumer respectively.

The position of retail-EEPCO services under the tangibility spectrum would be classified under the investment management section, which is tilted more to the intangible angle. This means that the services produced are intangible in nature and would be largely influenced by human interaction in the course of delivery. However, (Grönroos, 2001) classifies services into two divisions:

High-touch/high-tech services: the first is people dependent in the service process producing the service and the latter is predominantly based on the use of automated systems, information technology, and other physical resources. The important distinction between them is that while the high-touch services needs physical resources, and technology based systems to be integrated into the service process in a customer-oriented fashion, the high-tech services needs more service orientation, and customer-consciousness of its personnel at critical situations, because service recovery is higher in high- touch, compared to high-tech where there are fewer opportunities to recover from a mistake.

Discrete transactions/continuously rendered service: some services involve a continuous flow of interactions based on the nature of relationships with customers such as security services and banking etc are classified as continuously rendered services. While discretely rendered services are that are non-continuous in usage e.g. the hair stylists and restaurants and firms in the hospitality industry etc. The implication of these are that the service providers in the continuously rendered services have to create a relationship that customers value and appreciate because they can't afford to lose customers, while the discretely used service providers can develop a profitable business based on transaction oriented strategies.

Service recovery refers to the actions a provider takes in response to a service failure (Grönroos, 1988). A failure occurs when customers' perceptions of the service they receive do not match their expectations.

According to this definition, service recovery is not restricted to service industries, and similarly, empirical research shows that dealing with problems effectively constitutes the most critical component of a reputation for excellent (or poor) service for a broad range of industries (Johnston,

2001). Thus, any company that serves external or internal customers must accept that failures happen and institute systems and processes to deal with them.

In recent years, various empirical studies have addressed service recovery in divergent industries around the globe. Interest in service recovery has grown because bad service experiences often lead to customer switching (Keaveney, 1995), which in turn leads to lost customer lifetime value (Rust, Zeithaml, & Lemon, 2000). However, a favorable recovery positively influences customer satisfaction.

2.4. The Characteristics of Services

The qualities of services can be divided into 4 major parts and two implied parts.

The major parts:

- (a) Intangibility
- (b) Simultaneity
- (c) Perishability and
- (d) Heterogeneity

These qualities of services are also, what differentiate it from the physical goods.

Intangibility: according to (Zeithaml,2006) "the characteristic of service that it cannot be seen, felt, tasted or touched in the same manner that you can sense tangible goods". It is the most significant quality of services. As (Looy,2003), argued because of this, service quality evaluation cannot be made before and sometimes after purchasing a service. Unlike goods, consumers can make a choice and evaluate their quality before committing to purchasing it.

Simultaneity: (Grönroos,2001) describes it as a characteristic of service whereby the customer does not only receive the service but participates in the service process as well as the production resource as well. (Zeithaml,2006) also includes that, it is a quality of service whereby it is sold first, then produced and consumed at the same time. The implication, as Grönroos describes is that, quality control and marketing must therefore take place at the same time as the service process and production while Zeithaml has it that mass production is therefore impossible, and the quality of service and customer satisfaction will be highly dependent on what happens in "real time" including actions of employees, and the interaction between employees and customers. While

goods are first produced, then consumed thereafter, and the customer needs not be present at the factory, while it is being manufactured.

Perishability: this characteristic of service means that it cannot be stored, inventoried, once produced it has to be consumed. According to (Looy ,2003) the implication of this characteristic is that demand for most services is volatile and cannot always be predicted, secondly when demand is high there are no accumulations of stock to accommodate the demand surplus. Physical goods can be stored and inventoried, in the event of low demand, can be accumulated, and when demanded again they can be recollected from their stores.

Heterogeneity: Zeithaml, describes this quality based on the attribute that of services as performances frequently produced by humans and received by different customers, therefore are no two services alike. Consequently, the employee delivering the service becomes the service in the eyes of the customers. The implication of it is that, ensuring consistent service quality is challenging, and depends on many factors that cannot be controlled by the supplier (employee). The service manager may not always know for sure if the service is being performed in a manner consistent with what was originally planned, and promoted. Here again, unlike most goods that can be standardized, and which maintaining a particular quality would only be a matter of technology and not a human factor.

These factors make consumers to rely on different cues and perspectives when evaluating services, which may also influence their perception of the service quality and how much satisfaction they can derive from consuming it, or whether they will derive satisfaction by it.

2.5. Fundamental Principle of the Public Service

The following fundamental principle of the public service is very relevant to serving the citizen as publics. They are aimed at enhancing public satisfaction (Escs; 2005:57)

- a) Principles of equality of treatment:- All public service shall recognize the equality of citizen before the law.
- b) Proximity and accessibility of services the public service shall to organized along function and decentralized liens designed to bring public management closer to the people & provide them with appropriate and accessible basic services.

- c) Effectiveness and efficiency:- the public service shall ensure that make s optimal use of resource at this disposal provide the highest quality in to the resources at account the resources and means that users have available to them to benefit from public service.
- d) Evaluation of services:-the evaluation of the effectiveness and productivity of services shall be based on objective & programmers of activities defined before hand, accompanied by performance indicators and criteria.
- e) Transparency and information:- administrative decision shall always be taken in accordance with transparent, simple and understandable procdure while ensuring accountable.
- f) Speed and responsiveness:- the public service shall determine and respected deadlines in the delivering of its service these deadlines Generally, these principle said that any discrimination based on the place of origin, race, gender, religion, entice group philosophical or political convictions or other personal consideration shall be the application of appropriate information and communication technologies (e-governance)

2.6. EEPCO Service

The system will cover the automation of the following application that will enhance the capability of EEPCO provide. The system will cover the following major application.

- Customer application:- Here customer's application regarding new connection and other facility services will be handled.
- Customer enrolment:- Customer registration and modification of enrolled customer data will be handled.
- Meter Reading:-Meter reading data will be feed into the system. Reading modification is also done in the module.
- Billing:-Bill will be generated from the encoded meter reading. Bill exception are also a part of this module.
- Collection:- Generated bills will be collected and other collected payments are handled.
 Office closure is also done in this module.

• Facility management services:-Different facility management services like power improvement, power Disconnection/Reconnection, Book transfer, Geographical location information, Tariff management, credit cancelation.

2.7. Service Failure and Recovery

According to (Zeithaml ,2003) Service failures are instances where a service is either not performed or is performed pony. In terms of satisfaction states, service failures are the instances when customers leave a service angry or dissatisfied. In both situations, the service performance is below the adequate expectation level of the customer. Because of the dissatisfaction, customers will be less inclined to purchase from the firm again. In many cases, they will tell others about their bad experience, which, compounds the negative impact on the service firm. An unhappy customer will tell 100 or 11 others about his or her experience. The impact of dissatisfaction is quite staggering.

2.7.1. Service Failure

Service failures do not automatically result in firm-switching behavior and negative word-of-mouth communications, customers can be recovered. The manner in which post service failures are handled will have a greater input on future purchase behavior than the level of dissatisfaction of the original service experience. Firms have use time around; the backlash is even stronger since the firm, in essence, has failed twice. It failed during the regular service, and then is failed again in the service recovery process.

2.7.2. Service Recovery

A strong service recovery process can produce positive results and overcome most service failure. Successful recovery will diminish the negative impact of the original poor or failed service For three reasons. First, through post service communications with the firm, customers come to believe that the service provider is fair because they admitted making a mistake or they offered the customer some type or restitution. Second, a good service recovery process takes away all of the negative consequences of a service failure such as loss of time or money. Third, the service

recovery process will normally cause consumers to alter their attributions as to the cause of the service failure.

2.8. Service Failure and Recovery in Service Organizations

Service recovery according to (Zeithaml ,2006) this refers to the actions taken by an organization in response to a service failure. They further suggest the reasons for service failures as ranging from unavailability of service when as and when promised, too late or too slow delivery of service, incorrect or poor execution of outcome, and rude or uncaring attitudes of employees. Service failure can create negative feelings, and bring about undesired responses from the customers and when left unfixed can lead to customers leaving, telling other customers about their negative experiences, and even challenging the organization through consumer rights organizations or legal channels, but a well handled service recovery can have positive effects on the other hand.

According to (Zeithaml ,2006), "resolving customer problems effectively has a strong impact on customer satisfaction, loyalty, word of mouth communication, and bottom line performance".

Customers are a vital asset of service companies. The most effective way to ensure customers is to provide a product or service that meets or exceeds the customer's expectations every time. Unfortunately, when delivering a service, this task is formidable and, at times, impossible. Although service failure has the potential for destroying loyalty, effective application of recovery techniques

May enable service managers to maintain or even increase loyalty. In the sections that follow, established the context in which service recovery is important to the operations manager and organizational success.

2.9. Service Recovery Strategies

According to (Zeithaml,2006) an effective service recovery strategy has multiple potential impacts; it can increase customer satisfaction and loyalty and generate positive word of mouth communication. Service recovery strategies can be implemented as follows:

- 1) Make the service fail-safe by doing it right the first time: through ensuring reliability which is a dimension of service quality
- 2) Encourage and track complaints: by listening to customers and making it easy for them to complain.

- 3) Act quickly by responding immediately: through (a) taking care of the problems either electronically or phone calls,(b)empowering employees to solve problems as soon as they occur and (c) allowing customers to solve their problems themselves through building systems that allow them to do so.
- 4) Providing them with adequate explanations to understand why the service failed
- 5) Treating customers fairly in terms of the outcome of the service they receive.
- 6) Cultivate relationships with customers so that when and if service fails, forgiveness would not be hard to find and
- 7) Learning from recovery experiences to avoid repetition and rectify their solutions permanently.

2.10. The Need for Service Recovery

Service recovery involves those actions designed to resolve problems, alter negative attitudes of dissatisfied consumers and to ultimately retain these customers. Service providers should make every effort to provide the customer with a positive experience the first time. However, in an environment where factors such as varying customer expectations and high levels of human involvement complicate the service delivery process, mistakes are inevitable. It is a service failure that provides the opportunity to recover from the mistake and a second chance to provide a positive service experience.

Although customers may often be convinced to remain loyal via psychological approaches, it is the combination of tangible and psychological actions that may ensure recovery from failure. Both service failure and success at recovery are very much the results of operational activities of the organization.

Service failures typically result from fail points in the service delivery process and recovery efforts require employee intervention and specific activities to accommodate and retain the customer. (Shostack, 1984)

2.11. A service Recovery Framework

According to (Clark,1992)Unlike the literature in operations management, the services marketing and management literatures are rich in studies that identify the key elements associated with recovery. As described below, these elements include:

1. Outcome measures related to customer satisfaction and retention;

- 2. Antecedents to successful run successful recovery;
- 3. The phases of recovery;
- 4. Types of recovery activities; and
- 5. The delivery of service recovery.

2.11.1 Customer Commitment/loyalty

(Kelley and Davis,1994). Demonstrated that the degree of customer organizational commitment contributes to recovery expectations. It may seem that higher expectations may make it more difficult to recover from a failure, but customers with no expectations of recovery may just leave and never return, while loyal customers may give the business an opportunity to recover.

2.11.2 Service Quality

According to (Kelley and Davis,1994 and Halstead,1993) the higher the perceived service quality, the higher the service recovery expectations. Like loyal customers above, customers may allow businesses with a higher perceived quality, more opportunity to recover.

2.11.3 Failure Severity

The severity of the failure may increase the service recovery expectations (Bitner,1990 and Hoffman,1995) the cost required to compensate for and mollify customers may vary tremendously for differing failures.

2.11.4 Service Guarantee

Customers expect a company to live up to an expressed guarantee stating the procedures which will be followed if a specific failure occurs (Halstead, 1993). The presence of a guarantee may also raise recovery expectations.

2.12. Service Recovery Phases

According to (Schweikhart, 1993) Service recovery efforts take place at three junctures; preventively or before the service failure occurs, concurrently or just as the service failure occurs and post hoc or sometime after dissatisfaction is expressed.

2.12.1. Pre-recovery phase

The pre-recovery phase begins with the service failure and lasts until the provider becomes aware of the failure, a period which may last a very short time or a fairly long time, weeks or months. The customer formulates expectations for service recovery during this phase.

2.12.2. Immediate Recovery Phase

The immediate recovery phase begins when the provider becomes aware of a failure and concludes when fair restitution has been made to the customer.

Ideally, this phase begins as soon as possible after the service failure (Hart, 1990) and concludes as soon as possible after that. Some studies report a significant decline in loyalty and satisfaction as a result of slow response to customer complaints e.g. (Schweikhart 1993 and Spreng 1995). Efforts during this phase should focus on providing prompt, fair restitution to the customer.

2.12.3. Follow-up Recovery Phase

The follow-up recovery phase begins after the customer has received fair restitution. (Miller, 2000) recovery may or may not be necessary depending upon the success of the immediate recovery efforts as well as antecedent factors such as the severity of the failure.

2.13. Types of Service Recovery Activities

The recovery activities undertaken during the immediate and follow-up recovery phases take two forms: psychological and tangible (Schweikhart, 1993)

2.13.1 Psychological

Psychological recovery efforts make a direct attempt to ameliorate the situation by showing concern for the customer's needs. Two psychological techniques are recommended in every instance of service recovery: empathizing and apologizing (Zemke, 1994). Simple and inexpensive, the two can be a powerful remedy when used together. Anecdotal evidence also suggests that these approaches may increase the negative experience if used inappropriately; a non-empathetic "I'm sorry" may be worse than no apology at all.

2.13.2 Tangible

Tangible recovery efforts offer compensation for real and perceived damages (Bell, Ridge1992 and Zemke,1994). The primary intent is to provide fair restitution for the costs and inconveniences caused by the service failure. A secondary intent may be to provide value-added atonement see,

e.g. (Bell, Ridge1992 and Clark,1992) where the customer is given more than the fair remedy to atone for a bad experience. A study by (Clark,1992).found that 91% of subjects who received a "little extra" after a service failure intended to stay loyal to the company.

2.14. The Delivery of Service Recovery

2.14.1. Front-line empowerment

If service employees have the knowledge and power to compensate a dissatisfied customer for a service failure, it is more likely that a dissatisfied Customer will become satisfied and retained (Bowen and Lawler, 1992).

2.14.2. Speed of recovery

(Hart, 1990) state that a service failure is more likely to reach a successful resolution if the problem is solved promptly. They assert that the ideal is to identify and to solve the problem before the customer becomes aware of it.

2.15. Employee Empowerment in Service Organizations

The term Empowerment has been given different definitions, and looked at through different lenses depending on what the writer is trying to portray. It has been defined in relationship to leadership and independence of the employee regarding service encounters, and is compared to the opposite approach referred to as the production line method which is the traditional method of delegating authority to subordinates by their superiors.

According to (Looy,2003) "empowerment means providing service employees with enough autonomy to allow them to handle unforeseen problem situations such as complaints". It refers to employees being more proactive and self-sufficient in assisting an organization to achieve its goals, as (Herrenkohl ,1999) explains. Due to the role of the employees in service organizations and the value customers place on service quality, the management would have to adopt a system or approach that can yield satisfactory results. As to (Looy,2003)explains, that there are basically two approaches that a company can choose to adopt, the traditional method of delegation or the empowerment approach.

a) The production line approach: the industrial way of delivering services, is characterized by simplification of tasks, clear division of labor, substitution of equipment and systems for employees, and little decision-making discretion afforded to employees.

b) Empowered approach: less emphasis is put on the systems surrounding the service employees, who are given more discretion and autonomy.

Many studies have shown that due to the nature of services, either of the two approaches tends to have a distinct impact on the service delivery process, customer perceived service quality, the service quality, customer satisfaction, employee, and the customer. This is also because Service organizations in contrast to organizations that are into the production of physical goods have a different approach and contact method with their customers which is more personal; hence the issue of empowerment as regards to how employees are equipped to make independent decisions regarding customer service.

However, (Grönroos.2001) views employee empowerment as a part of the internal marketing process in an organization which when correctly implemented can have a decisive impact on job satisfaction of employees which may in turn improve the part-time marketing impact of employees in customer -contact.

2.16. The Dimensions of Empowerment

Various service literature (Looy,2003 and Zeithaml,2006), describe employee empowerment as having many dimensions ranging from the individual employee level to the organization level of empowerment.

(Looy,2003), points out that the most important reason for empowerment at the individual employee level is the belief that autonomy motivates people, they further argue that people are willing to take initiatives and make decisions rather than being dictated to regarding their jobs. With reference to (Looy,2003), there are five dimensions as a driving force behind individual work motivation:

The individual employee level:

Meaning: the extent to which an individual experiences a task as personally meaningful.

Competence: the extent to which an individual feels confident about his/her capabilities to perform the task.

Self-determination: the degree of influence that an individual has on how to perform the job.

Strategic autonomy: the degree of influence an individual has on the content of the job.

Impact: the degree of influence an individual has on the direct work environment.

The organization level: (Looy,2003), points out that employees cannot be empowered without the necessary organizational support that are required to stimulate actions such as taking initiatives and acting independently. For employees to be successfully empowered, the organization needs to create the environment where such attitudes and behaviors can be developed.

According to (Looy,2003), "empowered organizations have everything in place to facilitate the pushing down of information, knowledge, rewards, and power".

Sharing information: empowerment of employees would be unsuccessful if they have no access to information about the (a) service concept(b)the service delivery process a whole(c) past and current performance of the organization as a whole and (d) setting of goals in the organization by knowing what needs to be done, not what is allowed to be done.

Knowledge and competence development: the competence base of employees needs to be developed continuously, and should not be limited to only hiring competent employees for a short-term result. Over time organizations should train, and educate the employees to have an extended range of skills.

Rewards: going hand in hand with employee empowerment is responsibility and rewards for taking such responsibilities. While increasing competencies is beneficial in itself, monetary rewards are a justification for it. However, both of the dimensions are related to independence of the employee regarding work and service, and are all aimed at achieving organizational effectiveness and employee satisfaction user; preventively or before the service failure occurs.

Chapter three

3. Data Presentation, Analysis and Interpretation

This chapter is devoted to analyze and interpret the date which were filled out by the respondent of the sample population.

3.1 characteristics of the study population

In this research two categories of respondents were involved giving the information for the study. Marketing Manager and customers of the EEPCO were participated in the survey. The total number of questionnaire distributed were 150. Out of this number only 116 questionnaires were properly filled and returned back.

In order to get demographic information of the customer's questionnaire which asks them to mention their sex, age education back ground and experience were distributed and it is presented in the following table.

3.1 Demographic information of respondent

Table 1. Characteristics of the respondent customer

No.	Item	No. of	Percentage
		respondents	
1	Sex		
	a. Male	50	43
	b. Female	66	57
	Total	116	100
2	Age		
	a. 18-25	42	36
	b. 26-35	30	26
	c. 36-49	22	19

	d. ≥50	22	19
	Total	116	100
3	Educational level		
	a. Below12grade	25	22
	b. Certificate	35	30
	c. Diploma	32	28
	d. 1 st degree	19	16
	e. 2 nd degree and above	5	4
	Total	116	100
4	Occupation		
	a. Merchant/trader	11	9.5
	b. Government employee	29	25
	c. Private employee	36	31
	d. NGO	11	9.5
	e. Other	29	25
	Total	116	100

According to item 1 of table 1, 50(43%) were female and 66(57%) were male respondents. This shows as the female respondents are more than male.

Item 2 of table 1, indicates that out of 116 the majority respondents 42(36%) are in the age group of 18-25 and 30(26%) are between 26-35 and the lost percent are 22(19%) where between 36-49 and 22 (19%) are more than 50 years. This percent implies that respondents are the youngest one.

Concerning educational level of customer respondents in item 3 of table1, shows that 25(22%) of the customer where below 12 grade, 35(30%) are certificate, 32(28%) where diploma holder, 19 (16%) where 1st degree holder, and 5 (4%) where 2nd degree and above. These indicate that more than half of the respondents are educationally this refer that they can provide necessary information for the study.

Regarding occupation of respondent item 4 of table 1, the merchant /trader and NGO employee where the lowest percentage of the occupation category by scoring 11(9.5%) and 11(9.5%) of the whole customer respondents. The remaining sample units 29(25%) and 36(31%) are government employees and private employees respectively. While, the others 29(25%) (were occupied in different life way 12(10%) pension and house keepers, 10(9%) where students and 7(6%) where unemployed)

3.2. Analysis of the finding of the study

3.2.1 Analysis made from questionnaire

Table 2. Length of Time Being a Customer

No.	Item	No. of respondents	Percentage
1	For how long have you been		
	a customer of Ethiopian electric		
	power corporation?		
	a. 1-5	24	21
	b. 6-10	20	17
	c. 11-15	27	23
	d. ≥16	45	39
	Total	116	100

As shown in table 2, 45(39%) of the respondents have been stayed loyal for more than 16 years, customer who have been client in the EEPCO for range of 11-15 years are 27(23%).while 24(21%) of the respondents have been for 1-5 years. remaining 20(17%) of the respondents from 6-10 years.

Table 3. Encountered Service Problem

No.	Item	No. of respondents	Percentage
1	Have you encountered any service		
	problem offered by the EEPCO?		
	a. Yes	99	85
	b. No	17	15
	Total	116	100

The above table show that, out of 116 customer, 99(85%) said "Yes" and the other 17(15%) of the respondents opinion indicate that they have never encountered any service failure in the EEPCO. This indicates that majority of the respondent's that they have in counter service problem

Table 4. Services Complain on EEPCO

No.	Item	No. of	Percentage
		respondents	
1	What are the major service issues you		
	complain about?		
	a. Power interruption	14	12
	b. maintainace	14	12
	c. both power interruption &	30	26
	maintainace d. billing related issue	18	16
	e. both maintainace & billing issue	21	18
	f. All issue	19	16
	Total	116	100

2	To whom do you proposed your		
	complain?		
	a. Employees in the EEPCO	46	40
	b. To top manager	13	11
	c. To service manager	50	43
	d. Others	7	6
	Total	116	100
3	Did you get fast response when you apply		
	the first time?		
	a. Yes	43	37
	b. No	73	63
	Total	116	100

As it indicate in table 4, item1, 30(26%) of the respondents complain about the power interruption and maintenance, were as 21(18%) of the respondent complain about the maintain ace and billing issue while 18(16%) out of 116 customers complain on billing issues. The service issue that customer complain concerned on both power interruption and maintenances in the rated 14(12%) and the 14(12%) respectively the rest respondent complain in all issue which rated 19(16%). It includes tangibility, no prompt to respond their problem and service error as it specified by customers. Those indicate that above 50% of respondent complain on power interruption, maintenance and billing related issue.

As indicate in the literature reviews many types of service recovery phase have taken before failure occur. The one thing is that the immediate recovery phase begins when the provider becomes aware of a failure and concludes when fair restitution has been made to the customer.

Concerning to whom do you complain, item 2 of table 4, shows that majority of the respondents 50(43%) addressed their complain to the service manager .And 46(40%) and 13 (11%) forwarded

their complain to employee of EEPCO and top level managers respectively. Although the rest 7(6%) of respondents didn't know to whom they complain.

To sum up EEPCO tried to satisfy customer service needs; however, 73(63%) they strongly suggest there where failure to get on time (fast) responses for their complain. the romaine 43(37%) get fast responds.

Table 5. The EEPCO Effort to Solve Customer Problem

No	Item	No of respondents	Percentage
1	During power break down, how		
	long did you get the problem		
	fixed up?		
	a. 1-3 hr	19	16.4
	b. 4-6 hr	29	25
	c. ≥7 hr	68	58.6
	Total	116	100

Item 1, in table 5, shows 68(58.6%) of the respondent are waiting the power to fixed up for more than 7hrs, 29(25%) of respondents are waiting in 4-6 hr to fix up. while the reaming 19(16.4%) of them are waiting for 1-3hr.thise indicate that majority of respondent waiting the power to fix up for more than 7hrs.

Table 6, Service Complain On EEPCO

No	Item	No of respondents	Percentage
	Are you comfortable with power		
	consumption charge?		
	a. Yes, they are suitable	47	40.5
	b. No, they are expense	40	34.5
	c. I don't know	29	25

Total	116	100

As shown in table 6, 47 (40.5%) of the respondents they are agreed on charge consumption they pay. 40 (35.5%) out of 116 customer responded they consumption charge are expensive .The remaining 29 (25%) respondent they didn't know or no respond at all.

Table 7.Service Recovery Made By EEPCO

No	Item	No of respondents	Percentage
	During payment time, did you get wrong		
1	consumption charge? a. Yes b. No	70 46	60 40
	Total	116	100
3	Did you think the technical equipment of EEPCO is totally updated?		
	a. Yes	35	30
	b. No	59	51
	c. Neutral	22	19
	Total	116	100

As item 1 of table 7, 70(60%) respondent get wrong charge payment, while 46(40%) didn't get any charge payment. this shows majority of them complain on wrong charge payment.

As item 2 of table 7, shows 48(14.4%) of the respondents didn't getting on time mantainace (slow) on their respond, whereas 46(39.6%) they didn't get respond while 8(7%) and 14(12%) of respondent where very quickly and quickly respectively. these indicate that there responding time and there inaction is not good

As indicate in the litterateur review many types of service recovery activity which is tangible recovery efforts offer compensation for real and perceived damages. The primary intent is to provide fair restitution for the costs and inconveniences caused by the service failure.

As item 3 of the table 7, 59(51%) of the respondents were not agree (no) with the quality of technical equipment in EEPCO. while 35(30%) so agree (yes). The remaining 22(19%) no respond at all. This indicates that the technical equipment of EEPCO not updated.

Table 8 .Employee Performance In EEPCO

No	Item	No. respondent	Percentage
1	How do you evaluate the potential of		
	employee?		
	a. Very good	10	8
	b. Good	24	21
	c. medium	24	21
	d. poor	31	27
	e. very poor	27	23
	Total	116	100
2	How do you evaluate the worker overall		
	performance regarding customer service?		
	a. very good	16	14
	b. good	19	16
	c. medium	26	22
	d. poor	31	27
	e. very poor	24	21
	Total	116	100

As item1 table 8, 31(27%) of respondent poorly evaluate employee potential in EEPCO, and 21(23%) where evaluate them very poorly, while 24(21%) and 24(21%) where evaluate the employee in EEPCO medium and good potential respectively. The rest 10(8%) where evaluate the employee in very good potential, this indicate that below medium term the employee evaluate very poorly by respondents.

As item 2, table 8.shows 31(27%) where respondent evaluate working performance poorly on EEPCO, 26(22%) of respondent on medium working performance, while 24(21%) where respondents evaluate on very poor working performance. the rest 16(14%) and 19(16%) where respondents evaluate on very good and good working performance. Thiese indicate that the overall employees working performance is below medium.

Table 9 getting service recovery process in EEPCO

No	Item	No of respondents	Percentage
1	How do you get the service		
	recovery process in the Ethiopian		
	electric power corporation?		
	a. Very satisfactory	22	19
	b. satisfactory	27	23.3
	c. dissatisfactory	33	28.4
	d. very dissatisfactory	34	29.3
	Total	116	100

As item 1, table 9.The majority of respondent shows 33(28.4%) and 34(29.3) where dissatisfy and very dissatisfactory with the service recovery process in EEPCO respectively. while 27(23.3%) of respondents satisfy with the service recovery. the rest 22(19%) of respondent where very satisfy with the service recovery process in EEPCO. which indicate that service recovery process in EEPCO is not getting satisfactory in the customer mind

3.3. Interview Analysis

In order to assess the service recovery practice in the Ethiopian electric power corporation an interview was held with the corporation manager of the Ethiopian electric power corporation accordingly. The report of the interview is presented and analyzed below.

According to the manager of corporation; the corporation strive to provides full fill domestic and international electric power service through qualified and motivated employees, through utilization of modern technology and socially, ecologically responsible practice, as well as ensuring profitability growth.

The supportive structure in the corporation where the organization structure the organizational structure in the corporation is horizontal. The information flow is more horizontal than vertical.

In order to remove barriers communications and creation of relationships within the corporation and allow employees ratify problems that customer encounter during service delivery, while making decision in the problem area are flattened its structure. There for according to him the distance between to lowest positioned employee up to the top management that the corporation give training and allow to solve customers' problems on the spot by empowering the employee.

As indicate in the literature review employee empowering in service organization the term Empowerment has been given different definitions, and looked at through different lenses depending on what the writer is trying to portray. The immediate recovery phase begins when the provider becomes aware of a failure and concludes when fair restitution has been made to the customer According to Looy(2003) "empowerment means providing service employees with enough autonomy to allow them to handle unforeseen problem situations such as complaints". Especially in maintenance department. Explain specific actions we plan to take on their behalf in order to improve customer satisfaction? According to him "when we receive a customer complain we give an appropriate action for solving the problem and informative

replay. The corporation review and reinforce its complaints management policy and procedures, train staffs in the art of customers service and give tools they need to do their job.

CHAPTER FOUR

4. Summary, conclusion and recommendation

This chapter following the purpose of the research deals with the summarized points of the assessment, conclusion drawn and recommendations made on the basis of the findings. The study attempted to address the service recovery practice on Ethiopian elective power corporation. All necessary data and information was collected from the sample respondents using pertinent and implications of the study are therefore summarized below.

4.1. Summary

Major Finding of the Research:

- From the total number of respondent customers 50(43%) of them were male, while rest 66(57%) of were female. Concerning the age majority of respondents were between the group 18-25 and 26-35. Regarding educational background of respondents most of them were certificate and diploma. In their occupation the private employee were dominate the other by 36(31%).
- As the responses made by customers out of the total respondents 45 (39%) of them were used the service above 16 years.
- In relation to the encountered any service problem offered by the corporation's majority 99(85%) of respondents said "Yes" and the rest 17(15%) of respondents said "No".
- With regarding to the service encountering problem 30(26%) of respondents majority said lack of maintenance and power interruption, 21(18%) of respondents said delay service on maintenance and billing issue.
- Concerning the corporation communicate clearly in providing about complains, majority 50(43%) of respondents propose to service manager, 46(40%) of respondents proposed to employee in the EEPCO.

- According to the corporation effort to solve the problem majority 43(37%) of the respondents not getting fast respond.
- According to respondent majority 68(58.6%) are waiting the power to get the problem fixed up for more than 7hr.
- On the other hand majority 70(60 %) of the respondents indicate that they get wrong consumption charge.
- According to respondent majority 59(51%) are not believe the technical equipment of the EEPCO totally updated (hitch).
- On the other hand majority 31(27%) of the respondents evaluate employee potential poorly and also majority 27(23%) of the respondent evaluate the worker overall performance regarding customer service very poorly.

It is investigated that the corporation give training to employee in order to address and improve service recovery. The corporations also review and reinforce its complaints management policy and process.

4.2. CONCLUSIONS

Based on the analysis of the data, the following major conclusions were drawn.

To sum up; it is supposed to say that; out of the total respondent customer, female respondent exceed male whose age rang figures from 18-35. Concerning educational status private employee gets higher whose possessing certificate and diploma. Most customers used more than decades and mainly not satisfied by the EEPCO complaining handling, system regardless of maintenance; service charge and power interruption and do not have directives to whom customers complained for. Beside they didn't get adequate respond quickly as soon as possible.

4.3. RECOMMENDATIONS

Taking in to consideration of the findings obtained and conclusions drawn; the following recommendations are suggested.

- The corporate should strongly train the employees which can make knowledgeable, skillful and make them capable in handling customers.
- Ethiopia electric power corporation should allow high tech system
- The corporation should reduce and eliminate service maintenance delay
- Should to invest on research for problem solving
- At most trying to eliminate wrong charging
- Should substitute old transmit ion line poles
- Should impose directive for grievance handling on the EEPCO system.
- Improving time taken for billing
- Should propose damage coverage due to power interruption and failurity.
- Developing allowance.

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Appendixes

Questionnaire to be filled by EEPCO

This questionnaire is prepared by prospective graduate of St, Mary's university college for the year 2013 in the field of marketing management for the major objective is to collect information for the partial fulfillment of a senior essay titled as an assessment of service recovery in the case of EEPCO you are kindly to fill this questionnaires honestly and with due care because of correctness of the answer will have paramount importance for the outcome of the research.

N.B.

- 1. It is not necessary to write your name
- 2. Please mark (\checkmark) in the box that determine you answer.

I. General Characteristics of the respondent

1.	Sex		
	A. Male	B. Female	
2.	Age		
	A. 18-25 years	B.26-35 years	
	C.36-49 years	D.above50 years	
3.	Educational level		
	A. below 12 grade	B. Certificate	
	C. Diploma	D. First Degree	
	E. above 2 nd degree		
4.	Occupation		
	A. Merchant/trader		
	B. Government employee		
	C. Private employee		

	D. NGO			
	E. If others, please speci	fy		
	II. Question related to servi	ice recovery		
5.	For how long have you been a	customer of E	EPCO?	
	A. 1-5	C. 11-15		
	В. 6-10	D. For mor	re than 16 years	
6.	Have you encountered any serv	ice problem o	offered by EEPCO?	
	A. Yes	B. No		
7.	If your answer for question $N_{\underline{o}}$	7 is "yes", ha	ve you ever made c	omplain to the EEPCO?
	A. yes	B. No		
8.	What are the major service issu	ies you compl	ain about?	
	A. power interruption			
	B. maintenance			
	C. both power interruption	on & maintena	ance \square	
	D. Billing related issue			
	E. Both B and D			
	F. all issue			
9.	To whom you complain about	the problem ir	the EEPCO?	
	A. employees in the from	nt desk		
	B. Top manager			
	C. Service manager			
	D. If other, please spec	ify		
10	Did you get fast response when	ı you apply fo	r the first time?	
	A. Yes] E	B. No	
11.	How do you rate the effort to se	olve your prob	olem?	
	A. Very Satisfactory	C. unsati	isfactory [
	B. Satisfactory	D. very	unsatisfactory	

12. During p	oower break dov	vn, how long did	I you wait to get	the proble	m fixed up?
A.	1-3hr		C. more than 7h	nr's	
B.	4-6hr □				
13. Are you	confortable with	h power consum	ption charge?		
A.	Yes, they are s	uitable			
B.	No, they are ex	pense			
C.	I don't know				
14. During pa	ayment time did y	ou get wrong cha	arge payment?		
A.	Yes \square	B. No			
15. Did you g	get fast respond w	hen you apply for	r the first time abo	out the payr	ment?
A.	Yes \square	B. no			
16. How do	evaluate the cor	poration in givir	ng on time maint	enance?	
A.	very high		C. Very low		
B.	High		D. No respond		
C.	medium				
17. Do you t	think the technic	cal equipment of	EEPCO is totall	y up date?	•
A.	Yes				
В.	No				
18. How do	you evaluate the	e potential of em	ployee?		
A.	V. good		D. Poor		
B.	Good		E. V. poor		
C.	medium				
19. How do	evaluate the pro	omptness of emp	loyee?		
A.	V. good		D. Poor		
B.	Good		E. V. poor		
C.	medium				
20. How do	you evaluate the	e workers overal	l performance re	garding co	ustomer service?
A.	V. high		D. Low		
	-				

B. High		E. V. low		
C. Medium				
21. How do you get the s	ervice recove	ry process in the FFI	PCO^{2}	
21. How do you get the s	civice recove	ry process in the EEr		
A. V. satisfacto	ory	C. dissatisfacto	ory L	
B. Satisfactory		D. V. dissatisf	actory	

St. Mary's University College

Faculty of Business

Department of Marketing Management

The aim of this questionnaire is to assess service recovery in the case of EEPCO. The study is conducted in partial fulfillment of the requirement for BA Marketing Management the date you provide academic purpose.

Interview questions for manager

- 1. What types of service does the EEPCO offer?
- 2. Do you have service recovery program?
- 3. How does the EEPCO manage the information flow between the customers and the employees achieving no mistake in service delivery?
- 4. Do you have a complain handling department(personalee)
- 5. How match empowering employees contribute to quality service delivery?
- 6. What method are used to empower the employee?
- 7. Do you train your employee? How often?
- 8. Do you conduct any research to identify service problem?
- 9. How do you evaluate the level of your customer satisfaction?

ቅድስት ማርያም ዩኒቨርስቲ ኮሊጅ

ቢስነስ ፋክልቲ

የጣርኬቲንግ ጣኔጅንት ትምህርት ክፍል

ይህ መጠይቅ የተዘጋጀው በቅድስት ማርያም ዩኒቨርስቲ ኮሌጅ የማርኬቲንግ ማኔጅመንት ክፍለ ተማሪ የሆን ለመመረቂያ የሚሆን ፅሁፍ ለማዘጋጀት የሚረዳኝን መረጃ ለማሰባሰብ ነው።

የመጠየቅ አላማው የአግልገሎት ተጠቃሚዎች ደንበኞች በአገልግሎት አሰጣጥ ላይ ለሚያቀርቡት ቅሬታ የኢትዮጵያ ኤሌትሪክ ኃይል ኮርፖሬሽን በሚሰጠው የመፍትሄ እርምጃ ላይ ጥናት ለማድረግ በንፋስልክ ላፍቶ ክፍለ ከተማ አካባቢ ባለው ቅርንሜፍ ደንበኞች እንዲሞሎት የተዘጋጀ መጠይቅ ነው፡፡ የሚሰጡት ትክክለኛ መልስ ለጥናቴ ፅሁፍ አስተዋፅኦና ተአሚነት ከፍተኛ ስለሆነ በቅድሚያ አመሰግናለሁ፡፡

*	• ስምዎትን <i>መ</i> ግለጽ አያስፈል <i>ግ</i> ም	
*	• ለመልስዎ (🗸) ምልክት ይጠቀ ሙ	
I. አጠቃሳይ	<i>ያ</i> የ ግ ለሰብ <i>መረጃ</i>	
1 . ፆታ		
v.a	ወንድ 🗌	ለ. ሴት
2 . ዕድሜ		
v.t	ነ18-27 ዓ ሙ ት □	ሐ.ከ38-50 ዓመት
ለ.ነ	128-37 ዓመት 🔲	መ.ከ50 ዓመት በላይ 🔃
3 . የትምህር	ት ደረጃ	
v.t	n12ኛ ክፍል በታቸ 🔃	መ.የመጀመሪያ ዲባሪ
ለ.ሰ	ነርፍቤት	ሥ.ከሁለተኛ ዲግሪ በላይ 📉
ሐ۰	ዲ ፕሎማ	_
4 . ስራ		
ל.ט	ያይ <u></u>	መ. NGO ሰራተኛ 🛚

ማሳሰቢያ

ለ. የ <i>ማን</i> ግስት ሰራተ	ኛ 🔲 ሥ. የተለየ ካለ
ሐ. የፃል ሰራተኛ	
II. ከተናቱ <i>ጋ</i> ር የተ <i>ያያዘ </i>	ኔ ቅ
5 . የኮርፖሬሽን አ າ ልባሎት ወ	የጠቀም ከጀመሩ ምን ያህል ጊዜ ነው ?
ሀ.1-5 ዓመት	ሐ.11-15 ዓመት
ለ.6-10 ዓመት 🛚 🖺	መ.h16 ዓመት በላይ 🔲
6 . ኮርፖሬሽኑ በሚሰጠው አገ	ልግሎት ላይ ቸግር ገጥሞት ያውቃል?
ሀ.አዎ	ለ. አይደለም 🔲
7 . ለጥያቄ ቁጥር 6 <i>መ</i> ልስዎ አ	<i>ያ</i> ከሆነ ለኮርፖሬሽኑ አ <i>መ</i> ልክተው ያው <i>ቃ</i> ሉ ?
ሀ.አዎ	ለ.አይደለም
8 . ለኮርፖሬሽኑ አቤቱታ ከሚ	ያቀርቡባቸው ችግሮች ጥቂቶቹ የትኞቹ ናቸው
ሀ.የኃይል መቋረጥ	ለ.የጥንና አንልማሎት
ሐ. የጥገና እና የኃይሬ	ለ መቋረጥ 🔃 መ. ከክፍያ ጋር የተያያዘ 🔃
<i>ው</i> . የተለየ ካለ	
9 . አቤቱታዎን የሚያቀርቡት	ለማን ነው ?
ሀ.ኮርፖሬሽኑ ውስጥ	ሳሉ ሰራተኞች 🔃
ለ.ለዋናው ስራ አስኪ	S E
<i>ሐ.</i> የአ <i>ገ</i> ል <i>ግ</i> ሎት ክፍ	ል ኃላፊ 🔲
<i>መ</i> .የተለየ ካለ	•••••
10. ለመጀመሪያ ጊዜ የተ	ሥራሽኑን አገልግሎት ለማግኘት ሲፈል ጉ ፈጣን የሆነ ምላሽ አ ግኝተዋል?
ሀ.አዎ	ለ.አይደለም
11 . ኮርፖሬሽኑ የእርሶን	ቅሬታ ለመፍታት ያለው ተነሳሽነት እንዴት ያዩታል?
<i>ሀ</i> .በጣም አርኪ ነው	ሐ.አርኪ አይደለም
ለ.አርኪ ነው	<i>መ</i> .በጣም አርኪ አይደለም
12 . የኤሌክትሪክ መቋረ	— ጥ በሚያ <i>ጋ</i> ጥሙት ቸግር ምን ያህል ጊዜ ጠብቀዋል <i>ያገ</i> ኛሉ?
<i>v</i> .1-3 ሰዓት 🗌	ሐ. ≥7 ሰዓት □
ለ.4-6 ሰዓት]

13.	. የሚከፍሉት ክፍያ ከሚጠቀሙበት የኤሌትሪክ ፍጆታ አንፃር ምን ይመስላል?					
	ሀ. አዎ ተመጣጣኝ ነው 🔃	ሐ.አላውቅም 🔃				
	ለ.አይ ውድ ነው					
14.	በክፍያ ወቅት የሂሳብ ስህተት 1	<u>የ</u> ሞት ያውቃል?				
	<i>ሀ.</i> አዎ 🔲 ሰ.ኢ	e _				
15.	የሂሳብ ስህተቱ በምን ያህል ጊዜ	<i>ነ</i> ውስጥ ይስተካከልለዎታል				
	<i>v</i> . ከ ≤ 1 ወር በታች 🔃	ሐ. 3 ወር በሳይ				
	ለ. h2-3 ወር					
16.	ኮርፖሬሽኑ ለ <i>ጥገ</i> ና አ <i>ገ</i> ል <i>ግ</i> ሎት	የሚሰጠው ምላሽ ምን ይመስላል?				
	ሀ.በጣም ፈጣን 🔲	ሐ. የዘገየ				
	ለ.ፈጣን 🔲	<i>መ</i> .በጣም የዘገየ				
17.	ኮርፖሬሽኑ የሚጠቀ መው <i>መ</i> ሳ	ሪያ ዘመኑ የሚጠይቀውን ጥራት የጠበቀ ነው ብለው ያምናሉ?				
	<i>ህ.</i> አዎ	ለ.አይደለም 🗀				
18.	የኮርፖሬሽኑ የሠራተኞችን ብቃ	ት እንዴት አፖፑት?				
	ሀ.በጣም ጥሩ 🔲	ሐ.ዝቅተኛ ነው				
	ለ. ጥሩ ነው 🗌	<i>መ</i> .በጣም ዝቅተኛ ነው 🔲				
19.	ከደንበኛ አንልግሎት አንጻር የሰ	ራተኛውን ተሳትፎ እንዴት ያዩታል ?				
	ሀ. በጣም ከፍተኛ ነው 🗌	ሐ.መካከለኛ				
	ለ. ከፍተኛ ነው	<i>መ</i> .ዝቅተኛ ነው 🔲				
	ሐ.በጣም ዝቅተኛ ነው 🔃					
20.	<i>ችግሮች</i> ሲ <i>ገ</i> ጥም ኮርፖሬሽን የኅ	ሚወስደው የማስተካከያ እርም <i>ጃ ምን ይመ</i> ስላል?				
	<i>ህ</i> .በጣም ተሩ ነው 🔠	ሐ.ዝቅተኛ ነው				
	ለ.	<i>መ</i> .በጣም ዝቅተኛ ነው				

DECLARATION

The undersigned, declare that this senior essay is my original work, prepared under the guidance of W/o Meaza G.Medhin. All sources of material used to the manuscript have been duly acknowledged.

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Signature:	
Place of Submission:	St. Mary's University College
Date of Submission: _	

SUBMISSION APPROVAL SHEET

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Executive Summery

This research conduct on an assessment of service recovery practice on the case of Ethiopian electric power corporation (EEPCO).

Service recovery: refers to the action taken by the organization in respond to a service failure occurs for all kinds of reasons the service may be unavailable when promised it may be delivered late or too slowly ,the outcome may be incorrect or poorly executed or employees may be rude or uncaring. All of these types of failures bring about negative feeling and response from customers left unfixed they can result in customer leaving ,telling to others customer about their negative experience and even challenging the organization through customer organization. (A.zeithaml,2004:185)

The preliminary observation that was conducted by the student researcher show that currently customer of the organization complain on billing issue, inadequate maintenance service and power interruption. The study delaminate on service recover practice in EEPCO on single phase customer. In addition the study focused on performance of January 2010-Deceber 2012.ethiopian electric power corporation is huge corporation having many branches in all region of the country. The study delaminate on Addis Ababa, south district region due to time, financial and other resource.

To conduct the study that to assesses the service recovery practice in EEPCO the student research used descriptive research method. And taken 150 respondents were as a reliable sample size. Out of this only 116 questioners were properly filled and returned back. In addition, the study researcher used accidental sample techniques to select respondent customer.

Both primary and secondary source of data were used. The primary data was collected from customers and Marketing Manager of EEPCO through questioner and direct interview with Marketing Management. Secondary data was collected from available document of the corporation and books.

Both qualitative and quantitative analysis method were used. The respondents were described from questioner were analyzed and interpreted in terms of percentage and table. The response of interviewee was analyzed using qualitative method /interpretations/.

From this analysis mainly customer of EEPCO not satisfied by the EEPCO complaining handling system, regardless of maintenance; service charge and power interruption and do not

have directives to whom customers complained for. Beside they didn't get adequate respond quickly as soon as possible.

Taking in to consideration of the findings. The following recommendations are suggested.

- The corporate should strongly train the employees which can make knowledgeable,
 skillful and make them capable in handling customers.
- The corporation should reduce and eliminate service maintenance delay
- Should to invest on research for problem solving
- At most trying to eliminate wrong charging
- Should substitute old transmit ion line poles
- Should impose directive for grievance handling on the EEPCO system.
- Should propose damage coverage due to power interruption and failures.