THE IMPACT OF PUBLIC SECTOR MANAGEMENT OF CUSTOMER SERVICE DELIVERY (GENERAL PUBLIC): A CASE OF TANZANIA BROADCASTING CORPORATION (TBC)
THE IMPACT OF PUBLIC SECTOR MANAGEMENT OF CUSTOMER SERVICE DELIVERY (GENERAL PUBLIC): A CASE OF TANZANIA BROADCASTING CORPORATION (TBC)

By
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A Dissertation Submitted to Mzumbe University in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Business Administration in Corporate Management (MBA-CM)

2013
CERTIFICATION

The undersigned has read and hereby recommends for acceptance by Mzumbe University a dissertation entitled, *The Impact of Public Sector Management Performance on Customer Service Delivery (General Public) – A Case of Tanzania Broadcasting Corporation (TBC)* in partial fulfillment of the requirements for the degree of Master in Business Administration – Corporate Management.

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Accepted for the Board of …………………………………………………..  

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DEAN/ DIRECTOR/FACULTY, DIRECTORATE/ SCHOOL/BOARD.
I Amos Millinga declare that this dissertation is my original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

Signature ........................................

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DEDICATION

This work is dedicated to my lovely wife Emma Musesse whose love, care and support are the driving forces for my accomplishments.
ABREVIATIONS

AMA .................American Management Association

CDA .................Confirmatory Data Analysis

EDA .................Exploratory Data Analysis

GDP ..................Gross Domestic Product

ICT ..................Information and Communications Technology

NPA ..................New Public Administration (NPA)

NPM ..................New Public Management

OECD .................Organization for Economic Co-operation and Development

RTD ..................Radio Tanzania Dar es salaam

SPSS .................Statistical Package for Social Sciences

SAPs ..................Structural Adjustment Programs

TBC ..................Tanzania Breweries Limited

TUT ..................Taasisi ya Utangazaji Tanzania

TVT ..................Television ya Taifa

WTO ..................World Trade Organization
ABSTRACT

Customer services issues has been attracting great attention from practitioners, academicians and researchers due to general poor performance resulting from non-adherence to proper processes and procedures by the service providers. This dissertation aims at identifying the impact of public sector performance on customer service delivery A case of TBC. The trend in public sector management is changing prompted by customers’ increasingly use of services delivered by government bodies. The customers and public in general who make use of government services have rights and responsibilities in relation to the quality of service delivery by the government or public sector service provider.

TBC as one of the public service provider has some time faced by customers’ complaints revolving around the quality of service delivery. Some bureaucratic procedures among others required before one can receive services and other reasons may be behind the apparent unimpressive TBC performance and it was for this reason that the study had developed a set of hypothesis that sought to test and investigate in order to provide solutions and benchmarks for policy makers and management of the TBC for purpose of improvising TBC business and public sector delivery in general.

Therefore, the study tries to identify the major areas of problem in relation to service delivery by TBC. The analysis was conducted using a descriptive method by clustering the respondents into employees and officials since their service perception reflects the actual service provision of the organization. The sample was selected using simple randomly technique. Methodology adopted for this study was descriptive and explanatory in nature identifies the major issues that affect the performance of service delivery TBC as a case study. Both primary and secondary data were used in the study.

The results obtained revealed several findings as explained in the Conclusion of this study. Therefore, consequently based on the literature review and actual data analysis the researcher was able to provide several recommendations to the management of the TBC and other stakeholders. The study also contains several sources from which the study extracted information in order to support or nullify the hypothesis put forward by the researcher.
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CHAPTER ONE

PROBLEM SETTING

1.1 Introduction
Worldwide the increase in demand for quality customer service in public sector coupled with financial constraints due to insufficient funding highlight the need for inter alia maximizing the quality of customers’ service using public sector resources as well as resources from private sector.

The public services sector is a dynamic sector that is making significant contributions to the economies of various countries, including developing ones. There is no hard and fast way to define services. In many cases, the easiest way is to define them by connection with what they are not: goods. Services would typically involve more intangible tradable such as banking, insurance, telecommunications, medical and distribution services etc.

1.2 Background to the Problem
Public sector leaders around the world face a common set of challenges if their services are to meet the increased expectations of their customers both citizens and businesses.

However, our experience shows that while the challenges may be consistent, the ways by which they are being confronted, and the results that are being achieved vary considerably. One common challenge faced by every organization is how to service its customers better. The public sector is no exception. Traditionally, public sector has been seen as a passive vehicle for executing social policy mandated by legislation. Increasingly, however accustomed to enhanced service delivery from private sector, citizens/businesses view the public sector as another provider of ‘services’ – services for which they pay taxes. To address this, the public sector must have own ways of improving the efficiency and effectiveness of its service delivery. (World Bank Statistics 2006)
This means providing value for money by improving quality of service (accessibility for all and satisfactory customer experiences and outcomes), and reducing the costs involved in providing those services. Because the need for a customer-oriented focus coincides with tightening government budgets, providing value for money is a core concern today. This is prompting the public sector to explore new sustainable models for service delivery – models that can improve customer experience and outcomes through enhanced service levels at the same or reduced cost. The solution lies in developing customer-centric models that draw inspiration from the relative success with which the private sector has addressed this situation, and that put the customer at the heart of service design and service delivery.(Wills 2005-Public Sector Reforms in Africa)

While the public sector does not choose its customers, the fact that it is required to service them and their diverse requirements is another factor driving the need for new service delivery models. To deliver on the customer promise, public sector organizations must build ‘connected government’, seamlessly aligning multiple government departments with customer journey needs. The ‘customer promise’ is part of the inherent agenda of governance for the public sector and sets out the standard of service that government is required to provide to its customers. As one of the world’s largest globally integrated professional services organization, public sector is embodied in governments at all levels (international, national, state and local). The strength of our global network means that we are uniquely positioned to share know-how and identify emerging trends in best practice amongst these organizations, as well as drawing on developments in the private sector from which public sector organizations may be able to benefit.(http://www.worldbank.org)

A focus for our global public sector know-how, this paper brings together ‘connected thinking’ on how the public sector can respond to changing customer expectations. Because these responses will inevitably vary according to context, the paper does not seek to define solutions. However, the paper draws on experience, as well as on the views of public sector stakeholders, to identify five key enablers for delivering on the customer promise.
1.3 Statement of the problem

This paper focuses on Public Sector and Service Delivery in Tanzania. The principle focus is on the impacts of Public Sector on Service Delivery in Tanzania. Through examination of Public Sector Reforms process and implementation, the paper seeks to find out the extent to which the reforms have or have not achieved the expected results. The paper also seeks to explain how the TBC has or not led to improvement on the public services delivery as one of the key functions.

The Tanzania Public Sector has undergone a massive process of restructuring in the last two decades. The justification for the reforms has been to make it more responsive to the needs of the citizen by increasing the levels of accountability, promoting efficiency and effectiveness, introducing participative decision making and adopting a customer focused practices in ministries, Local Authorities and Government departments. The administrative reforms, legal reforms, financial reform, labor reforms and the review of information systems and accountability systems. Njunwa (2005) asserts that the introduction, adoption and implementation of public sector reforms has seen a shift in focus, from the adherence of formalized procedures to an emphasis on resource allocation and goal achievement for improved service delivery to the Public and more in tune with contemporary thinking regarding public sector management globally in Africa and Tanzania without being excluded from that line of thinking.

Despite these efforts for extensive reforms on the public sector for improved service delivery for almost two decades, the results expected are not so impressive. In other words, why these reforms are failing? What is a miss in these reforms? And, how or to what extent the reforms are contributing or not contributing towards improvement of service delivery in the country? The literature is replete with much information about and provides many examples and case studies of how to adopt and implement public sector reforms. Minimal attention however has been given to the study of the impact of Public Sector Reforms on service delivery.
Therefore it is from this fact that this paper aimed to investigate to what extent the adoption and implementation of Public service deliveries to public sector, Local Authorities in Tanzania impacts service delivery. These are the issues that have been considered imperative hence called for an in depth investigation in this area.

1.4 Research Questions
1.4.1 General Research Question
For the purpose of this research the following general research question was asked, to what extent does services delivery affects the performance of Tanzania Broadcasting Corporation?

1.4.2 Specific Research Questions.
In order to answer the primary question, the following Research questions were used:

i. Does services delivery affect the performance of Tanzania Broadcasting Corporation?

ii. What were the benefits that Tanzania Broadcasting Corporation will get after improving service delivery process?

iii. What were the challenges facing Tanzania Broadcasting Corporation after applying efficient service delivery process?

iv. What was the performance of Tanzania Broadcasting Corporation after being an efficiency service delivery public organization?

1.5 Research Objective
The study was acquired by the following objectives

1.5.1 General Objective
To investigate the extent service delivery affects the performance of TBC

1.5.2 Specific Objective
The following were specific objectives

(i.) To determine the extent the public service delivery has been adopted and implemented in Tanzania Broadcasting Corporation.
(ii.) Assessment on the impact of the services provided by TBC compared to private sectors.

(iii.) To identify the challenges that affect implementation of quality service delivery in TBC

1.6 Scope and Significance of the Study

1.6.1 Scope of the Study

In defining the scope of the study, this study was focus mainly on service delivery process done public sectors a case of Tanzania broadcasting Corporation (TBC). The study covered (TBC), since is among public organization which are providing services to the public being closer to the researcher, TBC is found in the region of Dar es Salaam and specifically Kinondoni and Temeke districts. Simple random sampling and judgmental sampling was employed to obtain respondents to the study; whereby the appropriate sample size of this study was approximately a total of 37 respondents.

1.6.2 Significance of the Research

Nowadays public enterprises change their traditional attitude and see customers as a key component for their survival. Customer service plays significant role in the achievement of organizational objectives. This study is believed to have benefit to organizations, policymakers, and the community at large. The study explores and recommends potential areas that organization which use service delivery process need to put more efforts when delivering their services. As such, the findings will contribute to recent debates on the extent of service delivery process on the performance of public organization (TBC). The study in hand was of benefit to the Government of Tanzania and its agencies.

On the other hand, policymakers will also benefit in the sense that, the study findings will provide recommendations on mitigating measures on how policy can utilize and improve purchasing in Tanzania. Not only that but also finding of this study will offer new insight to existing body of knowledge. Additionally, to academic point of view, the study will benefit the researcher as partial fulfillment for the completion of
the Master's Degree cause at Mzumbe University.

1.6.3 Limitation of the study
All the employees of the TBC were not taken as the subject of the study. Not only this but also, the fact that the study is only conducted in only one public organization which limits the generalizability of the research findings. Other limitations were the time allocated for research is not enough to cover all aspect in larger area more than a selected area of TBC Dar es Salaam, lack of adequate funding for the study makes it difficult for the researcher to contact all public organization.

1.7 Delimitation of the study
The study is limited to a section of the impact of customer service delivery measures in public sectors on one of public organization namely, Tanzania Broadcasting Corporation (TBC). The findings of this study would have had paramount importance if more public organization had been included in the research. However, it was practically unattainable to assess more than one public organization due to lack of time and financial resources.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction
This chapter gives an overview of literature that is related to the research problem presented in the previous chapter and the previous studies that have been done within these constructs. There are useful contributions expressed by so many authors about service delivery dimensions by the public sectors connecting with adoptions of public sector reforms programs. The value of studying the aforementioned literature areas is to provide a meaningful discussion and analysis of service quality in a structured way. Therefore at the end of this major section it is hoped that a critical understanding of key issues is exhibited, that the reader is better informed and that there is a clear justification for the research in this area.

2.1 Theoretical Literature
2.1.1 Conceptual Definitions
General Overview of services in public Sector, in most countries of the world public service organizations underwent rapid changes after Second World War. Many countries of the world are seriously implementing public service management reforms with a focus of enhancing efficiency and effectiveness of public service delivery. From the onset the reforms were focused on defense sector, economic sector, administrative, political and law enforcement. Reforming public service management has been an ongoing process in many countries of the developed and developing region for over two decades.

International organizations with an intention to transform the old administration (The Weberian Ideal Model of Administration) which was rule bound, hierarchical, unresponsive and inefficient (Osborne and Gaebler;1992). The emergence of these reforms led to the restoration and deliberate effort to transform the government in terms of its functions and organizational structure, improving human resource policies and providing institutional support for government decentralization and
managing the process through which these reforms could be implemented and bring change on service delivery. (Pollitt; 2003:39)

The impulse for such reforms came as a result of combination of a number of factors. These included:

(i.) Market determination;
(ii.) Public dissatisfaction with service delivery;
(iii.) Growing demand for citizen participation in decision making;
(iv.) Disillusion with the standard of public sector resource management (Njunwa; 2005).
(v.) Other concerns like cost effectiveness, efficiency, accountability, focus on results, contestability of advice and services, better performance management and decentralization of service delivery also contributed significantly to create pressure for change and reform.

Majority of the public sectors organizations in Tanzania are serving the public by providing services on commercials on non-commercials basis. Service have been defined by many writers in different ways: for example kottler; 2003:128 defined service as “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”. Any intangible actions that are performed by person or machines or both to create good perception within users called service. Although services are performed by service providers and consumer together its quality results in perception and value assessment by the customer (Rao; 2007).

The Tanzania Public Sector has undergone a massive process of restructuring in the last two decades. The Justification for the reforms has been to make it more responsive to the needs of the citizen by increasing the levels of accountability, promoting efficiency and effectiveness, introducing participative decision making
and adopting a customer focused practices in ministries, Local government’s authorities and many other public bodies.

2.1.2 **Back ground of Tanzania Broadcasting Corporation**

The history of broadcasting in Tanganyika, especially TBC can be traced back to world war two. The increased demand for information, on behalf of Africa population and the government's want to establish an effective instrument for propaganda led to first discussion about the foundation of broadcasting system in Tanganyika. Initially it was proposed to extend the existing network in Nairobi and to erect a radio transmitter in Tanganyika picking up signal from Kenya’s capital. But on August 27th 1942, the realization of these plans was rejected by the information office on the grounds that the resource in technical equipment available for reception was small and less than ten Africans owned receiving sets. Furthermore the scheme was dropped on the colonial Governments assumption that the central station would not be able to cater properly for the individual need of the territory. (http://www.tbc.go.tz/-tbcgo/175-historicalbackground)

In Tanzania, there has been Public Service Reform Programme aimed at improving quality, efficiency and effectiveness of services and performance throughout the public service on continuous and sustainable basis. The world over is facing political, economic, social and technological challenges. These challenges for a long time have justified government institutions to undertake various reforms to cope with, address and manage change for improved performance and quality service delivery to esteemed customers. Tanzania like any other country of the world has undertaken various public sector reforms since independence in 1961. These reforms kept on changing the agenda based on the circumstance at hand and the goal to be achieved with those reforms; hence reforms in any society that is ready to cope and address challenges are inevitable.(World Bank Indicator 2006, Tanzania Public Service Program Phase II)
This paper was aimed at investigating the impact of customer services in public sector on service delivery in Tanzania using a case of Tanzania Broadcasting Corporation a public entity. The focus was on the public sector reforms that have been adopted and implemented in their public institutions and their impact on service delivery to the citizenry.

The above reforms resulted in the establishment of Taasisi ya Utangazaji Tanzania (TUT) on 12th June 2004 following the merger of Radio Tanzania Dar Es Salaam (RTD) and Televisheni ya Taifa (TVT). The exercise brought Radio and Television broadcasting under one management. When TUT failed to perform according to what was expected over the short period of time, the turnaround strategy was formulated. The TUT turnaround strategy was aimed at turning the organisation into a truly public broadcaster, accountable to the public through its programmes whilst embracing quality, impartially, broad coverage and accessibility to all stakeholders. Hence in March 2006 TUT was changed to become Tanzania Broadcasting Corporation (TBC), and Radio Tanzania Dar es salaam (RTD) as one of TBC affiliate was renamed TBC Taifa. (http://www.tbcgo.tz/-tbcgo/tbc-taifa.html)

TBC was officially launched in May 2008 by His Excellency Jakaya Mrisho Kikwete, the president of the United Republic of Tanzania. TBC is a public broadcaster which aims at expanding the use of Kiswahili language in the Sub Saharan Africa, to broadcast news impartially as well as reaching the multitude in all parts of the country.

TBC has four channels, TBC 1, TBC Taifa, TBC FM, and TBC International. TBC 1 is the television channel broadcasting its signals from Mikocheni near bamaga area. TBC Taifa is the former general service of RTD (Idhaa ya Taifa), TBC FM is the former PRT and TBC International is the new English channel. All radio stations are broadcasting signals from the broadcasting house located at Nyerere road near Tazara area. (http://www.tbcgo.tz/-tbcgo/tbc-fm.html).
2.1.3 Public Sector Management Reforms

From the late 1980s, the debate on good governance and its requirements has provided an impetus for new approaches to public sector management reforms. Some of the changes that have taken place have been aimed at tackling some of the worst forms of governance abuses and failures in Africa: the personalized nature of rule in which key political actors exercise unlimited power; misuse of State resources and institutionalized corruption; opaque government; the breakdown of the public realm; the lack of delegation of power and the withdrawal of the masses from governance (ECA, 2003)

Good public management and administration, with emphasis on accountability and responsiveness to customer needs, has been seen as an aspect of good governance by donor agencies supporting reforms in developing countries. To the World Bank, good governance consists of a public service that is efficient, a judicial system that is reliable, and an administration that is accountable to the public. The World Bank elaborates on four elements of good governance (World Bank, 1989, 1992 as cited by ECA, 2003):

- Public sector management emphasizing the need for effective financial and human resource management through improved budgeting, accounting and reporting, and rooting out inefficiency particularly in public enterprises;

- Accountability in public services, including effective accounting, auditing and decentralization, and generally making public officials responsible for their actions and responsive to consumers;

- A predictable legal framework with rules known in advance; a reliable and independent judiciary and law enforcement mechanisms; and

- Availability of information and transparency in order to enhance policy analysis, promote public debate and reduce the risk of corruption
It is apparent from the above conception of “good governance” that there is some emphasis on improving public-sector management systems. Thus, in the good governance prescriptions, one finds public management reforms as a key component pointing towards market and private sector approaches to public sector management, under the appearance of New Public Management (NPM).

2.1.4 New Public Management

New Public Management (NPM) is a label used to describe a management culture that emphasizes the centrality of the citizen or customer, as well as accountability for results. It is a set of broadly similar administrative doctrines, which dominated the public administration reform agenda of most Organization for Economic Co-operation and Development (OECD) countries from the late 1970s (Hood, 1991; Pollitt, 1993; Ridley, 1996 as cited on ECA). It captures most of the structural, organizational and managerial changes taking place in the public services of these countries, and a bundle of management approaches and techniques borrowed from the private-for-profit sector.

NPM shifts the emphasis from traditional public administration to public management, pushing the state towards managerial side. The traditional model of organization and delivery of public services, based on the principles of bureaucratic hierarchy, planning and centralization, direct control and self-sufficiency, is apparently being replaced by a market-based public service management or enterprise culture. NPM has provided for a future of smaller, faster-moving service delivery organizations that would be kept lean by the pressures of competition, and that would need to be user-responsive and outcome-oriented in order to survive. These organizations would be expected to develop flatter internal structures (i.e. fewer layers) and devolve operational authority to front-line managers. With a downsized number of staff, many services would be ‘contracted out’ instead of assuming that in-house provision is best.

The key components of NPM may be put into two broad strands – those that emphasize managerial improvement and organizational restructuring, and those that
emphasize markets and competition. The basic foundation of the NPM movement is the drive for efficiency and the use of the economic market as a model for political and administrative relationships. Improved efficiency is now the overriding aim of public sector reforms in most African countries. It is thought that the State’s capability; its ability to promote and undertake collective action efficiently is overextended. Therefore, reductions and a refocusing of the State’s activities are needed to improve macroeconomic stability, as well as the implementation of stronger incentives for performance. Furthermore, increased competition in service provision, both with the private sector and in the public sector itself, is required in order to raise efficiency. Consequently, governments should concentrate their efforts less on direct intervention and more on enabling others to be productive (World Bank, 1989:5) by providing “core” functions such as safeguarding law and order; protecting property rights; managing the macro economy to promote and regulate the market; providing basic social services and infrastructure; and protecting the vulnerable and destitute.

**Decentralization**

One of the central elements in the changing role of the public sector and the construct of the New Public Administration (NPA) is the concept of decentralization (Hope, 2002). Decentralization can be defined as the transfer of authority or responsibility for decision making, planning, management, or resource allocation from the central government to its field units, district administrative units, local government, regional or functional authorities, semiautonomous public authorities, parastatal organizations, private entities and non-governmental private voluntary organizations (Rondinelli, Nellis, and Cheema, 1983).

According to Hope 2002, within the context of the NPA, decentralization is seen as the means for:

- Governments to provide high-quality services that citizens value;
- Increasing managerial autonomy, particularly by reducing central administrative controls;
Demanding, measuring, and rewarding both organizational and individual performance;

Enabling managers to acquire human and technological resources to meet performance targets;

Creating a receptiveness to competition and an open-mindedness about which public purposes should be performed by public servants as opposed to the private sector;

Empowering citizens through their enhanced participation in decision making and development planning and management;

Improving economic and managerial efficiency or effectiveness; and

Enhancing better governance.

**Contracting Out**

“Contracting out” refers to the out-sourcing or buying in of goods and services from external sources instead of providing such services in-house (Walsh, 1995). It is a method of privatization that is increasing in popularity due to the emphasis on efficiency and service delivery. Contracting may be between a public organization and a private-sector firm or between one public organization and another. The responsibility of the public organization is to specify what is wanted and let the private or voluntary sector provide it. Contracting out leads to cost savings from inefficient public bureaucracies that are more intent on satisfying the wishes of producer groups than of consumers. Moreover, private contractors can be penalized for poor quality, delays and lack of reliability.

**ICTs in Public Service Delivery**

Information technology (IT) has been included as one of the key strategies for public service reforms. It is now seen as an essential facilitator of service improvement particularly when governments worldwide are facing an increasing trend towards knowledge-based production and the communications revolution. Expenditures by Governments on computers and management information systems have risen rapidly in many countries and now represent major items in their budgets.
Information and Communications Technology (ICT) is pivotal to modern government and fundamental to the strategies for public service reform. The creation of new information and communication systems are seen as an essential component in the creation of accountability. When a decision is taken, information about that decision and its outcomes must flow to all those to whom the decision maker is accountable (Heeks, 1998). Without such an information flow, and without the information system to carry that flow, there can be no accountability because there can be no knowledge of the decision.

Citizens Charter
A key feature of the NPM is the concept of perceiving the citizen as a “customer” of public services. In the context of public sector reform, efforts to make public service agencies more accountable to the public have included the adoption of Citizens Charters. Citizens should be consulted about the level and quality of public services and, whenever possible, be given the choice of services. Citizens should also be informed about the level and quality of services they will receive, and they should have equal access to the services to which they are entitled. Moreover, they should be informed about how national departments and provincial administration are run, how much they cost and who is in charge (ECA, 2004).

It involves a written commitment by a government agency to deliver goods and services to its customers according to predetermined quality standards. It is now mandatory for all government agencies to formulate their Client's Charter. The introduction of this innovation reflects the commitment of the Government to ensure that agencies are customer-focused. Based on the Client's Charter at the agency level, individual officers are required to write their own Client's Charter which explicitly states the quality of service or output that will be provided to their customers. This makes the process more transparent to the customers. Departments that have formulated their Client's Charter report a significant drop in complaints.

2.2. Public Sector Reforms Program in Africa
Since the introduction of World Bank-supported economic reforms in the early
1980s, Africa has become a venue for experimenting with various versions of public sector reform policies. World Bank public sector reform policies can be broadly classified into two: the “quantitative” first generation, and the “qualitative” second-generation reform programs. The first-generation reforms were implemented between the 1980s and early 1990s. It was undertaken as a part of the economic reforms policies that were implemented across the continent; therefore it focused exclusively on trimming the size of the government. Policies implemented to reduce the size of the public sector included retrenchment, cost recovery and privatization (Lienert and Modi, 1997 as cited by Owusu 2007). Although it succeeded in reducing the government wage bills, it did not improve the performance of the public sector. One reason for the ineffectiveness of the policy was that it was too narrow (Numberg, 1999).

The second generation reforms began in the 1990s. This time, the policies focused on improving the quality of public-sector employment and to make it more attractive (World Bank, 2001). Specifically, remuneration and promotion policies were used to reward performance; measures were put in place to improve management and accountability; and employees were provided with incentives, skills and motivation. The second generation reform policies also did not produce the desired results. In sum, despite these efforts, most public-sector organizations in Africa have continued to be inefficient (Owusu 2007).

The underlying assumption of both the first and second generation reforms is that all public organizations are ineffective. This assumption has important implications for the design and implementation of the programs. For instance, it leads to one-size-fits-all solutions that fail to take into consideration the country-specific conditions under which organizations operate. In addition, by failing to consider any possible differences in the performance of organizations within countries or even acknowledge the possibility of the existence of good and poor performers within countries; the policies ignored any potentially valuable lessons that could have been learned from the well-performing public organizations in the same social, political and economic environment. Moreover, because the policies are not based on
experiences of organizations in the country, they are often seen by management as outside impositions (Tsikata, 2003 cited by Owusu 2007) and the performance standards as utopian expectations that could never be achieved in their specific organizations given the constraints they face. As a result, public-sector reform policies generally have been implemented by officials with a lukewarm attitude. Indeed, policies based on the experiences of organizations within a country are more likely to be seen as realistic and have a greater chance of adoption than those derived from organizations in different countries.

2.3 Empirical Literature

2.3.1 Review of Related work

There are many research works done related with this study. However the researcher tries to see three of them which are more related to the topic. The titles with their objectives and major findings are discussed below to have an insight about these studies.

The first work is MBA thesis done by Aman Abadi a student of the of Addis Ababa University (July, 2008) with title of “Effects of service delivery process and service quality on customer satisfaction: a case study of EEPCO, North Western region, Bahir Dar town customer service centers”. The main purpose of the study is to examine the effect of service delivery process and service quality on satisfaction of customers of EEPCO with the following specific objectives:

To examine the effect of service delivery process and service quality on customer satisfaction and to understand real situation on how EEPCO handle its customers.

Based on these objectives he found that the service provided by the Corporation has improved during the last three years. However, the majority of the respondents dissatisfied with the service delivery procedure available in the Corporation. Moreover, service failure and recovery procedure is rated as poor both by employees as well as by the customers.
The second work is done by Eskinder, (July 2007) entitled as “The effect of public sector service quality on customer satisfaction: the case study of Ethiopian Telecommunication Corporation (ETC)”. His main objective is to examine and give a clear picture of the improved customer service. He put specific objectives in the following manner:

□ To demonstrate the actual importance and effect of quality service on customer satisfaction in ETC

□ To assess and understand real situation on how ETC handles its customers.

With these objectives he found similar things what Aman found. The service provided by the corporation has improved a little in the past one year. However, there is dissatisfaction due to physical infrastructures problems, inability to handle customer complaints in service situation and poor quality of internet service.

The third work taken as relatively similar work is done by Bruk (July 2007) MPA thesis with title “Service Delivery and Customer Satisfaction in Selected Hospitals: case of Black Lion, Dagmawi Menilik and BetheZatha Hospital”. The main objective of the study is to identify the problem of service delivery and examine the level of customer satisfaction with the following specifics:

□ To assess the availability of facility environment

□ To assess the attitude of employees towards their clients

□ To measure the level of satisfaction with the prevailing service delivery system with these objectives in mind the study found that the majority of customers are not satisfied with almost all of the service delivery system of all the organizations under study.

The final work taken was entitled as “Customer Satisfaction in Land Delivery Service by Urban Local Government: a case study of Bishoftu Town Administration” MPA thesis by Mohammedhussen Mama (2008). The main objective of the study is to evaluate customer’s satisfaction in land delivery service and to identify the factors
affecting it with specific objectives of to examine the emphasis given by administration to satisfy its customers and to measure the level of satisfaction of customers with land delivery service.

Based on these the study indicates that the institution failed to have mechanisms of serving customers in a way they will be pleasant. There are many problems related to customer service with in the institution. These are unhappiness of the employees, absence of proper information dissemination and the policy did not include participation of customers. Over all customers are not satisfied with the service.

Similarly this study tries to assess the stated objectives based on theoretical knowledge and give more emphasis on service delivery, customer satisfaction, achievements and challenges of the organization with in the five years based on the targets that Corporation set.

2.3.2 Review of Studies from Abroad

2.3.2.1 Public Sector Reforms in Africa

During the two decades, most African countries have embarked on comprehensive public sector reform programs, and in many cases have received assistance from international institutions. However, despite the tremendous efforts and resources that have been allocated to this endeavor, progress remains scant and less impressive. (Willis; 2005)

Most of the public sector reform programs that have taken place in developing countries during the last two decades were introduced as part of the Structural Adjustment Programs (SAPs) of the World Bank in the 1980s. However, most of the more recent reforms, under the influence of the New Public Management (NPM), have been driven by a combination of economic, social, political and technological factors, which have triggered the quest for efficiency and for ways to cut the cost of delivering public services. Additional factors, particularly for Africa, include lending

Since the 1980s, developed and developing countries have been embarking on public sector management reforms. The role and institutional character of the State has been questioned, and the public sector has been under pressure to adopt private sector orientations. The earlier reforms aimed at shaping public administration that could lead national development, was based on the same institutional peculiarities inherited from the colonial period.

More recently, the World Bank and other donors in Africa have been concerned with finding alternative ways of organizing and managing public services and redefining the role of the State to give more prominence to markets and competition, and to the private and voluntary sectors. The alternative vision, based on issues of efficiency, representation, participation and accountability, has sought to create a market-friendly, liberalized, lean, decentralized, customer-oriented, managerial and democratic State. Rob and Richard (2007) case studies from sub-Saharan Africa have almost all referred to the problem of how to develop (or restore) loyal, capable and efficient civil services. Civil services have been described as oversized, unresponsive, rule-bound or with not enough (effective) rules, low incentive, driven by corruption or patronage and red tape.

The public service (ministries, Local Authorities and departments) has always been the tool available to African governments for the implementation of developmental goals and objectives. It is seen as a pivot for growth of African economies and poverty reduction. It is responsible for the creation of an appropriate and conducive environment in which all sectors of the economy can perform optimally, and it is this catalytic role of the public service that propelled governments all over the world to search continuously for better quality of public service delivery and sustained economy.
2.3.3  Review of Studies from Tanzania

Different reforms have been undertaken by the government of Tanzania with the intention of improving Public sectors performances:

2.3.3.1 Public Sector Reforms in Tanzania

In Tanzania since independence a number of reforms which are political, economic and administrative have been affected. All these reforms were a result of the increasing need to respond by the government to certain needs of citizens at a particular time. Also these reforms were affected with a focus to ensure that the public sector is able to deliver quality, effective and efficient public services to the citizens.

In 1961 up to 1966 the state adopted a nationalistic approach and nationalized all major means of the economy, decolonization of administrative system, politicization of the army and proclamation of one party state.

5 Ways Private Sector Customer Service Best Practices are Paying Off for the Public Sector

What does the government of Tanzania have in common with Other Media (ITV, and other related media? Probably more than you think. Over the past few years, the Tanzania government has taken an active interest in using the private sector’s customer support best practices to better serve its own customers, the general public. And this strategy is paying off for many local, state and federal agencies and the citizens they serve in five key ways:

Improved and Easier Access to Information

The government’s new information-centric approach is changing what used to be a government-speak, online data dump into a more organized, transparent information center. Agencies are now writing for the customer instead of for each other and making their news and information social media and other mass communication tools.
The new information-centric approach adopted by the government encourages agencies to develop consistent, plain-language content which can be “tagged, shared, secured, mashed up and presented in the way that is most useful for the consumer of that information.” Just like many businesses’ product and service FAQ pages, government agencies are using similar back-end knowledge base solutions to provide organized, self-service access to forms, contact information, frequently-asked questions and more. Metrics for all federal executive branch government websites. Last year at this time, the State of the Federal Web Report showed that only 10% of the 24 major federal agencies were using the same performance metrics to consistently evaluate websites agency-wide customer service – it isn’t just for the private sector anymore. Local, state and federal agencies are stepping up their game and it’s the public who will come out winning.

Another study was carried by the World Bank Africa development indicator (2006 on the component of the country’s Public Service Program, Phase II. The aim of the study was to promote e-government and knowledge management as a means of improving governance and service delivery. Tanzania is moving forward to enhance its ICT infrastructure and to develop its capability to deliver services using new technologies.

The Government recognized the need to incorporate records management in the design of ICT systems so that they were capable of managing, protecting and providing reliable information over time. This objective had yet to be achieved, but computers were commonplace in most ministries, and increasingly government business and communications are conducted electronically through email, the web, desk top computers and networked information systems.

In many cases, trade in services has an inextricable link to trade in goods: such as the link between medical and distribution services, services incidental to agriculture and transportation services and retail services for goods and the role of financial services therein.
There are difficulties in measuring with precision the actual contribution of trade in services to countries owing especially to the intangible nature of services, which makes it difficult to use certain policy instruments like tariffs, to quantify and assess contributions to individual economies, which can then be aggregated to regional blocks. There is also the traditional problem of non-stock ability of services, which many times require simultaneous production and consumption, making quantification difficult. The highly informal nature of many services activities makes it even more difficult to calculate its contributions, as well as the large amount of behind the border measures, mainly through discriminatory regulatory practices, which are all difficult to quantify.

In cross border supply (Mode 1), the fluidity of this movement makes it almost impossible to quantify. Although some statistics can be tracked in cases of consumption abroad (mode 2), from the consumers of tourism and education, these may not be the only sectors in which consumption abroad is utilized as a supply mode. There may also be a cross-link between tourism and medical services, and the difficulty in capturing exact contributions of each sector remains. In the case of setting up commercial presence, (mode 3), foreign direct investment statistics are an information source, although even these do not cover the entire picture, as there may be firms that are not necessarily part of foreign subsidiaries—therefore not mode 3 in the strict sense, and yet governments would normally include these in their calculations. Presence of natural persons (mode 4) is even harder to capture as it is difficult to draw the line between the broad temporary presence of natural persons and those providing services in GATS mode 4.

All the above notwithstanding, there are some studies that show the importance of trade in services at global, regional and country specific levels. The World Bank (2007) estimates that the contribution of services to the GDP calculations of developed countries is between 60 to 70 percent and the figure in developing and least developed countries are estimated to be 1between 36 to 40 per cent.
2.4 Conceptual Frame work

2.4.1. The Service Quality Model

“What the company thinks its customer wants is not necessarily the same as, What the company thinks it has to offer is not necessarily the same as, What the company actually offers is not necessarily the same as, How the customer experiences this is not necessarily the same as, What the customer really wants” (Rampersad, 2001).

According to the formulation of Parasuraman et al (1985) there are five gaps that cause unsuccessful service delivery.

Figure 1.: A conceptual model of service quality

Source: Parasuraman et. al., 1985
1. **Gap between Customer Expectation and Management Perception (Knowledge Gap):** management does not always perceive correctly what customers’ want. Electricity company manager might think that consumer’s judge the company service by the quality of employees’ performance in the technique department, whereas customers may be more concerned with the courtesy and responsiveness.

2. **Gap between Management Perception and Service Quality Specification (The Standard Gap):** management might correctly perceive the customers’ wants but not set a specified performance standard. For example hospital administrators may tell the nurses to give “fast” service without specifying it quantitatively.

3. **Gap between Service Quality Specification and Service Delivery (The Delivery Gap):** The personnel might be poorly trained or in capable or unwilling to meet the standard or they may be held to conflicting standards such as taking time to listen to customers and serving them fast. For example a bank officer who is told by the operations department to work fast and by the marketing department to be courteous and friendly to each customer.

4. **Gap between Service Delivery and External Communication:** Consumer expectations are affected by standards made by company representatives and advertising. If a hospital brochure shows a beautiful room, but the patient arrives and finds the room to be cheap and tack looking, external communications have distorted the customers’ expectations.

5. **Gap between Perceived Service and Expected Service:** This gap occurs when the consumer misperceives the service quality. The physician may keep visiting the patients to show case, but the patient may interpret this as an indication that something really is wrong.
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction
This chapter provides the details of the research strategies adopted to address the research issue identified above, together with the means of collecting data for analysis, and the analysis approach. It is about determining where the study was carried out, type of data required, where these data can be found, sample design, techniques of data collection used, as well as how data was analyzed. The method and procedures used in this study are presented under the following subheadings: research design, area of the study, unit of analysis, sample and sampling techniques, data collection methods and instruments, data analysis, validity and reliability data, data processing/management.

3.1 Research Design
Research design provides the glue that holds the research project together Kothari, (1990). A design is used to structure the research, to show how all of the major parts of the research project - the samples or groups, measures, treatments or programs, and methods of assignment - work together to try to address the central research questions. According to Donald and Pamela (2006), research design expresses both the structure of the problem-the frame work, organization or configuration of the relationships among variables of a study and the plan of investigation used to obtain empirical evidence on those relationships.

Both descriptive and explanatory study design method was used to analyze for data collected from employees and officials. The reason behind using descriptive study design is because the researcher is interested in describing the existing situation under study. This study used descriptive design that describes the impact of service delivery by public sectors the case of Tanzania Broadcasting Corporation (TBC) that lead to customer satisfaction. This study also used explanatory study design, to explaining, understanding, predicting and controlling the relationship between
variables. The study is cross-sectional in the sense that relevant data was collected at one point in time.

This study used a case study approach. The case study approach was used here because of a need for getting deeper understanding of the problem situation. Basically, a case study is an in-depth exploration of a particular context, such as a classroom or group of individuals that involves the collection of extensive qualitative data usually via interview, observation, and document analysis (Donald and Pamela, 2006). Also Gummesson, E. (2000), described a case study research as a useful strategy for studying processes in companies/organizations and for explanatory purposes.

3.2 Area of the study
The study was conducted at Tanzania Broadcasting Corporation. Tanzania Broadcasting Corporation was selected because of possibility to get access to data and information which is opportunity to learn (Stake, 1998). Apart from that, TBC is one of the reliable TV stations which is owned by Government playing a big role in dissemination of both government and private information all over the Country.

3.3 Unit of Analysis
This study utilized two units of analysis in an attempt to triangulate data and methods. According to Janesick (1998) one advantage of a case study research design is that of mixing methods and data which have a bearing on validity and reliability of information gathered. The units of analysis for the study were the TBC management and the employees.

3.4 Target Population
Leady (1998) defines population as the aggregate of all the cases that conform to designated set of specifications. The population consisted of stakeholders which apply customer service principles or norms in delivering goods to the public sector
3.5. **Sample and Sampling Techniques**

3.5.1 **Sample size**

Since the study aimed to investigate on Public Sector management and its impact on Service delivery, the TBC took part in the study. A sample is a selected portion of the individuals or items that represents the aggregate of the population for the study, (Cohen et al. 2000), the sample was drawn from the selected organizations. Random method of sampling was used to decide on those who participated in the study (Stake, 1998). That is, TBC’s management team as well as the employees was requested to participate in the study, however, those who showed willingness to participate were considered. It was planned to have at least 37 respondents under this category. According to Hogg and Tanis (1977), 25 or 30 observations are adequate for analysis and reporting purposes when conducting investigations. All in all, efforts were made to ensure that respondents of all categories were included as much as conditions allowed. That is, factors like seniority, gender, differing departments, experience, etc. were taken on board.

3.6 **Data Collection Methods and Instruments**

The researcher sought permission from Tanzania Broadcasting Corporation, permission for the survey was granted by the Director of human resources and administrations office. After permission was granted, the questionnaires were distributed to the respondents and the interviews appointments were made. The survey pack included a copy of the cover letter, and the questionnaire. Collection of responded questionnaire was started a week after distribution completed and continued for a month.

**Interview**

Interview did not contain a complete list of items on which information had to be elicited from a respondent: it just contained only the broad topics or areas to be covered in the interview.

Interview guide serves as a suggestive reference or prompter during interview. It aids in focusing attention on salient points relating to the study and in securing
comparable data in different interviews by the same or different interviewers. Personal interview is the face to face contact between interviewer and interviewee. The researcher interviews the respondents himself in an organized environment. (Kidder, 1981), the interviews flexibility, wide coverage, completeness, and control of interview situation had helps to clarify ambiguous responses and fill in missing gaps.

This was found modest because higher level managers are often pressed with time and other methods of data collection would not provide required information timely. Apart from that, in depth discussion was required with these people, thus interview was the most appropriate data collection method here. The interview was guided by interview questions.

**Questionnaires**

Are series of questions each one providing a number of alternative answers from which the respondent can choose (White, 2002). Questionnaires were administered to respondents and were completed by the respondent themselves. Questionnaires were distributed to 30 respondents from different departments of TBC. Questionnaires are advantageous in terms of economy, lack of interviewer bias, respondent has adequate time to give well thought answers, respondent who are not easily approachable can also be researched conveniently and the possibility of anonymity (kidder, 1981). The questions were both close-ended and open-ended in order to increase the validity of responses.

This important because many respondents were expected under this category as the employees are in bigger number compared to the management team. In addition to that, qualitative as well as quantitative data was collected from these people. The questionnaires were designed to have both open as well as closed ended questions. That is a semi-structured questionnaire was employed. The sample of the questionnaire is shown as appendix 1.

On the side of secondary data, various sources were visited. These involved documentations such as reports, brochures, journals, internet, newspapers, etc.
Documentary Review and Documentary Review Guides

Documentary review was a method that was used to collect data from documents. In this case, published and unpublished materials about the area of study from public and private libraries were consulted to obtain secondary. After identification of documents a schedule was designed to ensure effective correct analysis of the documents.

3.6 Data Analysis Procedure

Data analysis is a process of inspecting, cleaning, transforming, and modeling data with the goal of highlighting useful information, suggesting conclusions, and supporting decision making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names, in different business, science, and social science domains.

This study employed both quantitative as well qualitative data analysis methods. Quantitative data analysis techniques included simple tabulations and simple linear regression and correlation techniques, linear regression were used to see if there was any relationship between public sector performance/management and the quality of service delivered. Further, correlation analysis was used in order to assess the extent of the relationship between these variables. In performing this analysis, Statistical Package for Social Sciences (SPSS) was employed to analyze quantitative data. Content analysis was used to analyze open-ended questions. The data was presented by using figures and tables.

For the case of qualitative data analysis, the techniques employed included; comparison of data and information from the two units of analysis, pattern matching and explanation building (description).

3.7 Data Management

The data collected was processed and analyzed in accordance with the purpose of use. The process implied editing, coding, data capture, data validation and data
analysis of the collected data. The data collected were analyzed both quantitatively and qualitatively. Tables and figures were used to present findings.

3.7.1 Validity and Reliability Data
Reliability of a measure refers to the consistency with which repeated measures produce the same results across time and across observers (Walsh, 1990). Reliability in this study was improved by employing triangulation of methods in evidence collection as suggested by Kirk and Miller (1986). The methods employed were interviews, questionnaire and documentation. This helped the researcher to picture how multiple, but somehow different, measures used to collect data were simultaneously true. On the questionnaire method of data collection that is the major approach to gather data and information, reliability was achieved through pre-testing the instrument so as to ensure that respondents understood the questions in the same way.

Validity on the other hand, refers to the extent to which the concept one wishes to measure is actually being measured by a particular scale or index (Sirkin, 1995).

The following process took place when data were processed, editing, coding, capture, and validation.

(i.) Editing
This process involved examining the collected raw data to detect errors and omissions and to correct these classes of final order. It was carried out at the field office.

(ii.) Coding
After the data was edited, the next step was assigning numerals or other symbols to classes. This was done for the purpose of simplifying the work of capturing the data and at the same time creating some uniformity.
(iii.) Capturing to the software.

Once coding was finished, the next step was to capture data in the SPSS ready for processing. This task was done with great care so as to avoid mixing data and making sure that what was actually presented is the same as what was captured.

(iv.) Data Capture validation

Someone was available to ensure that what actually has been captured was what actually appearing in the source documents. This was done by an independent person different from the researcher. Errors were corrected before processing the data.
CHAPTER FOUR

PRESENTATIONS OF THE FINDINGS AND DATA ANALYSIS

4.0 Introduction

This chapter presents the actual results and analysis of data obtained from the field. The results comprise the data obtained through primary and secondary sources. It is this chapter which covers the description of the findings pertinent to each of the research questions. The description of findings has been expressed through major test of this study and presented through Tables and diagrams/figures.

4.1 General characteristics of Respondents

Having seen revelations brought about by the study through literature review as indicated above, it was imperative to take a study further by collecting data from primary source through administering structured interviews by way of asking respondents to fill in a list of questionnaires and subsequently the researcher collecting the data for processing using the computer program, Statistical Program for Social Science (SPSS). In pursuit of this goal a sample of 30 respondents was selected, five (5) of whom from the top management staff group, ten (10) from the middle level management staff group, fifteen (15) from operative staff group.

The following is a list of questions and the respondents’ responses plus the analysis of the respective responses presented in tabular and diagrammatically using pie charts.

Table 4.1: Education level of Respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tertiary</td>
<td>8</td>
<td>27</td>
</tr>
<tr>
<td>University Degree</td>
<td>22</td>
<td>73</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013
As per Table 4.1 above, it is illustrated that 23% of the respondents had a tertiary education while 73% had a University degree.

Accordingly and based on above results it can be concluded that majority of the respondents (73%) had a University degree level of education.

**Table 4.2: Respondents working Experience**

<table>
<thead>
<tr>
<th>Experience</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than one year</td>
<td>10</td>
<td>34</td>
</tr>
<tr>
<td>1-5 years</td>
<td>13</td>
<td>43</td>
</tr>
<tr>
<td>6-10 years</td>
<td>7</td>
<td>23</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

As per Table 4.2 above, it is illustrated that 34% of the respondents had worked for TBC for less than one year while 43% of the respondents had worked for between one year and five years. Further the findings indicate that 23% had worked for between six and ten years.

Based on above results it can be concluded that almost half of respondents had worked for TBC for a period between one and five years while one third of the respondents had worked for TBC for less than one year and a quarter of respondents had worked for TBC for a period between six and ten years.
Table 4.3: Responses on the respondents’ working Department at TBC.

<table>
<thead>
<tr>
<th>Department</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>8</td>
<td>26</td>
</tr>
<tr>
<td>Finance</td>
<td>8</td>
<td>27</td>
</tr>
<tr>
<td>Maintenance</td>
<td>5</td>
<td>17</td>
</tr>
<tr>
<td>Engineering</td>
<td>4</td>
<td>13</td>
</tr>
<tr>
<td>Procurement</td>
<td>5</td>
<td>17</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

According to Table 4.3 above, it is illustrated that 27 % of the respondents were working in the Finance department and similarly 26% of the respondents were working in the marketing department. On the other hand 17% were working in the procurement and similarly 17% were working in the maintenance department. Finally 13% of the respondents indicated that they were working in engineering department.

Based on above results it can be concluded that distribution of staff to various departments is normally distributed among engineering, procurement, maintenance, finance and marketing departments.

Table 4.4 Existence of clearly Predetermined Service Standards for Each Service Offered by TBC

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>4</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
</tr>
<tr>
<td>Agree</td>
<td>15</td>
</tr>
<tr>
<td>Strong agree</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013
As per Table 4.4, it is illustrated that 13% of the respondents strongly disagreed that TBC has clearly predetermined standards for each service they offer. Similarly 23% disagreed while 50% agreed with the statement and 14% strongly agreed.

Based on above results it can be concluded that majority of the respondents agreed that TBC has predetermined standards for each service they offer while a quarter disagreed that TBC has predetermined standards for each service they offer.

Table 4.5: Responses on the rank standards of service delivered by TBC

<table>
<thead>
<tr>
<th>Rank</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very good</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Good</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>Moderate</td>
<td>17</td>
<td>56</td>
</tr>
<tr>
<td>Poor</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>Very poor</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

As per Table 4.5 above, it is illustrated that 10% of the respondents had a rating of very good while 20% had a rating of good with respect to standards of services delivered by TBC. On the other 56% had a rating of moderate and 7% had a rating of poor and similarly 7% had a rating of very poor with regard to standards of services delivered by TBC.

Based on above outcomes it can be concluded that majority of the respondents rated the services offered by TBC as moderate while a significant number of respondents rated the services as good.
Table 4.6: Customers are having high expectation of service delivery by TBC

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Disagree</td>
<td>4</td>
<td>13</td>
</tr>
<tr>
<td>Agree</td>
<td>7</td>
<td>23</td>
</tr>
<tr>
<td>Averagely agree</td>
<td>12</td>
<td>40</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>4</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

In accordance with Table 4.6 above, it is evident that 10 % of the respondents strongly disagreed that customers have high expectation of service delivery from them whereas 13% simply disagreed and 23% simply agreed that customers have high expectation of service delivery from them. On the other hand 40% on average agreed and 14% strongly agreed that customers have high expectation of service delivery from them.

Based on above results it can be concluded that majority of the respondents agree that customers have high expectation of services delivery from them.

Table 4.7: Responses on the training in relation to customer service delivery.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>9</td>
<td>30</td>
</tr>
<tr>
<td>No</td>
<td>21</td>
<td>70</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

As per Table 4.7 above, it is evident that 30 % of the respondents responded “Yes” to the question expressing that they have undergone training programs related to customers service delivery while at TBC whereas 70% of the respondents responded “NO” indicating that they have not undergone training program related to customers service delivery.
Therefore in accordance with the above outcomes it can be inferred that majority of the respondents had not undergone training related to customer service delivery while at TBC.

Table 4.8: Reasons for lacking of customer service trainings to TBC employees.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial constraint</td>
<td>7</td>
<td>23</td>
</tr>
<tr>
<td>Lack of knowledge about importance of the training on the part of the employer</td>
<td>13</td>
<td>43</td>
</tr>
<tr>
<td>No response</td>
<td>10</td>
<td>34</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

As per Table 4.8 above, it is clear that 23 % of the respondents pointed financial constraints as lack of training on customer service delivery while 43% cited lack of knowledge about importance of training on the part of employer as reason for lack of training. On the other hand 34% did not respond to the questionnaires. Therefore based on above results it can be concluded that majority of the respondents indicated their views that they lacked training due to non-recognition of importance about training on the part of employer.

Table 4.9: Responses on the statement that the performance in customer services delivery directly affect the performance of TBC.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>8</td>
<td>27</td>
</tr>
<tr>
<td>Agree</td>
<td>8</td>
<td>27</td>
</tr>
<tr>
<td>Fairly agree</td>
<td>7</td>
<td>23</td>
</tr>
<tr>
<td>Not agree</td>
<td>7</td>
<td>23</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013
As per Table 4.9 above, it is illustrated that 27% of the respondents strongly agree and similarly 27% simply agree with the statement that the performance in customer services delivery directly affect the performance of TBC. Evermore 23% fairly agree while 23% do not agree with the statement that the performance in customer services delivery directly affect the performance of TBC.

Based on above results it can be concluded that majority of respondents (77% combined) at least agree that the performance in customer services delivery directly affect the performance of TBC.

**Table 4.10: Opinions responses by the respondents if positive performance in respect of customers’ services delivery by TBC impacts positively on the growth of business flow to the organization.**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>11</td>
<td>36</td>
</tr>
<tr>
<td>Agree</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Fairly agree</td>
<td>11</td>
<td>37</td>
</tr>
<tr>
<td>Not agree</td>
<td>5</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

As per Table 4.10 above, it is illustrated that 84% of the respondents at least thought that positive performance in respect of customers’ services delivery by TBC impacts positively on the growth of business flow to the organization whereas only 17% don’t think that way.

Based on above results it can be concluded that majority of the respondents thought that positive performance in respect of customers’ services delivery by TBC impacts positively on the growth of business flow to the organization.
Table 4.11: Ranking of service delivery process used by TBC

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficient</td>
<td>7</td>
<td>23</td>
</tr>
<tr>
<td>Fairly efficient</td>
<td>18</td>
<td>60</td>
</tr>
<tr>
<td>No response</td>
<td>5</td>
<td>17</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

As per Table 4.11 above, it is illustrated that 23% of the respondents rated the services delivery process as efficient while 60% of the respondents rated the services delivery process as fairly efficient while 17% of the respondents did not respond to the questionnaires.

Based on above results it can be concluded that majority of the respondents indicated that services delivery process at TBC is efficient.

Table 4.12: Serious problem among others affecting the customers’ service delivery process in TBC

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>The procedures are too long</td>
<td>19</td>
<td>63</td>
</tr>
<tr>
<td>Customers attendant officers are lacking some necessary customer service skills</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>No response</td>
<td>8</td>
<td>27</td>
</tr>
<tr>
<td>Customers attendant officers are not conversant with the procedures</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Customers attendant officers deliberately avoid using them</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

As per Table 4.12 above, it is illustrated that 63% of the respondents indicated that long procedures are the most serious problems among others affecting customer service delivery process in TBC while 10 % said lack of necessary customer services
skills are among the serious problems affecting customer service delivery in TBC. On the other hand 27% of respondents did not answer the question.

Based on above results it can be concluded that majority of the respondents indicated that among the most serious problems affecting customer service delivery process in TBC is long procedures encountered during delivery process.

Table 4.13: Extent of said problem in Table no 4.12

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very large</td>
<td>14</td>
<td>47</td>
</tr>
<tr>
<td>Large</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Fairy large</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>Not large</td>
<td>7</td>
<td>23</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

In accordance to Table 4.13 above, it is illustrated that 47% of the respondents said the problem is very large while 10% said it is large. On the other hand 20% indicated that the problem is fairly large and 23% expressed that the problem is not large.

Based on above results it can be concluded that majority of the respondents indicated that the problem of long procedures is very large during customer service delivery process at TBC.

Table 4.14: Existence of marketing policy

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>19</td>
<td>63</td>
</tr>
<tr>
<td>No</td>
<td>11</td>
<td>37</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

In accordance with Table 4.14 above, it is evident that 67 % of the respondents responded ‘Yes’ to the question, indicating that TBC has marketing policy for its
products whereas 33% said “NO” indicating that TBC has no marketing policy for its products.

Based on above results it can be concluded that majority of the respondents had affirmative opinion that the TBC has marketing policy for its products.

Table 4.15: Existence of standards for the products in markets

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>20</td>
<td>67</td>
</tr>
<tr>
<td>No</td>
<td>10</td>
<td>33</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

In accordance with Table 4.15 above, it is evident that 67% of the respondents responded ‘Yes’ to the question, indicating that TBC has standards for the products in markets whereas 33% said “NO” indicating that TBC has no standards for the products in the markets.

Based on above results it can be concluded that majority of the respondents had affirmative opinion that the TBC has standards for the products in the markets.

Table 4.16: If TBC is taking any action in the event the standards are not achieved.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>21</td>
<td>70</td>
</tr>
<tr>
<td>No</td>
<td>9</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

In accordance with Table 4.16 above, it is evident that 70% of the respondents responded ‘Yes’ to the question, indicating that TBC takes corrective actions in the event of non-achievement of service standards. On the other hand 30% said “No”
indicating that TBC don’t take corrective actions in the event of non-achievement of service standards.

Based on above results it can be concluded that majority of the respondents had affirmative opinion that TBC take corrective actions in event of non-achievement of service standards.

Table 4.17: Responses for the customers’ reactions when are not satisfied with services.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pull out</td>
<td>15</td>
<td>50</td>
</tr>
<tr>
<td>Do not pay</td>
<td>10</td>
<td>33</td>
</tr>
<tr>
<td>Others</td>
<td>5</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

In accordance with Table 4.17 above, it is evident that 50% of the respondents expressed their opinions that when TBC customers are dissatisfied with services they normally react by pulling out and 33% of the respondents said they normally don’t pay for the services and 17% said they look for other measures known to them.

Based on above results it can be concluded that majority of the respondents expressed their opinion that TBC customers normally pull out from using the service when they get dissatisfied and a significant number of respondent said normally customers refrain from paying for the services when they get dissatisfied.

Table 4.18: Relationship between employees and the superiors/bosses at TBC

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good</td>
<td>11</td>
<td>37</td>
</tr>
<tr>
<td>Satisfactory</td>
<td>19</td>
<td>63</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013
In accordance with Table 4.18 above, it is evident that 37 % of the respondents expressed that relationship between employees and the superiors/bosses in TBC is good while 63% said it is satisfactory.

Therefore from the above findings it can be concluded that majority of the respondents expressed that relationship between employees and superiors at TBC is satisfactory.

Table 4.19: Responses if TBC give a chance to employees to participate in decision making with regard to service delivery.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>11</td>
<td>37</td>
</tr>
<tr>
<td>No</td>
<td>19</td>
<td>63</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

In accordance with Table 4.19 above, it is evident that 37 % of the respondents responded ‘Yes’ to the question, indicating that TBC gives a chance to employees to participate in decision making with regard to service delivery. On the other hand 63% of the respondents expressed that TBC does not give a chance to employees to participate in decision making with regard to service delivery.

Based on above results it can be concluded that majority of the respondents indicate that TBC does not give a chance to employees to participate in decision making with regard to service delivery.
Do you think that there is a gap between your predetermined goals and objectives and the actual performance of your service delivery?

**Table 4.20**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>10</td>
<td>33</td>
</tr>
<tr>
<td>No</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>May be</td>
<td>14</td>
<td>47</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

In accordance with Table 4.20 above, it is evident that 33% of the respondents responded ‘Yes’ to the question, indicating that there is a gap between predetermined goals and objectives and the actual performance of service delivery while 20% responded “No” indicating that there is no gap between predetermined goals and objectives and the actual performance of service delivery. On the other hand 47% of the respondents indicated they are not sure of whether there is a gap between predetermined goals and objectives and the actual performance of service delivery.

Based on above results it can be concluded that majority of the respondents were not sure of whether there is a gap between predetermined goals and objectives and the actual performance of service delivery while a significant number of them indicate there is a gap between predetermined goals and objectives and the actual performance of service delivery.

**Table 4.21: Existence of a well-designed complaint handling mechanisms in TBC**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>10</td>
<td>33</td>
</tr>
<tr>
<td>No</td>
<td>20</td>
<td>67</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013
In accordance with Table 4.21 above, it is evident that 33% of the respondents responded ‘Yes’ to the question, indicating that there is a well-designed complaints handling mechanisms in TBC while 67% responded “No” indicating that there is no a well-designed complaints handling mechanisms in TBC.

Based on above results it can be concluded that majority of the respondents indicated that there is no a well-designed complaints handling mechanisms in TBC.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very good</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Good</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Moderate</td>
<td>20</td>
<td>67</td>
</tr>
<tr>
<td>Poor</td>
<td>7</td>
<td>23</td>
</tr>
<tr>
<td>Very poor</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

In connection to Table 4.22 above, it is clear that 10 % of the respondents who previously indicated that there is a well-designed complaints handling mechanism at TBC responded ‘Yes’ to the question, indicating that the existing complaints handling mechanism is good while 67% of them indicated the mechanism is moderate and 23% indicated that the mechanism is poor.

Based on above results it can be concluded that majority of those respondents who assert that there is a complaints handling mechanism at TBC view the existing mechanism as functioning at moderate level.
Table 4.23: Responses on comparison of services delivery by TBC to be better than those by similar private media organization?

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>No</td>
<td>20</td>
<td>67</td>
</tr>
<tr>
<td>I do not know</td>
<td>4</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher’s Data, 2013

In connection to Table 4.23 above, it is evident that 20% of the respondents responded ‘Yes’ to the question, indicating that service delivery to customers by TBC compares better than those delivered by similar private media organization. On the other side 67% said “No” indicating that service delivery to customers by TBC is not better than those delivered by similar private media organization and 13% did not know whether service delivery to customers by TBC is better or not than those delivered by similar private media.

Based on above results it can be concluded that majority of the respondents expressed their opinion that service delivery to customers by TBC is not better than those delivered by similar private media organization.

Major problems in service delivery/provision in TBC

Majority of respondents (74%) expressed two major problems with regard to service delivery in TBC namely: inadequate suitably trained personnel and long procedures that has to be followed before one gets services.

Comments or suggestions to make with regard to the service provision/delivery in your organization

Accordingly, majority of respondents (82%) indicated that service provision or delivery at TBC has been improving for last three years. However more improvements need to be done by investing in human resource, equipment’s and
modern technology and other related areas of operations.

Limiting factors for your organization to deliver efficient and effective customer service.

In connection to the above question majority of respondents (85%) indicated the following to be major limiting factors to providing efficient and effective services at TBC namely: Financial limitation and lack of adequate and modern equipment’s/technology.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter discus the research findings by discussing the key findings. The study was intended to investigate the effect of customer service delivery in the selected public organization namely, Tanzania Broadcasting Corporation (TBC) based on the 30 questionnaires sent to randomly selected TBC employees and other 7 interviews conducted to TBC’s officials.

5.2 Summary of the Study
The results information of respondents shows (73%) of the employees are university degree and (27%) are tertiary which indicate that majority of the employees of TBC had a University degree level of education.

Current employees status shows half of employees had worked for TBC for a period between one and five years by attaining (43%) while one third of the them had worked for TBC for less than one year which is (34%) and a quarter of them which had (23%) worked for TBC for a period between six and ten years.

Among Departments marketing and accounts department had many respondents to this study compared to other departments.

TBC has predetermined standards for each service they offer, as it was supported by (50%) of the respondents.

Majority of TBC staff had not undergone training related to customer service delivery mainly due to non-recognition of importance about customer service training on the part of employer.
Among the most serious problems affecting customer service delivery process in TBC is long procedures encountered by customers when they seek TBC services. The problem is attributable to lack of financial and properly trained human resources to enable the organization streamline its activities consistent with customers’ expectations.

TBC customers normally pull out from using the service when they get dissatisfied and a significant number of customers refrain from paying for the services when they get dissatisfied.

Majority of the respondents were not sure of whether there is a gap between predetermined goals and objectives and the actual performance of service delivery while a significant number of them indicated there is a gap between predetermined goals and objectives and the actual performance of service delivery.

Customer Service delivery in TBC is not better compared to those delivered by similar private media organization in the Tanzania market.

5.3 Conclusion

The issue of service delivery is becoming a global concern that demands continuous reform to fit the turbulent environment and changing customer needs. The quality level that is needed by customers to be satisfied has to do with every aspect of the service provider starting from the time the customers arrive at the gates of the Organization.

Since, public sectors are the most vital and dominant factor to the development of a country, the need for equitable development of the media sector in parallel with other social and economic developments. It is well known that all manufacturing enterprises, service organizations and individual households are heavily dependent on public sectors.
In service rendering organizations the key components of their function is providing quality service to their customers. This quality service is attained through performance improvement which measures a particular process or procedure.

This study paper was prepared to assess impact of service delivery practice in Public Sectors of Tanzania. To do so, both the primary and the secondary data were gathered by using structured questionnaire, key informant interviews and written documents. On the whole 37 structured questionnaires were distributed to TBC’s employees selected by using simple random sampling techniques and interview guides were prepared to gather data from TBC’s Members of management and key informants respectively. Both qualitative and quantitative descriptions were applied on the data gathered to analyze the information obtained. By undertaking a detailed analysis of the situation on which the following recommendations are obtained.

**5.4 Recommendations**

Having observed and revealed the findings of the study generally the researcher recommends the following measures to the management of Tanzania Broadcasting Corporation (TBC) in order to contribute to the steady and fast growth in the media market:

(i.) Allow full participation of all workers/employees in decision making on key matters of the organization as this will help create enthusiasms towards goals and objectives attainment by all cadres of employees

(ii.) TBC should seek to expand its revenue base by increasing its market share through competitive delivery of its services. Also where possible lobby for more government budgetary allocations to boost its finance

(iii.) Indulge in aggressive staff training in areas of customer service to improve efficiency and effectiveness of its service delivery process
(iv.) Make use of adequate modern technology and equipment’s that are competitive with its competitors as this will help improve efficiency on service delivery

(v.) Enlighten employees about performance measurement and make it a transparent process so that employees can be aware of yardsticks of performance measurement and the entire process

(vi.) Establish a transparent complaints handling mechanism

(vii.) Improve customers’ services delivery so to compete with private media organizations and hence gain more market share

(viii.) Improve working relations among employees and between employees and their superiors by ways for instance allowing full workers participation, adopting various appropriate employees motivation strategies etc.
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APPENDICES

APPENDIX 1:

Research Questionnaire – for TBC Employees
This questionnaire is intended to collect data to accomplish a study on the impact of public sector management/performance on service delivery to customers (general public) - the case study of Tanzania Broadcasting Corporation (TBC). The study accomplishment is partial fulfillment of the requirement of Master Business Administration Degree in Corporate management of the Mzumbe University. The area of study is Dar es Salaam region.

Thank you in advance for giving your valuable time to fill in this questionnaire; hopefully it should only take you less than 15 minutes. Kindly complete this questionnaire as objectively as possible. Your honest response is important and will enable me to make proper analysis on the impact of public sector management/performance on service delivery to customers (general public) - the case study of Tanzania Broadcasting Corporation (TBC) hence proper recommendations on the topic. Your response shall be kept confidential and anonymously and data collected will be used for the purpose of this study only.

Note:
1. No need of writing your name.
2. Where alternative answers are given, encircle your choice and put “√” mark where necessary.
3. Please return the completed questionnaire in time.

Thank You, in Advance for Your Cooperation and Timely Response.

1. What highest qualification do you possess?
   (i.) No formal education ( )
   (ii.) Primary ( )
   (iii.) Secondary ( )
2. For how long have you been working with TBC
   (i.) Less than one year
   (ii.) 1 – 5 years
   (iii.) 6 – 10 years
   (iv.) 11 – 15 years
   (v.) 16 and above

3. Which department of TBC are you working for
   (i.) Marketing
   (ii.) Finance
   (iii.) Maintenance
   (iv.) Engineering
   (v.) Procurement

4. Do you agree that there are clearly predetermined service standards for each service offered by TBC?
   (i.) Strong disagree
   (ii.) Disagree
   (iii.) Agree
   (iv.) Averagely agree
   (v.) Strong agree

5. How do you rank standard of service delivered by TBC?
   (i.) Very Good
   (ii.) Good
   (iii.) Moderate
   (iv.) Poor
   (v.) Very Poor
6. Do you agree that customers have high expectation of service delivery from you?
   (i.) Strong disagree
   (ii.) Disagree
   (iii.) Agree
   (iv.) Averagely agree
   (v.) Strong agree

7. Have you ever undergone any training in relation to customer service delivery?
   (i.) Yes
   (ii.) No

8. If your answer for question number 7 is “No” what do you think is the reason for lack of training?
   (i.) Financial constraint
   (ii.) Lack of knowledge about importance of the training on the part of the employer
   (iii.) Problem of Choice of suitable training
   (iv.) I regard it is not important to train employees at all.

9. To what extent do you agree to the statement that the performance in customer’s services delivery directly affect the performance of TBC?
   (i.) Strongly agree
   (ii.) Agree
   (iii.) Fairly agree
   (iv.) Not agree

10. In your opinion do you think positive performance in respect of customer’s services delivery by TBC impacts positively on the growth of business flow to the organization?
    (i.) Strongly agree
11. What is your ranking of service delivery process used by TBC
   (i.) Very efficient (     )
   (ii.) Efficient (     )
   (iii.) Fairly efficient (     )
   (iv.) Not efficient (     )

12. What is the most serious problem among others affecting the customers service delivery process in TBC:
   (i.) The procedures are too long (     )
   (ii.) Customers attendant officers are lacking some necessary customer service skills (     )
   (iii.) Customers attendant officers are not conversant with the procedures (     )
   (iv.) Customers attendant officers deliberately avoid using them (     )

13. To what extent is the above problem?
   (i.) Very large (     )
   (ii.) Large (     )
   (iii.) Fairly large (     )
   (iv.) Not large (     )

14. Does TBC1 have marketing policy?
   (i.) Yes (     )
   (ii.) No (     )

15. Does TBC have standards for the products it markets?
   (i.) Yes (     )
   (ii.) No (     )

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16. In the event the standards are not achieved, are there any corrective actions taken by TBC?
   (i.) Yes (   )
   (ii.) No (   )

17. What are normally customer’s reactions when they are not satisfied with services?
   (i.) Pull out (   )
   (ii.) Do not pay (   )
   (iii.) Other (Specify) .................................................................

18. How do you rate the relationship between employees and the superiors/bosses in your organization?
   (i.) Excellent (   )
   (ii.) Very Good (   )
   (iii.) Good (   )
   (iv.) Satisfactory (   )
   (v.) Not Good (   )

19. Does your organization give a chance to employees to participate in decision making with regard to service delivery?
   (i.) Yes (   )
   (ii.) No (   )

20. Do you think that there is a gap between your predetermined goals and objectives and the actual performance of your service delivery?
   (i.) Yes (   )
   (ii.) No (   )
   (iii.) May be (   )

21. Is there any well designed complaints handling mechanisms in your organization?
22. If your response for question 21 is “Yes” How do you rate the customer complaints handling mechanisms in your organization?

(i.) Very Good ( )
(ii.) Good ( )
(iii.) Moderate ( )
(iv.) Poor ( )
(v.) Very Poor ( )

23. In your opinion do you think delivery of service to customers by your organization compares better than those delivered by similar private media organization?

(i.) Yes ( )
(ii.) No ( )
(iii.) I don’t know ( )

24. What do you consider to be major problems in service delivery/provision in your organization?

____________________________________________________________________________________
____________________________________________________________________________________

25. Do you have any comments or suggestions to make with regard to the service provision/delivery in your organization?

____________________________________________________________________________________
____________________________________________________________________________________

26. What do you think are limiting factors for your organization to deliver efficient and effective customer service?

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