ASSESSMENT OF QUALITY CUSTOMER SERVICE AND SATISFACTION IN THE PUBLIC SECTOR: THE CASE STUDY OF TANESCO ILALA REGION
ASSESSMENT OF QUALITY CUSTOMER SERVICE AND SATISFACTION IN THE PUBLIC SECTOR: THE CASE STUDY OF TANESCO ILALA REGION

By
Xavery Haule

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

2014
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a thesis entitled; **Assessment of Quality Customer Service and Satisfaction in the Public Sector: The Case Study of Tanesco Ilala Region**, in partial fulfillment of the requirements for award of the degree of Master of Business Administration in Corporate Management (MBA-CM) of Mzumbe University

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AKNOWLEDGEMENT

The success of this study is the result of the effort and contribution of a number of people who supported me in one way or another. I feel that I owe thanks to them and therefore those who will be mentioned for the purpose of appreciating for their contribution will represent others as it is not easy to mention everybody in this report.

I wish to acknowledge the assistance of my Major Supervisor Norah Msuya from proposal to Final Report of this Dissertation. She worked hard to make it successful by guidance, suggestions, and corrections, and all Lecturers whose theoretical knowledge imparted me with the required skills pertaining to accomplish this task.

I also would like to extend my gratitude in a special way to all that provided me with moral, intellectual and material support in accomplishing this paper. It is not possible to mention everybody who assisted me but I would like to say, thank you all.

However I feel compelled to mention few of them who were closely associated with my work. My first special thanks should go to my beloved Wife Mary and my two sons Ashley and Davis for their support and endurance when I was busy with my studies.

Lastly, I would like to thank my group members, Janepher, Nelson, Sekunda, Buyamba, Ally, Mwamini, Baraka, Catherine and Mary for their co-operation throughout the time at Mzumbe University Dar es Salaam Campus.

Nevertheless, I take full responsibility for any errors shortfalls and omissions that might arise in this Dissertation.
DEDICATION

This work is dedicated to my family: My lovely wife Mary Sayula and my son Ashley and Davis for their assistance and encouragement during the whole academic period.
# LIST OF ABBREVIATIONS

<table>
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<th>Description</th>
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<tr>
<td>GEPF</td>
<td>Government Employee Provident Fund</td>
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<tr>
<td>IPP</td>
<td>Independent Power Producers</td>
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<tr>
<td>IPTL</td>
<td>Independent Power Tanzania Limited</td>
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<tr>
<td>STE</td>
<td>Short Term Employees</td>
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<tr>
<td>TANESCO</td>
<td>Tanzania National Electric Supply Company Limited</td>
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<td>TBS</td>
<td>Tanzania Bureau of Standards</td>
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ABSTRACT

This dissertation report assessed the quality of customer service and satisfaction in the Tanzania public sector. The study was a case study conducted at TANESCO Ilala regional office in the city of Dar es Salaam.

The study involved a sample of forty respondents comprising of ten TANESCO employees, twenty small power users, and ten large power users served at Ilala office. Each respondent was provided with a questionnaire form numbered and containing the same questions. The questions comprised of the closed and open ended ones. Various literatures, both empirical and non empirical reviewed. The review on the quality of service factors (dimensions), quality standards and satisfaction were exhausted.

The findings of the study showed that there is a big relationship between the quality of customer service and its dimensions and customer satisfaction. The findings also revealed that, the quality of service in the Tanzanian public sector is poor and therefore it does not satisfy customers by referring to the case study done at TANESCO Ilala Region. However there are problems noted that makes the service provided by TANESCO to be seen poor, the problems are; Unreliable service and promises, TANESCO employees engaging in corruption, Delay in responding to reported problems and Repeated power breakdown. Obstacles to provide quality customer service has been identified, example poor management, lack of technological innovation, insufficient training for staff, misuse and misappropriation of company resources and corruption.

The study recommended that Serious measures have to be taken to improve TANESCO’S management, TANESCO’S responsible authority should introduce staff evaluation approach based on performance, TANESCO must invest in technological innovation, Watchful eyes should be directed at TANESCO resources and corruptions should be avoided.
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CHAPTER ONE

INTRODUCTION

1.0 Background
The electricity sector in Tanzania is almost a monopoly business by the Tanzania Electric Supply Company Limited (TANESCO) in a vertically integrated structure carrying out generation, transmission, distribution and supply. TANESCO operates the grid system and isolated supply systems in Kagera, Kigoma, Rukwa, Ruvuma, Mtwara and Lindi. Due to slow development in the sector and the general global trend in the electricity supply industry, the government in 1992 through the National Energy Policy, lifted the monopoly by the public utility to allow involvement of the private sector in the electricity industry. This major policy reform enabled Independent Power Producers (IPPs) to operate in the generation segment. Private players include the Independent Power Tanzania Limited – IPTL (100MW), Songas (190MW) and Artumas Inc. operating a gas to power scheme in Mtwara and Lindi regions (18MW). Others are the leased emergency plants namely Aggreko (40MW), Dowans (now Symbion) (100MW) and Alstom (40MW). Further, interconnections with Zambia and Uganda enable imports of relatively small amounts of electricity (http://www.ewura.go.tz/newsite/).

However these private players only generate electricity and sell it to TANESCO which is responsible to transmit, distribute and sell to customers. The undeclared monopoly which TANESCO has enjoyed for many has brought many problems to both its staff and the general public. The major complaints have been insufficient capacities in aspects as far as reason for existence is concerned. This has to complaints on the quality of services delivered to its customers.

Electricity is very important to the economy of a country and life as a whole, without which the economy cannot function smoothly. The company like TANESCO which is controlling electricity sector in Tanzania therefore must provide quality and reliable service to its customers.
Customers became very vital in business during the marketing era of the 1950s when companies could produce what they can sell and not just selling what they can produce as it was during the production era. Since the beginning of the consumption era in marketing the focus on customers/consumers has increased more as the consumption era also shifts to post-consumption; where organizations are obliged to render more services in addition to what they provide as offers to their customers (Armano, 2009).

In fact, their satisfaction is the most important tool that helps to increase sales and generate profits in the business environment. The importance of customer satisfaction and quality service has been proven relevant to help improve the overall performance of organizations (Magi & Julander, 1996).

During the past few decades service quality has become a major area of attention to practitioners, managers and researchers owing to its strong impact on business performance, lower costs, customer satisfaction, customer loyalty and profitability. Delivering the customers with a quality service comes with a lot of benefits. First and most important is the fact that you can gain an enviable reputation and market advantage by delivering quality service. Secondly delivering quality service is the easiest and most cost effective way to enhance the value of your product in the market. Thirdly it helps to develop loyal customers who are the actual foundation of a business model and who are willing to pay a premium for high quality service which satisfies all their expectations.

Customer satisfaction has been a subject of great interest to organizations and researchers alike. The principal objective of organizations is to maximize profits and to minimize cost. Profit maximization can be achieved through increase in sales with lesser costs. One of the factors that can help to increase sales is customer satisfaction, because satisfaction leads to customer loyalty (Wilson et al, 2008).

To provide customers with a satisfactory service it is important to develop efficient quality service models which can be used to find out the extent to which the
customer requirement is fulfilled. Customer satisfaction is the main concern of business sectors of today; therefore researchers are always conducting research about the customers especially on what relates to their satisfaction. This study assessed the quality of customer service and satisfaction in Tanzania Public sector, a case of TANESCO, Ilala Region.

1.1 Statement of the Problem
There have been so many complaints from customers towards the service that has been provided by TANESCO Company. Many customers have been explaining their dissatisfaction with the quality of the service that have been provided to them. For example customers have been complaining about not being given service on time when they get temporary breakdown, others have been complaining about TANESCO taking a very long time to construct service line after survey and paying their estimated cost and other customers have been complaining about the language that have been used by customer care officers of the utility company.

Basing on complaints explained above, there is a gap between quality of services delivered by TANESCO and the quality of services the customers would like to receive. This study therefore, aimed to assess the quality of customer service and satisfaction in Tanzania Public sector, a case of TANESCO, Ilala Region.

1.2 The Research Objectives
The objective of the study is composed of general objective and the specific objectives.

1.2.1 The General Objective
The general objective of this study was to assess the quality of customer service and satisfaction in Tanzania Public sector a case of TANESCO Ilala Region.

1.2.2 Specific Objectives
(i.) To identify the factors of a quality service
(ii.) To explore the factors that influence customer satisfaction
To assess TANESCO customer service standards
(iv.) To identify the obstacles that hinder TANESCO to deliver quality services.

1.3 Research Questions
The following research questions were used to help to assess the service quality and customer satisfaction using servqual information and its dimensions:
(i.) What are the factors of a quality service?
(ii.) What are the factors that influence customer’s satisfaction?
(iii.) What are TANESCO’s customer service standards?
(iv.) Are customers satisfied with TANESCO services?
(v.) What are the obstacles that face TANESCO towards providing quality customer service?

1.4 Significance of the study
The findings of this study can be used to solve the problems related to quality service and satisfaction at TANESCO. The study will form the basis for further studies in customer service and customer satisfaction in all service sectors here in Tanzania and elsewhere. A research like this is essential to assess and improve service delivery and design because it will provide management with data they can use.

1.5 The Scope of the Study
The researcher understood that TANESCO is comprised of several departments with different functions for achieving its set objectives. Therefore, the study focused on two variables which are quality customer service as independent variable and customer satisfaction as dependent variable. While TANESCO is manned by staff and management, much impetus is accorded to staff and customers rather than top management.

1.6 Limitations of the Study
During this study a research faced a problem whereby some respondents from TANESCO were not ready to disclose some documents which could provide
important information for a researcher to conclude his study. A researcher also could not use observation method of collecting data as it was planned because there was no chance for observation.

1.7 **Structure of the Study**

Chapter one presented the Introduction, chapter two presented the literature review, and chapter three presented the methodology for the study. Chapter four of this report presented data, analysis and discussions while chapter five presented the conclusions, opinions, and recommendations for further studies.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction
This chapter reviewed the existing literatures that are related to the study. It explains the meaning of various concepts on customer quality service and satisfaction and also representing factors influencing customer satisfaction as well as empirical evidence.

2.1 Theoretical Literature Review

2.1.1 Customer
Customer is someone who buys goods or services from a business (http://www.merriam webster.com/dictionary/customer - retrieved on March 02, 2014). In other words, a customer is a stakeholder of an organization who provides payment in exchange for the offer provided to him by the organization with the aim of fulfilling a need and to maximize satisfaction. Sometimes the term customer and consumer are used interchangeably. A customer can be a consumer, but a consumer may not necessarily be a customer. Some authors explained this difference. That is a customer is the person who does the buying of the products and the consumer is the person who ultimately consumes the product by (Solomon, 2009).

According to (Mbura, 2004), customer service is the provision of what customers want, when they want it at an acceptable cost within the operating constraints of the business and providing a better service than that the customers expect. Customer service includes measuring customer satisfaction levels, improving institution-wide support and response times, as well as managing customer data to look at buying or complaint trends. As such, customer service is business requirement that impacts an organization at nearly every level.
2.1.2 Service

This is an activity or series of activities of a more or less intangible nature that normally, but not necessarily, take place in interactions between the customer and service employees and or systems of the service provider, which are provided as solutions to customer problems by (Hsu et al., 2002). TANESCO services behave in the same way but need to be differentiated in various ways so as to provide quality service and satisfaction due to its nature.

According to (Mbura, 2004) service comprises of four unique characteristics which are big challenges to all service-oriented institutions. These characters are as follows:

**Intangibility:** That is, the services cannot be seen, tasted, felt, or smelt before purchase.

**Inseparability:** That is, they cannot be separated from the providers and are consumed at the time of purchase.

**Variability:** That is, the quality of services is not uniform, as it varies from one service provider to another, when, where and how.

**Perishability:** That is, services cannot be stored for future sale or use.

Service can be defined in many ways depending on which area the term is being used. (Kotler& Keller, 2009) defined service as any intangible act or performance that one party offers to another that does not result in the ownership of anything.

2.1.3 Characteristics of Quality Service

According to (Kotler et al, 2002) Quality can be defined as the totality of features and characteristics of a product or services that bear on its ability to satisfy stated or implied needs. It is evident that quality is also related to the value of an offer, which could evoke satisfaction or dissatisfaction on the part of the user.
According to the (Conference Board of Canada Study on Quality Award-winning Companies around the World, 1991), quality services carry the following characteristics:

**Leadership**

The first character is leadership. This is because senior management sets the direction for the company and for its quality management system. Hence, if change is to take place, it must recognize the need and the specific areas that require change, and build a consensus among its fellow executives and throughout the organization on the direction and the totality of the change.

According to the (CBQA, 1991), Leadership begins with a clear vision that gives meaning and direction to employees. Such a vision helps to inspire an entire organization to develop and deliver quality services to its clients. It also fosters innovation and a supportive working environment for employees. As part of this vision, leaders in quality service organizations establish clear performance goals for quality services which emphasize client consultation and satisfaction. Leaders can be found at all levels of the organizations and need to be encouraged and developed wherever they exist.

According to the (CBQA, 1991), these leaders recognize that the success of quality service initiatives is tightly tied to the degree to which they live by and support such initiatives. That support must be visible to employees. It requires a long-term commitment to improvement. Thus, leaders of quality service organizations recognize, support, reward and promote successes, both internally and externally.

According to the (CBQA, 1991), Leaders in quality service organizations ensure that client needs and expectations are identified and managed, and that the organization measures how well it meets those expectations. In addition, they measure how employees feel about the quality of the services the employees provide, and ask employees for suggestions for improvements.
According to the (CBQA, 1991), Leaders create a quality service culture by ensuring systems needed to meet departmental or government-wide policies are in place; that these systems reflect the goals and values of quality improvement; that appropriate feedback mechanisms, such as those that encourage upward feedback, and improvement suggestions are in place; and that appropriate accountability measures, such as effective performance agreements and appraisals, are used. This focus on internal structure is crucial, as the organization's ability to provide quality services to external clients depends on the quality of the organization's internal service delivery structure.

According to the (CBQA, 1991), it is equally important that leaders build a quality service culture by ensuring that employees are part of the "team", and that they have the context, flexibility, skills, opportunity and authority to make decisions. As well, leaders create a continuous learning environment.

According to the (CBQA, 1991), a true test of a leader's commitment is his or her willingness to accept that not all decisions made by employees will be correct or successful. It is during these moments of truth that leaders must support and coach their employees rather than implement tighter controls.

The researcher agrees with the Canadian board on quality award on the role of leadership in maintaining quality of services in their institutions.

**Employee Involvement**

According to the (CBQA, 1991), successful quality service organizations treat employees in the same professional, courteous, respectful manner in which they expect employees to treat clients. Equally important, these organizations spend a great deal of time focusing on employee involvement in the quality process. They ensure that employees help set the direction for the organization, work in teams to improve the organization's efficiency and effectiveness, and have the power to make decisions. Without employee involvement and support, quality initiatives are unlikely to succeed. While renewing the focus on client and innovation is important,
the rejuvenation of the work force must be foremost in the minds of those leading the quality service initiatives. Quality service initiatives focus on employees because no one in the organization knows the client, knows where improvements are needed, and can judge the quality of the service being provided better than those employees delivering the services.

However, According to the (CBQA, 1991), creativity and innovation only prosper in a working environment that promotes employee involvement, teamwork, trust, respect and continuous improvement contributions. By developing such an environment, employees typically will feel a strong sense of empowerment and ownership. Employees will also know that they are making a valuable contribution to the objective of better government. Successful quality service organizations have found that employees, who are valued for their contributions, tend to be enthusiastic and very positive about changes taking place in the work environment. Indeed, the importance of active employee involvement to the success of quality service organizations cannot be understated and must not be overlooked. The researcher agrees with the Canadian board on quality award on the role of employees in the customer services in maintaining quality of services in their institutions because they are the ones have the direct contact with customers.

**Client Involvement**

According to the (CBQA, 1991), the first priority of successful quality service in organizations is the involvement of both internal and external clients in improving service delivery. A quality service organization explicitly solicits feedback from these sources. Clients are asked to define quality service through regular interviews, focus groups, comment cards and surveys. As a result, service quality standards adapt continuously to changing client expectations. Client feedback on the quality of services they receive allows organizations to: identify opportunities for service improvement; provide feedback to front-line staff, management and political leaders about program efficiency and effectiveness; respond quickly to emerging client demands, reducing crises and stress for employees and clients; evaluate how well the organization is achieving its mandate; strengthen strategic and annual business
planning processes; and allocate resources more effectively to meet client priorities focusing on high service priorities and reducing or eliminating services that clients do not value. Involving clients means understanding and responding to their needs and expectations. Quality service organizations measure client satisfaction and apply what they learn to the design and delivery of services. By consulting with clients on the appropriate level of services, organizations can deliver top-priority services in the most cost-effective way, thereby maximizing client satisfaction.

The researcher agrees with the Canadian board on quality award on involving clients in maintaining quality of services in their institutions, why because from them feedbacks are obtained and speedy innovation can be quickly taken.

**Measurement**

According to the (CBQA, 1991), Quality service organizations must measure client satisfaction. To improve continuously, they also need to know where they are, where they want to be and how to get there. Thus, measurement is a key to all aspects of a quality services initiative. Organizations assess client needs, measure how well the organization is meeting those needs, and they decide how to best close the gap between expectations and deliverables. The researcher agrees with the Canadian board on quality award on the need for continuous measure of quality why, because we always have to know where the customers are and where they want to go in terms of satisfaction.

**Innovation**

According to the (CBQA, 1991), innovation is crucial to the continuous improvement of service delivery. Innovation tends not to arise by itself; it is generated and sustained through the efforts of people. It comes from individuals and from creative, supportive working environments. Innovation is rare in climates of criticism and repression. Quality service organizations need to create environments that support innovation. Otherwise, potential innovators will not innovate, they will play safe. Untapped creativity and innovation will be lost, or innovators will move to more receptive organizations.
The agrees with the findings of the Canadian board on quality award regarding innovation, why, because we have change in accordance with new customer needs.

**Risk Management**

Increased employee involvement, innovation and creativity bring with them the risk of failure - that is, the risk of making errors of judgment, which has traditionally caused management to exercise tight controls.

Innovative approaches, by their very nature, will not always be successful. Innovation may occur as a result of trial and error. In the past, when a wrong decision was made, or a blind alley entered, the initiative was seen as a failure; however, quality service organizations have redefined failure. They understand that failure is part of learning and may occur. More importantly, they believe that a prevailing fear of failure inevitably stifles innovation and creativity. In such an environment, new initiatives simply do not occur with enough speed or power to respond effectively to an environment of constant change.

The researchers agrees with the Canadian board on quality award on the need for foreseeing the possible occurrence of risks associated with innovations and take necessary measures to avoid them (CBQA, 1991).

**2.1.4 The Perceived Quality Customer Service**

Many scholars have researched extensively on the subject of quality service delivery for many decades. Most of them agree that it is very difficult to measure service quality because it is a subjective experience. Even if an employee or product performed exactly as intended, a consumer may be dissatisfied for another reason. Keeping this in mind, there are five categories that have been found to be reliable indicators of customer satisfaction: assurance, empathy, reliability, responsiveness, and tangibles.

According to (Phiri, 2013), Service Quality is crucial in any business as it helps create the bond between the business and its clients. In today’s competitive business
environment, service quality is very important to attract and retain customers. This is
due to the fact that customers derive their perceptions of service quality on the levels
of satisfaction they experience with a particular business. Businesses need to be able
to satisfy customers and meet their expectations of service quality in order to gain
competitive advantage. Thus marketers need to continually assess customers’
expectations of service quality in order to avoid customer dissatisfaction.

According to (Phiri, 2013), service quality is a measure of how well the service level
delivered matches customer expectations. It is argued that service quality results
from customers’ expectations of what should the service provider offer, how the
provider actually performs to meet those expectations. Thus delivering quality
service means ensuring consistency in service delivery performances on daily basis.

Service quality is very important to attract and retain customers. This is due to the
fact that customers derive the perceptions of service quality on the levels of
satisfaction they experience with the particular business.

According to (Phiri, 2013), the following dimensions if found and complied of the
service provided will be termed as a quality service.

**Reliability**

According to (Phiri, 2013), reliability is the consistency of performance and the
dependability of an organization’s performance. The service provided have always to
match or exceed the customers’ expectations, that service or good provided will be
regarded by its customers a quality service or good.

**Responsiveness**

According to (Phiri, 2013) the prompt response to customers is equally important
like other dimensions of a quality service. Customers’ expectations from employees
are to provide precise responses to their enquiries. Most successful Organization put
more emphasis on responsiveness trainings for their employees.
Assurance
According to (Phiri, 2013), Assurance is one of the most important factors of service. Customers highly expected.

As explained earlier, many researchers have researched on quality, let us now get the scholarly findings of Dr. Shivalingaiah as follows below:

Tangibles
According to (Shivalingaiah, et al, 2004), tangible refers to appearance of physical facilities, equipment, personnel and communication materials etc. This includes organization’s physical facilities, their equipment, appearance of their personnel and appearance of communication materials used to promote their products/services. He argues that quality of service can be physically determined by seeing and sometime touching, by so doing a customer is able to match his expectations and the quality found felt in the service.

Reliability
According to (Shivalingaiah, et al, 2004), organizations should have ability to perform the promised service dependably and accurately, this is reliability a necessary component for quality attainment. It means that the service organization performs the service right the first time and honors all its commitments throughout.

Responsiveness
According to (Shivalingaiah, et al, 2004), willingness of organization’s staff to help customers and provide them with prompt service is very important as far as quality of service is concerned. This refers to timeliness and promptness in providing the service.

Assurance
According to (Shivalingaiah, et al, 2004), the following factors assure customers of their quality expectation in a service to be rendered: knowledge, competence and courtesy of employees and their ability to convey trust and confidence in the
customer towards the service firm. Competency refers to the possession of required
skills and knowledge to perform the service. Courtesy involves politeness, respect,
friendliness, honesty and trustworthiness of contact personnel; this is the component
of quality service delivery.

**Empathy**

According to (Shivalingaiah, et al, 2004), successful organizations strive to excise
care, and individualized attention to its customers; this empathy attention is a touchy
and felt component of a quality service. It includes the approachability, ease of
contact of service providers and making of efforts to understand the customer needs.
The designers observed that these dimensions capture the key features of service
quality. The researcher concurs with Shivalingaiah’s findings because all the
dimensions reflect a quality of customer service provision.

According to (Klefsjo and Bergman, 1997), reliability is the consistency of
performance and the dependability of an organization’s performance. The reliability
dimension had the highest gaps score. Customers’ expectation levels vary in this
dimension according to which service attribute was being evaluated. However, on all
the statements in this dimension customers’ expectations exceeded their perceptions
of the service quality at the Pick and Pay stores. Expectations for having an excellent
supermarket that performs the service at the time they promise to do so, which was
asked on statement 5 and 8, exceeded customers perceptions of Pick n Pay actually
performing the service at the time promised. These two statements got almost similar
result with statement 5 having a gap score of -0.51 and statement 8 having a gap
score of -0.52. These two statements however, received a lot of neutral responses on
customers’ perceptions of the Pick n Pay stores as actually performing their services
at the time promised.

The reason why they may have been a high neutral response to this statement may
because of what (Cook, 2000) refers to as under promise, over deliver. The self-
service approached used in supermarkets has resulted in supermarket not making any
service related promises. Thus this service attribute was not considered by many as
relevant to the supermarket context. Nevertheless, the gap score obtained from this statement reveals that there were customers who highly expected to be informed when the services will be performed. The two Pick n Pay stores need to put more effort to their service delivery and improve in order satisfy their customers.

According to (Parasuraman, et al, 1988), service quality is the differences between customer expectations and perceptions of service. They argued that measuring service quality as the difference between perceived and expected service was a valid way and could make management to identify gaps to what they offer as services. The aim of providing quality services is to satisfy customers. Measuring service quality is a better way to dictate whether the services are good or bad and whether the customers will or are satisfied with it. A researcher list in this study: “three components of service quality, called the 3 “Ps” of service quality” (Haywood, 1988). In the study, service quality was described as comprising of three elements: Physical facilities, processes and procedures; Personal behavior on the part of serving staff, and; Professional judgment on the part of serving staff.

To get good quality service (Haywood, 1988) stated that “an appropriate, carefully balanced mix of these three elements must be achieved. What constitutes an appropriate mix, according to him will, in part, be determined by the relative degrees of labor intensity, service process customization, and contact and interaction between the customer and the service process. From the look of things, this idea of him could be designed to fit with evaluating service quality with the employee perspective.

(Parasuraman et al, 1985) said one of the most useful measurements of service quality is the dimensions from the servqual model. In the creation of this model for the very first time, identified attributes which were condensed into ten dimensions; they were found to have an impact on service quality and were regarded as the criteria that were important to access customer’s expectations and perceptions on delivered service
(Kumar et al., 2009), said, the idea of servqual best fits the evaluation of service quality from the customer perspective is because when it is stated matches the perceived and expected service, it is very clear that this goes to the person, who is going to or is consuming the service; who definitely is the consumer/customer.

(Parasuraman, et al, 1985) proposed that service quality is a function of the differences between expectation and performance along the quality dimensions. He stressed that researchers developed a service quality model based on gap analysis with their subsequent scale named servqual for measuring customers’ perceptions of service quality and originally they presented ten dimensions of service quality as outlined below:

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td><strong>Tangibles</strong></td>
<td>the appearance of physical artifacts and staff members connected with the service (accommodation, equipment, staff uniforms, and so on).</td>
</tr>
<tr>
<td><strong>Reliability</strong></td>
<td>the ability to deliver the promised service.</td>
</tr>
<tr>
<td><strong>Responsiveness</strong></td>
<td>the readiness of staff members to help in a pleasant and effective way.</td>
</tr>
<tr>
<td><strong>Competence</strong></td>
<td>the capability of staff members in executing the service.</td>
</tr>
<tr>
<td><strong>Courtesy</strong></td>
<td>the respect, thoughtfulness, and politeness exhibited by staff members who are in contact with the customer.</td>
</tr>
<tr>
<td><strong>Credibility</strong></td>
<td>the trustworthiness and honesty of the service provider.</td>
</tr>
<tr>
<td><strong>Security</strong></td>
<td>the absence of doubt, economic risk, and physical danger.</td>
</tr>
<tr>
<td><strong>Access</strong></td>
<td>the accessibility of the service provider.</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>an understandable manner and use of language by the service provider.</td>
</tr>
<tr>
<td><strong>Understanding the customer</strong></td>
<td>the efforts made by the service provider to know and understand the customer.</td>
</tr>
</tbody>
</table>

According to (Parasuraman et al., 1988), further investigation led to the finding that, among these 10 dimensions, some were correlated and therefore after refinement; these ten dimensions above were later reduced to five dimensions for quality service as below:

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tangibility</strong></td>
<td>physical facilities, equipment, and appearance of personnel</td>
</tr>
</tbody>
</table>

17
**Reliability:** ability to perform the promised service dependably and accurately

**Responsiveness:** willingness to help customers and provide prompt service

**Assurance:** knowledge and courtesy of employees and their ability to inspire trust and Confidence

**Empathy:** caring individualized attention the firm provides to its customers

The servqual scale which is also known as the gap model by (Parasuraman, et al, 1988) has been proven to be one of the best ways to measure the quality of services provided to customers. This service evaluation method has been proven to be consistent and reliable by some authors such brown and others, (Brown et al., 1993) they held that, when perceived or experienced service is less than the expected service; it implies less than satisfactory service quality; and when perceived service is more than expected service, the obvious inference is that service quality is more than satisfactory (Jain et al., 2004).

According to (Smith, 2000), quality of service is what people want to have whenever they encounter a service. He viewed service quality in two ways. The first is the level of quality by which the regular service is delivered, and the second is the level of quality by which “exceptions” or “problems” are handled. However, maintaining quality is important for good customer relations regardless of the type of service. At the time of service delivery, customers interact closely with the service providers and get an inside knowledge of the service organization.

Other scholars saw the need for developing more valid and distinct measure of service quality and therefore (Gronroos, 1984) came with a model of service quality based on three dimensions which are functional dimension, technical dimension and the image of the service firm. The idea was that, consumers make service evaluations based on the technical dimension that is what is delivered and on the functional dimension that is how, why, and when it is delivered. Unfortunately, during this past of the century, customers have changed their behaviors in ways that do not suit organizational behavior; hence different industries might require different measurements for service quality.
2.2 Customer Satisfaction

In order to understand clearly the concept of customer satisfaction we have to briefly discuss what drives people to look for satisfaction.

According to (Armstrong et al., 2012) the most basic concept underlying marketing is that of human needs. Human needs are states of felt deprivation. They include basic physical needs for food, clothing, warmth, and safety; social needs for belonging and affection; and individual needs for knowledge and self-expression. These needs were not invented by marketers; they are a basic part of the human makeup.

According to (Armstrong et al., 2012) wants are the form human needs take as they are shaped by culture and individual personality. A hungry person in the United States might want a Big Mac, French fries, and a Coke. A hungry person in Bali might want mangoes, suckling pig, and beans. Wants are described in terms of objects that will satisfy needs. People have almost unlimited wants but limited resources. Thus, they want to choose products that provide the most value and satisfaction for their money. When backed by buying power, wants become demands. Consumers view products as bundles of benefits and choose products that give them the best bundle for their money.

According to (Armstrong et al., 2012), consumers usually face a broad array of products and services that might satisfy a given need. How do they choose among these many products and services? Consumers make buying choices based on their perceptions of the value that various products and services deliver. Customer Value is the difference between the values the customer gains from owning and using a product and the costs of obtaining the product. For example, FedEx customers gain a number of benefits. The most obvious is fast and reliable package delivery. However, when using FedEx, customers also may receive some status.

According to (Armstrong et al., 2012), customer Satisfaction depends on a product’s perceived performance in delivering value relative to a buyer’s expectations. If the product’s performance falls short of the customer’s expectations, the buyer is
dissatisfied. If performance matches expectations, the buyer is satisfied. If performance exceeds expectations, the buyer is delighted. Outstanding marketing companies go out of their way to keep their customers satisfied. Satisfied customers make repeat purchases, and they tell others about their good experiences with the product. The key is to match customer expectations with company performance. Smart companies aim to delight customers by promising only what they can deliver, then delivering more than what they promise. Customer expectations are based on past buying experiences, the opinions of friends, and marketer and competitor information and promises. Marketers must be careful to set the right level of expectations. If they set expectations too low, they may satisfy those who buy but fail to attract enough buyers. If they raise expectations too high, buyers will be disappointed.

According to (Armstrong et al., 2012), today’s most successful companies are raising expectations and delivering performance to match. These companies embrace total customer satisfaction. They aim high because they know that customers who are merely satisfied will find it easy to switch suppliers when a better offer comes along. For example, one study showed that completely satisfied customers are nearly 42 percent more likely to be loyal than merely satisfied customers. Another study by AT&T showed that 70 percent of customers who say they are satisfied with a product or service are still willing to switch to a competitor; customers who are highly satisfied are much more loyal.

According to (Armstrong et al., 2012), although the customer-centered firm seeks to deliver high customer satisfaction relative to competitors, it does not attempt to maximize customer satisfaction. A company can always increase customer satisfaction by lowering its price or increasing its services, but this may result in lower profits. Thus, the purpose of marketing is to generate customer value profitably. This requires a very delicate balance: The marketer must continue to generate more customer value and satisfaction but not give away the house.
According to the USA office of Personnel Management (1997) in order to achieve satisfactory service delivery to customers, internal customer service should not be overlooked. By providing high quality internal customer service an organization can improve the ability to satisfy the external customers. By performing the internal customer service, you are simply meeting the expectations and requirements for success of those people inside the organization so they can delight customers in the market. But organizations with excellent external and poor internal customer service are often on the edge of acceptability.

According to (Holjevac, 2010), the most widely accepted conceptualization of the customer satisfaction concept is the expectancy disconfirmation theory developed by Oliver 1980, who proposed that satisfaction level is a result of the difference between expected and perceived performance. Satisfaction occurs when a product or service is better than expected. On the other, hand, a performance worse than expected results with dissatisfaction.

According to (Holjevac, 2010), providing services those customers prefer is a starting point for providing customer satisfaction. A relatively easy way to determine what services customer prefers is simply to ask them. For example, in order to improve the validity of hotel guest satisfaction, a measurement practice, proposed a quality sample which reduces non response bias by offering incentives for completing the questionnaires. The components of their questionnaire are based on disconfirmation paradigm and expectancy-value theory. In this manner, guests can indicate whether service was above or below their expectations and whether they considered a particular service important or not.

According to (Tate et al., 2005), satisfaction is a human factor that is why customers view employee performance as a major piece of the value they are buying in a product or service. In the customer’s eyes, employees are on stage, and they need to perform at their very best, every day. Employees are evaluated by customers at every direct or indirect interaction. This is from the customer’s point of view: Employee performance is a significant piece of what the customer is buying. Employee
performance represents the character and culture of an organization. Therefore, the human factor is the customer’s experience. This may sound like old-fashioned common sense, but it’s definitely not common practice.

Eight out of 10 stories that customers relate about poor or great business experiences deal with the human factor, the quality of the interaction between the customer and the employee. Therefore, employees should be trained to be customers themselves, the major thing leaders of both public and private institutions need to know is and do is to focus on controlling insights. One way to think about this is to see controlling insights as the best explanation of most events, and as a focus that gives your actions the most influence. With so many things on the performance list, employees need to know what is central to the success of the organization. To leave the customer satisfaction off of performance goals and standards leaves the human factor absolutely without chance.

According to (CSSP, 2007), organizations regardless of whether provide goods or services; they recognize that satisfied customers are the key to their success. They focus on achieving one hundred percent customer satisfaction and embedded this priority throughout the organization from top to bottom with a solid framework of policies, practices and information.

According to (CSSP, 2007), high levels of customer satisfaction require that organizations continually monitor and examine the experiences, opinions, and suggestions of their customers and people who are potential customers. Improving service quality to meet customers’ standards is an ongoing part of doing business. In this way, customers drive the market and the organization. At the same time that organizations act to attract and satisfy customers, the customers themselves exercise ultimate influence. Their satisfaction depends on both their expectations and their treatment. Through their choices, customers decide which organizations survive and thrive, determine what goods and services are available, and shape how they are provided. In addition to using their purchasing power, informed consumers can shape
the marketplace by communicating their preferences and standards to organizations that are poised to listen and respond.

The (CSSP, 2007), reminds us that market-oriented industries and organizations live and die with the satisfaction of their customers and thus view customer satisfaction as their life line. In these industries, extensive efforts are made to gauge customer expectations and reactions to services in a continuous effort to improve, build and expand market share. If their customers are unhappy, industries know they are unlikely to survive. If their customers are happy, the use of their products and services and the likelihood of greater profits increase.

According to (CSSP, 2007), marketing experts maintain that satisfied customers are critical to profitability because they: stay with the company longer as repeat customers, deepen their relationship with the company, demonstrate less price sensitivity, and recommend the company’s products or services to others. According to some experts in customer satisfaction, customer satisfaction is more important in the current marketplace than ever before. In the past, businesses relied on technology and product innovation for competitive advantage. With global competition, relentless technological advances, and over-consolidated, standardized chains, companies now battle for differentiation through customer service. The big business attitude must give way to a small business mentality where front-line associates treat customers with dignity.

The researcher concurs with the findings of the center for the study of social policy because the world nowadays is like a small village; the business mistake you make immediately becomes an opportunity for your competitors. This is equally the same in both the private the public sector as well.

According to (CSSP, 2007), the absence of a profit motive does not mean that customer satisfaction is unimportant in the public and non-profit institutions. Many studies have revealed that service satisfaction is a strong driver of citizen trust and
confidence in public institutions. The satisfaction of public sector customers improved employee engagement.

Applying customer satisfaction practices within public agencies involves a systematic focus on the skills, attitudes, and supports of the staff of those agencies. Various researchers on satisfaction revealed that customer satisfaction ultimately comes down to staff and customer perception of staff and the service they offer. In the public sector where workforce morale is often low and turnover is high, efforts to strengthen staff are difficult but critical. Public agencies that have successfully used customer satisfaction methodologies can provide useful examples of strategies that work; the Tanzania Government Employees Pension Fund (GEPF) is one of few examples in Tanzania.

Most models of customer evaluation of services focus on the comparative judgment of expectations versus perceived performance, resulting in the two major evaluative judgments of perceived service quality and customer satisfaction (Kassim, 2005). For example, customer assesses service quality by comparing their expectations before being given service, develop perceptions during the service delivery process and then compare their expectations with the actual service received from. Thus, customer expectations are unique, individual constructs which, prior to a service, influence a customer's evaluation of service performance and customer satisfaction (Kassim, 2005). The researcher supports the findings of Kassim that customers evaluate a service focusing on expectations versus performance.

Customer satisfaction has been widely debated on as organizations increasingly attempt to measure it. However, the simplistic definition of customer satisfaction can be illustrated by the Teboul model; in this model customer satisfaction is described as the degree to which customer’s experience of product matches their expectations (Besterfield et al., 2006).

According to the Teboul model customer needs are represented by a circle whereas the square depicts the product and services offered by the organization. Based on the
model total satisfaction is achieved when the offer matches the need, or the circle is superimposed in the square. The part of the square that lies within the circle is perceived by the customer as satisfying and that outside the circle is perceived as unnecessary.

**Figure 2.1: Teboul Model**

![Teboul Model Diagram]

**Source:** Adopted from Besterfield et al. (2006).

The higher the level of fulfillment, the higher the satisfaction, since marketing focuses on the needs and wants of the customers, one of the prime marketing objectives should be to maximize customer’s satisfaction (Zeithaml and Bitner, 2003). According to (Zeithaml and Bitner, 2003), Factors that affect customer satisfaction are:

Product and service features: The service features are the prime determinants of customer satisfaction and cause high levels of satisfaction if they satisfy the customer’s needs and wants.

Customer emotions: emotions are a state of the mind and depend upon the customers feelings at a point of time. They are reflected in the customer’s attitude. If the customer is in a happy state of mind, he or she will look at things positively, and is not easily irritated or excited.
Attributions for service success or failure: This includes the perception of the sequence of events that lead to the success or failure of the service. If the customer perceives the sequence to be one-off and out of control of the service provider, say, a computer error, it leads to less dissatisfaction in comparison to an error, which is repetitive and can easily be controlled.

Perception of equity or fairness: If the customer feels she has been treated at per with other customers or that she has received what she deserve, it leads to positive perception towards satisfaction.

When a consumer/customer is contented with either the product or services it is termed satisfaction. Satisfaction can also be a person’s feelings of pleasure or disappointment that results from comparing a product’s perceived performance or outcome with their expectations (Kotler & Keller, 2009). As a matter of fact, satisfaction could be the pleasure derived by someone from the consumption of goods or services offered by another person or group of people; or it can be the state of being happy with a situation. Satisfaction varies from one person to another because it is utility. The fact is that, it is sometimes very difficult to satisfy everybody or to determine satisfaction among group of individuals however client happiness, which is a sign of customer satisfaction, is and has always been the most essential thing for any organization.

Customer satisfaction is defined by one author as “the consumer’s response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product or service as perceived after its consumption (Tse & Wilton, 1988) hence considering satisfaction as an overall post-purchase evaluation by the consumer. Some authors stated that there is no specific definition of customer satisfaction, and after their studies of several definitions they defined customer satisfaction as “customer satisfaction is identified by a response (cognitive or affective) that pertains to a particular focus (i.e. a purchase experience and/or the associated product) and occurs at a certain time (i.e. post-purchase, post-consumption (Giese & Cote, 2000). This definition is supported by some other authors, who think
that consumer’s level of satisfaction is determined by his or her cumulative experience at the point of contact with the supplier (Sureshchander et al., 2002).

Customer satisfaction has also been defined by another author as the extent to which a product’s perceived performance matches a buyer’s expectations (Kotler et al., 2002). According to (Schiffman & Karun, 2004) Customer satisfaction is defined as “the individual’s perception of the performance of the products or services in relation to his or her expectations. In a nutshell, customer satisfaction could be the pleasure obtained from consuming an offer.

Measuring customer satisfaction could be very difficult at times because it is an attempt to measure human feelings. It was for this reason that some existing researcher presented that “the simplest way to know how customers feel, and what they want is to ask them” this applied to the informal measures (Levy, 2009) whereby in his study he suggested three ways of measuring customer satisfaction: A survey where customer feedback can be transformed into measurable quantitative data; Focus group or informal where discussions orchestrated by a trained moderator reveal what customers think; Informal measures like reading blocs, talking directly to customers.

Customer satisfaction is related to customer expectations, therefore three outcomes can be anticipated, if the product or service meets customers’ expectation, then customer satisfaction exists. If it exceeds customer expectation, then there is customer delight. If the product or service goes beyond customer delight, then the customer is surprised (Roberto et al., 2006).

In relating customer satisfaction and service quality, researchers have been more precise about the meaning and measurements of satisfaction and service quality. Satisfaction and service quality have certain things in common, but satisfaction generally is a broader concept, whereas service quality focuses specifically on dimensions of service (Wilson et al., 2008). Although it is stated that other factors such as price and product quality can affect customer satisfaction, perceived service quality is a major component of customer satisfaction (Zeithaml et al., 2006).
The figure 2.2 above shows the relationship between customer satisfaction and service quality. The author presented a situation that service quality is a focused evaluation that reflects the customer’s perception of reliability, assurance, responsiveness, empathy and tangibility while satisfaction is more inclusive and it is influenced by perceptions of service quality, product quality and price, also situational factors and personal factors.

### 2.3 Related Empirical Studies on Institutions and Agencies in Tanzania

Since customer satisfaction has been considered to be based on the customer’s experience on a particular service encounter, according to (Cronin & Taylor, 1992) it is in line with the fact that service quality is a determinant of customer satisfaction, because service quality comes from outcome of the services from service providers in organizations. Various researchers focused their study on investigating service quality factors that are of great concern to customers on service quality evaluation and customer satisfaction. Other studies based on whether service quality or other factors were used to attract and retain customers, and others aimed at identifying the major determinants of service quality and their relative importance as perceived by customers.

(Lupimo, 2006) conducted a study aiming at exploring importance of service quality and customer satisfaction as well as factors for improvement of service delivery by
government executive agencies. The study aimed at investigating service quality factors that are of great concern to customers when evaluating service quality and customer satisfaction on services. Also the study aimed at investigating firm’s awareness on important factors to customers and strategies that are placed to ensure improved service delivery, as well as strategies that management can consider to improve the quality of services and increase customer satisfaction.

The study findings show that, when evaluating service quality, customers consider all service quality factors. However, some factors like competence of employees, equipments and timeliness are given great consideration. Other factors like firms relationship with customers, customers income level and management culture are also considered and therefore Lupimo advised the management to build the culture of conducting customer survey regularly in order to understand customer needs and hence narrow down the existing gap. This conclusion is related to my study because among the complaints that TANESCO face, is about the time that the company is taking to respond to customers temporally breakdown problems when they report and also the repetition of the same problem now and then at the same area and therefore to fail in providing quality service and satisfying its customers.

However the gap of this study is that it focused only on the ability of the management to plan and implement various plans which can help to improve quality service and therefore satisfying customers, but when evaluating TANESCO customer service quality and satisfaction you should consider also non controllable situation or environment by the management for example heavy rain which heavily destroys TANESCO’s infrastructures and therefore reduce the company’s ability to satisfy its customers, this means there is uniqueness between service providing companies.

(Dinah Edward, 2009), in her study; Factors for Customer Satisfaction: The Case of Tanzania Revenue Authority, she came out with the conclusion that, service quality (promptness and accessibility) has significant relationship with Customer satisfaction resulting from promptness in dealing with customer complaints as well as accessibility of the service of the company. This means that easy access of the
service and solving customer problems should be given priority by the company or any service provider in order to satisfy its customers. Although she insisted on promptness in dealing with customer problems and accessibility of the service to be given priority, however the service provider like TANESCO is working in different environment compared to Tanzania Revenue Authority.

(Nderitu, 2005) conducted a study on factors affecting service quality in the insurance industry in Nairobi, Kenya which aimed to analyze the relative existence of gaps between customer expectations and managerial perceptions of quality service, and managerial implications on how insurance companies can close the gaps and maintain customers. The result of this study shows that, management of insurance companies do not accurately perceive customers’ expectations along some of the service quality dimensions and the quality standards fall below what is expected by the insured. Furthermore, Nderitu says that, in service industry, customer satisfaction is influenced by the interaction they have with service personnel, for example their behavior, the tangible element of the service encounter largely the physical environment and the service encounter. If an employee is perceived as unhelpful or rude, customers down grade the quality of services.

Nderitu focused on good relationship between service provider and customers and the behavior of the personnel’s as important in satisfying customers in insurance sector but when accessing TANESCO Customer service quality and satisfaction you need to go beyond and consider other factors that hinder the ability of TANESCO to provide quality service and therefore not satisfy its customers. This is because satisfying a customer in insurance sector is different from satisfying a customer in electricity sector.

In their study (Ryals, et al, 2000), identified five vital ways to modernize relationship with customers; product customization, tailored service, focusing on whole relationships, and on customer lifetime value, and establishing multi-channel capabilities which results in better customer service hence leading to increased customer satisfaction and loyalty. They realized that anticipating future customer
needs is just as important as satisfying current needs, and the company should review customer needs and attitudes in regular basis in order to maintain customer service quality and satisfaction.

Furthermore, researchers (Wang & Hing-Po, 2002) in their study on service quality and customer satisfaction went into details to see the relationship between customer satisfaction and service quality. Their study used servqual model in measuring service quality in China’s mobile phone market, but with modification on the basis of focus group discussions and expert opinions to reflect the specific industry attributes and the special culture of China. Emphasis was then paid to the study of the dynamic relationships among service quality, customer value, customer satisfaction and their influences on future behaviors after the key drivers of customer value and customer satisfaction were identified.

This study blended the study of customer satisfaction and service quality with customer value which added more weight to the linkage between customer satisfaction and service quality because value is what customers look in an offer (Wang & Hing-Po, 2002). Although this research relate with my study which studied the relationship between service quality and customer satisfaction but it was done in China, a completely different environment and in different sector (mobile phone) while my study assessed customer quality service and satisfaction in Tanzania electricity sector.

(Kasilo, 2002), conducted a study on service quality towards customer satisfaction a case study of National Social Security Fund – Morogoro Branch whereby she concluded that, customers will be satisfied if they get what they want, when they want it, where they want it and how they want it. She came with the argument that, for any business to succeed in the industry, must go far deep to make sure it satisfies its customers. Contrary to that, the firm will not retain and attract new customers and it may ultimately die. This means that any service providing company should invest much in satisfying customers by providing quality services, because customers are the livelihood of any business. This means also a company like TANESCO need to
satisfy its customers by providing quality service through overcoming challenges and obstacles that hinders the company to provide quality service. This study has not considered the uniqueness of services provided by the company like TANESCO and its non-controllable working environment or situation which is quite different from that of National Social Security Fund.

(Ungani, 2002) conducted a study on evaluation of customer service quality at Tanzania Postal Bank – Dar es Salaam whereby he found that, any firm success and growth is determined by its efforts to deliver high quality services to its customers. The firm must make sure that it takes customers as its engine and without them the business cannot grow instead remain static and eventually die. Here we get the idea that any service company must put emphasis on improving the service quality as the result customers will be satisfied. However the nature of the service provided by the bank is different from the nature of the service provided by Electricity Company like TANESCO.

(Kovac et al, 2009) conducted a research on customer satisfaction and found that companies with superior service operations have higher customer loyalty scores, which correlates with sustained growth. They achieved this by investigating in learning about customer needs and then translate those insights into innovations that continuously improve services. Their research on Australian telecommunication company Telstra found that, customers highly valued field technicians who show up when they say they will fix the problem at the first visit. So the company invested in an incentive system for field workers that promote both quality and productivity.

2.4 Conceptual Framework
Having gone through the literature above, the researcher is satisfied that a relationship exists between customer satisfaction and service quality; and that; service quality could be evaluated with the use of five service quality dimensions. Therefore, for the purpose of coherence to empirical inquiry, the major variables were the quality of service and its dimensions as independent variable and satisfaction as the dependent variable.
Improving customer service quality in an organization like TANESCO will lead to building customer satisfaction; Provision of good services by an organization is used to describe the level of satisfaction experienced by that organization. One way of improving service is through fulfilling the customers’ requirements, which is, making sure customers are obtain what they are expecting. Therefore in order to improve customer service quality the company needs to know the needs and wants of customers. By doing this, the level of satisfaction is built hence better achievement. However it should be noted that consumer perception on quality of goods or services is a complex process. With this regard, there are various ways to assess quality of goods or services which have been suggested by different authors.

However, the servqual model has been proven to be among the best models to measure service quality in service sectors especially with the customer perspective. This idea generates an assumption that service quality with its five dimensions of servqual model could have a direct relationship with customer satisfaction. The questions that rise from this assumption are: ‘is there a significant relationship between customer satisfaction and service quality? Is there a significant relationship between customer satisfaction and service quality dimensions? The research hypotheses were based on the fact that service quality has significant relationship with service quality dimensions and customer satisfaction.
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction
This chapter provides a detailed analysis of the methodologies used by a researcher to collect data, analyze, discuss and present. It is a very important section of the study, because it is from this section that the following chapters rely, that is chapter four and chapter five.

3.1 Area of Study
The research was conducted at TANESCO Ilala Region. The reason for this selection is that the researcher is an employee of TANESCO Ilala Region, and, he wanted to share his experience with both his colleagues and the clients as well.

3.2 Study Design
The research is a case study. (Morris and Wood, 1991) argued that case study is useful to help gain a rich understanding of the context of the research and the process being enacted. It generates answers to why questions, what and how. Therefore this research design is more appropriate for this study because it made intensive investigation of a single entity and use more than one data collection methods such as questionnaire, interview, observation and documentation.

(Saunders, 2009), defined a case study as a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence.

3.3 Variables and Measurement Procedure
The variables analyzed were the independent variable and the dependent variables. The independent variables were the public institution that is TANESCO, and Quality service, while the dependent variables were the employees and satisfaction.
3.4 **Population**
Population for this study was all staffs of TANESCO Ilala Region who are 250 and customers who are 100,000 at present. Key respondents for this study were members of staff from TANESCO and the customers. TANESCO staffs were selected because they are the service providers and they handle customers. Customers were selected to participate in this study because they are the ones who receive TANESCO services and they have experienced customer care from the Company.

3.5 **Sample Size**
One employee was selected from each section to represent the whole section, with this selection therefore, the research involved 10 TANESCO employees.

TANESCO customers are categorized into two categories namely small power users and large power users. A total of 40 respondents comprising of 20 small power users, 10large power users’ and 10 TANESCO staff were selected respectively.

3.6 **Sampling Procedures**
Sampling procedure involved the use of probability sampling in which the population was divided into a number of homogeneous sub-population. A sample was taken from each strata. The reason for using stratified sampling is to increase accuracy of overall estimates by ensuring that sub-divisions of the population are adequately represented. After identifying the strata then the respondents were randomly selected.

3.7 **Nature and Sources of Data**
The researcher used both primary and secondary data. The study primary data were obtained from stakeholders through interviews, questionnaires and observation; and secondary data were sourced from published reports, books and internet surfing,

3.8 **Method of Data Collection**
The tools for data collections were the questionnaires, in-depth interview, observation and documentary analysis.
3.8.1 Questionnaire
The researcher prepared questionnaires form and sent them to both respondents (TANESCO employees and TANESCO customers) to be filled and returned. The researcher decided to use questionnaire forms because they provide respondents with enough time to respond. See the attached appendix ii (A) and (B).

3.8.2 In-depth Interview
This is the method of data collection whereby the researcher and respondents have direct contact. The method is ideal for open ended questions. The in-depth interview allows a respondent and the interviewer to interact freely and establish common understanding as the interview proceeds. See the attached appendix iii (A) and (B)

3.8.3 Observation
Observation is the method of data collection that demand researcher to be physically present during the process of data collection, that is in order the observation to take place, the observer must be present when the event happen. The researcher failed to use this method according to the plan because there was no chance to observe.

3.9 Data Analysis
Statistical package for Social Science (SPSS), a computer program will be used for data analysis.
CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND DISCUSSION

4.0 Introduction
The study objective was to assess the quality of service and satisfaction in the public sector, a case study of TANESCO Ilala Region. The study involved forty respondents; ten from TANESCO Ilala office, twenty small power users from Ilala, and ten large power users from Ilala Region respectively.

Many complaints have been going around for many years regarding the quality of service delivered by the power utility in Tanzania. The researcher therefore, found it necessary to look into whether these persistent complaints are justified. The study is exhaustive, it involved as explained above all the major stakeholders of the power utility in the country.

Because different people define quality of service and satisfaction differently, the researcher found it necessary to include both customers from the two categories; small power users and large power users and staff of TANESCO with an objective of evaluating any bias, the composition of the sample for the study reflected on the removal of bias tendency.

4.1 General Characteristics of the Respondents
A sample of 40 respondents were used in the study, 10 respondents from TANESCO employees and 30 from external customer’s respondents group and the researcher targeted respondents aged 18yrs and above for them to participate in the study. Customers sample were large power users and small power users. Sampling procedure used to select were random sampling and purposive sampling and this was done after identifying the large and small power users. A researcher succeeded to collect primary data from all selected sample.
4.1.1 TANESCO Respondents

The sample from TANESCO employees were selected randomly except for 2 respondents from the higher rank position who were purposely selected for the aim of providing official information of the study. The two higher rank officials who were male and female expected to provide direct interview response to bridge some discrepancies in some study questions. Although 8 TANESCO respondents were selected randomly but 2 respondents were female and 6 were male and therefore in total the sample comprised of 7 male respondents and 3 female respondents. Male dominated the female by making 70% of the sample compared to 30% of female respondents. This indicates that TANESCO has a big number of male employees compared to women. This might be caused by the nature of the activities of TANESCO. Each department represented by two respondents.

4.1.2 External Customers

Customer respondents were divided into two groups of large power users and small power users. This was done in order to know if they experience the same or different electricity problems.

4.1.2.1 Small Power Users Respondents

These are customers who use 0 – 49kwh, 50 – 283.4kwh and not exceeding 500kwh per meter reading period which covers domestic customers, residential, small commercial and light industrial use, public lighting and billboards.

Small power user’s sample comprised of 20 respondents. These respondents because they were picked randomly 6 (60%) were males and 4 (40) were females. Therefore male gender dominated this group of sample. Education wise, the predominant number of respondents fell within secondary educations who were 38 percent of all small power users’ respondents. Primary school leavers were 35 percent, University graduate or equivalent was 25 percent and 2 percent had no education at all. To some extent this explain that still the majority number of people in Tanzania have secondary education or below.
4.1.2.2 Large Power Users’ Respondents

Those are customers who consume over 7500kwh per reading period. Large power user’s sample comprised of 10 respondents. These respondents because they were picked randomly 7 (70%) were males and 3 (30%) females. Therefore male gender also dominated this group of sample.

Education wise, the predominant number of respondents fell within University graduate whereby 9 (90%) of the respondents were degree holders or equivalent and this is because it involves large business which need higher education to manage. 1 (10%) respondent a researcher interviewed was a diploma holder who represented an electrical engineer who was not around when a researcher arrived for interview with him.

4.2 Factors Of Quality Service

In this part a researcher gave the respondents a chance to mention factors of quality service to their understanding and the following is how they responded.

4.2.1 Factors of a Quality Services as Define by TANESCO Employees

A sample of 10 TANESCO employees was selected and involved in the study. All were asked what the factors of a quality service are. Three (30%) respondents replied that a quality service is one which responds to the customer needs; 5 (50%) respondents replied that a quality service is the one in which the person delivering the service knows what that service is, how it works, and how it is delivered, and 2 (20%) respondents replied that quality service is the one that is delivered according to TANESCO’s set standards for service delivery. Basing on the findings, the researcher doubts whether TANESCO has a clear set elements or factors defining quality of service or not because the employees have different understanding of quality service. According to (Phiri, 2013), service quality is a measure of how well the service level delivered matches customer expectations. It is argued that service quality results from customers’ expectations of what should the service provider offer, how the provider actually performs to meet those expectations. According to (Phiri, 2013) the service can be termed as the quality service if found with the
following dimensions; Reliability, Responsiveness, Assurance, Tangibles and Empathy.

4.2.2 Factors of a Quality Services as Define by Large Power Users
A sample of 10 large power users was selected and involved in the study. All were asked what the factors of a quality service are. Four (40%) respondents replied that a quality service is that one which is reliable and performs as expected; 2 (20%) respondents replied that a Quality service is the one which is consistent throughout and 4 (40%) replied that Quality service is one in which time take to realize it is short. Basing on the findings the researcher agrees with the large power user’s respondents due to the fact that if the three factors they have raised are incorporated into a list of TANESCO’s quality of service suit, then TANESCO’s quality of service delivery will be improved tremendously and therefore to match with customer’s expectations. According to (Parasuraman, et al., 1988), service quality is the differences between customer expectations and perceptions of service. They argued that measuring service quality as the difference between perceived and expected service was a valid way and could make management to identify gaps to what they offer as services. The aim of providing quality services is to satisfy customers.

4.2.3 Factors of a Quality Services as Define by Small Power Users.
A sample of 20 small power users was selected and involved in the study. All were asked what the factors of a quality service are. Four (20%) respondents replied that a quality service is that one which is reliable and performs as expected; 6 (30%) respondents replied that a Quality service is the one which is consistent throughout and, 10 (50%) Quality service is one in which time take to realize it is short, see table 1 below. The findings indicates that, the understanding of small power users on quality service matches with the understanding of large power users which means also they share the same problem of receiving the service which does not match with their expectation that is why they always complain about the utility service taking into mind that according to (Phiri, 2013) quality service is the one which matches customer expectations.
Table 4.1: Factors of a quality Service as per Small power users

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality service is that one which is reliable and performs as expected</td>
<td>4</td>
<td>20.0</td>
</tr>
<tr>
<td>Quality service is the one which is consistent throughout</td>
<td>6</td>
<td>30.0</td>
</tr>
<tr>
<td>Quality service is one in which time take to realize it is short</td>
<td>10</td>
<td>50.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: TANESCO Small power users, Ilala, 2014

4.3 TANESCO’s Customer Service Standards, the Employees’ Perspective
Customers satisfactions as discussed in chapter two is a result of set service delivery standards. In this section the researcher wanted to know whether the set standards for service delivered by TANESCO results into customers satisfactions.

4.3.1 Customer Needs
Researcher started by asking TANESCO respondents on whether they know their customers’ needs as shown in table 2 below. Ten respondents (TANESCO employees) were asked whether they know their customers’ needs, they all replied yes as shown in table 8 below. This is good for TANESCO employees to know the needs of customers According to (Shivalingaiah, et al, 2004), successful organizations strive to excise care, and individualized attention to its customers; this empathy attention is a touchy and felt component of a quality service. It includes the approachability, ease of contact of service providers and making of efforts to understand the customer needs. However knowing customers need is meaningless if you cannot deliver quality service to meet customer’s expectations.

Table 4.2: Knowing TANESCO's Customer needs

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>10</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: TANESCO Ilala Respondents, 2014
4.3.2 The gap between Customers’ Expectation and What they are Getting

Ten respondents (TANESCO employees) were asked if they know the gap between their customers’ expectation and what they are delivering to them. 6 (60%) of respondents replied that, they actually know the gap that exists between customers’ expectations and what they provide to them, while 4 (40%) replied that they are not aware of any existing gap as shown in table 3 below. Their response raise the question here because if sixty percent of employees know the gap which exist then why the gap is still existing? Why can’t they fill the gap? What obstacles Tanesco is facing to fill the known gap on providing quality service? To those (40%) who said they do not know if there is the gap but at the same time they agree to receive customer’s complaints regularly this brings doubt if Tanesco have tendency of measuring service quality in order to identify the gaps.

According to Parasuraman, et al, (1988), service quality is the differences between customer expectations and perceptions of service. They argued that measuring service quality as the difference between perceived and expected service was a valid way and could make management to identify gaps to what they offer as services. The aim of providing quality services is to satisfy customers. Measuring service quality is a better way to dictate whether the services are good or bad and whether the customers will or are satisfied with it. Therefore it is very important for a company to measure the service quality and identifying gaps and come out with strategies to fill those gaps.

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>6</td>
<td>60.0</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>40.0</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: TANESCO Ilala Respondents, 2014
4.3.3 Customer Complaints

Ten respondents (TANESCO employees) were asked whether they regularly receive customer complaints regarding their services. 8 (80%) respondents replied yes, while 2 (20%) respondents replied no as shown in table 4 below. Provided 80% of TANESCO’s employees acknowledged to be receiving frequent complaints regarding their services, the researcher is convinced that the volume of complaints is huge. According to (Armstrong et al, 2012), customer Satisfaction depends on a product’s perceived performance in delivering value relative to a buyer’s expectations. If the product’s performance falls short of the customer’s expectations, the buyer is dissatisfied. If performance matches expectations, the buyer is satisfied. If performance exceeds expectations, the buyer is delighted. Outstanding marketing companies go out of their way to keep their customers satisfied and therefore avoiding customer’s complaints.

Table 4.4: Customer Complaints

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>8</td>
<td>80.0</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: TANESCO Ilala Respondents, 2014

Given the magnitude of the problem, they were further asked to state whether they share customer complaints across departments, they all replied yes as shown in table 5 below. TANESCO has various departments which deal with different activities and in order solving customer’s problems smoothly sometimes there is the need for some of the departments to work together.

Table 4.5: Sharing customers’ Complaints across Department

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>10</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: TANESCO Ilala Respondents, 2014
4.3.4 Causes for Customers’ Complaints

The researcher wanted to know the causes for complaints from the horse’s mouth, the TANESCO employees. 2 (20%) respondents mentioned poor handling of customers as the causes for complaining, 3 (30) cited the long time taken to serve customers as a reason for customer complaints, 3 (30%) said that, unreliable service is a cause for complaints, and, finally, 2 (20%) of the respondents cited price for the services provided as too high to be afforded by many customers as shown in table 6 below. Poor handling of customers because they say customer service personnel’s are using bad language and most of the time they promise what they cannot deliver. They complain about long time taken to serve a customer because sometimes it takes three days for a customer to get the service after reporting or register the problem. Unreliable service is a source of complaints due to regular power shutdown or breakdown and especially power rationing. High price to get various services like service line and unit price example 350Tsh per unit also causes complaints from customers, saying they cannot afford that price to the extent that sometimes they stop using electricity.

TANESCO need to invest in removing all of these complaints in order to satisfy its customers. According to (Armstrong et al., 2012), today’s most successful companies are raising expectations and delivering performance to match. These companies embrace total customer satisfaction. They aim high because they know that customers who are merely satisfied will find it easy to switch suppliers when a better offer comes along.

Table 4.6: Causes for Customer Complaints

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor handling of customers</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>Long time taken to serve a customer</td>
<td>3</td>
<td>30.0</td>
</tr>
<tr>
<td>Unreliable Services</td>
<td>3</td>
<td>30.0</td>
</tr>
<tr>
<td>Price for the services provided is said to be too high</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

**Source:** TANESCO Ilala Respondents, 201
4.3.5 Responding to Customers’ Complaints

Ten respondents (TANESCO employees) were asked if they respond to customer complaints on time. 2 (20%) respondents replied yes while 8 (80%) replied no as shown in table 7 below. If TANESCO employees say they do not respond to customers complaints on time for 80% then this prove that the service is unreliable and it makes customers especially business man who depend on power to be in a bad position economically. This also means TANESCO fail to meet even its standards of service delivery by failing to respond to customers complaints on time. According to (Phiri, 2013), the prompt response to customers is equally important like other dimensions of a quality service. Customers’ expectations from employees are to provide precise responses to their enquiries. Most successful Organization put more emphasis on responsiveness trainings for their employees.

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>No</td>
<td>8</td>
<td>80.0</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**Source:** TANESCO Ilala Respondents, 2014

Given the poor response for attending customers’ complaint on time, further questions were if they frequently receive feedbacks, 7 (70%) respondents replied yes while 3 (30%) replied no. Feedback from customers is very important for a service company to know if customers are satisfied with the service provided or not and what customers want.

4.3.6 Provision of Quality Service to Customers

The researcher wanted to know if TANESCO employees themselves are satisfied with the service they provide. They were asked whether they provide quality service to customers, 4 (40%) respondents replied yes while 6 (60%) replied no as shown in table 8 below. This means that even to the level of their understanding TANESCO has not been able to provide quality service that could satisfy their customers.
TANESCO therefore need to put much emphasis on providing quality service due to its importance. According to (Smith, 2000), quality of service is what people want to have whenever they encounter a service. He viewed service quality in two ways. The first is the level of quality by which the regular service is delivered, and the second is the level of quality by which “exceptions” or “problems” are handled. However, maintaining quality is important for good customer relations regardless of the type of service.

Table 4.8: Provision of Quality Service to Customers

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4</td>
<td>40.0</td>
</tr>
<tr>
<td>No</td>
<td>6</td>
<td>60.0</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: TANESCO Ilala Respondents, 2014

4.3.7 Rating the Quality of Service Delivered

Finally, TANESCO respondents were asked to explain on how they rate the quality of services they provide, 2 (20%) respondents said they are providing good quality service, 4 (40%) replied that they are just providing satisfactory service, while 4 (40%) of all respondents in this category replied that they are actually providing bad quality service as shown in table 9 below. This means that TANESCO employees knows that, the quality of the service they provide is below the standards, therefore they need to work hard in order to improve the quality of their service. According to the (CBQA, 1991), Leaders in quality service organizations ensure that client needs and expectations are identified and managed, and that the organization measures how well it meets those expectations. In addition, they measure how employees feel about the quality of the services the employees provide, and ask employees for suggestions for improvements.
Table 4.9: Rating The Quality of Service Delivered

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>Satisfactory</td>
<td>4</td>
<td>40.0</td>
</tr>
<tr>
<td>Bad</td>
<td>4</td>
<td>40.0</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: TANESCO Ilala Respondents, 2014

4.3.8 Obstacles Hindering TANESCO to Satisfy its Customers

The researcher wanted to know obstacles hindering TANESCO from providing quality customer service. Ten respondents (TANESCO employees) were asked to mention the obstacles hinder the company from satisfy its customers. 2 (20%) respondents mentioned poor management as an obstacle to satisfy customers, 2 (20%) mentioned lack of technological innovations as an obstacle for satisfying customers, 2 (20%) mentioned insufficient training for staff in all categories as an obstacle for satisfying their customer, 2 (20%) mentioned misuse and misappropriation of company resources as the major obstacle for satisfying customers, lastly, 2 (20%) respondents cited high level corruption as an obstacle to satisfy their customers as shown in table 10 below.

Talk about poor management, the respondents argued that almost all top level management team of TANESCO are engineers and most of them lack strong management skills, example in order to be a Regional manager you should be an engineer and therefore they suggest top level position to involve also people from other disciplines. TANESCO also seems not to invest in training its employee’s especially temporary employee who are many and participate in all TANESCO’s operations. TANESCO also face the problem of its employee’s to engage in corruption either direct or indirect by creating the environment like delaying unnecessarily to give a certain free service eventually a customer decide to give money.
Table 4.10: Obstacles for Satisfying TANESCO Customers.

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor Management</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>Lack of technological Innovations</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>Insufficient Training for Staff in all categories</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>Misuse and misappropriation of company resources</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>High level corruptions</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: TANESCO Ilala Respondents, 2014

4.3.9 Suggested Solution for Improving TANESCO’s Quality of Service

Ten respondents (TANESCO employees) were requested to suggest solutions for improving TANESCO’s quality of service. 4 (40%) respondents suggested an introduction of performance management, managers positions must be rated basing on their performances; 2 (20%) suggested a creation of a qualified Innovations and technological development department; 2 (20%) suggested regular results oriented Staff trainings for all categories; and, 2 (20%) of respondents suggested proper use of the company resources as per participatory budgets. The researcher shares with TANESCO employees for suggestions they provided due to the fact that long term unresolved complaints indicated poor management, probably as a result of high level corruption.

4.3.10 Employees Job Satisfaction

Finally TANESCO respondents were asked if they are satisfied with their jobs. Only 3 (30%) of them replied yes while 7 (70%) replied no as shown in table 11 below. This indicates that TANESCO do not value internal customers (employees), why shouldn’t they be satisfied first? Because they are the ones who provide service, they should be satisfied in order to serve external customers (clients) better. The problem that a researcher has seen as a reason for this dissatisfaction is that, TANESCO has many temporary employees (contract employees and short term employees – STE) who are not valued enough compared to permanent employees, For example TANESCO Ilala Region at the time of this study had more than fifty percent of Temporary employees. This means if really TANESCO want to improve the quality
of the service it is providing, must first work to reduce this problem of employees not being satisfied with their job which causes lack of morale. According to the (CBQA, 1991), successful quality service organizations treat employees in the same professional, courteous, respectful manner in which they expect employees to treat clients.

Table 4.11: Employees satisfaction

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>3</td>
<td>30.0</td>
</tr>
<tr>
<td>No</td>
<td>7</td>
<td>70.0</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: TANESCO Ilala Respondents, 2014

4.4 TANESCO’s Customer Service Standards, Small power users’ Perspective.

Customers’ satisfactions as discussed earlier in section 4.3 are a result of set service delivery standards. In this section the researcher wanted to know small power users perception on whether TANESCO service standards result into customers satisfactions.

4.4.1 Customers’ perceived reasons for dissatisfaction with TANESCO Services

Twenty small power users were asked to provide their views on whether they receive standardized quality services, and as such they are always satisfied with TANESCO services or the opposite is the case. The following sub-sections provide the answers to these questions.

4.4.2 Customer Complaints

Twenty small power users were asked whether they regularly complain regarding the services delivered to them and the reason: 7 (35%) of respondents mentioned both unreliable services and promises as a cause for their complaints, 5 (25%) respondents mentioned time taken to attend them as a major cause for their complaints, 3 (15%)
cited poor response to any registered issue as cause for their complaints; the 2 (10%) respondents mentioned frequent power break down as a reason for their complaints, finally, 3 (15%) cited corruption as a major reason for their complaints. The researcher concurs with small power users due to the fact that even TANESCO employees acknowledged that they are receiving the same complaints regularly. (Dinah Edward, 2009), in her study; Factors for Customer Satisfaction: The Case of Tanzania Revenue Authority, she came out with the conclusion that, service quality (promptness and accessibility) has significant relationship with Customer satisfaction resulting from promptness in dealing with customer complaints as well as accessibility of the service of the company. This means that easy access of the service and solving customer problems should be given priority by the company or any service provider in order to satisfy its customers. Always customers are looking to be given a reliable service.

4.4.3 The Rate of Power Breakdown
Under this section researcher cited some of the customer complaints in order to understand the frequency of complaints, the response level for reported cases and TANESCO’s advance information to its customers in respect of foreseen power problem. The researcher started by asking all twenty small power users if they have experienced power breakdown. 8 (40%) replied that they are frequently experiencing power breakdown, while 12 (60%) said they sometimes experience power breakdown as shown in table 12 below. This indicates that the level of power breakdown is high especially in some areas. TANESCO therefore need to come out with strategic plans in order to deal with this problem accordingly.

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequently</td>
<td>8</td>
<td>40.0</td>
</tr>
<tr>
<td>some times</td>
<td>12</td>
<td>60.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: The researcher, 2014
Researcher proceeded by asking the small power users if they receive enough time prior to power shutdown. 11 (55%) respondents said that the time provided before shutdown is satisfactory, while 9 (45%) replied that the time provided is low for them to find an alternative for handling their perishable goods. The researcher agrees with the respondents in this category due to the fact that if prior information for shutdown is not enough then the loss for the perishable goods becomes a frequent complaint. TANESCO should communicate with customer early when they plan to shutdown the power so that customers can find an alternative.

The researcher found it necessary to ask the small power users whether they are satisfied with the time taken to respond to a registered case for power breakdown taking into consideration that a relationship exists between prior information for power shutdown and reported cases for power breakdown. 4 (20%) replied that they are satisfied, while 16 (80%) said they are not satisfied with the time taken to respond to registered power breakdown as shown in table 13 below. On this issue, a researcher has discovered that among the problems that hinder TANESCO to respond quickly to registered case for power breakdown is the environment whereby due to long queue in Dar es Salaam it is not easy for TANESCO technical teams to move fast from one area to another to solve the problems. Although there are other problems like repeated power breakdown and corruption, it seems TANESCO employees intentionally delay to provide service to a customer just to create the environment for a customer to give them money, it becomes like, no money, no service. According to (Phiri, 2013) the prompt response to customers is equally important like other dimensions of a quality service. Customers’ expectations from employees are to provide precise responses to their enquiries. Most successful Organization put more emphasis on responsiveness trainings for their employees.
Table 4.13: Time Taken to Respond to A Registered Power Breakdown

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied</td>
<td>4</td>
<td>20.0</td>
</tr>
<tr>
<td>Not Satisfied</td>
<td>16</td>
<td>80.0</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: The Researcher, 2014

Researcher continued by asking the small power users if they are satisfied with TANESCO’s set channels for communication. 5 (25%) respondents replied that communication procedures are good while 15 (75%) respondents said that the communication procedures are bad. This means that TANESCO need to improve the channels of communication in order to enable customers to report or to register their complaints on time. According to (Parasuraman, et al, 1985) Communication is among the important dimensions of measuring service quality.

During the in-depth interview with small power users researcher exhausted on the issues of quality services, standardized services, and finally the researcher asked them to rate the quality of services provided and satisfaction levels, why because it is from these two major questions that part of our conclusion is drawn. All small power users were asked to freely explain on how they rate the quality of service delivered by TANESCO. 2 (10%) of respondents said the service provided is good, 3 (15%) mentioned that the quality of service provided is satisfactory, while 15 (75%) replied that the quality of service provided is bad. If 75% of customers are not satisfied with the quality of service provided by TANESCO this means the company still has a lot to do in order to satisfy its customers. According to (Smith, 2000), quality of service is what people want to have whenever they encounter a service. He viewed service quality in two ways. The first is the level of quality by which the regular service is delivered, and the second is the level of quality by which “exceptions” or “problems” are handled. However, maintaining quality is important for good customer relations regardless of the type of service. At the time of service delivery, customers interact closely with the service providers and get an inside knowledge of the service organization.
The last question under this sub-section was on the level of customer care. The small power users responded as follows: 2 (10%) respondents replied that the level of TANESCO’s customers care is good; 3 (15%) responded that the level of TANESCO’s customer care is satisfactory, while 15 (75%) respondents replied that the level of TANESCO’s customer care is bad. Most of customers are complaining about being mistreated by customer care officers especially the language and harshness. A company must invest in improving customer service due to its importance. According to (Mbura, 2004), customer service is the provision of what customers want, when they want it at an acceptable cost within the operating constraints of the business and providing a better service than that the customers expect. Customer service includes measuring customer satisfaction levels, improving institution-wide support and response times, as well as managing customer data to look at buying or complaint trends. As such, customer service is business requirement that impacts an organization at nearly every level.

4.4.4 Suggested solutions to improve TANESCO’s quality of services, the small power users view

Twenty small power users were requested to provide suggestions for improving TANESCO’s quality of service delivery. 4 (20%) mentioned the necessity for improving TANESCO’s management; 3 (15%) stressed the employment of qualified personnel, 2 (10%) believe that an investment in technological capacities would be a major step in improving the quality of service, while 11 (55%) respondents insisted that evaluation of both staff and management based on performance will improve TANESCO’s quality of Services. Researcher strongly shares the small power users view because the same opinions were stressed by TANESCO staff in the previous sections. For example customers want TANESCO to be able to do small maintenance without cutting off the power, the technology is there and Japan is among the country which uses it but TANESCO has not been able to adopt this technology. Customers also believe TANESCO management does not accurately perceive customers expectations along some of the service quality dimensions and quality standards.
4.5 TANESCO’s Customer Service Standards, Large Power Users’ Perspective

Customers’ satisfactions as discussed earlier in section 4.3 and 4.4 are a result of set service delivery standards. In this section the researcher discussed in details with large power users on whether TANESCO service standards result into customers satisfactions.

4.5.1 Customers’ Perceived Reasons for Dissatisfaction with TANESCO Services

Ten large power users were asked to provide their views on whether they receive standardized quality services, and as such they are always satisfied with TANESCO services or the opposite is the case. The following sub-sections provide the answers to these questions.

4.5.2 Customer Complaints Regarding the Service Delivered

Ten large power users were asked causes for regular complain regarding the services delivered to them: 2 (20%) mentioned both unreliable services and promises as a cause for their complaints, 2 (20%) respondents mentioned time taken to attend them as a major cause for their complaints, 2 (20%) cited poor response to any registered issue as cause for their complaints; the 2 (20%) respondents mentioned frequent power break down as a reason for their complaints, finally, 2 (20%) cited corruption as a major reason for their complaints as shown in table 14 below. The researcher concurs with large power users due to the fact that even TANESCO employees acknowledged that they are receiving the same complaints regularly. Even the small power users responded the same in this question. This means those large power users and small power users’ shares the same problems.
Table 4.14: Customer Complaints as Mentioned by Large Power Users

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unreliable Services and promises</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>Time taken to be attended</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>Poor response to any registered issue</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>Power breakdown</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>Corruption</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: The Researcher, 2014

4.5.3 TANESCO Response to Customers Registered Complaints

Under this section researcher cited some of the customer complaints with the prime purpose of understand the frequency of complaints, the response level for reported cases and TANESCO’s advance information to its customers in respect of foreseen power problem. The researcher started by asking all ten large power users if they have experienced power breakdown. 6 (60%) replied that they are frequently experiencing power breakdown, while 4 (40%) said they sometimes experience power breakdown. According to (Phiri, 2013) Customers’ expectations from employees are to provide precise responses to their enquiries. Most successful Organization put more emphasis on responsiveness trainings for their employees.

The researcher asked large power users if they receive enough time prior to power shutdown and 4 (40%) respondents said that the time provided before shutdown is satisfactory, while 6 (60%) replied that the time provided is low for them to find an alternative for handling their perishable goods as shown in table 15 below. The researcher agrees with the respondents in this category due to the fact that if information for shutdown is not enough then the loss for the perishable goods becomes a frequent complaint. TANESCO should communicate with customer early when they plan to shutdown the power so that customers can find an alternative.
Table 4.15: TANESCO Information Prior to Power Shutdown

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfactory</td>
<td>4</td>
<td>40.0</td>
</tr>
<tr>
<td>Low</td>
<td>6</td>
<td>60.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

*Source: The Researcher, 2014*

Our discussion continued, researcher asked the large power users whether they are satisfied with the time taken to respond to a registered case for power breakdown taking into consideration that a relationship exists between prior information for power shutdown and reported cases for power breakdown. 2 (20%) of respondents replied that they are satisfied, while 8 (80%) said they are not satisfied with the time taken to respond to registered power breakdown as shown in table 16 below. It is very important for the company to respond quickly to customer’s complaints. According to (Phiri, 2013), the prompt response to customers is equally important like other dimensions of a quality service. Customers’ expectations from employees are to provide precise responses to their enquiries. Most successful Organization put more emphasis on responsiveness trainings for their employees.

Table 4.16: Time Taken to Respond to a Registered Power Breakdown

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>Not Satisfied</td>
<td>8</td>
<td>80.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

*Source: The Researcher, 2014*

A researcher continued by asking the large power users if they are satisfied with TANESCO’s set channels for communication. 2 (20%) replied that communication procedures are good while 8 (80%) said that the communication procedures are bad. A researcher agrees with large power users due to the fact that even small users responded the same. According to (Parasuraman, et al, 1985), Communication is among the important dimensions of measuring service quality. Therefore TANESCO must improve ways of communicating with customers.
4.5.4 The Rate of Quality of Service Delivered by TANESCO

On the issues of quality service, a researcher asked them to rate the quality of services provided and satisfaction levels, why because it is from these two major questions that part of our conclusion is drawn. All large power users were asked to freely explain on how they rate the quality of service delivered by TANESCO. 1 (10%) respondents mentioned that the quality of service provided are good, 3 (30%) replied that the quality of service provided is satisfactory, while 6 (60%) replied that the quality of service provided are bad as shown in table 17 below. This means that large power users are not satisfied with the service delivered by TANESCO. According to (Smith, 2000), quality of service is what people want to have whenever they encounter a service. He viewed service quality in two ways. The first is the level of quality by which the regular service is delivered, and the second is the level of quality by which “exceptions” or “problems” are handled. However, maintaining quality is important for good customer relations regardless of the type of service.

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good</td>
<td>1</td>
<td>10.0</td>
</tr>
<tr>
<td>Satisfactory</td>
<td>3</td>
<td>30.0</td>
</tr>
<tr>
<td>Bad</td>
<td>6</td>
<td>60.0</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: The Researcher, 2014

The last question under this sub-section was on the level of customer care. The large power users responded as follows: 3 (15%) respondents replied that the level of TANESCO’s customers care is good; 4 (20%) responded that the level of TANESCO’s customer care is satisfactory, while 13 (65%) respondents replied that the level of TANESCO’s customer care is bad. Most of large power users were complaining that customer care officers do not deliver what they promise and they have been mistreated. Therefore this is a challenge to TANESCO to make sure it improves its customer care unit. According to (Mbura, 2004), customer service is the provision of what customers want, when they want it at an acceptable cost within the
operating constraints of the business and providing a better service than that the customers expect. Customer service includes measuring customer satisfaction levels, improving institution-wide support and response times, as well as managing customer data to look at buying or complaint trends. As such, customer service is a business requirement that impacts an organization at nearly every level.

4.5.5 Suggested solutions to improve TANESCO’s quality of services, large power users view

Finally, the ten large power users were requested to provide suggestions for improving TANESCO’s quality of service delivery. 6 (60%) mentioned the necessity for improving TANESCO’s management; 4(40%) respondents stressed that evaluation of both staff and management based on performance will improve TANESCO’s quality of Services as shown in table 18 below. A researcher strongly shares the large power users view because the same opinions were stressed by TANESCO staff in the previous sections.

<table>
<thead>
<tr>
<th>Answers</th>
<th>Respondents</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management improvement is necessary</td>
<td>6</td>
<td>60.0</td>
</tr>
<tr>
<td>Staff and Management evaluation basing on performance</td>
<td>4</td>
<td>40.0</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**Source:** The Researcher, 2014
CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction
This chapter concludes and provides recommendations and areas for further study based on the findings discussed in chapter four of this report. The conclusions and recommendations reflected the findings developed from both the specific objectives and the research questions.

5.1 Summary
The study objective was to assess the quality of service and satisfaction in the public sector, a case study of TANESCO Ilala Region. Evaluation was done by looking on quality of services offered by TANESCO as well as customer perception concerning quality of services offered and gives recommendation on corrective measures.

The study was conducted using case study where it was carried out at TANESCO Ilala Region in Dar es Salaam. Population involved was sample of 10 staff and 30 customers. Data collection method employed in this study was questionnaire and interview where by data obtained were analyzed through a special computer program known as statistical package for social science (SPSS).

The findings show that generally customers are not satisfied by the services provided with TANESCO and the most considered quality attributes by the customers includes tangible, responsiveness, reliability, assurance and empathy. The in-depth interview, proved right the hypothesis which states that service quality has significant relationship with service quality dimensions, without knowing these dimensions (factors), then it becomes difficult to provide quality service.

Rationally thinking, falling short of customers’ satisfaction means that the quality of services provided or delivered by TANESCO are poor by any standard. The researcher therefore sincerely states that TANESCO is not doing much to satisfy its
customers that is why huge volume of complaints is registered daily at the Ilala office. Basing on the noted customer dissatisfaction, this study prove correct the hypotheses that service quality has a significant relationship with customer satisfaction and that customer satisfaction has significant relationship with Service quality dimensions.

5.2 Conclusion
TANESCO is a government owned power utility company enjoying almost a total monopoly in the areas of power networking and supply in the country. A number of complaints about its quality of service delivery have been echoed for many years, yet very little improvement have been attained. This study therefore, concludes as follows: the quality of customer service at TANESCO Ilala region is below the expectations of customers; that customers are always not satisfied with delivered services; as such the researcher generalized that the quality of services delivered by the public sector in Tanzania is relatively poor because the services do not satisfies customers.

5.3 Recommendations
This section provides the recommendations basing on the findings in chapter four of this report. Established findings suggest the following: in order to improve the quality of service and satisfy its customers, TANESCO has to take necessary measure to reduce customer complaints first by providing regular and result oriented training for the internal customers (employees), and as well communicate their services through various media to their external customers (clients); secondly, serious measures have to be taken to improve TANESCO’s management; third, TANESCO’s responsible authority should introduce staff evaluation approach based on performance as the only means for keeping someone’s job in the company; fourth, watchful eyes should be directed at TANESCO resources so that high level corruptions are avoided; and lastly, investment in technological innovation should be done regularly so as to cope with the changing world.
5.4 Area for Further study

TANESCO is a government owned power utility company enjoying almost a total monopoly in the areas of power networking and supply in the country. A number of complaints about its quality of service delivery have been echoed for many years, yet very little improvement have been attained. Therefore it is recommended that more research need to be done to study if there is any relationship between this total monopolies by TANESCO and the low quality of service given to customers. It is possible that due to lack of challenges from competitors in the sector that is why TANESCO does not invest much on giving quality service.
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Tate et al, (2005). Ensuring customer service quality, the workingfor performance solution magazine,


## APPENDICES

### Appendix 1: Research Financial Budget

<table>
<thead>
<tr>
<th>ITEM</th>
<th>QUANTITY</th>
<th>AMOUNT IN TSHS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A4- Paper</td>
<td>3 reams @ 10000</td>
<td>30,000</td>
</tr>
<tr>
<td>Printing and Photocopy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Typing &amp; printing</td>
<td>50,000</td>
<td></td>
</tr>
<tr>
<td>photocopying</td>
<td>30,000</td>
<td></td>
</tr>
<tr>
<td>Flash disk</td>
<td>80,000</td>
<td>160,000</td>
</tr>
<tr>
<td>Transportation charge</td>
<td>30days @ 2000</td>
<td>60,000</td>
</tr>
<tr>
<td>Binding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 proposal paper and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 research paper</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contingencies expenses</td>
<td></td>
<td>60,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>340,000</strong></td>
</tr>
</tbody>
</table>
Appendix 2: Questionnaires for Tanesco’s Staff

This study aimed at collecting information related to quality of service offered by Tanesco and customers satisfaction on the service being offered. The study is conducted by a student from Mzumbe University who is carrying out a research as part of fulfilling the requirement for master’s degree program. Any information provided will strictly remain confidential to the researcher and will be used for academic purpose only. Therefore, kindly I request your cooperation by answering the questions in this paper.

1. Sex (M/F) ____________________________________________
2. Position (Title) ________________________________________
3. Department __________________________________________

In section A Circle the correct answer while in section B write your answer in the space provided.

SECTION A
1. Do you know the needs of your customers?
   (a.) Yes (   )
   (b.) No (   )

2. Do you know the gap between their expectations and what they are getting?
   (a.) Yes (   )
   (b.) No (   )

3. Are you receiving complaints from customers?
   (a.) Yes (   )
   (b.) No (   )

4. Do you share customer’s complaints across the departments?
   (a.) Yes (   )
   (b.) No (   )
5. Do you respond to customer’s complaints on time?
   (a.) Yes ( ),
   (b.) No ( )

6. Are you receiving feedback from your customers for the service offered?
   (a.) Yes ( ),
   (b.) No ( )

SECTION B
1. What do you understand by the term quality service?
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

2. Do you think you provide quality service to your customers?
   (a.) Yes ( ),
   (b.) No ( )

3. How do you rate the quality of service given to customers?
   (a.) Good ( ),
   (b.) Very good ( ),
   (c.) Satisfactory ( ),
   (d.) Bad ( )

4. Are there any factors you think make the company not able to satisfy customers?
   Mention
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
5. What should be done in order to improve customer service quality?

______________________________________________________________
______________________________________________________________
______________________________________________________________

6. Are you satisfied with your job?
   (a.) Yes 
   (b.) No 

   If your answer is “b” then say why below.
   ___________________________________________________________
   ___________________________________________________________
   ___________________________________________________________

Thank You for Your Cooperation
Appendix 3: Interview Questions for Tanesco Employees

My name is Xavery Haule, I am conducting a research as part of my academic programme at the University of Mzumbe Dar es Salaam. Kindly I request your cooperation by answering my questions that will help me to have the reliable information for this study.

1. Do you think you meet customer service standard stipulations?

2. What do you understand by the term customer complaints?

3. What are the causes of customer complaints to your company?

4. To which extent do you think customers are satisfied with Tanesco services?

5. What challenges your company is facing in providing quality service?

Thank You So Much
Appendix 4: Questionnaires to be distributed to Tanesco Customers

This study aimed at collecting information related to quality of service offered by Tanesco and customers satisfaction on the service being offered. The study is conducted by a student from Mzumbe University who is carrying out a research as part of fulfilling the requirement for master’s degree program. Any information provided will strictly remain confidential to the researcher and will be used for academic purpose only.

Therefore, kindly I request your cooperation by answering the questions in this paper.

1. Sex (M/F) __________________________________________
2. Type of a Customer __________________________________
3. Education Level _____________________________________

In section A Circle the correct answer while in section B write you answer in the space provided.

SECTION A

1. Have you been experiencing power breakdown?
   (a.) Very high (   )
   (b.) Moderate (   )
   (c.) Low (   )
   (d.) Very low (   )

2. How can you explain the level of advance information prior to power shutdown?
   (a.) Very high (   )
   (b.) High (   )
   (c.) Moderate (   )
   (d.) Low (   )
3. Are you satisfied with channels of communication when you want to register your complaint?
   (a.) Highly satisfied ( )
   (b.) Moderately satisfied ( )
   (c.) Not satisfied ( )
   (d.) Very bad ( )

4. How far you are satisfied with the response time in case of reported temporary breakdown?
   (a.) Highly satisfied ( )
   (b.) Moderately satisfied ( )
   (c.) Not satisfied ( )
   (d.) Very bad ( )

5. How do you rate the quality of service Tanesco is giving to customers
   (a.) Very good ( )
   (b.) Good ( )
   (c.) Moderate ( )
   (d.) Low ( )

SECTION B
1. What kind of problems do you experience the most?
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________

2. How can you explain Tanesco’s customer service personnel’s?
   ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________
3. Do you think Tanesco gives you what you expect from them? Give the reason.

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

4. What do you understand by the term Quality Service?

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

5. What would you suggest to be done by Tanesco in order to improve their service quality?

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

Thank You for Your Cooperation
Appendix 5: Interview Questions to Tanesco Customers

The study is conducted by a student from Mzumbe University who is carrying out a research as part of fulfilling the requirement for master’s degree program. Any information provided will strictly remain confidential to the researcher and will be used for academic purpose only.

Therefore, kindly I request your cooperation.

1. Do you think the service that you get from Tanesco match with your needs and expectation?

2. What do you understand about customer service quality?

3. Do you think Tanesco provide quality service that satisfies customers?

4. What can you explain about Tanesco customer service personnel?

5. How do you rank your self, a big or small user?

Thank You for Your Cooperation