

## Service Quality on the Customers' Satisfaction in Ethiopian Federal Police Referral Hospital

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### ABSTRACT

The aim of this study was to assess the health service quality delivery and customer satisfaction of the service offered to patient in Ethiopian Federal Police Referral Hospital. The study uses a Descriptive study, which is a quantitative and qualitative mixed research approach that was the survey strategy through convenience samples of non-probability sampling technique. All outpatients visiting the hospital for health services from Monday to Friday during working hours were taken as the study population excluding inpatients and emergencies. The study employs both primary and secondary source of data. Accordingly, concerning with the overall level of customer satisfaction majority of them are neutral, in availability and supply of drug is not as expected, the information provision in the hospital is in some way good, schedule of working hour of the hospital is not as expected, the dominant service quality of the hospital in case of serves quality is responsiveness. Therefore, for the Hospital to be best health service provider, the hospital must improve the availability and supply of drug, also improve the treatment of patients by ignoring the distinction between the members of Federal Police members according to their rank, improve time management system of the hospital properly, must collect customer's opinions about service and made any remedial actions.

**Keywords:** Service Quality, customer satisfaction, Health service, Federal Police Referral Hospital

### INTRODUCTION

There is no doubt that the greatest asset of every country is its citizens. This is because their general well-being determines the overall progress and development of a national economy as an enhanced quality of life means higher productivity (Lugon, 2002).

All people are consumers of health services and it is important to know their expectations on health care services. Users of health services want safe, appropriate interventions, treatment, and care that consider their dignity and respect. They want information that is accurate, timely, and relevant. Consumers believe that if this is to happen, then consumers of health services must be involved and consulted, not only in relation to their own healthcare, but also about service planning and delivery, health evaluation and research (Graham, 2001). However, the incidence of injuries and abuses that occur because of inappropriate decisions, attitude of health workers and physicians, and even the health system as an institution is less known. Although the literature pertaining to patient satisfaction in the inpatients setting may be

extensive, there is a paucity of data on patient satisfaction pertaining to outpatients clinical services (Taylor, 2007).

In Ethiopia referral hospital health service providing institutions are several. From those the federal police referral hospital is one of the stakeholders to give health care referral service. The Hospital is a general hospital that it serves as a referral hospital for primary hospitals and health centers. The Hospital provides service for Ethiopian Federal police Commission Members, Addis Ababa police Commission Members, Dire-Dawa police Commission Members, and Nine Regional States police Commission Members, All Police Retirees, Police Families, Prison Administration Polices, prisoners and suspects and other civil society. And also Uses Private Wing Service by using all outpatients visiting the hospital for health services from Monday to Friday during working hours this study focus on the health service quality and customer satisfaction in the Ethiopian Federal Police Referral Hospital (EFPRH) with a particular attention to; service quality and customer satisfaction.

### Statement of the Problem

Today people are increasingly concerned about hospital's performance because: Hospitals use a good proportion of scarce community resources and there are concerning questions about quality and effectiveness. Because of this Expectations about quality of care are linked to perceptions of care, and when patient's perceptions are positive their clinical Experience and outcomes are more likely to be positive (Wadhwa, 2002).

The health care service can be broken down into two quality dimensions: technical quality and functional quality. While technical quality in the health care sector is defined primarily on the basis of the technical accuracy of the medical diagnoses and procedures or the conformance to professional specifications, functional quality refers to the manner in which the health care service is delivered to the patients. In other words, technical quality is about what the customers get, functional quality is about how they get it (Lam, 2011).

Despite all the efforts by the Ethiopian Health Services, the Central Government, donor funding agencies and all other stakeholders to improve quality health care delivery, there is still perceived unsatisfactory services rendered by the staff of public hospitals in areas of care and treatment, relationship between patients and care givers, patients' consent and confidentiality, sanitation of working environment, access to basic information about their right, consent and confidentiality of patients, among others (Fekadu, *et. al* 2011).

It is in the light of this that this study conducted to undertaken on the customer satisfaction in health care delivery services in the above mentioned areas in the Ethiopian Federal Police Referral Hospital (EFPRH) as public hospital in the Ethiopia.

### Objectives of the Study

While the general objective of this study is to assess the effect of quality health service delivery on the customer satisfaction of the service offered to patient in Ethiopian Federal Police Referral Hospital specifically wants to address:-

- ❖ To assess the level of customers satisfaction in Federal Police Referral Hospital.
- ❖ To assess the overall satisfaction of customers regarding quality health service deliveries at Federal Police Referral Hospital.

- ❖ To identify the factors determining customers' satisfaction with the health services they receive at Federal Police Referral Hospital.

### Research Question

- ❖ To what extent the hospital deliveries quality service?
- ❖ What is the overall level of satisfaction of customers regarding health service deliveries in Federal Police Referral Hospital?
- ❖ What challenges the hospital faces in delivering quality service?

### LITERATURE REVIEW

Quality health care delivery affects all sectors of the economy because every economy relies on a healthy working population to offer skill and unskilled labor for increased productivity and the growth of the national income. It is no wonder that, states, international organizations, corporate bodies, and even individuals are working tirelessly to promote quality health care and patient's protection and safety. Relevant literatures on quality services, health care, customer satisfaction, and patient's rights were undertaken.

### Concepts of Service

Service can be defined in many ways depending on which area the term is being used. An author defines service as "any intangible act or performance that one party offers to another that does not result in the ownership of anything" (Kotler & Keller, 2009). Services are intangible and heterogeneous at the same time being judged by the performance and the experience of those who use them, with the possibility of interpretation and different judgments, according to the provider and the user in question. A business with a high service quality will meet customers' needs whilst remaining economically competitive. Improved service quality may increase economic competitiveness. As Pena suggested that the intangibility is characterized by the activities which cannot be seen, felt, heard or proven before they are acquired (Pena, et al 2013).

### Service Quality

The customer view of quality is what he/she perceives the product or service to be. (Nigle, et al 2010) to create unified view quality can be defining as the degree of fit between customer's expectation and customer's perception of the product and services. Therefore, Service quality

is multidimensional structure that is very difficult to appraise due to the exceptional features of each of the service providers (Zeithaml, et al 2006).

### Health Care Quality

An integrated definition of health care quality therefore combines these three elements: "A quality health service/system gives patients what they want and need at the lowest cost" (Ovretveit, 1992). Donabedian suggested that quality of care is made of structures, processes, and outcome (Donabedian, 1980).

**Structure** refers to the attributes of the settings in which care occurs, **Process** denotes procedures in giving and receiving care and **Outcome** denotes the effects of care on the health status of the patients and the populations.

### Customer Satisfaction in Health Care Services

Healthcare is the fastest growing service in both developed and developing countries (Dey, et al 2006) Patients are now regarded as healthcare customers, recognizing that individuals consciously make the choice to purchase the services and providers that best meet their healthcare needs (Wadhwa, 2002). Related to this, healthcare quality and patient satisfaction are two important health outcome and quality measure (Ygge and Arnetz, 2001; Jackson, 2001; Zineldin, 2006). Some literatures identified the satisfaction as a super-ordinate construct and considered perceived service quality as an antecedent of satisfaction (Cronin, et al 2000; Cronin and Taylor, 1994). According to Shi & Singh (2005), from the perspective of patient satisfaction, quality has been explained by two ways (a) quality as an indicator of satisfaction that depends on individual's experiences about some attributes of medical service viz. comfort, dignity, privacy, security, degree of independence, decision making autonomy and attention to personal preferences and b) quality as an indicator of overall satisfaction of individuals with life as well as self-perceptions of health after some medical intervention (Shi & Singh, 2005).

## METHODOLOGY OF THE STUDY

### Study Design

The study uses a descriptive study, which is a quantitative and qualitative research that was adopted for the survey strategy through convenience samples of non-probability sampling technique.

### Population and Sample Size

#### Population of the Study

The study population includes all outpatients visiting the hospital for health services from Monday to Friday during working hours was taken as the study population excluding inpatients and emergencies. In spite of this according to the data obtained from Federal Police Referral Hospital averagely around 2372 patients expected to visit the Hospital from Monday to Friday during working hours.

#### Sample Size

The study attempt to get a sample size from the outpatient who was rendered services from the Federal Police Referral Hospital by using Yamane (1967) a simplified formula to calculate sample sizes, with a 95% confidence level and  $P = .5$  are assumed for Equation. Based on this the study uses 342 out patients as sample. Non-probability sampling strategy called convenience sampling was employed for the study.

The researcher has used primary and secondary source of data to conduct this research. The primary data was obtained from selected respondents or outpatients of Federal Police Referral Hospital. Secondary data was collected by referring different relative literatures, policies, strategies and health service delivery standard manuals. The information was collected through a pre-tested, structured questionnaire with five point likert scale (having a scale range of 1 (very dissatisfaction) to 5 (very satisfactions). Data consistency and completeness was checked throughout the data collection, data entry and analysis.

After carefully gathering the appropriate data using the relevant instrument of data collection, the analysis was carried out by using frequency counting and percentage so as to make it ready for presentation in table form. A computer software Statistical package for social sciences (SPSS) was used for data analysis.

## DATA PRESENTATION, ANALYSIS AND DISCUSSION

### Respondents Personal Information

Out of 342 respondents, 196 (57.3%) of the respondent are males and 146 (42.7%) were females. This indicates that, male customers are more dominant than females. Concerning the age groups of the respondents, 22 (6.4%) were at the age between 18 to 25 years, 124 (36.3%) were

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aged between 26 to 35 years old, while 36 to 42 years old 90 (26.3 %), and 106 (31.0%) of respondent above 43 years old. This indicated that, the largest group of health service users was from age range 26 to 35 years old. Concerning to the marital status of the respondents, 270 (78.9%) were married, while 62 (18.1%) were single and 10 (2.9%) were divorced. From this we see that, most of the respondents are married. Concerning to the level of education, 54 respondents (15.8%) are at the primary school level, 46 respondents (13.5%) were secondary school level, 102 respondents (29.8%) of respondent diploma level, while first degree level were 127 respondents (37.1%), 13 respondents (3.8%) are postgraduate level. This indicates that, the majority of respondents were first degree holders and they have the capacity to analyze the positive and negative consequences of the service provision of the hospital in a good manner. In relation to the occupation of the customers 3 respondent (0.9%) were merchant while 322 (94.2%) of the respondents were government employees. Also 10 (2.9%) respondents are students while 7 (2.0%) have no occupation at all. This indicates that most of the customers of the hospital are government employees. There is also an attempt to identify the resident of customers and 280 (81.9%) are from Addis Ababa, 41 (12.0%)

from regional areas and around 21 (6.1%) were from Dire Dawa which indicate that the large number of the Hospital customers are from Addis Ababa.

In an attempt to identify the reason for visit the greatest number of respondents accounting 269 (78.7%) visit the hospital for the problem of illness while the least number of customers are 6 (1.8%) visit the hospital for polio. Also the rest of respondents response that around 47 (13.7%), and 20 (5.8%) come to hospital for other reasons like to help their families, for consultation and for family planning program respectively. From this we conclude that the above all service the FDRE Police Hospital give an extensive service for ill people.

In relation to frequency of respondent visit of the hospital which help us if they have frequently visit the hospital they have an experience of the service of that hospital good or bad. In this view about 284 (83.0%) of the respondents reply that they repetitively visit the hospital and about 58 (17.0%) of the respondent are a new visitors. This indicates that majority of the respondents have a good experience of the service of the hospital and they give us pure information as expected from their past experience.

### Satisfaction of Clients with the Different Components of Health Care Services

**Table1.** Overall level of customer satisfaction

No.	Components of Overall customer satisfaction	Level of satisfaction	Frequency	Percent
1.	Feeling on the level of customer care in the hospital	Very satisfied	31	9.1
		Satisfied	63	18.4
		Neutral	154	45.0
		Unsatisfied	77	22.5
		Very unsatisfied	17	5.0
		<b>Total</b>	<b>342</b>	<b>100.0</b>
2.	Satisfaction on the total service provided in the Hospital	Very satisfied	20	5.8
		Satisfied	79	23.1
		Neutral	136	39.8
		Unsatisfied	79	23.1
		Very unsatisfied	28	8.2
		<b>Total</b>	<b>342</b>	<b>100.0</b>
3.	The overall level of customer satisfaction regarding the delivery of the health service received	Very satisfied	26	7.6
		Satisfied	64	18.7
		Neutral	144	42.1
		Unsatisfied	85	24.9
		Very unsatisfied	23	6.7
		<b>Total</b>	<b>342</b>	<b>100.0</b>
4.	Satisfaction on service of this hospital as compared with the services of the other hospital	Very satisfied	44	12.9
		Satisfied	59	17.3
		Neutral	125	36.5
		Unsatisfied	75	21.9
		Very unsatisfied	39	11.4
		<b>Total</b>	<b>342</b>	<b>100.0</b>

Source: Own survey (2019)

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Majority of the respondents accounting for 154 (45.0%) have neutral or have no idea concerning to feeling level of customer care satisfaction in the hospital. This indicates that the overall customer satisfaction on customer care is not satisfactory as in view of their expectation.

The majority of the respondents 136 (39.8%) reply that they are neutral or have no idea for the overall service provision of the hospital as they expect. This indicate that majority of the customers have not got the service as they expect and they are confused of it to say good or bad. Regarding the delivery of the health service received still majority of the respondents 144 (42.1%) are neutral or have no idea to explain. Customers are frustrated with this issue which indicate that there is no a full satisfaction on the customers side.

As the conclusion concerning with the overall customer satisfaction in the hospital the majority of the respondents or customers reply that they have no idea or they are neutral for the raised questions which indicate that their satisfaction is

not full and they have no confidence to say the service provision of the hospital is good or bad.

In relation to the satisfaction of customers their response likes that around 20 (5.8%) of the respondents have very satisfied and in the same time 68 (19.9%) of the customers have satisfied as normal. In this same situation around 63 (18.4%) and 34 (9.9%) of respondents are unsatisfied and very unsatisfied. Also, with drug ordered to them majority of the respondents accounting for 157 (45.9%) are neutral and have no idea for the raised idea. This shows that the drug ordered for them cannot make them confidential.

In other case the respondents asked if they are satisfied with the availability of drug and supplies and respond that 22 (6.4%) and 95 (27.8%) of respondents are very satisfied and satisfied. Around 132 (38.6%) are neutral and also the number of unsatisfied and very unsatisfied respondents account that 72 (21.1%) and 21 (6.1%) respectively. This shows that still customers have no confidence on the availability and supplies of drug in the Hospital.

**Table2.** Information provision to customers by health workers

No.	Components of Overall customer satisfaction	Level of satisfaction	Frequency	Percent
1.	Satisfaction of customer with the information of the service in the hospital (e.g,In locating the rooms for registration, exam. rooms, lab and drug dispensing).	Very satisfied	31	9.1
		Satisfied	102	29.8
		Neutral	91	26.6
		Unsatisfied	87	25.4
		Very unsatisfied	31	9.1
		<b>Total</b>	<b>342</b>	<b>100.0</b>
2.	Satisfaction of customers with the completeness of the information given about their problem (By the health providers)	Very satisfied	24	7.0
		Satisfied	60	17.5
		Neutral	151	44.2
		Unsatisfied	86	25.1
		Very unsatisfied	21	6.1
		<b>Total</b>	<b>342</b>	<b>100.0</b>

**Source:** Own survey (2019)

As depicted in the above table the satisfaction of customers on the provision of information by health workers was attempted to discourse. Accordingly in satisfaction of customers on information service of the hospital which include, locating rooms for registration, exam room, lab and drug dispensing the majority of customers 102 (29.8%) were satisfied. Around 31 (9.1%) of the respondents are very satisfied as well very unsatisfied. 91 (26.6%) respondents reply that they were neutral and 87 (25.4%) were unsatisfied. This indicate that in locating important locations the hospital have done a good done. So, customers cannot cost their time for finding of important locations.

In the same case, the satisfaction of customers on the completeness of information given about their problems look likes that 24 (7.0%) and 60 (17.5%) respond very satisfied and satisfied respectively. But around 151 (44.2%) response was neutral. 86 (25.1%) and 21 (6.1%) were unsatisfied and very unsatisfied respectively which help us to conclude that the majority of respondents are not confident for completeness of information on their problems.

### Availability of Drugs on Outpatient's Service

In relation to the satisfaction of customers their response likes that around 20 (5.8%) of the respondents have very satisfied and in the same

time 68 (19.9%) of the customers have satisfied as normal. In this same situation around 63 (18.4%) and 34 (9.9%) of respondents are unsatisfied and very unsatisfied. Also, with drug ordered to them majority of the respondents accounting for 157 (45.9%) are neutral and have no idea for the raised issue. This shows that the drug ordered for them cannot make them confidential.

In other case the respondents asked if they are satisfied with the availability of drug and supplies and respond that 22 (6.4%) and 95 (27.8%) of respondents are very satisfied and satisfied. Around 132 (38.6%) are neutral and also the number of unsatisfied and very unsatisfied respondents account that 72 (21.1%) and 21 (6.1%) respectively. This shows that still customers have no confidence on the availability and supplies of drug in the Hospital.

In relation to the satisfaction of customer's related measures taken to assure confidentiality about their health problems and their response likes that around 52 (15.2%) of the respondents have very satisfied and in the same time 81 (23.7%) of the customers have satisfied. In this same situation around 57 (16.7%) and 53 (15.5%) of respondents are unsatisfied and very unsatisfied. Also, majority of the respondents accounting for 99 (28.9%) are neutral or have no idea for the raised issue. This shows that the measures taken to assure the confidentiality of the customers about their health problems cannot make them confident.

Concerning with this case there is also an interview question scheduled to identify what do customers like and dislike about the Federal police hospital and they replied that; customers dislike services like, there was no sufficient drug supplies in the hospital and customers exposed for unwanted drug purchase from outside drug stores with high cost, there is no comfortable working environment, the service providers like nurses, card office, security officers are not provide service in a correct way, there is no equal treatment for patients, in provision of service there is no modern medical equipment, services that customers like looks like, priority was given for police members, doctors give a quality of service of patients.

### **Customer's Satisfaction on Scheduled Hours of Hospital**

In an attempt given to identify how much customers satisfied for the scheduled hour of the services provided in the hospital only 70

(20.5%) of the respondents are very satisfied and 69 (20.2%) satisfied in the same situation and in other extreme 37 (10.8%) of respondents are very unsatisfied.

In other case, the customers asked that regarding to the waiting hours before seeing by the Doctor service received and their response looks like, 109 (31.9%) respondents are neutral or have no idea to explain it. But, 62 (18.0%) have very satisfied while 72 (21.1%) have satisfied. In other case 66 (19.3%) of customers are unsatisfied and 33 (9.6%) respondents are very unsatisfied with the raised issue.

There was also a question related with the waiting time after receiving your results to see by the Doctor and we get 117 (34.2%) of respondents were neutral or have no idea which is the majority while the least number of respondents 36 (10.5%) were very unsatisfied. Almost all the same number of respondents 71 (20.8%) and 46 (13.5%) were replied as very satisfied and unsatisfied. Around 72 (21.0%) respondents reply that they have satisfied with the waiting time after receiving your results to see by the Doctor.

### **Satisfaction level of Respondents on each of the Five Dimensions of Service Qualities**

#### ***Tangibility Dimension of Service Quality***

Under this dimension of quality an emphasis was given for *The physical facilities of the Hospital is visually appealing, The physical environment of the Hospital is clean and safe, The Hospital can have modern equipment's for it good service provisions, Seating facilities and other amenities in the Hospital is in good appearance.*

With the issue related to physical facilities of the Hospital is visually appealing, 55 (16.1%) of the respondent said Very satisfied, 74 (21.6%) were satisfied, 119 (34.8%) also said neutral, 69 (20.2%) were said unsatisfied and 25 (7.3%) of respondent said Very unsatisfied. This indicates that concerning with the hospital physical facilities more customers have neutral or no idea to explain.

Regarding to the physical environment of the Hospital is clean and safe, 51 (14.9%) were said Very satisfied, 93 (27.2%) of respondents said satisfied, 89 (26.0%) said neutral, 87 (25.4%) also said unsatisfied and while 22 (6.4%) were said very unsatisfied. This result shows that the physical environment of the Hospital in terms of cleanness and safeness is in a good status as a majority of the respondents are satisfied.

Concerning to the referral hospital modern equipment's for it good service provisions, respondents said that, 97 (28.4%) were said very satisfied, 58 (17.0%) said satisfied, 81 (23.7%) also said neutral, 62 (18.1%) of respondent said unsatisfied and 44 (12.9%) were said very unsatisfied.

In case of seating facilities and other amenities in the Hospital in good appearance, customers respondents said that, 38 (11.1%) of respondent said very satisfied, 87 (25.5%) were said satisfied, 93 (27.2%) also said neutral, 86 (25.1%) of the respondent said unsatisfied and 38 (11.1%) were said very unsatisfied.

Concerning to the tangibility case the Hospital have some good doing on physical environment and owning of modern equipment for service, while the focus must be given for physical facilities and seating facilities to make customers to fill more comfort.

### *Reliability Dimension of Service Quality*

The medical records system of the Hospital is safe and good, the employee keeps an eye on the quality and accuracy of the service delivered, Medical and paramedical diagnosis is of great standard and affordable variables given under emphasis under this dimension.

Concerning the medical records system of the Hospital, respondents said, 64 (18.7%) were said very satisfied, 56 (16.4%) also satisfied, 92 (26.9%) of the respondent said neutral, 104 (30.4%) were said unsatisfied and 26 (7.6%) also said very unsatisfied. This shows that customers are unsatisfied with the medical records system of the Hospital is safe and good.

In relation to the employee keep an eye on the quality and accuracy of the service delivered, respondents said that, 43 (12.6%) of the respondents said very satisfied, 71 (20.8%) were said satisfied, 136 (39.8%) also said neutral or no idea, while 62 (18.1%) of respondent said unsatisfied and 30 (8.8%) were said very unsatisfied. With the question related to the medical and paramedical diagnosis is of great standard and affordable, customer responded, 13 (3.8%) were said very satisfied, 75 (21.9%) also satisfied, 166 (48.5%) of the respondent said neutral, 66 (19.3%) were said unsatisfied and 22 (6.4%) of respondent said very unsatisfied.

### *Responsiveness Dimension of Service Quality*

The emphasis was given for: - The attitude of the front office is friendly and service-oriented, Time management and waiting time of the

Hospital is manageable and normal, The Hospital grievance redress system of the work is promptly, Staffs of the Hospital safety and security are precautions cautiously.

Regarding the attitude of the front office are friendly and service-oriented, respondents said that 54 (15.8%) of respondent said very satisfied, 94 (27.5%) were said satisfied, 86 (25.1%) also said neutral, 76 (22.2%) of respondent said unsatisfied and 32 (9.4%) were said very unsatisfied.

In case of time management and waiting time of the Hospital respondent said, 49 (14.3%) were said very satisfied, 65 (19.0%) of respondent said satisfied, while 126 (36.8%) said neutral, 83 (24.3%) were said unsatisfied and 19 (5.6%) of the respondent said very unsatisfied.

Regarding the Hospital grievance redress system of the work is promptly or not respondents said, 72 (21.1%) were said very satisfied, 68 (19.9%) of the respondents said satisfied, 100 (29.2%) said neutral, 75 (21.9%) also said unsatisfied and 27 (7.9%) were said very unsatisfied.

Regarding Staffs of the Hospital safety and security is precautions cautiously respondents said, 54 (15.8%) of the respondent said very satisfied, 63 (18.4%) were said satisfied, 113 (33.0%) said neutral, 87 (25.4%) also said unsatisfied and 25 (7.3%) of the respondent said very unsatisfied. On this parameter we conclude that the hospital have good done on attitude of front office the response indicates that satisfaction, while on time management, grievance handling and safety and security of staff the response is neutral the hospital must give consideration.

### *Assurance Dimension of Service Quality*

Variables like: - The Staff of the Hospital attitude to patients instill confidence in them, The Staffs of the Hospital have the knowledge to provide health information, The Staffs' of the Hospital behavior to the patients is polite and kind are considered.

Regarding The Staff of the Hospital attitude to patients instill confidence in them, respondents said that 41 (12.0%) of respondent said very satisfied, 83 (24.3%) were said satisfied, 109 (31.9%) also said neutral, 89 (26.0%) of respondent said unsatisfied and 20 (5.8%) were said very unsatisfied.

With relation to the Staffs of the Hospital have the knowledge to provide health information respondent said, 40 (11.7%) were said very

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satisfied, 97 (28.4%) of respondent said satisfied, while 115 (33.6%) said neutral, 71 (20.8%) were said unsatisfied and 19 (5.6%) of the respondent said very unsatisfied.

Regarding the question raised to explain the Staffs' of the Hospital behavior to the patients is polite and kind respondents said, 62 (18.1%) were said very satisfied, 68 (19.9%) of the respondents said satisfied, 112 (32.7%) said neutral, 74 (21.6%) also said dissatisfied and 26 (7.6%) were said very dissatisfied.

There is an interview conducted in relation to customer handling of the hospital since there is a difference rank between police members and they replied that there is a great difference and distinction between them.

On assurance on the given premises attitude of staff to patients, knowledge of staff on health information and behavior of hospital the response of customers indicate as they are neutral.

### Empathy Dimension of Service Quality

Considerations were given for The Staffs of the Hospital give individual attention to each patient and The Staffs of the Hospital involve and answer your queries related to health. Regarding to the Staff of the Hospital give individual attention to each patient, respondents said that 57 (16.7%) of respondent said very satisfied, 85 (24.9%) were said satisfied, 110 (32.2%) also said neutral, 67 (19.6%) of respondent said unsatisfied and 23 (6.7%) were said very unsatisfied. With relation to the Staffs of the Hospital have the knowledge to provide health information respondent said, 54 (15.8%) were said very satisfied, 66 (19.3%) of respondent said satisfied, while 121 (35.4%) said neutral, 80 (23.4%) were said unsatisfied and 21 (6.1%) of the respondent said very unsatisfied. In relation of empathy the customers have a neutral in all parameters i.e individual attention given to patients and answerability of staff for any queries the hospital must improve to make customers more comfort.

### Satisfaction Level of Respondents on Each of the Five Dimensions of Service Qualities

Dimension	Measurement items	Mean	S.D
Tangible	The physical facilities of the Hospital is visually appealing	2.8099	1.14958
	The physical environment of the Hospital is clean and safe.	2.8129	1.16148
	The Hospital can have modern equipment's for it good service provisions.	2.7018	1.38443
	Seating facilities and other amenities in the Hospital is in good appearance.	2.9971	1.18272
	<b>Total</b>	<b>2.83043</b>	<b>1.21956</b>
Reliability	The medical records system of the Hospital is safe and good	2.9181	1.23215
	The employee keeps an eye on the quality and accuracy of the service delivered.	2.8977	1.11168
	Medical and paramedical diagnosis is of great standard and affordable.	3.0263	0.90739
	<b>Total</b>	<b>2.9477</b>	<b>1.08374</b>
Responsiveness	The attitude of the front office is friendly and service-oriented.	2.8187	1.21424
	Time management and waiting time of the Hospital is manageable and normal.	2.8772	1.10297
	The Hospital grievance redress system of the work is promptly.	3.1959	1.02949
	Staffs of the Hospital safety and security are precautions cautiously.	2.9006	1.16476
	<b>Total</b>	<b>2.9481</b>	<b>1.12787</b>
Assurance	The Staff of the Hospital attitude to patients instill confidence in them.	2.8947	1.09947
	The Staffs of the Hospital have the knowledge to provide health information.	2.8012	1.07009
	The Staffs' of the Hospital behavior to the patients is polite and kind.	2.8070	1.18799
	<b>Total</b>	<b>2.8343</b>	<b>1.11919</b>
Empathy	The Staffs of the Hospital give individual attention to each patient.	2.7485	1.14924
	The Staffs of the Hospital involve and answer your queries related to health.	2.8480	1.13346
	<b>Total</b>	<b>2.79825</b>	<b>1.14135</b>

Source: Own survey (2019)

The statistical description of service quality where it has found that the referral Hospital customers perceived Responsiveness (with the better mean scores,

i.e. M = 2.9481, SD = 1.12787) to be the most dominant service quality and evident to a

considerable extent, followed by Reliability (M = 2.9477, SD = 1.08374), the second dominant factor, Assurance (M = 2.8343, SD = 1.11919) the third and Tangible (M = 2.83043, SD = 1.21956) the fourth and which were rated as moderate practices of the Referral Hospital. Empathy (M = 2.79825, SD = 1.14135).

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

From the above analysis the following findings was concluded,

Concerning with the overall customer satisfaction in the hospital the majority of the customers were neutral that indicate their satisfaction is not full and they have no confidence to say that the service provision of the hospital is good or bad.

Health service delivery is not satisfactory, thus leading to customer frustration when customer compares the service with other hospitals.

There was no sufficient drug supplies in the hospital and there is no equal treatment for patients, in provision of service there is no modern medical equipment. It was easier to locate the places within the hospital, and a good effort has been done in that direction.

In overall customers' response, they are not much satisfied with the functioning of the hospital. Be it scheduled hour of the services, waiting time before attending by the doctor, waiting time for report from the Lab specimen department and waiting time for receiving your results after attended by the doctor.

The statistical analysis shows that hospital has to be more responsive to the needs of the customer for better satisfaction.

### Recommendations

The hospital should have to improve its' service provision to ensure the satisfaction of customers' in all perspectives and also to meet their expectation on the quality service of the hospital.

The hospital must provide service's which make unique from other hospitals to feel customers' confident on quality of health services.

The hospital must improve the availability and supply of drug for its customers; some customers repeatedly ask that they are incurring extra cost for purchase of drug from outside.

There is time management problem within the referral hospital. To improve time management system of the hospital properly, effective control over employees, increase the numbers of supervisors including attendance, in addition to managing by rotating through wards, to controls time related problems and overall supervision of all departments of hospital.

The hospital must collect customer's opinion about service they receive from the referral hospital and analyze their feedback, by measuring levels of customer satisfaction. The hospital also should improve the grievance handling system.

Due consideration should be given to extents courtesy and respect to the patient by the doctor or nurse. Also cleanliness has to be censured in all the places of a hospital area.

All patients irrespective of their ranks should be given equal treatment, to enhance their confidence in the hospital services.

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