IMPACT OF EMPLOYEE’S ATTITUDE ON CUSTOMER SERVICE DELIVERY: A CASE OF TRYCE AGENCY (T) LTD, ILALA MUNICIPAL

By

ANSIGARY JOHN SOKO

A Dissertation Submitted in partial fulfillment of the Requirements for the award of Masters Degree in Business Administration (MBA) of the Mzumbe University

2018
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by Mzumbe University, a proposal entitled **impact of the employee’s attitude on customer service delivery: a case of Tryce Agency (T) Ltd, Ilala municipal** in partial fulfillment of the requirements for award of the degree of Masters in Business Administration in Cooperate Management (MBA-CM) of Mzumbe University.

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Finally, I would like to express my sincerely gratitude to my family for their care and support rendered during the whole period of preparation of this work.
DEDICATION

To my lovely Mother Martina Ngonyani you have been my special inspiration in whatever I do.
LIST OF ABBREVIATIONS AND ACRONYMS

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<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>TPA</td>
<td>Tanzania Port Authority</td>
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<tr>
<td>TRA</td>
<td>Tanzania Revenue Authority</td>
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<tr>
<td>TIN</td>
<td>Tax Identification Number</td>
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<tr>
<td>NBS</td>
<td>National Bureau of Statistics</td>
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<tr>
<td>TTP</td>
<td>Total Tax Personal</td>
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<td>TISS</td>
<td>Tanzania Inter Banking System</td>
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<td>TANCIS</td>
<td>Tanzania Custom Integrated System</td>
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<tr>
<td>CFA</td>
<td>Clearing and Forwarding Agent</td>
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<tr>
<td>PPP</td>
<td>Public Private Partnership</td>
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<tr>
<td>EAC</td>
<td>East Africa Community</td>
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<td>SADC</td>
<td>Southern African Development Cooperation</td>
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<td>ILO</td>
<td>International Labor Organisation</td>
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<td>GOT</td>
<td>Government of Tanzania</td>
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<td>ICS</td>
<td>Institute of Customer Service Management</td>
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ABSTRACT

This study was conducted to examine impact of employees’ attitude on customer service delivery. It is divided into five chapters, chapter one is introduction and background information, statement of the problem, significance of the study, research questions. Chapter two is subdivided into main objective and specific objectives, chapter three is research methodologies. Chapter four is about discussions of findings and report writing. Chapter five is conclusions and recommendation, data collection analyzed by using Statistical Package for Social Science (SPSS).

Analysis of the impacts of employee attitude in customer service delivery is very important due to employees attitude change during service customer delivery. The objectives of this study are to examine the factors affecting employees attitude on customer service delivery, to what extend do employees adhere customer service code of ethics and what are the impacts of the employee attitude on the organization performance. Questionnaire, interviewer and observation in addition of documentary review are methodologies which were used to collect data in this study. The rationale of this study is to enhance employee capability and maintain employee attitude consistency in provision of quality customer service in Tryce Agency Ltd.

The study reveals that employees attitude inconsistency during customer service delivery results to poor customer service. Findings shows that there is great relationship between employee attitude and customer service delivery. The respondent’s shows there are positive and negative relation.

The study recommends employees’ positive attitude consistency is very crucial and a key factor for provision of quality customer service delivery and customer satisfaction in the Tryce Agency (T) Ltd. The study suggests that to control employees’ attitude against work, organizations and customers as well as supervisors need to go beyond codes of ethics and employ extra knowledge, there should be training to fill the gaps and increase motivation to employees to obtain positive results on their work of customer service.
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CHAPTER ONE

1.0 Introduction
This study focused on the impact employees’ attitudes on customer service delivery in organisations. In service delivery attitude particular positive is very important to foster the effective capacity of employee to deliver quality service compared to negative attitude (Gilman, 2005). The chapter consists of background of the study, statement of the problem, objectives, significance and limitations of the study.

1.1 Background Information
Globally, employees are very important part in any organisation to nurture. In human resource point of view employees’ interaction is the engine and core function of the organisation, whereby different tasks are stipulated to ensure effective utilization of the resources and the success in line with the mission and vision of the organisation (Tsui, 1997). Moreover, in performing tasks, customer services, for example, employees have different attitudes towards customer service delivery; variation occurred depends on the nature and customers dynamic such as age, mood and working environment (Nishii, 2008).

In psychology, an attitude refers to a set of emotions, beliefs, and behaviours towards a particular object, person, thing or event which has a powerful influence over behaviour (Lewis, 2005). In addition to that attitudes can be positive or negative attitude, both attitudes can be caused by internal factors or external factors never the less this situation comes up with two types of attitude which are positive and negative. Negative attitudes are such as poor listening, harsh language or treatment, irresponsible behaviour to the customers, poor working environment, delay in provision of feedback, whereby positive attitudes such as good listening, instant customer response, accuracy feedback, empathy, listening and patience both have contribution on customer satisfaction. In modern times firms struggle to equip their employees through capacity building by providing training, field visits, and short courses to enable employees to rely on firm or organisation code of conducts. Low level of stress can have a positive contribution on job satisfaction Sing et al.
(2005). Other scholars go far and describe that positive attitude leads to provision of high quality of services, attracting new customers through the word of mouth and firm performance (Lewis, 1989).

Whiterner (2001) argues that human resource practice and management attitude is manipulated by codes of conduct and ethics in the specific fields for example customer services. The term “Ethics” is originally derived from the Greek ëthikos, which refers to customs. In its philosophical jargon, ethics refers to a system of moral principles which guide human actions. The ethical perception emphasises the rightness or wrongness of specific firm action independently of any social or stakeholder obligation (Gilman & Lewis, 2005). According to Buchanan (2011), customer service is the interaction process between the customer and employees’ for the purpose of serving the customers.

This interaction can be before, during and after purchase, the main objective of the customer service is to boost organisation turn over, employee has great influence on the success of customer services on top of that many organisations consider customer services ethic as a blue print for employees and customers to abide by, on the other hand the code of ethics in the global point of view in many organisation act as blue print to guide the employees to act and comply with for the purpose of manipulating their disciplines, job performance, customers trust and organisation reputation (Adeleke, 2015). Tryce Agency (T) Ltd as a study case deals in cargo clearance in Tanzania mainland Ports and Airports on behalf of the customer which involves serving customers at national and international national level (URT, 2004).
1.2 Statement of the Problem

Clearing and Forwarding service involves multinational culture whereby different types of people who are integrating due to its nature of provision. The government of Tanzania through Public Private Partnership (PPT) and common market resulted from regional economic integration such as East Africa Community (EAC) and Southern African Development Cooperation (SADC) which increase stiff competition between local and international companies on service delivery.

In Tanzania the effectiveness of provision of good and quality of clearing and forwarding service depends much on Tanzania Revenue authority customs department (TRA), Tanzania port authority (TPA) and early document delivery by customers within and outside the country who are beneficiaries of the service (TPA, 2012). Moreover, Tanzania as the country pass different reforms to increase transparent on revenue collection, improvement of tax law, by adopting East Africa Custom Management and Integration of Tax administration System (ITAX) to facilitate and modernise payment system to improve ports and customs service’s through computerised system for effective customer service delivery facilitation(Sabuni,2014).

Despite a number of reforms have been taken by Tanzania and stakeholders to improve delivery of clearing service in the country still, there are a number of customers’ complaints which relate to employees attitude who are involving in customer service delivery such as delay of assessment and cargo (World Bank Report, 2016). Internationally, all employees for public and private sectors generally are governing by national and international Labour laws which protect the rights of both employees on their work place (ILO, 2017). In addition to that Tanzania employees for example, for public service employees are guided and controlled by public service Act no 6, section 19 of (2002) of United Republic of Tanzania which act as a tool to guide the public servants to deliver good and quality customer services with highest standard, on the other hand in private sector, (Tyce Agency (T) Ltd) as a case study has its own codes which guides and control of their employees in
line of the mother Act of 2004 of East African Custom Management which guide the delivering of the clearing and forwarding service in highest standard too.

On his study on public servants in Nigeria, Adeleke (2015) argues that attitude results in failure or to comply with code of ethics; in countless organisations have their own code of ethics related to its employees and other stakeholders. Employees in the organisations recognise themselves that, the failure to comply with code of ethics results in fine, punishment or sanction. Punishment of employees through codes of ethics for a long time has become as a way of organisation to manipulate employee behaviours as a means to tie up performance of employees to deliver good and quality customer service. In addition to that, contemporary literature explains that delivering of good customer services is not only coming from employees themselves or codes of conducts and ethics but also there are a number of internal factors such as mood, perception and external such as working environment, employee benefits and customers which sum up the delivering of good and effective customer services (Deloitte, 2013). In provision of good and quality customer service for example Tryce Agency (T) Ltd struggles to reduce number cases caused by employee attitude which results in organisation or customer dissatisfaction on service delivery (Singh & Wilkes, 1996).

In service delivery activities in the formal organisation has got the particular description which guides the performance or control of a given task or job. In customer service delivery for example, there are special ethics of customer services which act as a blue print to guide the employee’s behaviour towards customer service delivery. Psychologist argued that employee attitude is hard to measure because it comes from locus control of the person and sometimes is influenced by environment, object, events or insight (Ekenimoh, 2013). This study attempted to examine the impact of employees attitude on customer service delivery which is not only very crucial for this study, organisation or employees themselves but also as a vehicle to enhance effective customer service, organisation’s performance and management towards services delivery (Tsui, 2001).
1.3 Objectives
This study had two objectives which are categorised as main and specific objectives as explained below:

1.3.1 Main Objective
The main objective of this study was to examine of the impact of the employee’s attitude on customer service delivery at Tryce Agency (T) Ltd.

1.3.2 Specific Objective
   i. To examine the factors affecting employee’s attitude on the customer service delivery at Tryce Agency (T) Ltd.
   ii. To examine the impacts of the employee’s attitudes on adherence of customer service ethics at Tryce Agency (T) Ltd.
   iii. To identify the impacts of the employee’s attitude on customer service delivery at Agency (T) Ltd.

1.4 Research questions
This study is guided by the following research questions as follows;

   i. What are the impacts of the employee’s attitude to the customers during service delivery in Tryce Agency (T) Ltd?
   ii. To what extent do employees of Tryce Agency (T) Ltd adherence to customer services codes of ethics?
   iii. What are the impacts of employee attitude on the organisation performance in Tryce Agency (T) Ltd?

1.5 Significance of the Study
The purpose of this study was to examine the impact of employee attitude on customer service delivery which will be of importance to the following:-

The study findings will be used by Tryce Agency (T) Ltd and other companies management as a reference to the effective customer service delivery management by understanding the dynamic of their employee’s attitude and solves the challenges, moreover, the findings of the study will help employees and other people in the
society to improve and control their attitude towards work upon their specific job description and code of ethics and conducts.

Lastly, the study will create sense of awareness to the employers and psychologists to offer training to the employees and societies on the importance of controlling attitude when delivering customer service.

1.6 Scope and delimitation of the study

The study was conducted at Tryce Agency (T) Ltd. The company deals in provision of clearing and forwarding service, the study stressed only on the impacts of employee’s attitude on customer service delivery since in provision of quality service, much literature focused on codes of ethics and benefits for employees’ interaction with organisation performance towards customer’s satisfaction. Despite their contribution this study focused on employee’s attitudes on customer service delivery and proposed the solution to the literature to minimize or end the impacts caused by the employee’s attitude on customer service delivery in Tryce Agency (T) Ltd.

1.7 Limitations of the study

The study encountered the following challenges as follows;-

Firstly, the study wanted to meet large of people for more information, due to limited budget and resources, the researcher met a small sample of the population.

Secondly, some of the respondents were reluctant or ignored to provide required information and support during data collection due busy or nature of their job. Regular reminding was needed to minimize the situation.

Lastly, people had elements of cowardice and suspicious which resulted in difficulties in getting information quickly. To avoid it the questions were structured well and authorization letter from university and local government were used to provide confidence to the respondents. To curb the language barrier, both Kiswahili
and English were used in designing research instruments. This is because some respondents were not conversant with English.

1.8 Organisation of the dissertation
This dissertation consists of five chapters. Chapter one is introduction which includes, background information, problem statement, objectives, research questions significance of the study and organisation the dissertation. Chapter two is Literature review which includes theoretical and empirical literature of the study. Chapter three includes research methodologies which employed to the study with its clarification, in addition to that also consists of research design, study area, sample and sampling techniques, data collection methods and data analysis methods. Chapter four includes of presentation of finds and report writings. Chapter five is the final part which includes the summary of the study, conclusion and recommendations with policy implications of the study.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction
This chapter is based on theoretical and empirical study. Theoretical literature review involves survey and critical analysis of different theoretical perspectives of different writings which relate to this study and empirical study is the detailed examination of various academic writings such as books, articles and other related materials by doing critical analyses and summarizing information that will aid to the study formulation. The rationale of literature review is to conceptualize and find out in detail the contribution and gaps of various writings such as theories and articles which have impacts on the study of employee’s attitude towards customer service delivery.

2.2 Definition of key concepts
This part explains different definitions of concepts used which give more explanation and clarification for clear understanding of terminologies or concepts used in this study by provide a link with theories which aid the formulation this study.

2.2.1 Employees
According to the Tanzania Labour act of (2004), employee is a person who works to other person permanent not less than 45 hours per week. The person according to this Act should be above 18 years below which is illegal, moreover, ILO (2003) defines employee as a person who is employed and has paid job with implicitly and explicitly contract, moreover, employee is someone (individual) or group working in a particular firm (Wiley, 2006).

2.2.2 Attitude
Refers to the situation which is articulated by evaluating someone with a degree of favour or unfavourable inclination on a specific object, insight and events (Katz, 1960). On the other hand, Ekenimoh, (2013) define attitude as the internal state of a person that is alert on object events, people that can exist in the person’s psychological world. Buchanan (2011) defines customer service as the interaction
process between the customer and employees for the purpose of serving the customers. This interaction can be before, during and after purchase, the main objective of the customer service is to boost organisation’s turn over. Employee has great influence on the success of customer services.

2.2.3 Employees’ Attitude Change
Clearing and Forwarding service is the type of international trade, its working environment is very challenging due to scattered multi institutional involvement in the service provision which makes long process of delivering, institutional bureaucracy and employees in general. In addition to that customers’ submission of the documents on time also is a very big problem which results in employees working under pressure to rescue of cargo storage (Matiya, 2013). Furthermore, it is very important to understand first what are the cause of employees’ attitude change because we want to know the effects on attitude change on customer service delivery. Employees’ attitude change caused on above factors, according to psychologist Hovland (1953) based on early learning theories which argue that employees’ attitude change results in stimuli and communication, if the working environment is under pressure will make the employees attitude change always, moreover, communication can lead to positive or negative attitude when information between sender and receiver is not well understood, for example if feedback delays.

2.2.4 Agent
According to Oxford dictionary (2002) agent is person who acts on behalf of others or group; in clearing service an agent is a person who acts and handles all clearance procedures on behalf of customers (Principal) and deliver the goods. Moreover, agent is a person who receives power to act on behalf of another client binding that person as if he/ she are making decision himself or herself. There are two types of agents, one is independent agent and other is captive agent, Independent agent is the agent who works with different clients and receives commission on sale and Captive agent is the type of agent employed by a certain company and receives salary and sometimes commission on sale (Papazoglou, 2001).
2.2.5 Quality services

Is the process or situation whereby the customer perceives positively about the service provided to him or her, the quality of service involves service time which involves arrival, time spent in queue, system and all handling procedures which the totality of all is perceived as quality service. Rust and Oliver (1994) define excellence service encounter by the customer can be before or after service delivery. Sometimes quality becomes customer feedback due to the fact that is very difficult for customers or employees directly to quantify the quality of the service until he or she finished getting the service. Moreover, quality of service sometimes is coming from customer perception after satisfaction after being served (Crosby, 1990).

2.2.6 Employees' Satisfaction

According to Kasuku (2003) employees satisfaction is the degree or extent to which the needs and desire of the employees are met according other employees perceived in the organisation. Moreover, according to Maslow, employee or a person become satisfied after having attained all important five needs stipulated by him such as from psychological needs, security needs up to self-actualization. Some scholars argue that employees feel or perceive satisfaction after being involved in any issues in the organisation related to his task or career, by being involve employee feel a part and parcel of the organisation.

2.2.7 Customer satisfaction

Taylor and Baker (1994) refer to customer satisfaction as the extent whereby a customer appreciates all services provided to him or her by the organisation. Customer satisfaction sometimes is called feedback, on top of that, Oliver (1993) explains that satisfaction establishes long relationship among employees and organisation which increases widespread of good news of the organisation; moreover, a customer becomes a good ambassador when satisfied with service provided by a certain organisation (Locko, 1976).
2.3 Theoretical literature review
This part describes different theories from different authors used and relates to this study which aid to establish baseline understanding and contribution to the study. By passing through various literature a researcher was able to see and get a clear picture and direction of the study which enhanced analysis of related and right inputs to be used in this study formulation.

2.3.1 Attitude change theory
The theory of attitude formation and change and implication in social group of work is the theory which was developed by psychologist Daniel Katz in (1960’s). Katz tried to explain attitude formation based on the functional Approach which came up with the following functions to support his theory:

2.3.2 The adjective function
This is type of functional approach which describes the formation of attitude cause by individual experience on a certain food. This implies that when an individual took good or bad food in the past and when it is on his or her face for the second time attitude will be formed. In relation to employees, attitude will be formed in service deliveries when contact with past customers has good or bad relationship. Punishment or avoidance will be good measures to control the attitude formation. This study sought to find out the impact of employees attitude on customer’s service delivery which might reduce number of customer complaints.

2.3.3 The ego defensive function
Attitude formation in this approach is within the person. According to Katz sometimes in the working environment it happens to individual to act in harsh way even if there is no need to act for defensive mechanism. In organisation, this approach favours much the system rather the people receiving his or her service which creates a need to study the impact of employees’ attitude on customer service delivery.
2.3.4 The value expressive function

Attitude has positive expression to the function of central value of a person and how the individual see or perceived him or herself in the work place or in the societies. For example, other people see themselves as internationalists as a self-identity or image. Katz argues that value expressive function is based on two aspects which are relevant in changing value expressive attitude as follows:

i. Some degree of dissatisfaction with one self-image with associated value which opens the way fundamental attitude changes which is closely allied to the hypothesis that a person of low self-esteem tend to be more open to change from a person of high self-esteem.

ii. Dissatisfaction with old attitude as inappropriate to one’s value, clearly this dissatisfaction can arise between workers and group members that present a way of acting conflict with value held.

2.3.5 The knowledge function

This is a type of function theory which explains how attitude are formed within the individuals or social group members which can be in the work place for example. According to Katz said that individual seeks to find knowledge or meaning of something from different sources on his/her surroundings which is confusing or chaotic to him or her. The theory uses opinion leaders, listening to radio and social group member which implies and determines the attitude of others towards opinion leader in a need to find knowledge. In connection to this study, knowledge on delivery of customer service is very significant which helps not only to understand the service itself but also the product to be sold.

2.3.6 Summary of theory

This theory contributes a lot and provides a light to this study by explaining the importance of functional approaches which leads to the formation of attitude and how attitude change has implication to the type of different people which add value to this study. Despite, its contribution the theory does not explain the process of
attitude modification which create a gap and need to seek to find the impact of attitude on customer service delivery.

2.3.7 Consistency theory
This was ancient theory developed by Collins and Miller (1969). The assumption of this theory was based on employees’ consistence in doing job. The psychologists believe that if the workers are consistent for example in customer service provision automatically they will maintain the same quality of service and attitudes to their clients and service satisfactions. Despite the theory being old due to the development of science and technology which create dynamic view of employer and working environment, also job motivation has become a catalyst of employees to perform but have laid the foundation of employees to maintain the attitude change. Nevertheless, according the Custom management act of (2004), which guides supervision and provision of clearing service in Tanzania to the highest standards, though the acts and customer service ethics are in place, still employees have different attitudes and behaviours during service provision which led to the importance of this study.

2.3.8 Relationship between attitude and motivation
There is great relationship between attitude and motivation for example Herzberg’s theory is one of the classical theories which was established in 1959. He based on two hygiene factors that is satisfaction (achievement, recognition, responsibility and advancement and growth) and dissatisfaction (supervision, working condition, interpersonal, pay and company which are interchangeably. According to Herzberg (psychologists) employee’s satisfaction are very important in delivering good and quality service since motivation through identifying employee needs and in line with organisation objective increase hardworking spirit among employees and increase performance while dissatisfaction factors results in low employee’s performance.

The rationale of two factor theory tries to provide knowledge to this study by alerting what makes and employees get motivated or not motivated in delivering of service in the organisation. Despite Herzberg contribution in identifying employees’ needs towards organisation performance, this study aimed to find out the impact of employees attitude on customer service delivery.
2.3.9 Motivation Theory
The study focuses on the impact of employees’ attitude on customer service delivery, in services delivery for example clearing service based on employees and organisation needs because attitude belongs to human behaviours. In line with this theory of Maslow employees struggle to attain their needs by performing daily responsibilities. On the other hand, the organisation wants to attain its target goals. Through that Maslow came up with the following needs as follows:

2.3.10 Physiological Needs
According Maslow psychological needs sometimes referred to as biological needs which are very necessity to human life. These needs like food, clothes and shelter become very powerful and existence. The satisfactions of psychological needs are determined with physical resource such as money; during this stage human being is struggling to find money to attain the needs. In the organisation employees working hard and motivated in order to get money to afford for the basic needs. Many organisations are proving services like housing facilities; lunch to motivate their employees to satisfy their important needs, nevertheless when these needs are satisfied people can shift to other hierarch of needs.

2.3.11 Safety or security needs
When human beings attain the first needs also wants to assure of security and protection, moreover, safety needs are the transitional of psychological needs, in working organisation employees after assurance of necessity of life they will demand something to cover when fall sick, accidents and other fringe benefits. The motivation of the organisation to provide safety to the employees in order to make them settled. In other organisations top management don’t want to provide security due to fear of costs which lead employees’ demonstration to get it.

2.3.12 Social Needs
In social life people are search for socialisation and acceptance in the community, in working organisation employees are struggling to have a social relationship with
other workmate. Some organisation socialise employee through family day, sport and games and field tour which create love and belongingness.

2.3.13 Esteem needs
This is third needs from Maslow series, from this needs employees need to fulfill self-respect and respect others. The dominant become whereby employees respect in the work organisation by attain a certain level of position in the organisation so as to respect such as for being company director Chandler (2004).

2.3.14 Self-actualisation needs
When all needs are satisfy in the series of Maslow self-actualisation is activated, employees need to accomplish. Maslow argue that the desire become more and more when one needs is accomplishment

2.3.15 Agency theory
According to Jansen and Mackling (1970’s) define the agency is the relationship as contract under which one part of the owner (the principal) engage another part (The agent) to perform some service on their behalf. For this part the principal will delegate some decision making authority to the agent. The relationship between agent and principal is primary interest whereby agent is support to work under principal incentive not otherwise. The basic assumption is the theory is existence of irregularity information with different perception of risks between principal and agent as well as uncertainty. This theory pose the important of control mechanism is necessary to reduce the amount of uncertainty, despite its contribution on relationship between agent and principal in 1970’s moreover, due to dynamic change of organisation, technology and behaviours in working ground which arise between employees and employer in services delivering which create a need of this study to find out the impacts of employee attitude on customer service delivery.

2.3.16 Types of attitude
Judge and Saari (2004), describe there are two types of attitude; one is positive attitude which relates to the job satisfaction and performance. Examples of positive
attitude are happiness, job satisfaction in serving customers. Negative attitude relates
to the factors for disfavour employee performance on service delivery such as
absenteeism, bad word of mouth and angry in service delivery. The rationale of this
study provide insight types of employees attitude which provide the gap to this study
to find out what are the impacts of employee attitude on customer service delivery in
clearing and fording whereby Tryce Agency (T) Ltd is my case study.

Buchanan (2011) defines customer service is the interaction process between the
customer and employees’ for the purpose of serving the customers. This interaction
can be before, during and after purchase, the main objective of the customer service
is to boost organisation turn over. Employee has great influence on the successful of
customer services. Many organisations considered customer services ethic is like a
blue print for employees and customers to abide.

2.3.17 Psychologist
Argued that employee attitude is hard to measure because it comes from locus
control of the person and sometimes is influenced by environment, object, events or
insight (Gilman & Lewis, 2005). Furthermore, in the social Psychology of service
interaction by Gutek (1999) arguing that the provision of quality service as a results
of social interaction between customer and employee during service delivery
moreover, I service delivery from the first time both employee and customer become
strange which employees use environment knowledge of interaction to create
immediate relationship to make customer enjoy and satisfy with the service. Gutek
continue insisting that multi relationship between employees and customers is the
kind of relationship make customer’s satisfaction.

2.3.18 Customer service skills
According to CIOTTI (2018) in serving customers employees needs or must have
enough and different skills which will help him or her in delivering good customer
service as follows;

(a) Patient
Employees are encouraged to be very patient is serving the customers by
understanding customer needs because in dynamic and stiff competition. In a
business there is a notion that customer is like a king. The employees are taught not to provoke with the customer when the customer is on high temper, what is suppose first to apologise even if the mistake is committed by the customer. The employees is support to become calm and give correct explanation of what happening and the comer will understand and recognise why the problem occurred by provide a correct solution to solve.

(b) Knowledge of the products
Employees are required to have enough knowledge of the products in which they offers, to understand the products increase confidence and competent to employees to deliver good customer service. The knowledge of the product start from origin or production, package, brand which are very important to know in detailed, sometimes the conflicts between employees and customers arise when the customer has more product knowledge compared to employees so as to create imbalance between the two, employee is not likely to be taught by the customers by feeling inferior. This study want to neutralise and show that both employees and customer can have same knowledge or verse versa the important thing is customer satisfaction in the service (CIOTT, 2018).

(c) Good communication skills
Effective commination is very important tool on customer service delivery, both written and non-written are needed to facilitate understanding between employees and customers. Currently due technological advancement customers and employee are communicating without meeting or see each other by using internet through website, emails and mobile phone due to this effective communication is need to avoid miss understanding between employees and customers may results sometime to attitude change. Communication technologies such as by using e-commerce facilitate delivering of fast customer’s service and sometime reduce non-personal interaction and limitation (Gutek, 1999).
(d) **Time Management**

Due to strong competition, technological and change of peoples life style create the needs of fast service and affordable. Waiting time management in a queue is needed to be considered, customers are bored by spending a lot of time in the service line. In relation to this study employees are support to be faster and efficient in serving the customer moreover in clearing service Tryce Agency (T) Ltd using TANCIS system to assess the documents and mobile manage to update its customers about their cargo information. Despite using the system and mobile update still effective delivering time depends on Tanzania Revenue Authority, Shipping line and Tanzania Port Authority this lead to delay and complaints from customers against company employees.

(e) **Ability to read customers**

There is a notion that customers are not “homogenous” but are “heterogeneous” which means that customers are not the same, they differ from each other. Employee need to be faster to study his or her customers in terms of emotion, personality and interests when delivering service, without doing that either by treating same will results into conflicts because of different perception. In Tryce Agency (T) Ltd customers always need to get instant feedback and update about their cargo, to understand customers it helps to reduce to work under pressure and attitude change.

(f) **Empathy**

In delivering effective customer service sometime employee need to wear customers’ shoes by sharing the feeling which will make customer believe that they are together and not alone. The company if potential customer for example got a loss due to unintended storage, sometime the company assists him or her by giving discount to agency fee to compensate to help to cover some percentage of his or her loss. Empathy lead to emerge interaction between customers and employees which help in build long relationship among them and boost organisation turn over (Garret, 2015)
(g) Persuasion skills

Some people are born naturally with a talent of convincing other Employees need to have more persuasion skills to convince the customer to buy his or her products or service. In Tryce Agency (T) Ltd employees under marketing department persuade the customer for example if the customer delivers more than three documents he will get discount of 5 Us Dollars to each document this is done to encourage the customer to deliver more documents as much as they can. Furthermore, Cialdin(2001) argues that persuasion rooted and can drive human needs, in business sometime it may happened customer is not plan to purchase any kinds of goods unfortunately he or she may meet with some marketer who has high level of influence and later he or she may decide to purchase without any plan.

2.3.19 Conceptual framework

Conceptual framework is the analytical tools which is using to organise and summarise ideas, assumption theories which is using to support the research (Sitko, 2013).
Figure 2.1: Conceptual Framework

**Independent Variables**

- Employees Attitude
  - Prior to work
  - Mood

- Adherence to Ethics
  - Follow rules and regulation

- Working Environment
  - Availability of working Facilities
  - Knowledge

- Motivation
  - Awards
  - Good pay
  - Trainings

- Effective Management
  - Good supervision
  - Low cost

**Dependent Variable**

Quality Customer Service Delivery

SOURCE; (Researcher 2018)

**Operationalisation of variables**

This part provides more theoretical description of both dependents and independents variables used in the study by giving clear understand to concepts, theories which used in the conceptual frame work and its applicability to this study. Furthermore this part explains how each dependent such as (motivation and adherence) or independent variables (quality of customer service) used are effect the relationship of each other.
2.3.20 Employees attitude
Attitude is very important criteria in customer service delivery to be considered, employee attitude can favour or disfavour during service delivery; this can create different perceptions to different customers who receive service, for example psychologists argue that attitude comes from locus control of a person and others from the external environment, nevertheless this make sometimes very difficult to control personal attitude in working environment which sometimes comes like spark (Katz, 1960). This study aimed to find out what the impact of employees’ attitude on customer service delivery.

2.3.21 Adherence to ethics
Every organisation has its own job ethics related to employees in customer service delivery. Tryce Agency (T) Ltd has organisation ethics in line of mother codes of ethics of East Africa Custom Management of (2004) and SUMMATRA guidelines which guide employees to provide quality service, though there are codes of ethics, still cargo delays and complaints from the customers prevail whereby this study wanted to find out whether employees from the company are following and comply with the codes of ethics during customer service delivery or not (www.tryceagency.co.tz).

2.3.22 Working environment
Good working environment enables employees to perform their work effectively and efficiently and attracts a number of customers in any organisation. Tryce Agency (T) Ltd established working environment by hiring good office with full of working facilities to make employees not fail to perform because of lack of working facilities. The study recognises there is a relationship between employee’s attitude and working environment. Despite the relationship existing between employees performance and working environment this study wanted to find out why different employee’s attitude arise and what are the impacts on customer service delivery.

2.3.23 Motivation
According to Maslow people are struggling to achieve needs, in an organisation employees also struggle to achieve organisation’s needs and self needs together.
Motivation such as good salary acts as a catalyst to influence employees to perform well their job for example customer service delivery. Despite organisation motivation, still there are complaints from customers to employees on customer service delivery due to sometimes bad words of mouth which created need for this study to explore the impact of employee’s attitude on customer service delivery (Amaanda, 2011).

2.3.24 Effective management

Effective management depends on the relationship between employees and employer or supervisor in customer service delivery. Good relationship results in good quality of the service and vice versa sometimes, In Tryce Agency the company has divide the organisation into departments together with supervisor of each department to ensure effective management of the organisation. Effective management focused on effective supervision and effective resource utilisation which highlights need of the study to find out the impact of employees attitude on customer service delivery.

2.4 Empirical literature review

This area of Empirical literature review provides insight of the study by detailed study and understanding to what extent other people’s writings views or ideas have contributing the this study and help to find gaps which this study needs to find out. The history of development of clearing service in Tanzania can be traced back to 1900’s before and after independence, during colonialism the Customs and Ports were controlled by Germany and British Colonialists and Arabs whereby clearing service was for their own benefits and otherwise, that is to say clearing service was monopolised by colonial and Arabs interest only (Matiya, 2013).

Since after independence the government of Tanzania after nationalisation took control of all ports and customs department together with national international stakeholder struggle to improve clearing service by expansion of Dar es Salaam port, customs department and improve infrastructure. Many innovations and tax reforms in 1970s focus on increasing government current expenditure and revenue expansion of
service to serve the country (Osoro, 19993). Despite many reforms to improve government revenue and productivity of the country, the weakness of the reform was focused on revenue than quality service and efficiency. In recent ten years ago the government of Tanzania in collaboration other development partners together with private sectors decided to improve clearing service based on administrative and infrastructure reforms to expand service for landlocked countries depending on Tanzania. The country’s target is to increase number of vessel offloading and loading, number of customer and efficiency of all authorities involved in clearing and forwarding. Despite all reforms initiated by the Tanzania and development partners to improve clearing and service still this study needed to find out the impact of employees’ attitude on service delivery since many reforms focus on infrastructures expansion (Sabuni, 2014).

Globally, employees are very important part in any organisation to nurture, in human resource point of view employees interaction became the engine and core function of the organisation, whereby different tasks are stipulated to ensure effective utilisation of the resources and the success in line with mission and vision of the organisation (Tsui, 1997). Moreover, in performing tasks, customer services for examples, employees have different attitudes towards customer service delivery; variation occurs depending on the nature and customers’ dynamic such as age, mood and working environment (Nishii, 2008).

In psychology, an attitude refers to a set of emotions, beliefs, and behaviours towards a particular object, person, thing or event which have a powerful influence over behaviour (Lewis, 2005). In addition to that attitudes can be positive or negative attitude, both attitudes can be caused by internal factors or external factors. Nevertheless, this situation comes up with two types of attitude which are positive and negative. Negative attitude examples are poor listening, harsh language or treatment, irresponsible spirit to the customers, poor working environment, delay on provision of feedback, whereby positive attitudes such as good listening, instant customer responses, accurate feedback, empathy, listening and patient both have contribution on customer satisfaction, in modern firm struggle to equip their
employees through capacity building by providing training, field visits, short courses to enable employees to rely on firm or organisation code of conducts. Low level of stress can have a positive contribution on job satisfaction (Sing et al., 2005). Other scholars go far and describe positive attitude lead to provision of high quality of services, attract new customers through the word of mouth and firm performance (Lewis, 1989).

Furthermore, why Tanzania ports become very crucial ports to east and central Africa, due to the fact that most of the countries are landlocked countries such as Zambia, Congo and Rwanda depends from Dar port to import and export their goods and Dar es Salaam port is very near compared to other ports. Though Tanzania ports are very import for economic development of the country itself and other near countries. We also need to find out what makes clearing and forwarding companies working effective or in effective.

The effectiveness of clearing companies depends also the effectiveness of other government organisation to play their parts in documents approve and release, example of organisations are Tanzania Revenue authority, (TRA), Tanzania Port Authority (TPA) and also include other government organisation for standard and tests which includes Tanzania Food and Drugs Authority, (TFDA), Governments, Chief Chemist Laboratory and Tanzania Bureau of standard (TBS) in addition to that the effectiveness of those mention and early documents submission by agents organisation in processing documents on time and effectiveness will be seen. On the other hands, if that organisation involves ensuring effectiveness and delivering service not only service but also quality and standards service (URT, 2014).

Judge and Saari (2014) base on the causes of employees which lead to attitude change and human resource practices, the following are causes which make the employees attitude change such as working environment (working equipment, technology and human capacity) and human resource practices base supervision and laws govern the organisation which will be discussed below as follows:
Working equipment such as computer, furniture and communication tools are very important for employees to performing his or her duties. Employees become very comfortable to work to the environment which is good by availability of space and working equipment. In the world of science of technology working facilities should be going in the modern technologies and employees’ capacity of utilising all available technology to enhance organisation performance, sometime it might happen that employees capacity is less to utilise the available technology or the technology is more competitive than employee which sometimes create attitude change moreover, the function of human resource to ensure that employee are equipped and empowered to utilise the available resources (Kuberundu, 2015).

Moreover, employees capacity refers to ability of the employees in performing his /her duty effective and efficient which will results into customer satisfaction, Herzberg based on ability and capacity without consideration of other factors such as working under pressure may cause employees attitude change. The performance of the employees also depends on organisation practice especially in supervision; good supervision and good language use among leaders to subordinates will results in employee’s satisfaction and serve the customer in a good way.

In Tanzania according to the code of conduct of the public service (2005) the act as a tool to guide and the public servant to deliver well and quality customer services to the people with highest standard. In human resource management attitude is manipulated by codes of conduct and ethics in the specific fields for example customer services on the other hand employees have both positive and negative attitude towards work in the organisation, psychologist argue that employee attitude is hard to measure because it comes from locus control of the person and sometimes is influenced by environment, object, events or insight. The impacts of employee on organisation can be seen during and after service delivery. The dimension of customer impacts may results in customer’s dissatisfaction. The rationale of this to understand the impacts of employees on attitude change (Kim, 2015).
In addition to that Kim (2015) argued that positive attitude such as good word of mouth has positive relationship with customer’s satisfaction during and post purchase. The major objective of customer service is to deliver good and quality service to the customers; there is a great relationship between positive attitudes with good service delivery. The delivering of good customer service depends on customer’s feedback or form comparing with other organisations of the industry.

Moreover, Katz (1960) explains the formation of attitude by individual which is a result or formed by specific act of response and differs according to persons, objects or insights; on the other hand, Psychologists argued that attitude change can be predictable or unpredictable. Predictable because it can be determined by environment or object. Unpredictable attitude is difficult to predict and it comes from locus control of the person which is very difficult to control individuals as result leadig to punishment or warnings in case of organisation management. Many organisations use codes of ethics to manipulate employees to avoid unpredictable attitude and this attempts to raise the essence of this study whereby researcher attempted to examine the impacts of employee’s attitude in service delivery despite is the presence of code of ethics.

Tanzania took a number of reforms to insure that stakeholders improve delivering of clearing services in the country still, there are number of customer’s complaints which relate to attitudes of employees who are involved in customer service delivery such as delay of assessment and cargo (World Bank Report, 2016). Internationally, all employees for public and private sectors generally are governed by national and international Labour laws which protect the rights of both employees on their work place (ILO, 2017). In addition to that Tanzania employees for example, for public service employees are guided and controlled by public service Act no 6, section 19 of (2002) of United Republic of Tanzania which act as a tool to guide the public servants to deliver good and quality customer services with highest standard, on the other hand in private sector, (Tyce Agency (T) Ltd) as a case study has its own codes which guide and control of their employees in line of the mother Act of 2004 of East
African Custom Management which guide the delivering of the clearing and forwarding service in highest standard too.

Whitener (2001) argues that human resource practice and management attitude is manipulated by codes of conduct and ethics in the specific fields for example customer services. The term “Ethics” is originally derived from the Greek ēthikos, which refers to customs. In its philosophical jargon, ethics refers to a system of moral principles which guide human actions. The ethical perception emphasises the rightness or wrongness of specific firm action independently of any social or stakeholder obligation (Gilman & Lewis, 2005). According to Buchanan, (2011) define customer service is the interaction process between the customer and employees’ for the purpose of serving the customers.

This interaction can be before, during and after purchase, the main objective of the customer service is to boost organisation turn over, employee has great influence on the success of customer services on top of that many organisations consider customer services ethic is like a blue print for employees and customers to abidey; on the other hand the code of ethics in the globe point of view in many organisations act as blue print to guide the employees to act and comply with for the purpose of manipulating their disciplines.

Luu (2011) in his study shows that there is great relationship between attitude and job performance. The researcher used dimensions such as sales turn over to reflect the performance of the employees in the organisation, moreover, the study used job motivation which acts as a catalyst to increase of the employee attitude which results in effective performance. On top of that the expansion of business in real world was a result of hardworking of employee and management to ensure effective utilisation of resources and employee motivation led to job satisfaction. The central base of this study was the importance of job motivation and satisfaction which influence employee’s attitudes performance. Despite its contribution on motivation, job satisfaction and attitude towards performance is not enough to say performance without assessing the quality of the service which accelerates the performance,
whereby this study needed to find out the impact of employee attitude on customer service though there is performance caused by employee attitude.

There are many thoughts and perspectives which explain attitude formation for example Psychological thought by Gilman (2005) explain that it is difficult to measure attitude since it comes from locus control of individuals moreover, is something unpredictable, in addition to that Tanzania Code of ethics states that employee behaviours are controlled by codes which guide them in delivering of the effective service and control employees’ discipline in the public organisations. Despite these codes still punishment and transfer is provided every day to the employee as a means to tie their discipline in service delivery.

Matiya (2013) argues that time for delivering goods to the consumer is very important in modern business to insure effectiveness of the service and reduce customer complaints. In provision of clearing service a number of authorities are involved, due to many processes and low efficiency of employees in some departments result in delay of cargo delivering on time. World Bank (2005) says that a report for Dar es Salaam port shows a number of issues which lead to ineffectiveness Dar port such as corruption, poor facilities and low technologies for cargo clearance. In addition to that clearing companies depend on the performance of Dar port and effectiveness of employees of the organisation. Ineffectiveness of Dar port results in the low performance of clearing companies, Tryce agency (T) Ltd as example which create environment to the employees to work under pressure. Despite the challenges facing Dar port the government of Tanzania in collaboration with other stakeholders decided to improve the condition of the port system and working facilities to facilitate the improvement of service delivery whereby the study want to assess the impact of employee’s attitude on customer service delivery in.

Furthermore, for business ethics is very crucial in controlling the organisation and employees for the business to grow and to guide human action. The Public Service Act of 2002 is used as a tool to guide public employees to perform in a quality standard, Tryce Agency (T) Ltd as private sector has its own ethics which are used to guide employees in the work place; moreover, the ethics of Tryce Agency (T) Ltd are
in line with mother Act 2002 of East Africa Customs Management which provides the guideline to the provision of good quality service. Despite there are codes of conduct which guide employees in delivering customer service yet codes did not state the issue of employee attitude on customer service delivery. This study sought to find out the impact of employee attitude on customer service delivery to for the purpose of improving and provision of quality customer service in Tryce Agency (T) Ltd and other organisation in addition to that Clearing and Forwarding agents are persons registered and licensed by the commission of the custom and exercise department to carry out the duty of processing documents and clearing of goods in custom control on behalf of the client (www.tra.go.tz).

Gutek, (1999) on his study on the social psychology of service interaction base on pseudo relationship, employees need to have pseudo relationship with customer when they serve the customers which increase immediate trust to customers. This kind of relationship not last and become permanent when the customers become royal to the organisation. The employees support to own multi skills in provision of customer service.

Velnampy (2007) in his study on job attitude and employees performance for public sector argued that the performance of employees in public sector is a result of two factors which are involvement and satisfaction. Moreover, in public sector his study states that in order for public employee to work hard and perform well needs to be involved in the whole process of the job so as to increase effectiveness and efficiency.

In addition, being involved creates the sense of satisfactions of employees which increases diligence to the performance of the employees. Hayes (2002) adds that employee’s engagement and satisfaction has positive relationship with organisation performance outcomes. Despite the fact that his study tries to show the basic foundation and contribution of employees in the organisation performance basing of two explained factors, it does not explain the role of job motivation in organisation performance and why employees attitude change though there is job involvement in
work responsibilities, which gave rise to the gap for this study to be undertaken in order to find out the effect of employee attitude on customer service delivery.

According to Institute of Customer Service (ICS), (2005) for the employees and organisation to perform well, the following factors are necessary: organisational culture, people management, rewards and recognition. Organisational culture according to the institution emphasises on the important culture whereby the organisation supports to do in a good manner so that it can retain the customers and ensure good provision of quality customer service to their customers.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction
Methodologies of the study refer to detailed explanation of different methodologies which will be used to collect, analyse and undertake data presentation of the study. This chapter constitutes the type of study, population and unity of analysis, variables as well as measurements, sample size and sampling techniques. Moreover, Type, source of data collection and analysis methods are very important part to be discussed in this part.

3.2 Research design
This study applied a case study design. The research design involved the use of qualitative and quantitative approaches. The rationale of choosing this design was due to its flexibility in data collection and analysis methods.

3.3 Description of the study area
This study was conducted in Tryce Agency (T) Ltd in Dar es Salaam. Tryce Agency(T) Ltd is the private company which deals with cargo Clearing and Forwarding in all Tanzania Ports and Airports. According to the National Bureau of Statics (NBS, 2018) the population of the city is 6 million people making the population density of 8100 people per square mile and 538 square miles. Dar salaam is the center and headquarters of the Tax and Customs Management, hence many agencies have been established and are performing clearing and forwarding services. Dar es Salaam port and Tanzania Revenue Authority (TRA) department of customs have become the centers for delivering of clearing services in Tanzania and East Africa in general by serving many landlocked countries such as Congo, Zambia and Malawi.

The reason of choosing Dar es Salaam is the large city which consists of Dar port and center of customs which have many clearing agencie such as Tryce Agency (T) Ltd compared to any other region in Tanzania, moreover, the city is closer to
Mzumbe University Dar es salaam Campus which made it easier for my research consultation.

3.4 Study population
This study targeted 20 employees, 16 customers and 4 managers from top management of the company, gender was also considered in selecting respondents. From the target population employees came from managerial and non-managerial sections of the Tryce Agency (T) Ltd. The total sample consisted of 40 individuals.

3.5 Unity of analysis
The unity of analysis of this study included the following:-

i. Employees from Tryce Agency (T) Ltd
ii. Customers who are Importing and Exporting serving by Tryce Agency (T) Ltd
iii. Management staff of Tryce Agency(T) Ltd

The following is distribution of the sample and the unity of analysis as follows;

<table>
<thead>
<tr>
<th>Unit</th>
<th>Number of Elements</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees of Tryce Agency</td>
<td>20</td>
<td>50</td>
</tr>
<tr>
<td>Customers</td>
<td>16</td>
<td>40</td>
</tr>
<tr>
<td>Management Staff</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>


3.6 Sample size and sampling techniques
3.6.1 Sample Size
The sample size for this study was 40 respondents out of 60. The sample consisted of 15 employees of Tryce Agency (T) Ltd in Dar es Salaam, 20 customers serving from the company and 5 from top management staff. That sample size was deemed ideal due to research target, limited of financial resources and shortage of available the time.
Table 3.2: Sample distribution

<table>
<thead>
<tr>
<th>S/N</th>
<th>Unity of Analysis</th>
<th>No of Element</th>
<th>Sample to be Selected</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Individual employees</td>
<td>25</td>
<td>15</td>
<td>38</td>
</tr>
<tr>
<td>2</td>
<td>Customers</td>
<td>30</td>
<td>20</td>
<td>50</td>
</tr>
<tr>
<td>3</td>
<td>Management</td>
<td>5</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>60</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>


3.6.2 Sampling techniques

According to Grow (2003), these are research techniques which are employed by a researcher which involves selecting the target group of individuals to represent others in a specific target population of study.

i. **Simple random sampling**

After identifying the number of employees to be selected for a target sample size, the researcher picked them randomly to obtain information whereby every employee had equal chance of being selected to avoid bias.

ii. **Purposive sampling**

Purposive sample was used to select 10 Employees from Tryce (T) Ltd, 2 Directors from the company management, 1 in charge of Marketing, and 1 in charge of Logistics. These respondents were included in sample due to their status of being parts of the managements who were able to provide sensitive information which could not be provided with non-managerial staff.
### Table 3.3: Purposive Sample

<table>
<thead>
<tr>
<th>Title of Respondent</th>
<th>No of Respondent</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tryce Directors</td>
<td>2</td>
<td>40</td>
</tr>
<tr>
<td>Tryce Operation Manager</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>Marketing Manager</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>Logistic Manager</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Researcher (2018)

iii. **Observation**

This is the one of the techniques whereby a researcher used to collect data through non-participatory observation; this data was additional to other data collection methods through interview and questionnaires.

#### 3.7 Data collection methods

Both secondary and primary data was collected from different sources which aided in developing this study.

#### 3.7.1 Primary data collection methods

This was used to collect first-hand information concerning the study. The primary data collection methods that will be used are questionnaires, interview and observation.

#### 3.7.1.1 Questionnaires

There were different questions constituting closed-ended and open-ended questionnaires which were established in line with the research objectives and criteria for individual employees of Tryce Agency (T) Ltd, customers who are importing and exporting and the management staff. The question was both on English and Swahili language to afford those who know two languages respectively.
The rationale of using questionnaires was to facilitate the understanding of the question, to avoid ambiguity, to have direct answers, freedom and easy facilitation in statistical analysis. 50 questionnaires were prepared to be filled in by respondents.

### 3.7.1.2 Interview

Face to face interview was used to collect data about the impact of personal attitude in service delivery which could not be collected well through other methods such as questionnaires. Structured interview was used to collect in-depth information on the impact of employees’ attitudes on service delivery in the clearing agencies. This method also included the customers who are import and exporting beneficiaries of clearing service and management staff.

The rationale of using this method was to obtain good clarification from respondents on the responses on the impacts of employees’ attitudes on service delivery. Both languages were used for interview.

### 3.7.2 Secondary data collection methods

Secondary data collection was the type of method which was used to obtain data which was already collected and stored in different forms through study of various related literature such as books, government documents such as (Code of conducts of public service, (2004) section, 19) and articles such as (The relationship between employees attitude and organization performance). The rationale of using this method was to avoid recollecting data from primary methods which would be time consuming and costly.

### 3.8 Data analysis methods

Data analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data group (Kothari, 2004). Data analysis can also be termed as examination of what has been collected in a survey or experiment and making deductions and inferences (Kombo and Tromp, 2006). The researcher used quantitative and qualitative data analysis techniques to analyse data.
Quantitative data were analysed using statistical methods applying the SPSS (Statistical Package for Social Sciences) with the help of Microsoft spreadsheet for the quantitative data. Qualitative data analysis was done through drawing patterns from insights or themes in respect of which research questions were used to group the data and then look for similarities and differences for proper data classification and avoid redundancy. Content analysis was also used for qualitative data that was drawn from the documents which were given by officials in different offices visited.

3.9 Ethical considerations

Adherence to ethical principles is very important in doing every activity which act as guidance to perform according to the standards. The researcher conformed to research ethics principles by seeking permission from Mzumbe University Dares salaam Campus to the Directorate of research, Tryce Agency (T) to get permission letter which allowed collection data for the study. He also assured the respondents of privacy and confidentiality for whatever information they could furnish to the researcher. Also, respondents were asked for informed consent in participating in this study, not respondent was forced to respond to questions; neither did the researcher use any inducement to entice the respondents to provide data. Furthermore, the respondents were given freedom to withdraw from the study at any stage they wished to do so.
CHAPTER FOUR

PRESENTATION OF FINDINGS AND DISCUSSION

4.1 Introduction
This chapter presents and discusses the finding results from the study which aimed to find out the impacts of employees’ attitude on customer service delivery. The findings from different studies referred to in chapter two shows that for a long time code of ethics no 19 of 2004 of public service and East Africa customs Act of 2004 are used and acts as means of controlling attitudes and behaviours of the employees by using punishment and penalties, still this study reveal that employees attitude is inconsistencies during service delivery. This chapter provides information which can be used in consideration with changing employees’ professional attitudes and behaviours in a work place. 40 respondents were targeted and interviewed, due to different unknown reasons of the respondents ten 10 ignored the questionnaires, the researcher managed to reach and get data of 30 respondents which is categorised in two parts; Part one discusses about respondents characteristics such as Age, Sex and Education level and another part discuss issues related to research questions and objectives are regards to whether the impact of employee attitude on customer service delivery has positive or negative relationship and challenges to the organisation results in employee attitude.

4.2 Demographic characteristics of respondents
The result from this area shows that the respondents’ social and demographic characteristics include age, gender and sex of respondents of the employee’s attitude in customer service delivery with denomination. The demographics characteristics variation or similarity of the respondents determined the cause and effect relationship between employees’ attitude change and how they affect employees and customer interaction during customer service delivery.
4.2.1 Respondents Distribution by Age

Age of respondents is very important in performing work which measures capability, effectiveness and experience. Majority of the respondents who were interviewed were of the age ranging from 26 up to 49 years. The large number constituted 56.7% fell under age of 26-33 years, the other group contained 26.7% percent which shows that the majority of 56.7% employees employed by Tryce Agency are youth, always youth have active age and more energetic with positive attitude towards works which result to the provision of strong and quality customer service. Avolio (1990) in his article states that age is just a number, for long time employers used working age to measure work experience and suggests that what matters is knowledge and skills capable of doing a certain job. Furthermore, this study suggests that attitude towards work is matter than employees working experience in performing customer service job.

Table 4.1: Distribution of respondents according to Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>26-33</td>
<td>17</td>
<td>56.7</td>
</tr>
<tr>
<td>34-41</td>
<td>8</td>
<td>26.7</td>
</tr>
<tr>
<td>42-49</td>
<td>5</td>
<td>16.6</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data (2018)

4.2.2 Respondents Distribution by Sex

Data from the study show that there is fairness during data collection. The researcher considered gender issues whereby both males and female respondents constituted 50% each as they were given equal chance. The study articulate the importance of gender equity and gender balance in the organisation in line with organisational attitude towards work. Moreover, the study shows that women are not back in involving themselves in international business particularly clearing and forwarding. Also, are very active and diligent in clearing and forwarding service. Moser (1993) in his book suggests that gender mainstreaming is very important to be considered which create employee balance and positive attitude towards customer service.
delivery by involving women who are marginalized. The mixture of men and women in service delivery minimize men or women unethical behaviours, by creating positive attitude towards works rather than working women or men themselves.

Table 4.2: Distribution of respondents according to Sex

<table>
<thead>
<tr>
<th>Sex</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>15</td>
<td>50.0</td>
</tr>
<tr>
<td>Female</td>
<td>15</td>
<td>50.0</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.2.3 Respondents’ Distribution by Education level

Education is a key factor which provides knowledge and skills in performing any tasks in any organisation. The results from the study show that 33.3% of respondents were secondary school leavers, 40% had Certificate 16.7% had attained diploma level and 10% had qualifications other than diploma such as degree. These results imply that majority of the clearing company employees such as Tryce Agency (T) Ltd are a good example of employees with low level of education since majority who fell under 40% are certificate holders and 33.3% are secondary school leavers. Furthermore, the results reveal that though majority of the employee have low education level but they have enough working morale and towards work and are happier in serving customers since lower education level have positive attitude in doing job. Moreover, according to Avolio,(1990), Education helps employees skills to reason and judge things positive by perceive good and wrongness in customer during service delivery, also education level for employees result to acquire knowledge which create working attitude to minimize challenges to control employees negative behaviour during customer service delivery.
4.2.4 Respondents distribution by working experience

Data shows that in the organisation working experience is among of factor to be considered in customer service delivery, table 4.4 below shows that 40% of the respondents have enough experience ranging from one to 4 years, 26.7% have more than five working years, and 30% have more than ten years. It has mix employees which is good as Deloitte (2013) contends that the organisation mixes of employee knowledge and different experiences to reduce and handle challenges such as unethical behaviours results in delivering poor customer service. Employees experience becomes the catalyst for those new comers to the company by sharing knowledge and attitude challenges for the purpose of solving of the employees problems. Waldman (1990) argues that through job experience is in the organisation which sometimes those who have higher experience become trainers in the organisation to those with low level of experience to work accordingly and minimize unethical behaviours.

### Table 4.3: Distribution of respondents according to education level

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary</td>
<td>10</td>
<td>33.3</td>
</tr>
<tr>
<td>Certificate</td>
<td>11</td>
<td>40.0</td>
</tr>
<tr>
<td>Diploma</td>
<td>5</td>
<td>16.7</td>
</tr>
<tr>
<td>Degree</td>
<td>3</td>
<td>10.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2018).
### Table 4.4: Respondents distribution by experience

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-4</td>
<td>12</td>
<td>40.0</td>
</tr>
<tr>
<td>5-8</td>
<td>8</td>
<td>26.7</td>
</tr>
<tr>
<td>9-12</td>
<td>9</td>
<td>30.0</td>
</tr>
<tr>
<td>4</td>
<td>1</td>
<td>3.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2018)

#### 4.2.5 Distribution of respondents according to language use

Language is very important in delivering customer services in any organisation as a means to facilitate communication between employees, employer and customers. Clearing and forwarding is the type of international business which involves multinationals integrating together to get service. From the study results show that majority of respondents about 60% are speaking and communicating by using Swahili language without any problem; 35% are speaking and manage to communicate by using English language; 5% use, speak and communicate by using other languages such as French.

Majority of respondents (60%) use Swahili which is local language; the remaining few of them communicate by using international languages, English and French which very low percentage to have effective communication in international business management whereby English and French are dominant languages used in technologies and service delivery. Furthermore, it has been revealed that from the study employees from Tryce Agency sometimes attitude and behaviours change due language barriers results in communication failure and delay of customer service delivery. Feely and Harzing (2007) argues that multicultural results in miscommunication and miscommunication result in misunderstanding which increases communication barrier which develop negative attitude.
4.2.6 Nationality of the respondents

The results from study shows that 56.7% of the respondents are Tanzanians, 10% are Zambians, 6% from Congo, 6.7% from China 6.7%, from Burundi, and lastly 3.3% from Rwanda. The results show that the majorities who are working with the company directly are 56.7% Tanzanians in addition to that though are coming from Tanzania a number of works are coming from rest of remaining countries whereby Tanzanian act like middlemen. During the study it was revealed that clearing service in Tanzania has been invaded by middlemen which raises many problems like are the ones which cause conflicts and unethical behaviour such as theft, lies results to employees attitude change which create difficult in handling problem between the customers and employees during customer service delivery.

Moreover, for the employees to be more effective with positive attitude they are supposed to be very dynamic in serving different customers from different cultures and backgrounds because of nationality disparities.
“One employee from Tryce Agency (T) Ltd during interview, the management said that some customers are very complicated to handle which needs employees to have multiple customer service skills to handle them by articulated positive attitude, he provided one example from the Democratic republic of Congo” (Nai, 2018)

Table 4.5: Nationality of the Respondents

<table>
<thead>
<tr>
<th>Country</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tanzania</td>
<td>17</td>
<td>56.7</td>
</tr>
<tr>
<td>Zambia</td>
<td>3</td>
<td>10.0</td>
</tr>
<tr>
<td>Congo</td>
<td>2</td>
<td>6.7</td>
</tr>
<tr>
<td>Malawi</td>
<td>4</td>
<td>10.0</td>
</tr>
<tr>
<td>Burundi</td>
<td>2</td>
<td>6.7</td>
</tr>
<tr>
<td>Rwanda</td>
<td>1</td>
<td>3.3</td>
</tr>
<tr>
<td>China</td>
<td>2</td>
<td>6.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2018).

4.3 Employees’ attitude on customer service satisfaction

The result shows that employee attitude has great relationship with customer service delivery. For example positive employees’ attitude has positive influence on customer satisfaction while negative attitude results in customer dissatisfaction. The whole process of receiving, handling, customers and lastly smile signal customer satisfaction. In addition to this study, 100% respondents from this study agreed that employees’ positive attitude is very significant for customer satisfaction. Carter (2005) argues that employee with provision of good customer service when recognised, and motivated with the company, The situation of employees feeling recognised feel sense of organisation part which lead to the provision of good and quality services.

The researcher was interested in finding out whether the employee attitude has impact on customers service satisfaction. Data from this findings show that
employee’s first customer reaction and impression will also determine customer satisfaction. There is notion in customer service that “first impression should be last impression”

“According to the interview one of the respondent said that most of the employees working in clearing company such as Tryce Agency (T) Ltd work under customer’s pressure, the customer wants fast delivering of his or her cargo and boss want the money, the attitude changes according customers and boss pressure”. (Noah, 2018)

4.4 The relationship between employee attitude and organisation performance
The researcher intended to find out the relation between employees attitude and customer service delivery. The results show that 100% of respondents who were interviewed agree that there is a great relationship between employee attitude and organisational performance. King (2004) argues that employee’s behaviour has positive or negative impact on organisation performance. Positive attitude will attract a number of customers and negative results in ruin organisational performance. Tryce agency as a company plays a great role to minimize customer dissatisfaction caused by employees attitude during customer service delivery.

4.5 Validity of customer service ethics in manipulating employee attitude on service delivery
The result shows that 100% of respondents denied that code of ethics no 19 of 2004 of public service and Custom Act of 2004 which act as a mechanism to control employee behaviour in the organisation management, which are not sufficient and it cannot stand itself to control employee behaviours. Majority of the respondents interviewed, about 50% suggested that employees need training which is very important in improving employees’ positive behaviours apart from codes of ethics, 30% said Supervision and 20% mentioned motivation as also important factors to consider in controlling employees attitude apart from code of ethics. Maslow (1956) argued that employees are struggling to achieve and meet organisation’s targets and needs, at the same time fight to achieve individual needs. To manipulate behaviour
Maslow insists on motivation as a key factor for employee to obey and work with positive attitude to bide rules and regulations of the company.

**Figure 4.2: Measures to control Attitude apart from Code of Ethics**

Source: Field Data (2018)

### 4.6 Company Working Approach

The results from study show out of the employees working in Tryce Agency about 75% are working with the company without contracts, only 25% are working with contracts with the company. During the study it was revealed that most of the employees are fresh from schools, other are intern basis which makes the company hesitate to provide full contract or give them contracts. The researcher suggests that working without contract is very insecure and reduce working attitude to all employees, for employer when see employees not performing efficiency and for customers happen when employee fell to deliver quality service due to negative attitude; for example employees cannot be committed in performing their responsibilities, rise of negligence due to no or poor working modality without something abide them to work effectively. The study reveal that working with contract is very important to protect the rights and influence attitude of the company employees to increase commitment towards service delivery.
According to Act, Cap 345 2002 of Law of contract state the importance of signing contract with customers and clients are for protection and security for seeking for rights and against employees illegitimacy. The law also provides the clear information by stipulating necessary procedures and required attitude to be followed by both employees and employers against justice and injustice to each important parts involve customer service provision.

**Figure 4.3: Company Working Modality**

Source: Field Data (2018)

### 4.7 Relationship between employees attitude on customer service delivery

Result shows that 100% of respondents agree that there is great relationship between employee attitude and customer service delivery, responds from interviewer especially to the top management. According to respondents shows there are positive and negative relation, positive relationship such as good language, serve customer on time and provide correct information to the customer have advantage to the performance to the Tryce Agency while employees’ negative relationship such delay in serving, cheating to customer and poor communication leads negative attitude to
customers. This study reveals that employee misconducts have a negative relationship and good practices have a positive relationship to the provision of quality customer service delivery.

“One employee during the interview said that if you have bad mood resulting from the job or family matter it reduces the work morale and that day you will not perform well your work responsibilities such as you will not show good cooperation to your fellow staff and customers. Moreover, sometimes accelerate quarrels with customer and reduces working performance” (Alen, 2018).

4.8 Employee adherence to customer service ethics
The results show that a majority of employees about 100% are adhered to the organization’s code of ethics in Tryce Agency (T) Ltd, the adherence of customer service implies that employees’ behaviours are good and abide with the organization conducts. Some of the customers and managers who interviewed said that;

“Though there are some factors which cause employees not to adhere to ethics principles and hence misbehave such as low job motivation such as low salary, personal issues and working under pressure which make employees attitude become negative and work out of track of customer care ethics”. Personal communication (Frank, 2018).

In many organizations Tryce Agency as a study case is a good example using customer service code of ethics from custom management Act 2004 to control employee’s performance and behaviours, moreover Adeleke (2015) argues that though code of ethics plays a big role in minimizing employees’ misconducts and all negative attitude against customers; This study found that still code of ethics of Public service Act and East Africa customs management Act 2004 not enough to stand itself; other factors are needed because employees attitude cannot change by using force itself because attitude is intrinsic, this study cement on employee attitude consistency during customer service delivery.
4.9 Effects of employee’s attitude on performance on quality service

Data from the study shows that there are direct effects of employees’ attitude and organisation performance. The respondents answered the questions regarding to attitude and performance as follows: 56.7% of the respondents agreed that negative employees attitude results in decline of organization provision of quality service, 23% said that negative employees attitude results in customers quitting to another company seeking the quality service and lastly 20% of the respondents argued that negative employees’ attitude will lead to the reduction of company reputation and vices versa, in addition to that the study wanted to answer the questions on attitude and performance, according to the study 56% percent of respondents agreed that negative employees’ attitudes has direct effects on the organisation’s performance. Moreover, Luu and Kato (2011) in their study on the relationship between employees’ attitude and organisation’s performance based on turnover and absenteeism argued that when the sales personnel has positive attitude such as happiness automatically the turnover will be more due to more efficiency and if the number of absenteeism is high, they will be increase in organization’s costs and decline of organisation quality customer service.

Table 4.6: Distribution of employees’ attitude on performance on quality service

<table>
<thead>
<tr>
<th>Effects</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decline of Production</td>
<td>17</td>
<td>56.7</td>
</tr>
<tr>
<td>Quit working from the company</td>
<td>7</td>
<td>23.3</td>
</tr>
<tr>
<td>Reduce Company reputation</td>
<td>6</td>
<td>20.0</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data (2018).

4.10 Challenges of employee attitude change on customers’ service delivery

In provision of customer service, physical and nonphysical meeting with customers are involve where by challenges are inevitable, moreover, mix of multicultural and multi organisation from different nations increases more challenges. Results from the study show that 30% delay in delivering of customer goods, 26% delays of
assessments, 20% quitting to the other organisation, 16.7% working under pressure, 6.7% conflicts between customer and employees.

4.10.1 Delay in delivering 30%
The effectives of the company and employees of Tryce Agency are measured on the whole process passes after received the documents from the customers and work on. The customer after delivering the documents he or she will start complaining the process delay though he or she know the date or cargo arrival and delivering process are many. Employees and customer attitude change become as results of frequently customer calling, complaining and sometimes involves intimidation to deny his or cargo due to delay.

4.10.2 Delay of assessment
The fast or delay of delivering of cargo depends on assessments, employees and customers attitude become negative when assessment come fast and become negative when assessment delay. This study found that the delay of assessments discouraged both employees and customers which reduce employees working attitude and discourage quality of service delivery.

4.10.3 Quit to another company
Customers quit to another company become a big challenge to employees and the company in general, many customers conclude that delay of service delivery and assessments are the results of employees’ negligence and create negative attitude towards his/ her work. Sometimes quit to another company become as feedback to employees judge themselves that customers quit result are not satisfied with the quality of the service.

4.10.4 Working under pressure
Employees’ working under pressure is coming from the employer and customers, both pressure to employees become a challenge to employee to handle which lead to rise of negative attitude towards service delivery. Employees negative attitude cause
them to work under pressure result to employees’ morale deterioration during customer service delivery.

Matiya (2013) in his study on the challenges facing employees, according to him there are many challenges facing employees such as low education, many employees are aged and incompetent to go with new technology. In addition to that the application of using of system to many employees working clearing and forwarding is also a big problem due computer incompetence or illiteracy, also the supervision from management from authorities involved such as TRA and TPA result in theft and corruption of customers cargo which discourages which result to customers negative using the Dar es Salaam port. The study reveal highly customer complaining and dissatisfied and create negative attitude due to delay of delivering of their cargo.

**Figure 4. 4: Challenges of the employee attitude change on Customer service Delivery**

Source: Field Data (2018)
4.11 Measures to prevent challenges caused by employees on customer services delivery

The results from the study show that 15% of respondents suggest that training is the best way to minimize challenges causing employees to change attitude on service delivery, 45% said that motivation of materials such as good salary and non-materials such as good treatment are very crucial factors for employee to work and perform in positive attitude, 45% cement on good supervision by suggesting that human being sometimes without supervision cannot perform effective and efficiently. The result suggest that the attainment of good and quality customer service is not the function of a single factor, the sum up of or mix of some elements from management supervision results in the attainment of the quality service.

“One customer argued that clearing and forwarding is very difficult to run without effective supervision of employees, sometimes the employer needs to very strict to avoid negligence and misconducts to their employees during delivering of customer services”, Personal communication, (Imani, 2018).

Figure 4.5: Measures to minimize challenges of the employees’ attitude on organisation

Source: Field Data (2018)
4.12 Chapter Summary

The findings and discussion for this study pertain to research objectives by suggesting the answers for research questions. Tryce Agency (T) Ltd as a study case from the findings shows that the company employees are aware and adhere to customer care code of ethics. According to this study, employees’ low level of education and experience, as well as working under pressure from both customers and supervisors are the results which lead them to change attitude, sometimes to go against unethical behaviours. Moreover, demographical characteristics such age, sex have impacts on attitude change especially in connection to the issue of handling challenges. Also, the findings suggest that code of ethics is not only enough to control unethical behaviours and hence insists on human resources supervisors to adopt other methods such as training and motivation.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter presents the summary of conclusion and recommendations of the study with regards to the research topic. This part has three section one summary which brief the study findings, two draw conclusion of the study and lastly recommends the findings with regards to impacts of employee attitude on customer service delivery.

5.2 Summary of the Study Findings
The key and central focus of this study was to find out the impacts of the employees’ attitude on customer service delivery. The purpose was to enhance employees’ improvement capacity and attitude consistency in customer service delivery for both private and public sectors.

However, the hypothesis of this study was based on employee’s attitude, behaviours and adherence to organisation by-laws and ethics principles regarding service delivery in any organisation in Tanzania. In addition to that, despite a number of by-laws and ethics in customer service delivery still employees behave differently against Public service codes of 2004 and East Africa custom management Act of 2004 of ethics, the customer services ethics act as blueprint to guide employees and customers against ethical and unethical conducts. It was observed that despite codes of ethics available, still employees either knowingly intended or unintended go against the codes when delivering customer services.

Furthermore, the study wanted to find out the impacts of employees attitudes on service delivery and other aid factors which can be employed to control employees consistency attitude during customer service deliver. The finding results suggested that customer service code of ethics such as empathy, tolerance and good language cannot stand itself, it needs to go parallel together with training, motivation and supervision.
5.3 Conclusion

In conclusion, the findings from study on impact of employees’ attitude on customer service delivery suggest that consistency positive attitude is very crucial during customer service delivery. Moreover, the focus of this study based on behaviours, adherence to code of ethics and control of employees behaviour whether is capable alone to ensure that the organisation is providing quality services or not. Nevertheless the findings from the study show that employee attitude is dynamic and it comes from locus control of a person whereby codes public service act no 19 of 2004 and East Africa custom management Act of 2004 and laws alone cannot be adequate by suggesting other factors to be considered such as effective employees supervision, training and motivation to ensure good quality of customer service delivery in Tryce Agency (T) Ltd.

On top of that human resource managers and supervisors are supposed to be very flexible by not taking codes of ethics as the only means to change and tie up employees’ behaviours and attitude due to technological change, time factor. By being flexible in management, working environment and employees conditions will lead to the provision of good services.

5.4 Recommendations

Firstly, recommendation to the management of Tryce Agency (T) Ltd human resource management both employer and supervisor of the company not to rely on code of ethics of public service and custom Act 2004 to punish employees who are caught with negative or unethical behaviours during customer delivery. In addition to that study suggests that to control employees’ attitude against work, organisations and customers as well as supervisors need to go beyond codes of ethics and employ extra knowledge, there should be training to fill the gaps and increase motivation to employees to obtain positive results on their work of customer service.

Secondly, This study suggest that on customers service delivery positive attitude is more recommended than negative one, more over this study cement on consistency of employees positive attitude during customer service delivery no matter challenges are facing during customer service delivery
Thirdly, from the study we have leant that in Tanzania majority of employees dealing with Tryce Agency (T) Ltd have lower or medium education level; majority are certificate and diploma holders. Moreover, the study suggests that employees’ education is enough to handle challenges of negative attitude on customer service and provide quality service.

Lastly, the company employ many youth and the study found and suggest that age of employee’s particular youth are very active and have more positive attitude towards customer service delivery.

5.5 Policy Implication

Therefore, in addition to that in policy implication, the government of Tanzania needs to speed up the issue of one cross-border to reduce too much bureaucratic tendencies and movement of the people to consume and waste time to find its detached authorities which create employees negative towards work. Furthermore, for the government to attain success it must establish and redesign its borders to make sure that all customs service is available into a single border post to minimize employees challenge on delivery.

Lastly, but not least human resource policy needs to be reviewed, updated and flexible due to technological and behavioural change by not only focusing on punishments for employees misconducts results to employees attitude change; it needs to go beyond for skills development and capacity building of employees in the working organization to reduce negative attitude during customer service delivery. On top of that employers need to have different up-to-date training concerning customer service and support employees competent to control negative attitude on quality customer service delivery.
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APPENDIXES

APPENDIX I

QUESTIONNAIRE FOR EMPLOYEES

INTRODUCTION

Dear Sir/Madam

I’m a final year student, studying Masters of business administration and cooperate management (MBA-CM) in Mzumbe University, Dar es Salaam Campus. As part of the Masters of business administration in cooperate management, i am required to do a research work on the impact of employee’s attitudes on customer service delivery. A case study of TRYCE AGENCY at Ilala municipal Dar es Salaam. Your organisation has granted me the permission to use it as a case study. It would be very much appreciated if you could share your views and experiences on the issue under consideration. The responses will be used for academic purposes and therefore they will be confidential. Thank you for your cooperation and support.

Instructions: Please tick in the boxes provided and write where necessary. Thank you

PART A: Personal details

1. Sex; male [ ] female [ ]

2. Age (1) 18 – 25 [ ] (2) 26 – 33 [ ] (3) 34 – 41 [ ] (4) 42 – 49 [ ]
   (5) 50 and above [ ]

3. Educational qualification

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63
4. position/job title ........................................

5. Department..............................................

7. How long (in years) have you worked at this company.................................

8. Are you: (1) sign contract [ ] or (2) Non contract Customer [ ]

9. Do you enjoy the service of the Tryce Agency (T) Ltd? Yes [ ] No [ ]

PART B: Employees attitude towards customer service delivery

10. What are causes of employee’s attitude change during service delivery on your organisation?

1. ........................................
2. ........................................
3. ........................................
4. ........................................
5. ........................................

11. Are you satisfied with employee’s attitude towards customer service delivery of the organisation?

Please indicate the extent to which the following statements best describe your perception and opinions towards aspects of your job and the organisation as a whole.

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13. On your suggestion as a customer is there any relationship between employee’s attitude and customer service delivery?

1) Yes [ ] 2) No [ ]
If yes, mention below:

1. ...........................
2. ...........................
3. ...........................
4. ...........................
5. ...........................

**Part C. Employees adherence to codes of ethics**

13. As a customer do you know any Customers service codes?  Yes [ ] No [ ]

14. Do employees adhere to codes of ethics during customer service delivery in Tryce Agency (T) Ltd?

1) Yes [ ] 2) No [ ]

If the answer is Yes mention and if No give reasons:-

1. ...........................
2. ...........................
3. ...........................
4. ...........................
5. ...........................

15. On your opinion do you think that only codes and ethics are enough to control employee’s attitude on customer service delivery?

1) Yes [ ] 2) No [ ]

If no, give reasons why

1. ...........................
2. ...........................
3. ...........................
PART D: Employee Attitude and organisation performance on customer service delivery

16. Do you think employee’s attitude affects organisation performance?

1) Yes [ ] 2) No [  ]

If yes, how…………………………..

17. What are the challenges face customers caused by employee’s attitude during customer service delivery?

1. ..........................
2. ..........................
3. ..........................
4. ..........................
5. ..........................

“Thanks for your Cooperation”
APPENDIX II

INTERVIEW QUESTIONS FOR MANAGEMENT

MZUMBE UNIVERSITY

INTRODUCTION

Dear Sir/Madam

I’m a final year MBA student of school of Business administration and cooperate management. As part of the Masters of Business administration in cooperate management, i am required to do a research work on the impact of employee’s attitudes on customer service delivery. A case study of TRYCE AGENCY at Ilala municipal Dar es Salaam. Your organisation has granted me the permission to use it as a case study. It would be very much appreciated if you could share your views and experiences on the issue under consideration. The responses will be used for academic purposes and therefore they will be confidential. Thank you for your cooperation and support.

Instructions: Please tick in the boxes provided and write where necessary. Thank you

PART A: Personal details

1. Sex; male [ ] female [ ]

2. Age (1) 18 – 25 [ ] (2) 26 – 33 [ ] (3) 34 – 41 [ ] (3) 42 – 49 [ ]
   (4) 50 and above [ ]
3. Educational qualification

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4. Nationality and language used ..........................................................

5. Type of Customer ............................................................

6. How long (in years) have you worked at this company..............................

7. How are you working with this company (a) sign contract?

7. Do you enjoy the service of the Tryce Agency (T) Ltd?

**PART B: Employees attitude towards customer Service Delivery**

9. What are causes of employee’s attitude change during service delivery in your organisation?

10. Are you satisfied with employee’s attitude towards customer service delivery of the Tryce Agency (T) Ltd?

11. On your suggestion as a customer is there any relationship between employee’s attitude and customer service delivery?

**Part C. Employees adherence to Codes of Ethics**

12. As a client do you know any Customers service codes?

13. Do employees adhere to codes of ethics during customer service delivery in Tryce Agency (T) Ltd?

14. On your opinion do you think that only codes and ethics are enough to control employee’s attitude on customer service delivery?
PART D; Employee attitude and Organisation Performance on customer service delivery

15. Do you think employee’s attitude affects organisation performance?

16 On your experience working on clearing company do you think that motivation can increase employee’s performance on customer service delivery?

17. What are the challenges face customers caused by employee’s attitude during customer service delivery?

“Thanks for your Cooperation”
APPENDIX III

QUESTIONNAIRE FOR CUSTOMER

MZUMBE UNIVERSITY

INTRODUCTION

Dear Sir/Madam

I’m a final year MBA student of school of Business administration and cooperate management. As part of the Masters of Business administration in cooperate management, I am required to do a research work on the impact of employee’s attitudes on customer service delivery. A case study of TRYCE AGENCY at Ilala municipal Dar es Salaam. Your organisation has granted me the permission to use it as a case study. It would be very much appreciated if you could share your views and experiences on the issue under consideration. The responses will be used for academic purposes and therefore they will be confidential. Thank you for your cooperation and support.

Instructions: Please tick in the boxes provided and write where necessary. Thank you

PART A: Personal details

1. Sex; male [ ] female [ ]

2. Age (1) 18 – 25 [ ] (2) 26 – 33 [ ] (3) 34 – 41 [ ] (4) 42 – 49 [ ]

(5) 50 and above [ ]

3. Educational qualification

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</table>
4. Nationality ........................................

5. Type of Customer ........................................

7. How long (in years) have you worked at this company.................................

8. How are you working with this company (a) sign contract [     ] or (b) Non contract Customer [     ]

9. Do you enjoy the service of the Tryce Agency (T) Ltd? Yes [   ] No [   ]

PART B: Employees attitude towards customer Service Delivery

10. What are causes of employee’s attitude change during service delivery in your organisation?

6. ........................................

7. ........................................

8. ........................................

9. ........................................

10. ........................................

11. Are you satisfied with employee’s attitude towards customer service delivery of the Tryce Agency (T) Ltd?

Please indicate the extent to which the following statements best describe your perception and opinions towards aspects of your job and the organisation as a whole.

|-----------------------------------------------|---------|-----------|------------|---------------------|

13. On your suggestion as a customer is there any relationship between employee’s attitude and customer service delivery?
Part Employees adherence to Codes of Ethics

13. As a customer do you know any Customers service codes?  Yes [ ] No [ ]

14. Do employees adhere to codes of ethics during customer service delivery in Tryce Agency (T) Ltd?

2) Yes [ ] 2) No [ ]

If the answer is Yes mention and if No give reasons:-

6.  ......................
7.  ......................
8.  ......................
9.  ......................
10.  ......................

15. On your opinion do you think that only codes of ethics are enough to control employee’s attitude on customer service delivery?

1) Yes [ ] 2) No [ ]

If no, give reasons why

4.  ......................
5.  ......................
6.  ......................
PART D; Employee attitude and Organisation Performance on customer service delivery

16. Do you think employee’s attitude affects organisation performance?

1) Yes [   ] 2) No [   ]

If yes, how………………………………

17. What are the challenges face customers caused by employee’s attitude during customer service delivery?

6.  …………………

7.  …………………

8.  …………………

9.  …………………

10. …………………

“Thanks for your Cooperation”
APPENDIX IV

MASWALI KWAAJIRI YA MAHOJIANO NA WATEJA WA TRYCE AGENCY (T) LTD

UTANGULIZI

Mimi ni mwanafunzi ninaye tarajia kuhitimu shahada ya uzamili katika chuo kikuu cha Mzumbe tawi la Dar es salaam katika masomo ya uongozi wa biashara. Nina fanya utafiti wa matokeo ya hisia za wafanyakazi katika utoaji wa huduma kwa wateja katika kampuni ya Tryce Agency (T) Ltd inayojishugulisha na uwakala wa ushuru wa forodha katika Manispaa ya Ilala. Ili kufanikisha utafiti huu ninakuomba kunisaidia kujibu maswali hapo chini. Taarifa itakayotokana na utafiti huu itatumika kama kigezo kinachohitajika kutuniwa sahada hii twaja, jamii kwa ujumla na mashirika maingine yanayo jishighulisha na hutoaji na huduma kwa wateja. Kumbuka taarifa utazotoa zitakuwa siri na zitatumika kwa aajiri ya kitaaluma tu.

Maelezo: Weka √ sehemu ya kiboksi na maelezo eneo husika

SEHEMU A: Taarifa Binafsi

1. **Jinsia;** Mwanaume [ ] Mwanamke [ ]

2. **Umri** (1) 18 – 25 [ ] (2) 26 – 33 [ ] (3) 34 – 41 [ ] (4) 42 – 49 [ ]

(5) 50 zaidi [ ]

3. **Ngazi ya Elimu**

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<th>Elimu ya Msingi</th>
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4. Cheo ............................

5. Utaifa ............................
7. Umefanya kazi kwa mda gani kenye hii Kampuni…………………………

8. Unafanya kazi : (a) Kwa mkataba [  ]  (b) Bila mkataba [  ]

9. Unafurahia kufanya kazi Tryce Agency (T) Ltd? Ndio [ ] Hapana [  ]

**SEHEMU B: Hisia za mafanyakazi juu ya utoaji wa huduma kwa wateja**

10. Nini kinacho sababisha kubadilika kwa hisia za mfanyakazi kipindi anapokuwa akitoa huduma kwa wateja kwenye ofisi yenu?

11. ……………………………

12. ……………………………

13. ……………………………

14. ……………………………

11. Je, Kwa matazamo wa kiwango kipi unaridhika na hisia za wafanyakazi katika utoaji wa huduma kwa wateja kwa wa kampuni hii?

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13. Kwa maoni yako kama mteja kuna mahusiano yeyote kati ya hisia za mfanya kazi na hutoaji wa huduma kwa wataja?

1) Ndio [ ] 2) Hapana [  ]

Kama ndio ,yataje:

11. ……………………………

12. ……………………………

13. ……………………………

14. ……………………………
Sehemu C. Utii na uzingatiaji wa maadili ya kazi katika hutoaji huduma kwa wateja

13. Kama mteja unafahamu juu ya maadili na taratibu zianazohusu uutoaji wa huduma kwa wateja? Ndio [ ] Hapana [ ] kama ndio taja hapana toa sababu?

14. Je wafanyakazi wa Tryce Agency (T) Ltd wanazingatia maadili na kanuni zinazohusu hutoaji wa huduma kwa wateja? Ndio [ ] 2) hapana [ ]

Toa sababu kwa jibu utakalolichagua

11. ........................
12. ........................
13. ........................
14. ........................

15. Kwa mtazamo wako kama mteja unafikiria kwamba kanuni na maadili ya uutoaji huduma kwa wateja kwa wafanya kazi yanatosha pekee kusimamia uutoaji wa huduma bora kwa wateja. 1) Ndio [ ] 2) Hapana [ ]

Toa sababu ya jibu lako

7. ........................
8. ........................
9. ........................
10. ........................
SEHEMU D; Hisia za mfanyakazi juu ya ufanisi wa kampuni juu ya utoaji wa huduma kwa wateja

16. Kama mteja unadhani hisia za mfanyakazi zina athari juu ya ufanisi wa utoaji huduma kwa wateja kwa kampuni?

1) Ndio[   ] 2) Hapana [   ]

Kama ndio, kwa namana gani…………………………..

17. Taja changamoto zinazowakabiri wateja zinazotokana na wafanyakazi kipindi cha utoaji wa huduma kwa wateja.

11. ..........................
12. ..........................
13. ..........................
14. ..........................

“Asante kwa ushirikiano wako”