

St. Mary's University College
Business Faculty
Department of marketing Management

**An Assessment of Service Recovery Practice with Respect To
Medin Freight Transport Owners Association**

By
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ST. MARY'S UNIVERSITY COLLEGE

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Chapter one

Introduction

1.1 Background of the Study

Lovelock C. (2004) states that, Service recovery is an umbrella term for systematic efforts by a firm to correct a problem following a service failure and retains a customer's goodwill. Service recovery efforts play a crucial role in achieving (or restoring) customer's satisfaction. In every organization, things may occur that have a negative impact on its relationships with customers. The true test that of a firm's commitment to satisfy and service quality isn't in the advertising promise but in the way it responds when things go wrong for the customers. Moreover Zeithaml V. (2004) says that an effective service recovery strategy has multiple potential impacts. It increases customer satisfaction and loyalty and generate positive word of mouth.

This research was conducted on Medin Freight Transport Owners Association, which is one of the leading transport companies in the sector. Associations in Ethiopia established to support the development, protection, and supporting of the nation and work only to provide services in relatively low prices to the people. Because of this, Medin Freight Transport Owners Association renews its license every year and not pays any kind of income taxes. But members of the association pay their income tax individually to the concerned governmental offices.

The association was established in Miazia 24, 1998 E.C with 15 members and 20 heavy duty trucks. Its objective was to support the freight transport sector by attracting customers with fair tariff rates. It had only one office in Addis Ababa around 'Messalemia' with three employees. One manager, one secretary and one trucks assigning operator. The association managed by five board members selected from the general members by the assembly to serve for two years term.

Freight transport by its nature is very complicated, because it requires covering all parts of the country with different road types and weather conditions and truck drivers and their assistances required to drive day and night.

Nowadays, the association has reached more than 120 members and 208 heavy duty trucks. Among these, 94% of the trucks are new in their brands. Because of this, the trucks have the capability of consuming low fuel and cover longer distance with short time. This will bring high competitive advantage to the association.

Now the association has 4 branch offices, located in 'Mekele', 'Kombolcha', 'Bahrdar', Djibouti and 'Adama'. The head office is located around 'Semen Hotel' with 18 permanent employees.

Among the different departmental structures of the association, this research focused on the Administration and Finance department. Because as the associations structure indicates, this department is responsible for settling payments and handling complaints. But as seen so far, it's the main reason for member's dissatisfaction. The research tried to found out the possible reasons why members complain and why the association does not try to improve its service recovery practice.

1.2 Statement of the Problem

Zeithaml V. (2004) states service recovery refers to the action taken by an organization in response to a service failure. Failures occur 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 feelings and responses from customers. Left unfixed, they can result in customers leaving, telling other customers about their negative experiences, and even challenging the organization through customer rights organizations or legal channel.

All these theories imply that providing quality service and implementing effective service recovery practice is essential for any service providing or manufacturing firms. When we look at Medin Freight Transport Owners Association, it is a service giving firm. The association is always looking for commodities, machineries and other items to move from place to place. This is done, by invitation, bid process or government order. Whatever way, after signing the agreement, the association members assign their trucks to load the items. According to the agreement, all these activities are not simple as it looks. It requires long time to complete the operation as per the schedule of the agreement. After all these done, the commodities or the items transported to the predetermined destination, payments will be made later.

The main reason for conducted this research was the poor practice of receiving complaints from dissatisfied members and the unstructured service recovery practice the association follows. Among the many reasons members complain, payment delaines was the main issue. Members cover all costs including for lubricants, fuels, salary & allowances and many other. Due to this, members always ask the association to settle payments for them as per the agreement they made with customers of the association. If they are not getting paid, they will turn their back on the association's call to participate in loading items signed by the association.

There is a huge disappointment and dissatisfaction on the member's side and there is poor activity is going on to handle their complaints politely and more importantly, there is weak activity by the association to solve complaints through face to face talks. There is very poor service recovery practice and objection handling mechanism. Because of this, performing according to the contracts the association signed will be difficult and this problem forced the association to lose the performance bond. This research will try to show this gap in brief and tried to provide feasible solutions.

1.3 Research Questions

- What are the basic problems the association faced in delivering its service?
- What are the basic service recovery tools the association is using?
- What are the key deficient places in delivering quality service?

1.4 Objective of the Study

1.4.1 General Objective

The general objective of this study is to assess the service recovery practice of Medan Freight Transport Owners Association.

1.4.2 Specific Objectives

Moreover, this study has the following specific objectives listed below.

- To analyze the problems the association faced in delivering organized service delivery.
- To identify key areas of deficiency in delivering its services.
- To show points of recommendations based on the findings.

1.5 Significance of the Study

- This study plays a great role for the association in eliminating the barriers over its growth. Maintaining the good name the association has in the transport sector is depending on the study.
- The community in the sector will benefit from this study to. When the sector continuous runs smoothly, different merchandises price will be stable and purchasing power of the society will not be affected.
- Finding the cure for the transport sector problems will help the government to lead the sector effectively. Especially problems related to Multimodal system will be solved.

➤ The other significance outcome will be, the experience the student researcher benefits from doing this study. It provides a background for future life time purpose.

1.6 Delimitation of the Study

This research has different scopes to limit itself. The research concentrates only the service recovery practice it has. Also the study used data's that were maintained for the budget year of July 2011 up to July 2012. These documents include payment vouchers and invoices. In addition to these, the research focused only on head office. The reason was, all relevant documents and concerned managements are there. Finally, respondents were members of the association and the interview was held with the general manger of the association with accordance of Finance and Administration head.

1.7 Research Design and Methodology

1.7.1 Research Method

Among the different types of research methods, the student researcher choice was to use descriptive type. According to Beri (2000) descriptive studies are well structured, tends to be rigid and its approach can't be changed every now and then. Because of its advantage to use sample elements from a given population, it is more applicable than other methods to find more of positive outcome.

1.7.2 Population and Sampling Technique

Medin Freight Transport Owners Association has 120 members during conducting this research. Out of the total population, the student researcher took 30% as a sample. That means 36 members were respondents for the distributed questionnaires. The association agreed to provide their list of members and owners at the beginning the study. So the student researcher had the sampling frames at the beginning of the study.

After analyzing the sampling frame, the student researcher used the best sampling tool, which was accidental (convenient) sampling technique. This sampling tool is one part of non- probability sampling technique where the student researcher uses those populations available in a certain specific time and place.

1.7.3 Types of Data collected

The main sources of data were both primary and secondary. Primary data was collected from members of the association and from the general manager of the association. The secondary data's were collected from invoices and payment vouchers held by Finance and Administration department of the association.

1.7.4 Methods of Data Collection

The primary data was collected through questionnaires and interview. The questionnaires were distributed to members of Medin Freight Transport Owners association and the interview was conducted with the general manger of the association. Secondary data's were collected through referring different documents like payment vouchers, invoices and freight dispatches which were held by Finance and Administration department of the association.

1.7.5 Methods of Data Analysis

The student researcher analyzes and presents the collected facts by using qualitative and quantitative data analysis techniques. Quantitative data analysis technique was used to summarize findings; percentage was computed to get the total figure of the data collected from sample respondents. Then it was summarized and presented in the form of tables. Qualitative data analysis technique was used to present the interview responses and answer to open ended question responses.

1.8 Limitation of the study

As a student researcher my intention was to assess the service recovery practice of Medin Freight Transport Owners Association. However, the study need skilled and organized manpower to get detail and enough information, adequate time and financial resources. Moreover, some respondents do not provide relevant data and more over, on time. All the above reasons reduce the strength of the outcome of the research.

1.9 Organization of the Paper

This study is organized in four chapters. The first chapter focuses on the proposal part. This includes background of the study, statement of the problem, research questionnaires, objective of the study, significance of the study, delimitation of the study, research design and methodology, limitation of the study and others. The second chapter focuses on literature review. The third chapter focuses on presenting, analyzing and interpreting of data. The fourth chapter includes summary, conclusion and recommendation part.

Finally bibliography and other appendixes are attached

Chapter Two

Review of Related Literature

2.1 Definition of Service and Quality Service

2.1.1 What is Service?

According to Meseret, Aserat, and Seifmichael (2002), service is any activity or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product.

As the definition, service may be described as intangible and does not result in the ownership of anything, but we can classify in a number of ways like: is the service people-based or equipment-based, based on the client's presence necessary to the service, based on the client's purchase motive, and based on the service providers motives. Whether we classified in any ways nowadays the service sector has a great impact in the world economy.

2.1.2 Characteristics of Services

According to Kurtz and Clow (2002), Service possesses four inherent characteristics not found in goods. These characteristics are intangible, perishability, inseparability and variability .These characteristics create unique challenges for services. To attract new customers and to keep current customers coming back, service firms must find ways to meet these challenges.

Intangibility

It refers to the lack of tangible assets which can be seen, touched, smelled, heard, or tested prior to purchase. Services vary in the degree to which they are intangible.

Perishability

Of a service means the service cannot be inventoried or stored. If a pair of jeans does not sell today, a retailer can store it and sell it at a later time. This feature allows mass producing goods and storing them in warehouses until customers are ready to purchase. For services, this is not possible.

Inseparability

It is the simultaneous production and consumption of services. Goods can be produced and then sold at a later time; service cannot.

Variability

Refers to the unwanted or random levels of service quality customers receive when they patronize a service. It is primarily caused by the human element, although machines may malfunction causing a variation in the service.

As Kutz and Clow stated above, these unique characteristics of services are not only advantages, but it's now playing a vital role in the development of nations. Even if it has unique characteristics, it has low starting investment when we compare it with manufacturing sector. But it requires skilled employees with a way of handling techniques.

2.1.3 Dimension of Service Quality

According to Zeithaml and Bitner(2004), Customers do not perceive quality in a unidimensional way, but rather judge quality on multiple factors relevant to the context. The five dimensions defined here as criteria by which interaction, physical environment, and outcome quality may be judged. These five quality dimensions are

Of the five dimensions, reliability has been consistently shown to be the most important determinant of perceptions of service quality. Reliability is defined as the ability to perform the promised service dependably and accurately. In its broadest sense, reliability means that the company delivers on its promises-promises about delivery, service promises, problem resolution, and pricing. Customers want to do business with companies that keep their promises, particularly their promises about the service outcomes and care service attribute.

Responsiveness- Being Willing to Help

Is the willingness to help customers and to provide prompt service? This dimension emphasizes attentiveness and promptness in dealing with customers request, questions, complaints, and problems. It is communicated to customers by the length of time they have to wait for assistance, answers to questions, or attention to problems. Responsiveness also captures the notion of flexibility and ability to customize the service to customers need.

Assurance- Inspiring Trust and Confidence

It is defined as employee's knowledge and courtesy and the ability of the firm and its employees to inspire trust and confidence. This dimension is likely to be particularly important for services that the customers perceive as involving high risk and/or about which they feel uncertain about this ability to evaluate outcomes.

Empathy - Treating Customers as Individuals

It is defined as the caring individualized attention the firm provides its customers. The essence of empathy is conveying, through personalized or customized service, that customers are unique and special. Customers want to feel understood by and important to firms that provide service to them.

Tangibles - Representing the Service Physically

Tangibles are defined as the appearance of Physical facilities, Equipment, Personnel and communication materials. All of these provide physical representation or images of the service that customers, particularly new customers, will use to evaluate quality.

As the above criteria's service require being fully covered all. This study will focus on Medin Freight Transport Owners Association, which is a highly service oriented organization. All the five dimensions seen above are there in every activity of the association.

2.1.4 How to Provide Quality Service?

According to Asiado T. (2010), a satisfied customer will keep coming back and when business owners provide quality service by helping customers with their needs, they will stay loyal and business will be good. Once customers notice that business owners care for them, the good word spreads and this may even mean prospective customers will be in the pipeline. As he continues, in order to serve customers well, business owners must find a way to know their customers better, their interest and lifestyle, if necessary. This way, it becomes a more personalized approach especially once the customers warm up and becomes loyal. In addition according to Meseret, Aserat, and Seifmichael (2002), providing service to customers is important in all types of selling service. It creates goodwill between companies and customer's that allows the companies to penetrate or work throughout the customer's organization. As they continue the key way to provide quality service is to follow-up. It is necessary because it provides feedback. Follow-up activities include;

- Post-sales action: Organizations should check back with customers whether they are satisfied with their purchases and to remove any source of discontent.
- Maintaining good customer relations by developing specific policies consistent to customer's needs.
- Seriously taking and handling customer complaints promptly and pleasantly.
- Maintain reasonably frequent contacts with existing customers. Personal visits, letters, notes, and telephone calls are good way to keep in touch with customers.
- Keeps servicing customers. Successful salespeople keep customers informed. Support them in buying decision, fulfill reasonable requests, and provide other forms of assistance as needed.
- Show appreciation to customers by providing small gifts after the sale or saying by action and words.
- Carry out self-analysis. This is a continual evaluation by sales personnel of their own selling performance, methods, and what factor influenced its eventual outcome by asking such questions as:
 - Were the planned sales objectives achieved?
 - What could I have done better?
 - What did I learn from this call that will contribute to my future success?

As the points stated above, follow up is key in providing quality service. But it is the only one in opinion. Also effective after sales service and service recovery procedures have a great impact in providing quality service and satisfy customers and make them loyal ones.

2.2 Measuring Quality and Customer Satisfaction

2.2.1 The Advantage of Satisfied Customers

According to Kurtus R. (2007), your customer is the person or even company that pays you for your goods and services. Your goal in business should be that thesev customers are satisfied and even delighted with what you have provided them. Satisfying your customers result in repeated business and referrals for new business. Dissatisfied customers can result in complaints, returns and negative publicity. This can cause you

to lose money and have fewer customers in the future. In addition according to Hill and Alexander (2003), a customer who is well treated is more likely to bring more business your way by repeat purchase, recommendation, putting a larger share of spend in your hands and so on. In addition, loyal customers are less likely to seek the lowest prices and the cost of selling to them is much less than the cost of capturing new customers from the competition. Happy customers are the cheapest and most effective form of advertizing companies can get. Conversely, disappointed customers will not only take their business away but will probably tell several others about the experience too. Whilst it may take repeated positive encounters to create customer's loyalty it usually only takes two negative ones to make an enemy for life. As they continuous, there are no many third chances.

As we see on the freight transport sector, actually in every sector, satisfied customers give positive word of mouth to others and invitations made always for the association to offer its service. It's all because of the satisfied customers.

2.2.2 The Link between Satisfaction and Profit

According to Hill and Alexander (2003), the link between customer satisfaction and company success has historically been a matter of faith but there is now a growing body of evidence to support the case. For many companies profit can be traced back to customer's satisfaction which, in turn is related to employee satisfaction. As they continue, it is used to be that market share was the best determinant of profitability and this led to many merger and takeovers in the hope that economies of scale would reduce cost and increase profit. Naturally this works to a degree but there are many exceptions in which companies who do not have the largest market share are more profitable than those with a bigger share because they have discovered that customer loyalty is more profitable than market share.

As far as firms keep their customers satisfied, in my opinion, profits will be easy. Because, satisfied customers will be committed to the organization and retention of customers will be easy for the firms. If companies retain customers, profit is not a concern for them.

2.2.3 What Determines Customer Satisfaction?

As Hill and Alexander (2003), stated companies must meet customers need. They should 'do best what matters most to customers' .It sounds so obvious that it's not worth saying, but many suppliers don't do it. They make people queue for lengthy

periods, they make them use filthy toilets, they break delivery and service promises and even, no occasions, are downright rude to customers. Customer's value package is the combined set of benefits provided by the supplier to customers. If customer's value package meets customers' needs they will be satisfied and are much more likely to be committed. Where companies do not meet their requirements there will be 'satisfaction gap' and if there are many of these customers will not be satisfied and commitment will be low. A significant part of a customers' satisfaction with a product or service is determiner before its consumption. It is before, and sometimes during, purchase that the customer forms expectation about the forth coming benefits of the product or service, and there after its performance will always be judged against those expectations.

As Hill and Alexander stated above, especially in our country, because of poor competition in different industries, a polite and rude way of treating customers lead to unsatisfied them. This leads to uncommitted customers. It's not only performance of the product or the service matters customers to satisfy, but also positive and polite way of treating complaints and customer problems always lead to get in to solution and make them loyal customers

2.2.4 How to Manage Customer Complaints;

According to Lovelock and Wirtz (2004), managers and frontline employees must be prepared to deal with angry customers who are confrontational and sometimes behave in insulting ways toward service personnel who aren't at fault in any ways. Some of their thoughts are

➤ Act quickly

If the complaint is made during service delivery, time is of the essence to achieve a full recovery. When complaints are made after the fact, many companies have established polices of responding within 24 hours or sooner.

➤ Admit mistakes, but don't be defensive

Acting defensively may suggest that the organization has something to hide or is reluctant to fully explore the situation.

➤ Don't argue with customers

The goal should be to gather facts to reach a mutually acceptable solution, not to win a debate or prove that the customer is an idiot.

➤ Give customers the benefits of the doubt

Not all customers are truthful, and not all complaints are justified. But customers should be treated as though they have a valid complaint until clear evidence to the contrary emerges.

➤ Clarify the steps needed to solve the problem.

➤ Keep customers informed of progress.

➤ Consider compensation.

➤ Persevere to regain customer's goodwill.

As stated above, effective way of handling complaints always make winners both sides. For the firms, it facilitates its customer retention technique. In customer perspective, they satisfy because there problems are solved.

2.3 Service Recovery and Tools

2.3.1 Definition of Service Recovery?

According to Tschohl (2003), service recovery is how do you pull a customer from hell to heaven in 60 seconds or less. You need to apologies, solve the problem, compensate with something of value, create a service recovery process and train employees. As he continues, service recovery builds customers loyalty that brings a customer back from the brink of defection. In addition according to Zeithaml and Bitner (2004), service recovery refers to the actions taken by an organization in response to a service failure. 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 feelings and responses from customers. Left unfixed, they can result in customers leaving, telling other customers about their negative experiences, and even challenging the organization through customer rights organizations or legal channels.

As Zeithaml and Bitner stated above, it's mostly failing to deliver what companies promised before delivering. I think most companies that have poor management especially in customer handling, are the victims of failing. Failing is not losing, but not trying to stand up and make corrections quickly kills companies.

2.3.2 Why do Companies need Service Recovery?

According to Zeithaml and Bitner (2004), resolving customer problems effectively has strong impact on customer satisfaction, loyalty and bottom-line performance. That is, customers who experience service failures, but are ultimately satisfied based on recovery efforts by the firm, will be more loyal than those whose problems are not resolved. That loyalty translates in to profitability. Those who complain and have their problems resolved quickly are much more likely to repurchase than are those whose complaints are not resolved. Those who never complain are least likely to repurchase. There are tremendous downsides to having no service recovery or ineffective service recovery strategies. Poor recovery following a bad service experience can lead to customers who are so dissatisfied they become “terrorists”, actively pursuing opportunities to openly criticize the company. Further, repeated service failure without an effective recovery strategy in place can aggravate even the best employees. The costs in employee morale and even lost employees can be huge, but often overlooked, costs of not having an effective service recovery strategy.

I totally agree with their point. If companies don't have effective service recovery procedures, it's the end of their life. Even they have good products and services; sometimes it may face problems, because products and services are manmade. That's why companies need effective service recovery procedures.

2.3.3 Service Recovery Strategies

According to Zeithaml and Bitner (2004), excellent recovery is really a combination of a variety of strategies that need to work together

Fail-safe

The first rule of service quality is to do it right the first time. In this way recovery is unnecessary, customers get what they expect, and the cost of redoing the service and compensating for errors can be avoided. Reliability, or doing it right the first time, is the most important dimension of service quality across industry contexts.

Welcome and Encourage Complaints

Even in a zero defect organization that aims for 100 percent service quality, failures occur. A critical component of a service recovery strategy is thus to welcome and encourage complaints. Complaints should be anticipated, encouraged, and tracked. The complaining customer should truly be viewed as a friend. There are a number of ways

to encourage and track complaints. Customer research can be designed specifically to do this through satisfaction surveys, critical incidents studies, and lost customer research. In a less formal manner, employees can be important listening posts, discovering sources of customer's dissatisfaction and service failure on frontline. They should be encouraged to report this type of information.

Act Quickly

Complaining customers want quick response. Thus if the company welcomes, even encourages, complaints, it must be prepared to act on them quickly. This requires systems and procedures that allow quick actions, as well as empowered employees.

Take care of problems on the Frontline

Customers want the persons, who hear their complaints to solve their problems whether a complaint is registered in person, over the phone, or via the Internet. Another obvious way to speed complaint handling is to call (or in some cases electronically respond to) customers, rather than send responses in the mail. Even customers who take the time to write can be called back.

Empower Employees

Employees must be trained and empowered to solve problems as they occur. Sometimes employees can even anticipate problems before they arise and surprise customers with a solution. For service employees, there is a specific and real need for recovery training. Because customers demand that service recovery takes place on the spot and quickly, frontline employees need the skills, authority, and incentives to engage in effective recovery.

Allow customers to solve their problem

Another way that problems or complaints can be handled quickly is by building systems that allow customers to actually solve their own service needs and fix their own problems. Typically this is done through technology.

Treat Customers Fairly

In responding quickly, it is also critical to treat each customer fairly. Customers expect to be treated fairly in terms of the outcome they receive, the process by which the service recovery takes place, and the interpersonal treatment they receive.

Learn from Recovery Experience

Problem-resolution situations are more than just opportunities to fix flawed services and strengthen ties with customers. They are also a valuable-but frequently ignored or underutilized source of diagnostic, prescriptive information for improving customer service. By tracking service recovery efforts and solutions, managers can often learn about systematic problems in the delivery system that need fixing. By conducting root-cause analysis, firms can identify the sources of the problems and modify processes, sometimes eliminating almost completely the need for recovery.

Learn from Lost Customers

Another key component of an effective service recovery strategy is to learn from the customers who defect or decide to leave. Formal market research to discover the reasons customers have left can assist in preventing failures in the future. This type of research is difficult, even painful for companies; however, no one really likes to examine their failures. Yet this is essential for preventing the same mistake and losing more customers in the future.

2.3.4 Impact of Service Recovery over maintain Customers

As Lovelock and Wirtz (2004), stated when complaints are satisfactorily resolved, the customers involved are much more likely to remain loyal. Research found that intentions to repurchase for different types of products ranged from 9-37 percent when customers were dissatisfied but did not complain. For a major complaint, the retention rate increased from 9-19 percent if customers complained and the company offered a sympathetic ear but was unable to resolve the complaint to the satisfaction of the customers. If the complaint could be resolved to the satisfaction of the customer, retention rate jumped to 54 percent. The highest retention rate was achieved when problems were fixed quickly, typically on the spot, where it jumped to 82 percent.

From Lovelock and Wirtz, we can conclude that complaint handling should be seen as a profit center and not a cost center. When a dissatisfied customer leaves, the firm loses more than the value of the next transaction. It may also lose a long-term stream of profit from that customer and from anyone else who switches supplier or stops doing business with the firm because of negative comments from an unhappy friend. Thus, it pays to invest in service recovery designed to protect those long-term profits.

Why customers stay if their problems are not resolved? I think the only ones stay loyal even if there problems are not solved, are the ones does not have alternatives. In order to maintain customers, firms must have effective service recovery.

Chapter Three

Data Presentation, Analysis and Interpretation

This chapter deals with the presentation, analysis, and interpretation of the data collected by a questionnaire which were filled out and returned by members of the association and the interview held with the general manager of Medin Freight Transport Owners Association.

This paper is conducted to investigate the service recovery practice of Medin Freight Transport Owners Association. The association was established in 1998 E.C. with 15 members and 20 heavy duty trucks. But now members have reached to 120 with truck numbers of about 208 during conducting the paper. The main objective of this paper is to assess the service recovery practice of Medin Freight Transport Owners Association. The research concentrates only on the service recovery practice of the association and data's from July 2012 to April 2013 only was used. Also because of original and relevant documents availability and the top managements office is located in Addis Ababa, the research concentrated in head office, Addis Ababa. Respondents were only members and the general manger of the association.

To conduct the research, non-probability sampling technique were used. This means every members of the association had some chance to be a respondent to the questionnaires. From the different types of probability sampling technique, accidental (Convenient) sampling technique was used because of the dispersed location of members of the association. The main sources of data were both primary and secondary. The primary data's were collected through questionnaires distributed to members and interview with the general manger of the association. The secondary data's were collected from invoices and payment vouchers held by Finance and Administration department of the association. The questionnaires were distributed to 36 members of Medin Freight Transport Owners Association and interview was held with the general manager of the association.

From the total number of questionnaires distributed to respondent members, all 36 were filled and returned. This means 100 % who took the questionnaire had filled and returned the questionnaires.

3.1. General Characteristics of the Respondents

Table 1: General Characteristics of Respondent Members

Item No	Question	No of Respondents	Percentage (%)
1	Sex		
	A. Male	36	100
	B. Female	0	0
	Total	36	100
2	Age		
	A. 18-27	8	22.22
	B. 28-37	16	44.44
	C. 38-47	11	30.56
	D. 48-56	1	2.78
	E. Above 56 years	0	0
	Total	36	100
3	Educational background		
	A. Below 12 th grade	8	22.22
	B. 12 th grade completed	14	38.89
	C. Certificate	1	2.78
	D. Diploma	6	16.67
	E. First degree and above	7	19.44
	Total	36	100

According to item 1 of table 1 in the above table, the total respondent members were male, that means 100% of them were male.

With respect to item 2 of table 1, from the total groups of respondent members 8(22.22%) were in the age group of 18-27, 16(44.44%) of the respondents were between the age range of 28-37, other respondents 11(30.56%) and 1(2.78%) falls under the age range of 38-47 and 48-56 respectively. From the total respondent members, there was no one at the age of above 56 years. This shows that age group of 28-37 and 38-47 about 75% dominate the total respondents. The student researcher believes they were suitable for effective communication.

Item 3 of table 1 summarizes the educational background of the respondents, from the total number of respondents 8(22.22%) were below 12th grade, 14(38.89%) were 12th grade completed, 1(2.78%) of them said had certificate, 6(16.67%) respondent members

were diploma holders and 7(19.44%) respondents have first degree and above. From this we can deduce that most of the respondent's at least had the ability to communicate and respond in writing for all the questions in the questioner.

3.2. Analysis of the Finding of the Study

This research study tried to investigate the overall service recovery practice of Medin Freight Transport Owners Association from members evaluation of the recovery response and manager's point of view. Thus, in these section responses from the general manager and respondents is presented.

Table 2: Length of time being a Member of Medin Freight Transport Owners Association

Item No	Question	No of respondents	Percentage (%)
1	For how many years have you been a member of Medin Freight Transport Owners Association		
	A. 1 year	10	27.78
	B. 2 year	9	25
	C. 3 year	8	22.22
	D. 4 year	1	2.78
	E. Above 4 years	8	22.22
	Total	36	100

According to the data in item 1 of table 2 above, which indicates the length of time respondents have been members of Medin Freight Transport Owners Association, out of the total respondent members 10(27.78%) respondents were just one year as a member. 9(25%) of the respondent members pointed out that it is just two years in the association, 8(22.22%) respondents were members for three years, other which is 1(2.78%) and 8(22.22%) were members of the association for four years and above four years respectively. Based on the data indicated above, the student researcher can deduce that, most respondents, 27(55%) were member of the association for not more than three years.

Table 3: How much members believe the Service Delivered by the Association enough

Item No	Question	No of respondents	Percentage (%)
1	Do you believe that the service delivered by the association is enough for you? A. Yes B. No C. I don't know	14 20 2	38.89 55.56 5.55
	Total	36	100

According to item 1 of table 3 above in terms of members believe in the adequacy of the service delivered by the association, 14(38.89%) were confident enough to respond by saying yes. But 20(55.56%), which is more than half, responded by saying No and 2(5.55%) two respondents said don't know in related to the associations service delivery. This shows that more than half 22(61.11%) respondents does not believe the association deliver enough service for its members.

Some of the reasons for the majority respondents were lack of quality service, late payments, and problems in maintaining standards in the sector, lack of modernization, coordination problems between departments, selecting poor destination places and problems in operation coordination are some of the member's response. All these shows that members are not satisfied over adequacy of the service rendered by the association.

During the interview with the general manager of the association with respect to the adequacy of service delivered to members, he told the student researcher that they are aware of all the complaints raised by members, but he thinks it's a misunderstanding problem of members over the association's hard work. According to him, satisfying all members is impossible because of the difficulty of customizing every service according to their need.

Table 4: How respondents rate service recovery practice of the Association

Item No	Question	No of respondents	Percentage (%)
1	How do you rate service recovery practice of Medin Freight Transport Owners Association? A. Very good B. Good C. Medium D. Bad E. Very bad	5 10 11 9 1	13.89 27.78 30.55 25 2.78
	Total	36	100

According to item 1 of table 4 above, 5(13.89%) of the total respondents rate the service recovery practice of the association as very good. 10(27.78%) of them said it is good and 11(30.55%) respond medium. Others 9(25%) and 1(2.78%) respond by saying bad and very bad respectively. From this we can deduce that 15(41.67%) from the total respondents, were only positive. 11(30.55%) respondents may become bad unless the service recovery practice improved. This shows more than half of the respondents do not believe the association's service recovery practice is adequate.

During the interview with the general manager, he told the student researcher that they tried their best and still trying to upgrade the service recovery practice. But shortage of manpower and budget bottlenecks their plan. The association established in 1998 E.C. according to the manager, the association is one of the leading in the sector just in 6 years of its establishment. Others have 10-18 years experience in the sector. But we achieve what we expected to achieve years ago when we set our objectives. As he continuous, we know there are problems in the service recovery practice but we are young in the sector so problems appear until things get in to straight line and I'm sure all this complaints on the service recovery will be solved.

Table 5: Whether members complain over Service Recovery practice of the Association

Item No	Question	No of respondents	Percentage (%)
1	Do you complain on the service recovery practice of Medin Freight Transport Owners Association frequently?		
	A. Yes	12	33.33
	B. No	18	50
	C. I don't remember	6	16.67
	Total	36	100

According to item 1 of table 5 above, which asked respondents if they complain on the service recovery practice of the association, 12(33.33%) of them said Yes and 18(50%) of them said no while others 6(16.67%) of the total respondents were not sure if they complain or not before. This shows half (50%) respondents do not believe complaining over the service recovery practice of the association is a waste of time.

Those who complain had similar reasons like late response to their complaints and even penalties levied on them before answers given for their complain letters. But all complains on the service recovery forwarded to the association because they need to get better service in the future according to the respondents.

When we see the number of respondents who responded by saying no, which is 18, it shows that the members doesn't believe frequently complaining make a difference. They don't have the confidence on the association over the service recovery.

The general manager of the association disagrees on this during my interview with him. According to him they are trying to give responses to every complaints and the association always try to improve its service recovery practice. He tried to give some examples on the improvements they made on commission payments according to members complaints. As he continuous, we don't believe every complaint is not correct. Sometimes some members misunderstood facts and complain on some issues which contradicts with our establishment regulations. So we always respect what members forward to us and make amendments if necessary, as he conclude on the matter.

Table 6: on the Willingness of Managements to Solve Member's Complaints

Item No	Question	No of respondents	Percentage (%)
1	The management is willing to solve your complaint based on your interest.		
	A. Strongly agree	6	16.67
	B. Agree	4	11.11
	C. Neutral	14	38.89
	D. Disagree	9	25
	E. Strongly disagree	3	8.33
	Total	36	100

With respect to the above table 6 of item 1, 6(16.67%) of the respondents pointed out that they strongly agree that the management is willing to solve member's complaints, while 4(11.11%) respond by saying agree, 14(38.89%) of the respondents said they are neutral, others 9(25%) and 3(8.33%) were responded by saying disagree and strongly disagree respectively. Based on the data indicated above, we can infer that majority of the respondents 24(66.67%) are above neutral with respect to the willingness of the management of the association to solve members' complaints.

According to the manager's point of view on this matter was just the business of every department heads lead to some members to disagree. According to him the association has more than 200 heavy duty trucks at this time but shortage of manpower does not let them to solve complaints on time. That's why members think we are not willing to solve their complaints.

Table 7: On Complaint Handling Mechanism of the Association during Service Failure

Item No	Question	No of respondents	Percentage (%)
1	How do you rate customer's complaint handling mechanism of Medin Freight Transport Owners Association during service failure?		
	A. Very good	7	19.44
	B. Good	5	13.89
	C. Medium	6	16.67
	D. Bad	16	44.44
	E. Very bad	2	5.56
	Total	36	100
2	The association is quick enough to response to your complaints?		
	A. Strongly agree	7	19.44
	B. Agree	5	13.89
	C. Neutral	6	16.67
	D. Disagree	16	44.44
	E. Strongly disagree	2	5.56
	Total	36	100

According to item 1 of table 7 above, which indicate how respondents rated complaint handling mechanisms of Medin Freight Transport Owners Association during service failure, 7(19.44%) of respondents rated as very good, 5(13.89%) of them said it is good, 6(16.67%), 16(44.44%) and 2(5.56%) of the respondents rated as medium, bad, and very bad respectively. Based on this data the student researcher can deduce that almost half of the respondents 18(50%) rated the mechanism either bad or very bad which intern shows their discontent in the complaint handling mechanism of the association.

With respect to item 2 of the same table above, 7(19.44%) and 5(13.89%) of the respondents indicated that they strongly agree and agree respectively, on the promptness of the association to respond to members' complaints. 6(16.67%) respond neutral, 16(44.44%) respond disagree and others 2(5.56%) respond strongly disagree. In both items, responses were similar. It shows how similar their thinking's were in both questions. The transport sector is not just moving commodities and items from place to

place and generates revenue, but time is a big issue. If problems do not resolve on time, trucks stuck until their problem is solved and this leads to loss.

Table 8: Rate of Speed of Payment according to Members Response

Item No	Question	No of respondents	Percentage (%)
1	How do you rate the speed of payment schedule of Medin Freight Transport Owners Association?		
	A. Very good	3	8.33
	B. Good	7	19.44
	C. Medium	5	13.89
	D. Bad	19	52.78
	E. Very bad	2	5.56
	Total	36	100

According to item 1 of table 8 above, 3(8.33%) of respondents rated as very good, 7(19.44%) of them said it is good, 5(13.89%), 19(52.78%), 2(5.56%) of the respondents rated as Medium, Bad and Very bad respectively. This shows that about 21(58.33%) members of the association are not satisfied on the speed of payment.

With the interview held with the manager of the association, he totally disagrees with them. Lateness of payment is not an inside problem. Every companies whether private or governmental, everyone says they pay within one month in their agreements. But no one do as the agreements. As he continuous, most of them are our customers for years. We try to solve it through negotiation but conditions of our country can't allow as going further.

During the assessment of invoices and payment vouchers, the student researcher tried to evaluate days between the date of invoice made by the association and the date of payment settled by the association's customers. The student researcher tries to identify some customers of the association and how much days until they made payments.

	Name of company	Invoice date	Payment date	Gap
1.	Trans Ethiopia S.Co	14/07/2011	28/09/2011	76 days
2.	Tikur Abay transport S.Co	07/09/2011	17/11/2011	67 days
3.	World Food Program	21/09/2011	08/12/2011	78 days
4.	Bekelcha Transport S.Co	10/11/2011	27/12/2011	47 days
5.	Orchid Business Group	26/09/2011	09/12/2011	74 days

From these data in the previous page, we can understand that payments settled after long period of time. Every company obliged to pay invoices from 30 days to 45 days in their contracts with the association. But as we can see above, no one really do that.

As we can see above, it's an outside problem that causes a huge gap in affecting payment between members and the association. But it does not mean the association can do anything. At least the management needs to do better in persuading their customers to respect the contracts.

Table 9: on which Department Members complain most

Item No	Question	No of respondents	Percentage (%)
1	Which department of the association you frequently complain about?		
	A. Board members	4	11.11
	B. General managers	2	5.56
	C. Finance and Administration	15	41.66
	D. Operation	6	16.67
	E. Branch offices	9	25
	Total	36	100

According to item 1 of table 9 above, among the total respondents 4(11.11%) of them responded by saying board members, 2(5.56%) said the general manager, 15(41.66%) said respond Finance and Administration. Others 6(16.67%) and 9(25%) of the total respondents said operation and branch offices. As we can see Finance and Administration department was complaints focus more than other departments.

During my interview with the manager, he told the student researcher that they are aware of most members of the association do complain on Finance and Administration department. As he described in the previous questions, it's all about payment lateness and on service recovery. The manager believes these all problems will solve when the

new transport authority rule on levels of transporters effect in the near future. It's a new rule developed with collaboration of different stakeholders to standardize the sector.

Table 10: to whom Members of the association forward complaints during Service Failures

Item No	Question	No of respondents	Percentage (%)
1	How do you want to convey your complaint if there is a service failure in Medin Freight Transport Owners Association?		
	A. To frontline employees	12	33.33
	B. Directly for the Manager	18	50
	C. Directly for the board members	3	8.33
	D. For other members	1	2.78
	E. Finance and Administration	2	5.56
	Total	36	100

According to item 1 of table 10 above, 12(33.33%) of respondents forward their complaints to frontline employees, 18(50%) of respondents were said directly for the manager and 3(8.33%) were responded directly for the board members. 1(2.78%) were respond for other members and 2(5.56%) were specify by saying not convey to anyone else. The above findings show that half (50%) of respondent members of the association convey their complaints directly to the general manager even if it's the responsibility of Finance and Administration. It shows disbelieve of members on the department.

During my interview with the general manager, he told me that complains should be forwarded to Finance and Administration, but no one is doing that. He assures that the association always welcomes complaints. As he added, complaints make the association stronger by showing them different angles they didn't see.

Table 11: Evaluation of Frontline Employee's Problem Solving Abilities

Item No	Question	No of respondents	Percentage (%)
1	How do you evaluate frontline employee's problem solving abilities of the association?		
	A. Very good	12	33.33
	B. Good	17	47.22
	C. Medium	6	16.67
	D. Bad	1	2.78
	E. Very bad	0	0
	Total	36	100

According to table 11 of item 1 above, 12(33.33%) of the respondents said frontline employees problem solving is very good, 17(47.22%) of them pointed out that good, 6(16.67%) were said medium. 1(2.78%) of the respondents responded by saying bad. Majority of the respondents 29(80.56%) have positive implication on the frontline employee's problem solving abilities.

During the interview with the general manager, the student researcher raised a question if they give any training to their frontline employees with respect to the ability of frontline employees in problem solving. His response was no. His reason was they hire on the first place qualified employees in their position. But he said that giving different trainings help to upgrade their skills in many areas it's in their plan in the near future. He added that they have full confidence on the abilities of their employees and that's why they let them to handle complaints before it reaches to the management.

Table 12: On the Service Recovery Practice of the Association

Item No	Question	No of respondents	Percentage (%)
1	Do you think the association's service recovery practice is enough?		
	A. Yes	6	16.67
	B. No	21	58.33
	C. I don't know	9	25
	Total	36	100

Among the total respondents of table 12 of item 1 in the previous page, on the service recovery practice adequacy of the association, 6(16.67%) of them said it's enough and 21(58.33%) said as not enough; while others 9(25%) of the respondents said they don't know. From this, we can conclude that the majority of respondents 21(58.33%) don't believe the association is doing enough in service recovery issue.

Members mentioned some reasons for saying not enough like, not giving quick response on member's complaints, without giving answers for complaints penalties levied, disorganized responsibilities, not notifying the general assembly on members complained issues are some points.

During my interview with the general manger, level of satisfaction is vital to say whether to say it's enough or not according to him. As he continues, satisfying all members could not be possible. But we are trying our best to solve problems. We have weekly management and board members meeting separately. We raise many issues including member's complaints and issues which need our attention. Through this we try to improve our service recovery practice from time to time.

Table 13: Experience on other similar Transporters Service Recovery practice

Item No	Question	No of respondents	Percentage (%)
1	Do you have knowledge of service recovery practice of other similar transport companies or associations?		
	A. Yes	4	11.11
	B. No	29	80.56
	C. I don't remember	3	8.33
	Total	36	100

According to table 13 item 1 above on the experience of service recovery with other similar transport companies, 4(11.11%) responded as yes we have and 29(80.56%) responded by saying no we don't. Others 3(8.33%) responded by saying I don't remember. This shows most respondents 29(80.56%) were responding they do not have any experience of service recovery practice in another transport firms.

Those who response yes mentioned their reasons like, others believe in discussion, they get in contracts that attract members, they settle payments quickly, even they pay

prepayment of 10% for fuel. All these should be implemented by Medin Freight Transport Owners Association according to respondents.

Table 14: Members idea on necessity of an office deals only Service Recovery

Item No	Question	No of respondents	Percentage (%)
1	Do you think it's appropriate to have an office which deals only with the service recovery practice?		
	A. Yes	14	38.89
	B. No	20	55.56
	C. I don't know	2	5.55
	Total	36	100

On table 14 of item 1 above, 14(38.89%) of the total respondents agreed to have an office and 20(55.56%) of the respondents said they do not agree with having an office deals only with service recovery. Others 2(5.55%) respond by saying I don't know. This shows that more than half 20(55.56%) of the respondents do not believe it's necessary to have an office that deals only with the service recovery.

The main reason for those who said yes were, it allows to the complainer to speak freely, there is a responsible person on failure of service recovery, it enables quick response, even it regulates top managements mistakes and because of their own business the board members have, it allows them to concentrate on other issues.

Table15: On Third Party Interference over the Service Recovery Practice

Item No	Question	No of respondents	Percentage (%)
1	Do you think third party, like transport authority and others, should interfere on the performance of the service recovery of the association?		
	A. Yes	9	25
	B. No	22	61.11
	C. I don't know	5	13.89
	Total	36	100

According to table 15 of item 1 in the previous page, the majority of the respondents disagree on third party interference on the matter, that means 22(61.11%). 9(25%) of the total respondents believe its appropriate. 5(13.89%) of respondents said I don't know. This shows most members don't need other parties to interfere on the associations business.

Finally every respondent had a chance to give additional comments over the service recovery practice of Medin Freight Transport Owners Association and some respondents suggest what they think bet will do in the future. These suggestions are, the association should work without discrimination to solve problems, close discussions with members have complaints should be done and payments must be settled quickly enough so that the service recovery be easy.

Chapter Four

Summary, Conclusions and Recommendation

Since the final goal of the study is to assess the service recovery practice of Medin Freight Transport Owners Association, research questions were raised, related literatures were reviewed and important data were collected through questionnaire and interview. The gathered data were presented, analyzed, and interpreted through descriptive method as shown in the previous chapter. From the analysis made in the third chapter, the following summary, conclusions and recommendations are drawn up;

4.1. Summary of Major Findings

- According to members response on length of time they have been members of Medin Freight Transport Owners Association, out of the total respondent members 10(27.78%) respondents were just one year as a member. 9(25%) of the respondent members pointed out that it is just two years in the association, 8(22.22%) respondents were members for three years.
- Regarding to members believe in the adequacy of the service delivered by the association, 20(55.56%) respond by saying No. this implies that members have poor confidence on the service delivered by the association.
- In relation to respondents rating over the service recovery practice of the association, 15(41.67%) rate it as positive and 11(30.55%) of them rate as medium.
- Concerning their complaining practice on the service recovery practice of the association, 18(50%) of them said never. This implies members still don't believe complaining make change.

- With respect to respondents point of view over managements willingness to solve members complaints, 14(38.89%) of the respondents said they are neutral and 9(25%) of them were negative. From this we can see members don't trust the management's problem solving ability.
- With regard to how respondents rated complaint handling mechanisms of Medin Freight Transport Owners Association during service failure, 16(44.44%) rated as bad. This implies that almost half members had poor believe on the complaint handling mechanism.
- As evidenced from members response over speed of payment, 19(52.78%) rated as poor. These show majority members had negative response on the matter.
- According to respondents on which department they complain frequently, 15(41.66%) said Finance and Administration. This shows the department had disbelieved on it.
- In relation to which department they forward their complaints, 18(50%) of respondents were said directly for the manager.
- With regard to the frontline employee's problem solving ability, 29(80.55%) respondents replied above medium.
- According to respondents on the service recovery practice adequacy of the association, 21(58.33%) said not enough.
- With respect to their experience of service recovery practice with other similar transport companies, 29(80.56%) were responding they do not have any experience.
- As evidenced from their response on having an office that deals only complaints, 20(55.56%) of the respondents said they do not agree with the idea.

- With regard to third party interference, the majority, 22(61.11%) of them disagree on third party interference on the matter.
- Finally, most respondent members comment on some issues that need to improve in future.

4.2. Conclusions

Depending on the finding discussed in the previous page, the following conclusions are drawn:

- According to the research finding, majority respondent members indicate that the association needs to improve the level of service it gives to its members. They think the association is giving poor service based on its name and the standard it has in the sector.
- As it is revealed in the research findings, respondent member's evaluation shows that the association's service recovery practice is very poor. Majority respondent members rate the service recovery practice as bad and very bad. So far findings show that top managements focus to give quick response to member's complaints is very poor. In addition, half of the respondent members replied that they don't believe in complaining due to lack of quick response by the association.
- As the research finding shows, shortage of man power and recourses bottleneck the association's efficiency to render its service as planed and as members expect.
- According to the research finding, half of the respondent members indicate that the association needs to welcome and encourage complaints. Findings show that the association has a problem in service recovery techniques. In addition, facts indicate that some respondent members are in a position to become negative in the associations complaint handling mechanism unless some amendments done.
- As the research finding denoted, majority of the respondent members of the association replied that speed of payment is poor. According to this response, late payments disable them to respect rules and regulations of the association. During assessing data's held by Finance and Administration department, at least 68 days in average they wait until payments settled for their services. They blame Finance and Administration department for lack of eagerness to follow this issue. In addition, they do not forward their complaints on this issue to Finance and Administration department even if it's the responsibility of the department. But majority respondent members have full confidence on frontline employee's problem solving abilities. Also majority respondent members replied that it's not important third party involvement on this issue.

4.3. Recommendations

The following points are recommended by the student researcher according to the major findings that have been discussed so far. Medin Freight Transport Owners Association is one of the leading transport associations in the country at the moment, but what the student researcher recommends help them to improve in its service recovery practice because they can acquire all the necessary recourses needed.

➤ Medin Freight Transport Owners Association should improve its overall services according to member's expectation and need. As far as its income comes from the commission cut from its members, satisfying them should be priority. The association should believe in participating experienced members during bid process because they have knowledge on destination places and road types throughout the country. As long as it's the basic service required by the association, finding commitments that fulfills members need is a must.

➤ The main problem as respondent members is the service recovery practice of the association. First, the association should try to deliver service up to member's expectation level. If it's not possible and dissatisfaction appears, effective service recovery system should be implemented. According to the findings, the association has a problem in applying effective service recovery procedure. The student researcher tried to look the establishment memorandum that governs both members of the association and members. It has 10(ten) parts but service recovery procedure doesn't have given enough concern in it. Amendments should be made on the establishment document over the responsibility of Finance and Administration department and how the department should respond must be write in black and white. If it's written in the establishment document, member's confidence will be high and they will complain during dissatisfaction because they believe there is a responsible body.

➤ Medin Freight Transport Owners Association should well welcome and encourage complaints and measuring the complaint handling mechanism regularly to provide improved and prompt solution for members complaint action. Because members complaint mechanisms must properly studied and revised to one simple and convenient method of complaining. This makes the association to avoid of not handling complaints effectively.

➤ It is advisable for Medin Freight Transport Owners Association to follow some kind of a standard procedure to settle payments to its members. The student researcher identified that the main reason for members of the association complains was late

payment. Different written documents show that payments does not made because of the association's customers unable to respect contracts. But the association must find another solution to tackle this problem. The association is growing so fast in every resource including its deposited money in banks. So may be during payments become late because of the associations customers reason, paying from the association's account sometimes make things cool for a while. But the association must find additional source of fund to stop this complaints.

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Appendix

St. Mary's University College

Faculty of Business

Department of Marketing Management

Questionnaires to be filled by members of Medin Freight Transport Owners Association.

This questionnaire is prepared by a student researcher, prospective graduate of year 2013 in the field of Marketing Management for partial fulfillment of Bachelor of Arts. This questionnaire is prepared to measure an assessment of service recovery practice of Medin freight transport owners association.

Your response to the questions is almost significant for the successful accomplishment of the above objectives.

Instructions

- You are not required to write your name
- Put or in the boxes accompanied by various choices, to mark your answers.
- If the question is related to your personal opinion write it shortly on the space provided.

1. Sex

A. Male

B. Female

2. Age

A. 18-27 Years

D. 48-56 Years

B. 28-37 Years

E. Above 56 Years

C. 38-47 Years

3. Educational background

A. below 12th grade

D. Diploma

B. 12th complete

E. 1st degree and above

C. Certificate

4. For how many years have you been a member of Medin Freight Transport Owners Association?

- A. 1 Year D. 4 Years
B. 2 years E. Above 4 Years
C. 3 Years

5. Do you believe that the service delivered by the association is enough for you?

- A. yes B. No C. I don't know

6. If your answer for the above question is "no", please, specify your reason/s?

7. How do you rate service recovery practice of Medin Freight Transport Owners Association?

- A. Very good D. Bad
B. Good E. Very bad
C. Medium

8. Do you complain on the service recovery practice of Medin Freight Transport Owners association frequently?

- A. Yes B. No C. I don't remember

9. If your answer is "yes" for question no 8, please, explain your reason/s.

10. The management is willing to solve your complaint based on your interest.

- A. Strongly agree D. Disagree
B. Agree E. Strongly disagree
C. Neutral

11. How do you rate customer's complaint handling mechanism of Medin freight transport owners association during service failure?

- | | | | |
|--------------|--------------------------|-------------|--------------------------|
| A. Very good | <input type="checkbox"/> | D. Bad | <input type="checkbox"/> |
| B. Good | <input type="checkbox"/> | E. Very bad | <input type="checkbox"/> |
| C. Medium | <input type="checkbox"/> | | |

12. The association is quick enough to response to your complaints?

- | | | | |
|-------------------|--------------------------|----------------------|--------------------------|
| A. Strongly agree | <input type="checkbox"/> | D. Disagree | <input type="checkbox"/> |
| B. Agree | <input type="checkbox"/> | E. Strongly disagree | <input type="checkbox"/> |
| C. Neutral | <input type="checkbox"/> | | |

13. How do you rate the speed of payment schedule of Medin freight transport owners association?

- | | | | |
|--------------|--------------------------|-------------|--------------------------|
| A. Very good | <input type="checkbox"/> | D. Bad | <input type="checkbox"/> |
| B. Good | <input type="checkbox"/> | E. Very bad | <input type="checkbox"/> |
| C. Medium | <input type="checkbox"/> | | |

14. Which department of the association you frequently complain about?

- | | | | |
|-------------------------------|--------------------------|-------------------|--------------------------|
| A. Board members | <input type="checkbox"/> | D. Operation | <input type="checkbox"/> |
| B. General Manager | <input type="checkbox"/> | E. Branch offices | <input type="checkbox"/> |
| C. Finance and Administration | <input type="checkbox"/> | | |

15. How do you want to convey your complaint if there is a service failure in Medin Freight Transport owners Association?

- | | |
|-----------------------------------|--------------------------|
| A. To frontline employees | <input type="checkbox"/> |
| B. Directly for the Manager | <input type="checkbox"/> |
| C. Directly for the board members | <input type="checkbox"/> |
| D. For other members | <input type="checkbox"/> |
| E. Other (please specify) ----- | |
| ----- | |

16. How do you evaluate frontline employee's problem solving abilities of the association?

- | | | | |
|--------------|--------------------------|--------|--------------------------|
| A. Very good | <input type="checkbox"/> | D. Bad | <input type="checkbox"/> |
|--------------|--------------------------|--------|--------------------------|

B. Good
C. Medium

E. Very bad

17. Do you think the associations service recovery practice is enough?

A. Yes B. No C. I don't know

18. If your answer is "no" for questions no 14, please, explain your reason/s?

19. Do you have knowledge of service recovery practice of other similar transport companies or associations?

A. Yes B. No C. I don't remember

20. If your answer for the above question is yes, please, specify the difference.

21. Do you think it's appropriate to have an office which deals only with the service recovery practice?

A. Yes B. No C. I don't know

22. If your answer for the above question is yes, please, specify your reason/s.

23. Do you think third party, like transport authority and others, should interfere on the performance of the service recovery of the association?

A. Yes B. No C. I don't know

24. If your answer for the above question is yes, please, specify your reason.

25. If you have any other comment with respect to service recovery practice of the association, please, indicate it in the following blank space.

Thank you very much!!





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St. Mary's University College
Faculty of Business
Department of Marketing Management
Interview Checklist

This interview checklist is prepared by a student researcher, prospective graduate of year 2013 in the field of Marketing Management at st. Mary's University College for partial fulfillment of a senior essay. This interview questions are prepared to make an assessment of service recovery practice of Medin Freight Transport Owners association and the interview will be conducted with the General Manager of Medin Freight Transport Owners Association.

1. How do you measure your service quality?
2. How do you measure your member's satisfaction?
3. What are the reasons that services are not delivered as promised?
4. Does the association give training to its employees? If yes, what type of training? If not, why?
5. When services fail or error occurs, do you let frontline employees to handle it?
6. How is your association handling member's complaints?
7. On what part of service delivery is complaint frequently raised by members of the association?
8. How does the association use member's complaints as a contribution for service improvements?
9. What actions were taken to build good relationship with the members of the association?

DECLARATION

I, the undersigned, declare that this senior essay is my original work, prepared under the guidance of Ato Yalew Gorfu. All sources of materials used to the manuscript have been dully acknowledged.

Name: Andinet Minbale

Signature: _____

Place of submission: St. Mary's University College Department of Management

Date of submission: _____

This paper has been submitted for examination with approval as University College advisor.

Name: Yalew Gorfu

Signature: _____

Date: _____