

**CUSTOMER CARE AND ITS EFFECTIVENESS IN MEETING
CUSTOMER'S NEEDS; EVIDENCE OF MILLICOM (TIGO)
COMPANY MOROGORO MUNICIPALITY**

**CUSTOMER CARE AND ITS EFFECTIVENESS IN MEETING
CUSTOMER'S NEEDS; EVIDENCE OF MILLICOM (TIGO)
COMPANY MOROGORO MUNICIPALITY**

**BY
NEEMA N.J. MASHINGIA**

**A Dissertation Submitted in Partial Fulfillment of the Requirement for Degree of
Masters of Business Administration in Corporate Management of the University of
Mzumbe.**

2015

CERTIFICATION

The undersigned certify that he has read and hereby recommend for acceptance by the University of Mzumbe a dissertation entitled: ***Customer care and its effectiveness in meeting customer's needs***, in partial fulfillment of the requirement for degree of Masters of Business Administration in cooperate management of the University of Mzumbe.

Signature

Major Supervisor

Signature

Internal Examiner

Signature

External Examiner

Accepted for the Board of SOB

.....

Signature

DEAN OF SOB

DECLARATION AND COPYRIGHT

©

All rights are reserved. No part of this work may be reproduced, transmitted in any form or by any means of electronic, photocopying, recording or otherwise, without the prior permission of the owner NEEMA MASHINGIA and MZUMBE UNIVERSITY.

Signature

Date

DEDICATION

I dedicate this paper to my parents (Kezia & John S.D Mashingia, to my beloved, to my beloved husband Mr. Filbert Simba and my two daughters Lorraine & Larrisa, and my brothers and sisters (Gerald, Fredrick, Noel, Annasia and Magdalena) last to my college mates who have always been praying to see me achieve my ambitions.

ACKNOWLEDGEMENT

I owe to many a debt of gratitude in the help they gave me in carrying out this study. First and foremost, I thank the Supreme God for the gift of life and intelligence. Secondly, I am grateful to my Supervisor Dr. Cosmas Mbogela and all people who played a big role for their Moral, financial support and permission to pursue my Master Degree.

I am greatly indebted to my supervisor Dr. Cosmas Mbogela for his advice, support, guidance, assistance and critical review of my work despite their tight work and administrative schedules. Any weakness found in this work should not be associated with them.

I also thank all MBA members for their cooperation in class, encouragement, moral and psychological friendly environment we shared throughout the study period and in particular the time I was writing this dissertation.

I further extend my sincere gratitude to all the Lecturers and Assistant Lecturers of Mzumbe University for their support and cooperation they accorded me during the entire study period. Citing few, Special thanks to Dr. Kinemo for her words of encouragement and moral support.

To all, I humbly say

“Thank you very much”

LIST OF ABBREVIATIONS AND ACRONYMS

MBA	–	Masters of Business Administration
SMEs	–	Small and Medium Enterprises
SPSS	–	Statistical Package for Social Sciences
TCRA	–	Tanzania Communication Regulatory Authority
TQM	–	Total Quality Management
TTCL	–	Tanzania Telecommunication Company Limited
WTO	–	World Trade Organization

ABSTRACT

This research report identified Customer care and its effectiveness in meeting customer needs in Morogoro Municipal. A researcher used descriptive study to address the problem. The target populations which have been involved are Tigo customers from the entire municipal of Morogoro, customer care agents, and Tigo Regional Managers.

The study used descriptive statistics to analyze data that was collected. Frequency distribution, percentages and mean values were used to analyze the data collected using the questionnaire. Here the Statistical Package for Social Sciences (SPSS) has been employed in order to obtain the descriptive statistics for analysis.

The findings showed that customers were unable to confirm whether they are satisfied with customer care services by the company and the measures which are taken were just moderate in improving its services. However, the customers were specifically satisfied with the process of resolving their issues, politeness of the customer service representative, amount of time spent in addressing their queries, availability of the representatives at their desk work during working hours and the altitude and general demeanor of the customer service representatives.

TABLE OF CONTENTS

CERTIFICATION	i
DECLARATION AND COPYRIGHT.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT	iv
LIST OF ABBREVIATIONS AND ACRONYMS.....	v
ABSTRACT	vi
TABLE OF CONTENTS.....	vii
LIST OF TABLES.....	x
LIST OF FIGURE.....	xi
CHAPTER ONE.....	1
INTRODUCTION	1
1.0 Background of the problem.....	1
1.1. Context of the study	1
1.2 Statement of the problem	2
1.3 Objectives of the study	3
1.3.1 Specific objectives.....	3
1.4 Research question.....	4
1.5 Scope of the study	4
1.6 Significance of the study	4
1.7 Limitations of the study.....	5
1.8 Delimitation of the study	6
CHAPTER TWO.....	7
LITERATURE REVIEWS.....	7
2.0. Introduction	7
2.1 Review of the theoretical studies.....	7
2.2.1 Assertive behavior theory.....	7

2.2.2 Frederick Taylor and Scientific Management	8
2.2.3 Soldiering	9
2.2.4 Total Quality Management (TQM) Theory.....	10
2.2.5 Telecommunications Industry	12
2.2.6 Customer and need of Customer Service	13
2.3 Review of empirical studies	18
2.4 Conceptual Framework	21
2.4.1 Reliability, Responsiveness Product awareness, Quality of services, Customers' engagement and Market segmentation, Customer satisfaction and customers' loyalty	22
2.5 Summary of Literature Review and Knowledge gap	28
CHAPTER THREE	30
RESEARCH METHODOLOGY.....	30
3.1 Introduction	30
3.2 Research approach.....	30
3.3 Research design.....	30
3.4 Target population	31
3.5 Sample size.....	31
3.5 Description of sample and sampling procedure	31
3.6 Description of Data collection Instruments.....	32
3.6.1 Questionnaires	32
3.6.2 Observation analysis schedule.....	32
3.7 Validity of the instruments	33
3.7 Reliability of the Instruments Results	33
3.8 Pilot testing of the instruments.....	33
3.9 Description of Data Collection Procedure.....	34
3.10 Description of Data Analysis Procedures.....	34
3.11 Ethical Consideration in Research	34

CHAPTER FOUR	35
RESULTS PRESENTATION, INTERPRETATION, AND DISCUSSION OF THE FINDINGS	35
4.1 Introduction	35
4.2 Presentation and interpretation of the Results	37
4.2.1 Tigo customers’ level of satisfaction to customer care services offered by the company	42
4.2.2 To determine the challenges in offering customer care services to Tigo customers	43
4.2.3 Measures to be taken to manage Challenges facing Tigo Company representatives	44
4.3 Discussion of the Results	46
CHAPTER FIVE	48
CONCLUSSION AND RECOMMENDATION	48
5.1 Conclusion.....	48
5.2 Recommendations	48
REFERENCE	56
APPENDICES	64

LIST OF TABLES

Table 4.1: The table showing demographic profile of the Respondents	36
Table 4.2 the table indicates Reliability Results	37
Table 4.3: Scale and Interpretation.....	38
Table 4.4 variable description	38
Table 4.5: The table indicates Likert scale and Description	40
Table 4.6: The table is showing the mean score for each strategy.	40
Table 4.7: The table indicating frequency and percent of the strategies used to make work appreciable.	41
Table 4.8: Scale and its interpretation	42
Table 4.9: The table indicates the mean values of satisfaction for different variables	42
Table 4.10: Interpretation of the codes.....	43
Table 4.11: The mean values for each suggested Challenge.....	43
Table 4.12; Scale and Interpretation of the measures for the challenges	44
Table 4.13: The table indicating mean score for each Challenge	45

LIST OF FIGURE

Figure 2.1 Conceptual Framework.....	21
--------------------------------------	----

CHAPTER ONE

INTRODUCTION

1.0 Background of the problem

1.1. Context of the study

Before the Liberalization of the communication sector in Tanzania, there was only one company offering telecommunication services in the country known as TTCL. Tanzania opened up its telecommunications market in response to one of the requirements of the World Trade Organization (WTO). In 1993, the Telecommunications Regulatory Authority (TCRA) was established by the government of Tanzania. Among its major tasks, TCRA is responsible for regulating the country's telecommunications industry for protecting the interests of telecom subscribers and users, and for protecting effective but fair competition among established and new licensed operators. The establishment of TCRA enabled and encouraged other mobile service providers to enter the market. In 1993 when liberation of the communication sector was allowed it gave the opportunity for many other mobile companies including Tigo, Vodacom, Airtel and Zantel which increased telecommunications market competition among the companies.

Mobile communication has been one of the fastest growing sectors in Tanzania Mtaho (2014). Since then, a number of subscribers and vendors have been increasing. Tanzania Communication Regulatory Authority (TCRA) statistics as of September 2013, indicates that the mobile telephone market is the fastest growing sector, with more than 26 million subscribers in a population of about 43 million, of which Vodacom is leading with, about 10 million subscribers, followed by Airtel 8.7 million, Tigo 6.2 million, and Zantel 1.7 million (TCRA, 2013).

Since the MIC Tanzania Ltd (branded as Tigo) was registered has had the objective agreed with the TCRA under regulations/act (2013) to offer services on communications and other community services which were for a long time not accessible to majority of Tanzanians. One of the Tigo objectives was to ensure that large number of Tanzanians reach the services of communications. In order to meet this objective, Tigo had to construct infrastructures all over the country which would help to facilitate the process of communications.

Fair competition forces the three competitive mobile service providers to promote, innovate and differentiate their products and services in order to win first-time mobile users, to draw customers away from their rivals, and to retain their current customers. As a consequence, customer satisfaction has emerged as a major retention factor (Cronin, Brady, & Hult, 2000).

1.2 Statement of the problem

There is every reason for the services offered in institutions or any company to be rendered at high standards and appreciable to its customers, if such institution or company needs to continue growing or expanding. The effectiveness of any company will greatly depend on the ability and nature of personnel, goods and services offered by such company from the top level to grassroots.

Since the start of free market economy in Tanzania there has been more than one Telecommunication companies offering, not only telecommunication services but also other social services to its customers. Customer care is one of the services in telecommunication companies particularly in Tigo that has a big role to either keep the company sustainable or dead depending on the nature and ability of the customer care personnel. Services such as renewing lines, how to register on extremes, receiving customers, community outreach among many other services have highly been served by the customer care personnel.

According to Nimako (2009) customer satisfaction is central to the customer-centric paradigm shift, and has gained much attention from scholars and practitioners as it has become one of the cardinal means for achieving quality improvement programs, and one of the crucial forces of strategic marketing management in business organizations that have long-term perspective for growth.

The state of customer satisfaction with service delivery is not clear as there is scanty documentation of the issue.

Despite the fact that Tigo Tanzania is regarded as the leading innovative telecommunication company in the country, offering a diverse product including: calls, SMS, internet and mobile financial services, there have been very few studies on customers care offered and its effectiveness in meeting the needs of its customers. Bordage (2014), Tigo customers have been increasing so the services offered should also be expanded. So it's imperative that the company is able to meet their demands by efficiently resourcing and managing the social services teams. Before deciding of resourcing which ultimately leads to effective services, there's a need to know the kind of resources particularly customer cares personnel to check if they are opening room for more people to opt for the company. Therefore, this study will investigate if the customer care services offered meet the needs of the customers.

1.3 Objectives of the study

The main objective of the study is assessing how customer care services provided by Tigo meet the need of its customers.

1.3.1 Specific objectives

- i) To assess ways in which Tigo's customer care services meet the need of its customers

- ii) To investigate Tigo customers level of satisfaction to customer care services offered by the company
- iii) To determine the challenges in offering customer care services to Tigo customers
- iv) To suggest measures for the challenges.

1.4 Research question

- i) How does the customer care service offered by Tigo meet the need of the customer?
- ii) What is the satisfaction level of the customers for customer care offered?
- iii) What are the challenges in offering customer care services offered by Tigo Company?
- iv) How to overcome the challenges facing customers' care offering by Tigo Company?

1.5 Scope of the study

The study was cover only one region investing on the customer care given by TIGO COMPANY in telecommunication industry. The study was conducted in Morogoro region. Tigo customer care Agents or representatives, Managers and customers was the source of information in this study. Therefore for being case study, the result of this proposed study was general reflection of Tigo company only and not be necessary a representative of all organizations in Tanzania.

1.6 Significance of the study

The study intends to reveal how effective Tigo customer care was in meeting the needs of its customers. The study was expected to be valuable to a number of people as follows;-

The study was of significant important to the organization of Tigo as findings was reveal all kinds of customer care services offered to customers hence a

means for the company to evaluate whether the expected services are being offered. According to Hunter (2010) it is important to identify the types of customer surveyed when reporting customer satisfaction results. In this study the customers of concern are the individual consumers/users who subscribe to the services from Tigo Company. Hunter add that in retail, the idea of focusing on the best current customers should be seen as an on-going opportunity hence the findings of this study will also raise special concerns to different customers in Tigo perspective.

Also the findings was valuable to Tigo customers as they get information and knowing how effective their company was on customer care services as per the goal of the company.

Thus help researcher to identify viable areas for further research. Also it was used as an additional reference to researches on employment contracts and for the body of knowledge the study was offer practical recommendations to the management of organization in the issue pertaining employment contracts and the way has negative and positive implication in the general performance of the organization.

Apart from that, the study was undertaken to enable the researcher to fulfill the requirement for the Degree of Master of Business Administration of Mzumbe University.

1.7 Limitations of the study

The limitations of the study were as follows;

i) Financial constraints

The financial support was expected only from researcher's pocket and which was constraint to explore all customer of Tigo Company in Morogoro region. For that case, the researcher was limited to visit the whole customer in Morogoro

municipality thus lead of taking a sample. However, the sample was enough to represent the population that enabled the researcher to come with reliable data.

ii) Time factors

The time allocated for proposal writing until approval was too limited, as well as duration for data collection was very short compared to the importance and complexity of the work of collecting data. However, good response was shown among respondents that enabled the researcher to complete the task.

iii) Response rate

It was expected that the response rate might be low due to respondents being in a hurry, very busy with their daily activities and others being absent at their working place sometimes. However, continuous phone calling and physical follow-ups of respondents enabled the completion of the task.

1.8 Delimitation of the study

The study focused on customer care and how effective meets customer's needs in Morogoro municipal. The researcher was undertaking the study in the area which she was familiar with and results were not generalized to other districts as data collected were based to that district only. Also the researcher applied cross-sectional research design and case study design because of time and cost considerations in order to examine only a sample of cases at once and collected data from the respondents.

CHAPTER TWO

LITERATURE REVIEWS

2.0. Introduction

This chapter presents a review of literature to this study. Tigo customer's cares was the main focus reviewing on the effectiveness of customer care offered by Tigo customer care persons in Morogoro municipality. Literature review was central to the research process because it provides a general understanding of the research problem as well as serves as a benchmark against which the researcher compares and contrasts the research results. The chapter was divided into four subsections; subsection one was the introduction, subsection two was about review of related theories, subsection three was dealing with the review of empirical studies and the fourth subsection was the summarized the literature review.

2.1 Review of the theoretical studies

2.2.1 Assertive behavior theory

Assertive behavior theory according to Smith (1998) is about self-confidence which means having a positive attitude towards you and others and for this case the customers. The assertive behavior theory was developed by Canter in 1975. The assertiveness was done through agreement on objectives which a particular institution or individual would like to be achieved. The agreement can be done orally or through writings at the beginning of the program.

The theory was adopted in this study because in the business context confidence and commitment is highly needed for abusiveness to progress successfully. Assertiveness is important in developing the spirit of honest and respect among customers themselves and with other people.

Assertiveness is about having a basic belief that your opinions, beliefs, thoughts and feelings are as important as anybody else's and that this goes for other people too.

It is about being in touch with your own needs and wants but contrary to some misconceptions about assertive behavior, it is not about going for what you want at any cost.

The company communicates its requirements to all customers at the beginning before engaging deeply in the business in order to maximize the number customers and eventually the number of customers. Assertive behavior theory emphasize carefully following of the employees promises and actions to be taken when employees (customer care people) comply or fail to comply with company's requirements in order to ensure appropriate consequences for every actions.

2.2.2 Frederick Taylor and Scientific Management

The founding father of scientific management theory is Frederick W. Taylor (1856-1915). He was an American inventor and engineer. His two most important works were *Shop Management* (1903) and *The Principles of Scientific Management* (1911). In 1911, Frederick Winslow Taylor published his work, *The Principles of Scientific Management*, in which he described how the application of the scientific method to the management of workers greatly could improve productivity. Scientific management methods called for optimizing the way that tasks were performed and simplifying the jobs enough so that workers could be trained to perform their specialized sequence of motions in the one "best" way.

Prior to scientific management, work was performed by skilled craftsmen who had learned their jobs in lengthy apprenticeships. They made their own decisions about how their job was to be performed. Scientific management took away

much of this autonomy and converted skilled crafts into a series of simplified jobs that could be performed by unskilled workers who easily could be trained for the tasks.

Taylor became interested in improving worker productivity early in his career when he observed gross inefficiencies during his contact with steel workers.

2.2.3 Soldiering

Working in the steel industry, Taylor had observed the phenomenon of workers' purposely operating well below their capacity that is, *soldiering*. He attributed soldiering to three causes:

1. The almost universally held belief among workers that if they became more productive, fewer of them would be needed and jobs would be eliminated.
2. Non incentive wage systems encourage low productivity if the employee will receive the same pay regardless of how much is produced, assuming the employee can convince the employer that the slow pace really is a good pace for the job. Employees take great care never to work at a good pace for fear that this faster pace would become the new standard. If employees are paid by the quantity they produce, they fear that management will decrease their per-unit pay if the quantity increases.
3. Workers waste much of their effort by relying on rule-of-thumb methods rather than on optimal work methods that can be determined by scientific study of the task.

To counter soldiering and to improve efficiency, Taylor began to conduct experiments to determine the best level of performance for certain jobs, and what was necessary to achieve this performance.

2.2.4 Total Quality Management (TQM) Theory

Deming and Juran are most responsible for the development of TQM. Deming and Juran began work on TQM in the 1930s and continued shaping the management model into the 1990s. TQM theory holds that “quality can only be defined by those who receive the product or service, including stakeholders.”

Total Quality Management (TQM) as the theory of management is one of the contemporary trends in organizational management. Basically TQM as a commitment to continuous improvement of quality not just in industry but also totally in society. This idea can be further divided into three basic concepts; they are customer satisfaction, defect prevention, and employee participation. TQM is not just the latest management fad, it is a new way of thinking that will require fundamental changes in the way we carry out fruitful decisions in the business.

Assumptions of Total Quality Management theory are to ensure quality in the services and survival for the company.

1. Customer focus; the Company's customers on services provided such as communication, Tigo money, community outreach and must be consulted to monitor their expectations and satisfaction.
2. Taking immediate Action; TQM recommends taking preventive measures instead of wasting time, effects and money in correcting mistakes. If recommend solving problem as they occur.
3. Benchmarking; this is the continuous process of measuring products; services and practices against, services and practices against major competitors.
4. Continuous improvement; this refers to ongoing incremental improvement in all areas of the organization. For this purpose training and development are very important for development skills.

Application and Relevance of TQM in the study

In general total quality management is an organization wide commitment of infusing quality into every managerial activity through continuous improvement.

In order to achieve the TQM to be implemented Tigo supervisors should do the following:-

i. Focusing on customers' Expectations

Certainly for anybody who believes in the quality management philosophy customer is a golden world. In TQM the world customer is defined differently. Instead of the traditional customer outside the company, every decision, whether it is inside the company or in society is defined as taking place between a service provider and a customer. There must be negotiation between customer and management how to achieve company's goals. Committee, at large must discuss together on what their expectations are concerning to the Company's improvement so as to make Tigo managers to know what will be the first to do as a priorities in their company as demanded by their customers.

ii. Developing a quality measurement system

The company should have the suggestion box, if they want to improve themselves they should firstly identify where they are and what they are moving towards. In this customer give their opinion due to what has been served. Customer does not give their name but what has been served to them. The aim is to know what is missing so as to improve the business quality in production and services.

iii. Developing communication system

In order to satisfy the customer information is required about the customers' likes and dislikes. For this purpose a good communication system must be developed that can give us up-to-date information about customers' expectations.

More important is a good communication system inside the company that will record and analyses problems relating to defects holds true: a company that wants to capture and maintain customers must have an efficient marketing system.

Weaknesses of the TQM Theory

In its assumptions, TQM suggests that the institution should select a group of personnel in School setting in this case to act as a watchdog to look on the activity running in the company and to suggest solutions or rectify the problems. This assumption does not seem to work effectively as human being do change and affected by the personal biases due to their own interest. Furthermore, this assumption will tend to direct people on the problems solving in the organization and forget the main goal or objectives of the Company.

Though the theory has much strength as it is increasing quality in all aspects, the theory does not focus direct on customer care provided by the company, rather it focuses only on increasing value of the company's operation in general.

2.2.5 Telecommunications Industry

Telecommunication occurs when the exchange of information between two entities includes the use of technology. Communication technology uses channels to transmit information in electrical signals, either over a physical medium such as signal cables or in the form of electromagnetic, visual and other electromagnetic system (Gupta, 2008).

Telecommunication industry is a sector of an economy that deals with the science and technology of communication over a significant distance through transmission, emission or reception of information as words, sounds, signs, signals or images by the means of wire, radio, visual or other electromagnetic systems. In cent years communication become, a ridding necessity and

unavoidable in social and business arena. The industry facilitated communication by provision of voice services, internet downloading data package, television and video through diverse channels (Gupta, 2008).

The operational environment of this industry is characterized by the entry and exit barriers due to high initial capital for investment, skilled labor, and rapid changing technologies. Telecommunication industry comprises large corporate, small businesses and individual customers as well as government organizations. In the industry established organizations (corporate customer) they are price insensitive whereby individual are mostly price sensitive. Those corporate customers prefer advanced technology such as the use of wireless connections to their means of communications and choose the premium payment for the quality and reliability of service and data delivery.

Most studies in marketing identify particular technological trends with potential for turbulence as unlimited opportunities for innovation, emergence of new industries and the growing challenge to privacy (Hanson & Kalyanam, 2007). The vibrant of this industry impose challenges for industry operators to create platforms for customer service support that will give quality assurance to highly demanding customers for services produced in this sector. As it may be expected in turbulent environments, customer retention may be a challenge to marketers especially if there are no concrete systems for recording and tracking customer buying behaviors, needs, preferences and tastes over time for their long term retention in the business.

2.2.6 Customer and need of Customer Service

Telecommunications companies in Tanzania established Customer Care Department which set up mechanism to facilitate improvement in client services in the organization. The Customer Care Department is responsible for monitoring and improvement of service delivery and handling of complaints from the community.

Most of the telecommunication companies had outlines the standards and procedure of service delivery according to the Tanzania communications Regulatory authority (TCRA) to deal with complains and dispute resolution and the provision of information. In addition to that, Tigo demonstrates through advertisements to the community its commitment to best practice to service delivery. Through those efforts of customer care, changing structure and operation orientation have made Tigo being too closer to community in Tanzania.

A customer describes an individual or household that purchase goods and services generated within the economy. Smith (1997) indicated that historically, the word customer is derived from "custom," meaning "habit"; a customer was someone who frequented a particular shop, who made it a habit to purchase goods there, and with whom the shopkeeper had to maintain a relationship to keep his or her "custom," meaning expected purchases in the future. Rust *et.al.*,(2000) revealed that the term, customer“ is commonly used to imply end-users of a product. Hayes (1997) revealed that customer is a broad term indicated to anybody who receives a service or product from some other person or group of people. Customer needs may be defined as the goods or services a customer requires to achieve specific goals. Different needs are of varying importance to the customer.

Customer expectations are influenced by cultural values, advertising, marketing, and other communications, both with the supplier and with other sources. Both customer needs and expectations may be determined through interviews, surveys, conversations, data mining or other methods of collecting information. Customers at times do not have a clear understanding of their needs.

Assisting in determining needs can be a valuable service to the customer. In the process, expectations may be set or adjusted to correspond to known product capabilities or service. It is important to identify the types of customer surveyed

when reporting customer satisfaction results. In this study the customers of concern are the individual consumers/users who subscribe to the services from Tigo Company. Hunter, (2010) said that in retail, the idea of focusing on the best current customers should be seen as an on-going opportunity and build on the four types of categories of customers;

- i. **Loyal Customers:** They represent no more than 20 percent of our customer base, but make up more than 50 percent of our sales. These people are the ones who can and should influence ones buying and merchandising decisions. Nothing will make a Loyal Customer feel better than soliciting their input and showing them how much their views are value. Discount Customers: They shop our stores frequently, but make their decisions based on the size of our markdowns.
- ii. **Need-Based Customers:** They have a specific intention to buy a particular type of item.
- iii. **Wandering Customers:** They have no specific need or desire in mind when they come into the store. Rather, they want a sense of experience.
- iv. **Impulse Customers:** They do not have a particular item at the top of their “To Do” list, but come into the store on a whim. They will purchase what seems good at the time.

Customer service as a distinct and hard-to-imitate asset, rather than on product features or technology, points to the need to rely on the competence and commitment of front-line and back office staff customer service employees for positioning of the organization in the telecommunication industry, These customer service activities are focused on and specifically targeted at the business and industrial arenas and their customers. These was intended to raise to a higher level of conscious awareness the creativity, interaction, participation, knowledge, and skill level of those you have chosen to have primary contact with the customer, your organizations most precious commodity.

The ability to relate to customers and provide them with a better service determines the success of the organization, while retaining and developing company's employees contributes to sustained competitiveness. Thus, the existence of a loyal, committed, competent and motivated workforce could be viewed as a sign of creating, maintaining and continuously improving a culture of customer intimacy in an organization. The quality of interaction between customers and customer service providers is critically influential in determining the ability of the organization to retain existing customers. Study conducted by rust and zahorik (1993), found that it costs much more to attract a new customer than it does to retain an existing customer. The study was in line with Batt (2002), who reported that in customer contact settings, a high turnover of employees not only increases the cost of recruitment and selection but also negatively affects sales growth, as it takes time for new employees to learn the job.

Berry (1995) argued that service firms can increase their market share by attracting new customers, doing more business with existing customers and reducing the loss of existing customers. A competent, committed and motivated workforce undoubtedly acts as a catalyst for creating and sustaining a relationship-based customer community in the organization. Particularly, relations built with existing customers would be a powerful force for attracting more new customers to the organization.

Customer feedback

Hayes (1997) revealed that Customer feedback can be a ways of increasing communication with your customers. They can represent great opportunities to listen to your customers and to let them know more about what you can offer.

Customer feedback can provide you with detailed information about how your business is perceived. It's a chance for customers to voice objections, suggest

changes or endorse your existing processes, and for you to listen to what they say and act upon it. Feedback is most often gathered using questionnaires, in person, over the telephone or by mail.

Being in a position to focus on your most valuable customers might sound like a luxury. After all, many small businesses are grateful for customers of any kind.

Berry (1995) argued that every business finds that some customers are more valuable than others. This can be for a range of reasons, from the size of their purchases to the relative ease of managing their account. Successful businesses are generally those that identify these customers, build relationships with them and work to bring in new customers with a similar profile.

Understand your customers

Hunter, (2010) said that in business-to-business trading, providing a high level of customer care often requires you to find out what your customers want. Once you have identified your most valuable customers or best potential customers, you can target your highest levels of customer care towards them. Another approach, particularly in the consumer market, is the obligation to treat all consumers to the highest standard. Understanding your customers helps you to sell more. The more you know about them and their needs, the easier it is to identify opportunities to sell them new products and target them with appropriate offers.

Finally, understanding your customers helps your planning. You can predict what they will buy, and estimate how much stock you need. Linking customer management to purchasing can dramatically improve profitability. Relationships between service providers and customers are important for achieving high levels of customer satisfaction and loyalty.

When service processes are highly interdependent, uncertain, and time constrained, relationships between service providers are integral to the process of coordination and therefore are an important contributor to customer outcomes.

Second, strong provider-provider relationships help service providers to develop more effective relationships with their customers, which further increases customer satisfaction and loyalty. Managers should therefore select, train, and reward service providers in a way that supports the formation of strong working relationships between them.

2.3 Review of empirical studies

A study conducted by Zekirii (2011) about customers satisfaction with the service quality using American customer satisfaction model in Macedonia mobile telecommunication industry in order to describe how customers perceive their services quality and whether they were satisfied with service offered. The sample was 100 customers of the three mobile companies who were sampled randomly from one of the district in Macedonia.

Structured questionnaire was used to collect information from the respondents and the found out that the overall service quality perceived by customers was not satisfactory that expectations were higher than perceptions.

Although this research provides knowledge to the people all over the world, only one type of instrument was used to collect data involving customers from three different mobile companies, a case which may limit collection of detailed information. In these study three instruments (questionnaire, observation schedule and interview schedule) was used in order to enable collection of detailed information. Similarly the data was collected from the customers of one company only (Tigo) in order to come up with information which is more specific.

Another study conducted in Tanzania by Millicom (2014) on customer service over social media on a global scale in order to describe level of performance by its social customer's agents. Two instruments were used in this study including document analysis guide and interview schedule for collection the data. Respondents were the Tigo customers and social customer agents. The study revealed that an increased amount of inbound customer inquiries arriving on its social media brand channels. One social customer agents was found to handle 128 messages per day on average. Despite this study showing that customer agents seem to be very effective in handling the customer's needs, but the study concentrate on one aspect only that is on social media and leaving behind the telecommunication which has more customers.

It has been a common phenomenon to find women not given the opportunity in many of the sectors. It has not been the case in the sector of communication where women. A study was conducted in Tanzania by Gsma (2013) about women's current use of, and attitude towards, mobile and mobile services. The attitude of customers towards the services offered may be a good indicator of revealing whether a customer care service given in a company is satisfactory.

Two instruments were used including in depth interview and observation to collect information from the respondents. A sample of 16 respondents all women were chosen from the entire country randomly from different regions of the country. The study found that women had no access to most of the mobile services offered by telecommunication companies.

However, the study used a very small sample which could not be representative for all women in the country. Also when a combination of methodologies that is quantitative and qualitative was both used, thus can help to gain a holistic insight into the target demographic rather than relying on one type of method.

For example, consider conducting some quantitative research to gain wide coverage and generate key hypotheses, which can then be tested by more qualitative methods.

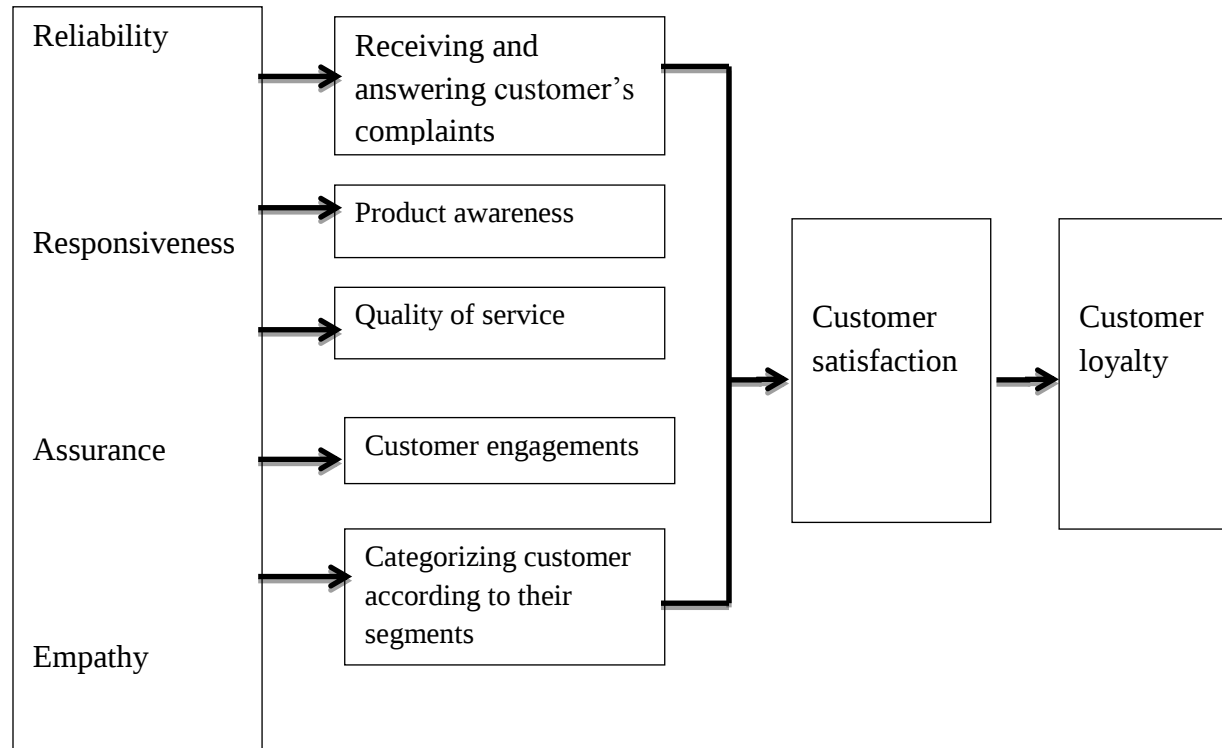
This sequential approach allows the opportunity for insights from each stage to be integrated into the design of the next stage. Hypotheses can be progressively refined, generating more relevant insights. Women are a heterogeneous group and this exercise will help the organization to understand which parts of this population to focus on for the best chances of achieving its social objectives. Insights gathered from qualitative research will help to inform the creation of ‘personas’, which characterize different types of potential end-user, and put a human face to customer data, helping those involved in the development of the offering to better understand services.

A study conducted on the importance and consequences of satisfaction in the competitive telecom industry in Bahrain by Almossawi (2012) and found that the factors related to payments and savings (such as offers, rents, charges) are the most significant in determining satisfaction, retention, and likelihood of switching from one mobile provider to another.

The study also found that intercommunication factors (such as customer service, friendly employees, and user-friendly websites) were the least significant. These significant reflect a positive attitude.

2.4 Conceptual Framework

Figure 2.1 Conceptual Framework



Adopted and modified (2015) from Wilson et al (2008)

The above figure shows the relationship between customer satisfaction and service quality. The author presented a situation that service quality is a focused evaluation that reflects the customer's perception of reliability, assurance, responsiveness, empathy and tangibility while satisfaction is more inclusive and it is influenced by perceptions of service quality, product quality and price, also situational factors and personal factors

2.4.1 Reliability, Responsiveness Product awareness, Quality of services, Customers' engagement and Market segmentation, Customer satisfaction and customers' loyalty

Customers want and need a sense that the service they receive will be excellent each and every time they visit the vendor or company. Consistency, reliability and predictability are the cornerstones of creating long term relationships with customers, and customer retention and customer loyalty Bacal, R (2010, December).

This is to say, customers expect consistency in treatment and ultimately a customer feels a sense of security and confidence from the service provider. Thus, being reliable is an extremely important quality to have, especially in the customer service realm. Ensuring clients with the reliability of services by doing what is promised by 100% is the most fundamental aspects of customer retention and loyalty Intelligent Help Desk Blog (n.d) retrieved from Nbaosbi drsear.

Quality is one of the things that consumers look for in an offer, which service happens to be one (Solomon 2009, p. 413). Quality can also be defined as the totality of features and characteristics of a product or services that bear on its ability to satisfy stated or implied needs (Kotler et al, 2002, p. 831). It is evident that quality is also related to the value of an offer, which could evoke satisfaction or dissatisfaction on the part of the user.

Service quality in the management and marketing literature is the extent to which customers' perceptions of service meet and/or exceed their expectations for example as defined by Zeithaml et al. (1990), cited in Bowen & David, 2005, p. 340) Thus service quality can intend to be the way in which customers are served in an organization which could be good or poor. Parasuraman defines service quality as “the differences between customer expectations and perceptions of service” (Parasuraman, 1988).

They argued that measuring service quality as the difference between perceived and expected service was a valid way and could make management to identify gaps to what they offer as services.

The aim of providing quality services is to satisfy customers. Measuring service quality is a better way to dictate whether the services are good or bad and whether the customers will or are satisfied with it.

Customer responsiveness is the ability of a business to recognize and respond to changing customer needs. According to Forrester research, knowledge of and engagement with customers are the only sustainable competitive advantages a business can have. A responsive company uses technology to learn more about customer needs and trains its people to deliver the highest standards of customer service Customers Satisfaction (2007, February).

According to Zeithaml, Bitner, and Gremler (2009:105);Customers satisfaction is also explained to influence several factors including product and services features, emotions, outcome of the product, perception of fairness and family members and providers of customer care services, all these factors leads to the retention of customers in the company.

Customer satisfaction no matter in which Field Company operates customers are always on the centre stage and it is especially important. Therefore, as Unhelkar (2006) notes that SMEs place a lot of value on their clients and are very sensitive to their needs and wants. So, according to Aldlaigan & Buttle (2005) customer satisfaction is the term which reveals the presence of consumer's wants that should be realized.

The significance of impacting positive customer satisfaction is justified by better company performance and this idea has stemmed from Stokes (2000).The contribution of satisfying customer is also mentioned by Zekiri and Angelova

(2011) who states that: “Customer satisfaction does have a positive effect on an organization’s profitability” (p.232).

The vital importance of this concept is being stressed by Chen (2006) who notes enhancing customer satisfaction is the cornerstone of many companies’ competitive strategy. And this could be explained by solid arguments of Sheth & Sisodia (1999) who have indicated that customer satisfaction increases loyalty, reduces price elasticity, insulates market share from competitors, lowers transaction costs, reduces failure rates and costs of attracting new customers, and improves the firm’s reputation in the market place. Sawang (2011) explored that customer satisfaction belongs to key performance indicator and is perceived as the most importance among non-manufacturing managers. In order to examine how clients evaluate the overall performance of the company, customers’ satisfaction as a measurement needs to be taken into account. While Hill, Roche & Allen (2007) suggest an explanation from the company perspective that customer satisfaction is a comfortable phrase which defines the overviews and feelings of customers regarding their perception of organization.

Furthermore, Vavra (2002) believes that customer satisfaction is quickly becoming a next competitive factor. However, attaining customer satisfaction is a tough decision that requires strategic thinking because according to Cochran (2003) it is something company does to stay in business. Driven with this idea the author provides three basic things:

- i. Customer satisfaction is the ultimate goal
- ii. Customer satisfaction is an investment
- iii. Everyone must be involved (p.2-3).

To underpin the importance of these ideas, a bit of elaboration is needed. Firstly, there should be a clear consensus stating that revenues and profit are the outcomes derived from the realized customers’ expectations and needs. It is

worthwhile to mention that Yi (1990) classifies satisfaction in two dimensions: as an outcome (end state resulting from consumption) and process (psychological, evaluative). Nevertheless, which perspective would be regarded either a result of consumption or an action the main task of the service provider is to indulge the client and ensure the maximization of satisfaction.

Though, if a human quest is being attained with a positive outcome there is an evidence to gain the financial goodness and this relation is being proved scientifically. As Rich & Orr (2011) also prove the idea that satisfaction always leads to the revenue increase. Moreover, a growing body of literature suggests that nonfinancial performance measures are leading indicators of financial performance (Chen, 2006).

There are also compelling studies detecting the positive relation between customer satisfaction and profitability (Ittner & Larcker, 1998, Banker, Poter & Srinivasan, 2000). Further, Rust & Zahorik (1993) find that customer loyalty is plays a significant mediating role in the linkage between customer satisfaction and financial performance. Secondly, customer satisfaction should be understood as an investment, which does not produce results in the short period.

Definitely, it takes time to identify, analyze, improve or integrate the determinants, which play a key role in the perception of customer satisfaction. And since Rust & Zahorik (1993) describe customer satisfaction through the concept of how customers view organization's products or services in the light of their experience with that organization (or product), as well as by comparison with what they have heard or seen about other companies or organizations, so since changes never come overnight, we can assume that the process of digesting the experience and comparing it with rivals' offering requires time. Thirdly, even there are driven solely by owner's creative spirit and ideas but synergy has to be reached among all employees.

In addition to this Cochran (2003) stresses that all personnel have the capability to influence the customer satisfaction at some level. So, valuable contribution to customer satisfaction could be reached via clear communication and building close rapports with employees. What is more, satisfaction is a critical measure of a firm's success and has been shown to be impactful for the attitude, repeating purchases, and word-of-mouth communication (Sivadas and Baker-Prewitt, 2000).

It is a common thought that successful performance of the firm derives from augmented revenues, and in the aforementioned studies, correlation between customer satisfaction and profitability was proved (Ittner, Larcker, 1996, Reichheld & Sasser, 1990).

Additionally, an increase in satisfaction should essentially result to either or both of an increase in sales according to Drake, Gwynne & Waite (1998) or mitigate costs and in the meantime improve profitability. But regarding the opinion of Fogli (2006) it has to be admitted that increased revenues and profit depend not only on customer satisfaction but rather on customer behavior: repeating purchases, larger or more frequent purchases, also a positive word of mouth from friends and colleagues.

Customer satisfaction serves as a help to forecast the future behavior and Oliver (1999) indicates that customer satisfaction is an important antecedent of behavioral intentions and actual behavior. So, it can be assumed, that the rise in finance is the consequence of satisfied customer repeating purchase behavior. Moreover, the positive relation between satisfaction and word-of-mouth was revealed by Hallowell (1996).

Liu, Sudharshan and Hamer (2000) add that the importance of word of mouth may well be increasing, at least relatively due to the fact of expanding virtual

communication via the internet. However, communal community culture also plays an important role in the existence of word of mouth.

Generally, in literature Lithuanians are said to be more collectivistic than individualistic and Huettinger (2008) conducted a research which revealed the low individualistic rate of Lithuanians. Since cultural medium is deemed to be beneficial to incorporate free way of advertising, organizations should incorporate them in their marketing strategies. However, the correlation between satisfaction and loyalty has been questioned and there is a proof that satisfaction and loyalty are not always highly related (Mittal & Lassar, 1998). And East and Hammond (1999) reinforce this idea by saying that the big portion of academic works showed the weak relationships between customer satisfaction and customer loyalty.

Nevertheless, Hill, Roche & Allen (2007) point out that customer satisfaction is the main driver of loyalty, but mere satisfaction is not enough, so customers have to be highly satisfied. Vavra (2002) reminded that: “Unfortunately, marketers in the 1990s seem to have developed a form of “satisfaction myopia” too often focusing on physical characteristics of their product or service offerings rather than the benefit (or satisfaction) delivered to consumers. If such misorientation is present, customer satisfaction is not likely to be a top priority” (p.12). Customer satisfaction is not the temporary result, on the contrary, it is the continuous procedure which helps to uncover the firm’s capabilities and improve them in order to serve the clients in a pleasurable manner. In this particular case Hill, Roche, Allen(2007) give a visualize aid “The Satisfaction Improvement Loop” (Figure 2) which depicts the sequence of events in implementing customer satisfaction according to surveys’ results. Figure 2. The Satisfaction Improvement Loop.

In overall, it could be concluded that customer satisfaction is one of the chief performance indicator that positively influence company's financial position. As customer satisfaction could be used for the future behavior prediction (Oliver,1999), so, it should not be considered as a non-durable object, on the contrary, it should be implemented in every single activity due to its wide network of interrelationships with loyalty, word-of-mouth, profitability, market share. And therefore, should be regarded as a tool to obtain competitive advantage.

2.5 Summary of Literature Review and Knowledge gap

From the reviewed studies it showed that several studies have been done in different parts of the World such as Macedonia, Bahrain, and Tanzania. Among the reviewed literatures include: Zakirii (2011) carried a study on customers' satisfaction on Mobile telecommunication industry. The study was conducted in Marcedonia investigating satisfaction levels of customers in three different companies. Since such study was not conducted in Tanzania where customers' requirements may not necessarily be similar with that Marcedonia hence could not bring up information relevant to Tanzania's context thus will bridge this gap by conducting the study in Tanzania mobile company i.e. Tigo company.

The study by Millicom (2014) which was conducted in Tanzania concentrated on one aspect only of customer care that is social media services and money transaction, telecommunication, reception of customers and listening and guiding customers on problems with their mobile phones offered by the customer care. Thus the researcher intends to investigate on the effectiveness of all the customer care services offered by the Tigo Company.

Gsma (2013) concentrated on the women's attitude and accessibility to services offered by the mobile companies in Tanzania. The men were excluded and use very few samples that are only 16 women to represent the entire country. On top

of all the study employed only qualitative approach which cannot generalize the information if the services offered were effective. This study was therefore employ quantitative approach that enabled collection of data from large area and involvement of large sample.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the researcher describes the procedures that have been used in carrying out the research. The design is important because it allow the researcher to collect the required material for the study at hand. It is by use of an appropriate design that the information/ data collected can be relied on and be verified in case of doubt. The chapter focuses on the following areas; Research design, target population, description of sample and sampling procedures, description of research instruments, validity and reliability of instruments, piloting testing, description of data collection procedures, description of data analysis, ethical consideration.

3.2 Research approach

The research has utilized mixed research approach. Mixed methods research is a class of research where a researcher mixes or combines qualitative and quantitative research techniques, methods, approaches, concepts or language into a single study. The quantitative research approach is considered as the appropriate in studying people's views, feelings, opinions and attitudes or understanding of people's behavior while qualitative is suitable in the characteristics of the responds which allow opportunity for making clarification.

3.3 Research design

The study has employed a cross sectional survey design and case study research designs. The cross sectional survey was preferred because the large amount of data can be collected from a short period of time and from a variety of people. It

allowed the researcher to examine many variables such as demographic and lifestyle information, age, and working experiences.

The case study design was used because of its ability to undertake an investigation into a phenomenon in its context, available way of looking at world around us in reality. It provided very detailed information about a particular subject that would not be possible to acquire through another type of design. It is good for contemporary events when the relevant behavior not yet manipulated and it uses multiple data sources such as direct detailed observations, interviews and document in a single or multiple cases.

3.4 Target population

Morogoro municipality has villages/streets. The target populations which were involved are Tigo customers from the entire municipal of Morogoro Tigo staffs including customer care agents, and Tigo regional manager whereby a total number of 783,996 Morogoro Municipality Tigo customers were involved in this study, 7 customer care agents, and 3 Tigo regional managers.

3.5 Sample size

This refers to the number of items to be selected from the universe to constitute a sample. According to Kothari (2004) the size of sample should neither be excessively large, nor should too small a clear sample size should be optimum. The sample size of this study was 50 respondents in which it include 40 Tigo customers from Morogoro Municipal who were selected based on judgmental sampling technique and 10 Tigo staffs who were selected purposely.

3.5 Description of sample and sampling procedure

The research relied on two major sampling procedures. These included simple random sampling technique and purposive sampling technique. Tigo customers have been obtained by simple sampling technique from the entire population.

Tigo agents and workers have been obtained purposively. The researcher employed simple random sampling by choosing the customers of Tigo to provide information required by the researcher. The researcher randomly consults people on their destination and inquires them to tell if they were customers of Tigo there after the researcher has randomly appointed them as respondents.

3.6 Description of Data collection Instruments

This study used two sources of data, that is Primary and Secondary sources of data. The instruments which were used to collect data included questionnaires, interview schedules, document analysis schedule. The questionnaires were used to collect information from Regional Supervisor, Tigo customer care agents and Tigo customers. Interview schedule was used to collect information from Regional manager and Tigo customers while observation analysis schedule was used to get information from Tigo office. The combination of these instruments has helped a researcher to have the required data for analysis.

3.6.1 Questionnaires

Questionnaires was used to obtain information from respondents, it consists both open ended and closed ended questions. This instrument was mostly preferred because it assured the respondents high level of confidentiality and it helped the researcher to gather large amount of information from the respondents at once. These questionnaires were administered to Customer care officers, Regional supervisors, Tigo Customers and Tigo Agents.

3.6.2 Observation analysis schedule

This researcher have visited the Tigo offices for documentary analysis where different services of customer cares such as good reception of customers, dealing with customer has been observed.

3.7 Validity of the instruments

Content validity according to Ogula (2009) refers to the degree to which an instrument measures the subject matter and behaviors the researcher wishes to measure. The items to be tested have been written down and the questions have been checked against them to make sure all the items are adequately represented. In order to ensure this, the questionnaire has been given to two experienced Tigo officers who were chosen from the region and two research experts from any recognized University. The assessment includes the relevance, appropriateness of the items as well as the language used and readability of items. That recommendation given was used to make the validity of instruments.

3.7 Reliability of the Instruments Results

Reliability is the level of internal consistency or stability over time of a research instrument (Borg & Gall, 1989). Therefore for research instrument to be reliable, they must be capable of yielding consistent results on repeated trials on a sample drawn randomly from the same population. The reliability of the questionnaire was therefore tested by using Cronbach's Alpha, to achieve this particular objective SPSS was used as the analysis tool to get the reliability results.

3.8 Pilot testing of the instruments

Pilot study was done to check whether the language used in questionnaire and the interview schedule were clear to the respondents to understand. Questionnaires were pilot-tested on a group of customers randomly selected from three different areas that will not participate in the study. The participants were Tigo customers and customer care officers. After that, the instruments were checked by research experts from Mzumbe University and the necessary corrections were made. Piloting the instruments was important for two major reasons:-

(i) To make understandability of the instrument

(ii) To avoid repetition of the questions.

3.9 Description of Data Collection Procedure

The researcher got permission letter from the head of department of post graduate studies of Mzumbe and the next day the letter was presented to the Regional Tigo Company's Director's Office. This was taking four to five days. The next stage was the researcher to administer the questionnaire to the Tigo customers, customer care officers and other people and the following day an interview schedule to Regional Tigo Manager and some customer care Agents have been administered and another step was the analysis of the documents as it was used to procure goods and services as well as payments.

3.10 Description of Data Analysis Procedures

This research used statistical package for social Sciences (SPSS version 20) to run descriptive analysis to produce frequency distribution tables, percentages, means and standard deviations based on various characteristics of the participants.

3.11 Ethical Consideration in Research

A researcher sought permission before conducting the study. Cohen, Manion & Marrison, (2007) stated that, ethical principles in conducting a research include acquiring research clearance and the informed consent of the participants as well as maintaining confidentiality. In order to ensure ethical issues were maintained, the researcher did not harm the participants or violates their rights; consent form has been given to participants who upon reading it, understand it and agree to participate in the research without any force.

CHAPTER FOUR

RESULTS PRESENTATION, INTERPRETATION, AND DISCUSSION OF THE FINDINGS

4.1 Introduction

This chapter presents descriptive results of the study showing demographic profile of the respondents, frequency, percent and mean values obtained for the variables in each specified objective of the study. The sample size targeted for this study was 170 Tigo customers from the entire municipal of Morogoro, customer care Agents, and Tigo Regional Managers but the total reached respondents was 50 which is equivalent to 71.4 percent.

The objectives of the study include to assess ways in which customer care services is offered by the Tigo company to its customers, to investigate Tigo customers level of satisfaction to customer care services offered by the company, to determine the challenges in offering customer care services to Tigo customers and to suggest measures for the challenges. This chapter starts by presenting demographic results of the respondents.

Table 4.1: The table showing demographic profile of the Respondents

Variable name	Category	Frequency	Percent
Age	50 years and above	6	12
	40-49 years	7	14
	30-39 years	12	24
	29 years and below	25	50
	Total	50	100
Variable name	Category	Frequency	Percent
Gender	male	23	46
	female	27	54
	Total	50	100
Variable name	Category	Frequency	Percent
Education	Certificate	21	42
	Diploma	9	18
	Bachelor	15	30
	Post graduate degree	5	10
	Total	50	100

Source: Field Work (2015)

The table above shows that 54.0 percent of the respondents were females, 46.0 percent were male. In terms of age, 50.0 percent of them were aged 29 years and below, 24.0 percent were aged between 30 to 39 years old, 14.0 percent were aged between 40 to 49 years old and 12.0 percent were aged 50 years and above. In terms of education qualification, 42.0 percent attained certificate.

Table 4.2 the table indicates Reliability Results

Reliability Statistics

Cronbach's Alpha	N of Items
.957	58

The table above shows the calculated cronbach's alpha obtained was 0.998 for administered questionnaire; this implies that the questions involved in data collection had internal consistency to respond to the objectives of the study. According Kuder & Richardson the most suitable alpha is 0.7 and above, though 0.5 is also appropriate. Thus, it can be confirmed that the internal consistency of the research's questions were accurate for obtain the require data.

4.2 Presentation and interpretation of the Results

The results are presented and interpreted according the objectives of the study. The results are presented on the table formats.

Ways in which customer care services is offered by the Tigo Company to its customers.

In order to respond to the ways in which customer care services is offered by the Tigo company to its customers, a researcher used likert scale whose interpretation are presented in table 4.3 below;

Table 4.3: Scale and Interpretation

Scale	Interpretation
4.45 - 5.0	Poor
3.45 - 4.44	Fair
2.45 - 3.44	Average
1.45 - 2.44	Good
0.5 - 1.44	Excellent

The table above shows scale and interpretation of the variables which explained the objective in sub-section 4.4. The following tables present all the variables for this particular objective, mean values and their implication which is based on table 4.4.

Table 4.4 variable description

Variable Descriptions	Mean	Std. Deviation
Categorize costumers to their life status before attending them	2.68	1.361871461
How would you rate quality of customer service you received	2.6	1.399708424
How would you rate the process of resolving your issue	2.36	1.396204768
The customer service representative was polite	2.16	1.201359774
Were you satisfied with the time it took to address your query	2.18	1.082136964
Was the representatives present at their desk all the time during working hours	2.2	1.142857143
The attitude and general demeanor of the customer service representative	2.04	1.009344099
Have all problem been resolved to your complete satisfaction	2.48	1.092460245
Working with one customer until he/she gets the required services	2.48	1.092460245

The table above shows the mean score values for each listed ways in which customer care services is given by the Tigo Company to its customers. The mean score value for the categorized customers to their life status before attending them was 2.68; its standard deviation was 1.36. This implies that the company is fairly using that way to offer services to its customers. The mean score value for the quality of customer services received by the respondents was 2.6, its standard deviation was 1.4, this implies the quality of customer care services received by the respondents was fair. The mean value of the process of resolving respondent's issues was 2.36, its standard deviation was 1.4, and this implies the process of resolving issues of the respondents is good. The mean value for the politeness of the company's this implies politeness of the company's representativeness was good.

The mean score value of the time taken to address to address customer's query was 2.18, its standard deviation was 1.08, this implies the time spent by the company's representatives to respond to the queries is good. The mean value of the representatives to be present at their desk all the time during working hours was 2.2, its standard deviation was 1.14, this implies that the availability of the staff on their desk during working hours was also good. The mean value of the altitude and general demeanor of the customer service representative toward the customers was 2.04, its standard deviation was 1.0, this implies attitude and demeanor of the customer service representative was good. The mean value of the claim that all problem been resolved to your complete satisfactions score 2.48 with standard deviation 1.09, this implies satisfaction of resolving customers problems completely was excellent. The mean value of the statement of working with one customer until he/she gets the required services was 2.48, its standard deviation was 1.09, and this implies that the representatives work in an average with one customer until he/she gets the required services.

Furthermore, there are the various strategies used in rendering Tigo customer care services in order to increase customer's satisfaction. The respondents were given chance to rate the variables range from 1 to 5 with regards to strategies demonstrated by customer care officers. Likert scale was used to assess each attribute and its interpretation is presented on table 5 below;

Table 4.5: The table indicates Likert scale and Description

Scale	Interpretation
4.45 - 5.0	To a Very large extent
3.45 - 4.44	To a large extent
2.45 - 3.44	Sometimes
1.45 - 2.44	To a small extent
0.5 - 1.44	To a Very small extent

Table 4.6: The table is showing the mean score for each strategy

Variable Descriptions	Mean	Std. Deviation
Polite language	2.98	1.477587664
Acting fast to customers	2.88	1.479657986
Patience	3.04	1.427999886
Time taken to serve customer	2.94	1.517382279
Good listener	3	1.355261854
Friendliness	2.86	1.39985422
Teaching customers on how to use the service	2.84	1.419399126
Provide flyers	2.86	1.414357863

The tables above indicate the mean scores for polite language. Acting fast to customers, patience, time taken to save customers, Good listening, Friendliness, Teaching customers and provision of flyers ranged between 2.45 and 3.44, this implies that these mentioned strategies are sometimes used to increased customers' satisfaction. Table 6 below shows other strategy used by the company's representatives to make their work appreciable.

Table 4.7: The table indicating frequency and percent of the strategies used to make work appreciable.

				Valid	
		Frequency	Percent	Percent	Cumulative Percent
Valid	Communication skills	16	32.0	32.0	32.0
	Personality	14	28.0	28.0	60.0
	Team working	7	14.0	14.0	74.0
	Decision making	4	8.0	8.0	82.0
	Desire to please	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

The table above shows that communication skills were 32 percent of the respondents as one of the key strategies in making their work appreciable. Personality was confirmed by 28 percent of the respondents, Team working was supported by 14 percent of the respondents, decision making marked by 8 percent of the respondents and 18 percent marked desire to please as a strategy to make their work appreciable.

4.2.1 Tigo customers' level of satisfaction to customer care services offered by the company

A researcher also used likert scale to rate the level of satisfaction to customer care services offered by the company, table six indicates the used scale and its corresponding interpretations. The analysis was done based various indicators as presented on table 4.8.

Table 4.8: Scale and its interpretation

Scale	Interpretation
4.45 - 5.0	Very Satisfied
3.45 - 4.44	Satisfied
2.45 - 3.44	Undecided
1.45 - 2.44	Unsatisfied
0.5 - 1.44	Very Unsatisfied

Table 4.9: The table indicates the mean values of satisfaction for different variables

Variable Descriptions	Mean	Std. Deviation
Representative are well trained	2.9	1.542
Representative adhere to professional standards of conduct	3.02	1.545
Representative act in my best	3.02	1.545
Interest	3.02	1.545
Efficiency	3.08	1.563
Time of attendance	3.1	1.46
Good language	3	1.355
Large number of service providers	3.16	1.299
Would you do business or recommend business with Tigo?	3.16	1.434
Based on the service offered today will you keep coming Tigo shop?	3.22	1.266

The table above shows the mean values for each variable listed on the table ranges between 2.25 and 3.44; this implies that undecided to confirm whether

they are satisfied or otherwise for each measurement of satisfaction mentioned on the table seven.

4.2.2 To determine the challenges in offering customer care services to Tigo customers

A researcher also intended to identify the challenges facing the representatives of the company in customer care services, see table 9. Respondents were to rate how often the listed challenges occur in offering customer care services. The categories involved to rate each variable included Never, Sometimes, frequently and very frequently as interpretation of their given codes, see in table 4.10.

Table 4.10: Interpretation of the codes

Codes	Interpretation
3.45 - 4.44	Never
2.45 - 3.44	Sometimes
1.45 - 2.44	Frequently
0.5 - 1.44	Very Frequently

Table 4.11: The mean values for each suggested Challenge

Variable Descriptions	Mean	Std. Deviation
Product knowledge	2.6	1.142857
To accept blame or negative feedback	2.6	1.142857
Shortage of representatives	2.6	1.142857
Good time management skills	2.18	1.189924
The use of positive language	2.18	1.189924
Accessibility	2.3	1.164965
Networks problems	2.34	1.153699
Large number of customer to be served	2.18	1.189924
Willingness to lean	2.22	1.148024

Source: Field data, (2015)

The table above shows that the mean values for Good time management skills, the use of positive language, accessibility, networks problems, large number of customer to be served, and willingness to lean ranged between 1.45 and 2.44, this implies these particular factors are the frequently occurred as challenges facing the company's representatives in offering customer care services.

The mean values for product knowledge, accepting blames or negative feedback and shortage of representatives ranged from 2.45 and 3.44, this implies these particular factors also sometimes become challenge in offering customers 'services.

4.2.3 Measures to be taken to manage Challenges facing Tigo Company representatives

A researcher had categorical variables (see table 4.12) which were presented to the respondents to fill them to show to what extent they can be necessary measures in managing challenges facing the representatives in offering customer care services. The scale of assessment and its interpretation are presented on table 4.12 below;

Table 4.12; Scale and Interpretation of the measures for the challenges

Scale	Interpretation
4.45 - 5.0	To a Very large extent
3.45 - 4.44	To a Large extent
2.45 - 3.44	Moderate
1.45 - 2.44	To a small extent
0.5 - 1.44	To a very small extent

Source: Field data, (2015)

Table 4.13: The table indicating mean score for each Challenge

Variable Descriptions	Std.	
	Mean	Deviation
Have customer care skills	2.72	1.212856
Tolerant to customers	2.72	1.212856
Use polite language	2.72	1.212856
Punctual at work	2.72	1.212856
Enough Staff	2.72	1.212856
Customers are satisfied	2.72	1.212856
Representatives are active	2.72	1.212856
Humble	2.46	0.973317
Solve customers' problems promptly	2.74	0.964894
Have internet knowledge	2.68	0.978128
Able to change customers mind/attitude	2.68	1.236189
Able to teach customers procedures of Tigo services	2.9	1.343921
Nice welcoming of customers (reception)	3.06	1.346348
Non tired when working with the customer	3.28	1.414791
Assist customers with questions and give directions	2.98	1.301334
Dress code / uniform	3.12	1.319245
Fluent in English	3.04	1.324186

Source: Field data, (2015)

The table above shows the mean score for all the listed variables range between 2.45 and 3.44, this implies that customer care skills, the level of tolerance, politeness of language, Punctuality, size of staff, satisfaction of the customers, Activeness of the representativeness, humbleness, Solving of customers' problems, internet knowledge, ability to change customers' minds/attitude, ability to educate customers on procedures of Tigo services, Reception, patience with customers, supporting customers dress code and the level of knowledge on

English language are moderate measures to be taken to improve customer care and its effectiveness.

4.3 Discussion of the Results

The findings of this study shows the respondents were undecided to confirm on the satisfaction of customer care services and the measures taken to improve customer care services were moderate.

This is unhealthy to the company, according to the Angelova and Zekiri (2011) service quality determines the level of customer's satisfaction and eventually leads to the repeat purchase and brand loyalty of the company. This is to leaving the customers unsatisfied as found in the study would let the company loose purchase and brand loyalty especially when the problem persist in long run.

This is because customers prefer and value companies that provide high service quality (Brown and Swarz, 1989). Thus, the company must ensure service quality is attained because it has become a major area of attention in the competitive business environment because service quality has become a significant differentiator and the most powerful competitive weapon that organizations want to possess (Berry et al. 1988). Most of the score values for the variables used to explain customers' satisfaction and loyalty indicate average as evidenced from the above tables.

The issue of network was raised from all types of respondents (customers and Tigo staffs) whereby from Tigo customer's respondents this was one of the reasons for the customer's needs. When network is stable they enjoying using Tigo products and when there is bad network one can switch to another competitor. (Gupta, 2008) the operational environment of this telecommunication industry is characterized by the entry and exit barriers,

skilled labor, and rapid changing technologies where the issue of network is highly concerned in this view.

In customers satisfaction and effectiveness of Tigo staffs in attending or serving its customers the findings shows that acting fast to customers, patience, time taken to save customers, good listening, friendliness and teaching customers were the best ways or problem solving strategy from Tigo staffs and were applause by respondents who were interviewed and hence it implies that these mentioned strategies are sometimes used to increased customers' satisfaction. Customer satisfaction is one of the chief performance indicators that positively influence company's financial position, customer retention and increasing number of new subscribers (Oliver, 1999),

Customer behavior may be influenced with several factors which may be rose within the company and hence customer satisfaction could be used for the future behavior prediction (Oliver,1999), however one should not consider customer satisfaction as a non-durable object, on the contrary, it should be implemented in every single activity due to its wide network of interrelationships with loyalty, word-of-mouth, profitability, market share and therefore, should be regarded as a tool to obtain competitive advantage.

CHAPTER FIVE

CONCLUSSION AND RECOMMENDATION

5.1 Conclusion

In conclusion, MIC Tanzania Ltd (Tigo) was found that its customers were unable to confirm whether they are satisfied with customer care services offered by the company and the measures which are taken were just moderate in improving its services. However, the customers were specifically satisfied with the process of resolving their issues, politeness of the customer service representative, amount of time spent in addressing their queries, availability of the representatives at their desk work during working hours and the altitude and general demeanor of the customer service representatives.

5.2 Recommendations

The company can benefit from the fact of knowing how customers perceive the service quality and knowing the way of how to measure service quality. Therefore, the management can use the specific data obtained from the measurement of service quality in their strategies and plans. This will help companies to better understand various service quality dimensions that affect overall service customer satisfaction. In this way, companies can better allocate resources to provide better service to their customers. Thus, understanding customer satisfaction with service quality is very important and challenging (Angelova and Zekiri, 2011).

Tigo Company should make their representatives more reliable by building their capacity in managing customer's complaints. The company should also increase awareness of the products and services, improving quality of services, engaging more customers and develop market segmentation by putting customers according to their status.

When all these recommended effort is made Customers of Tigo Company will be satisfied with services offered and eventually becomes royal to the company.

The empirical data revealed that service quality is important for both trust and customer satisfaction. Rai (2013) posits that even customers vulnerable to price are also influenced by service quality, therefore Organizations are offered to analyze the attributes that are beneficial for enhancing service quality which subsequently has an impact on customer satisfaction. Service quality as a construct per se is an abstract concept. In this study paper it contains a multifaceted approach and contains the components of tangibles, assurance, responsiveness, reliability and empathy.

The other recommendation in facilitating service quality is to devote more attention to service personalization. Bringing the personal touch essentially in the operations of Organization was pinpointed by Julien (1993). Meanwhile, O'Donnell, Gilmore, Carson and Cummins (2002) have reassured that via such personal interaction, customer feels valued. Though, to make the service more personalized salespeople are offered, for example, to remember the names of their clients. From the outset salespeople should make an excellent impression with a warm greeting and positive facial expression. For instance, Bergeron, Fallu and Roy (2008) have offered for managers even taking notes to remember the most preferable coffee of their clients, in order to gratify the client for the next meetings. And prior mentioned author Doran (2008) has provided twelve steps which are considered as trust drivers but they also serves as a tool with which individual attention could be expressed for the client.

The author includes that listening inventively, assuming responsibility, being open and giving opportunity to choose among the variety of products and services are important expressions that could bring the understanding that customer is being valued. For instance, Gilbert-Jamison (2005) has named such basic expectations (friendly employees, warm greetings, effective problem

management) from the customer as “free products” (p.23). What is more, every employee should be involved in generating customer satisfaction.

Especially, due to the fact that workers of specialty little stores are thought to be more knowledgeable (King and Ring, 1980), so this opinion should be reassured and vital in the future. In this context, it is also highly suggested to design the trainings in which reality based scenarios may be created where salespeople would be able to learn how to respond to customers’ requests.

Customer service enhancement is also beneficial for mitigating service failures. In addition to this, Organization micro atmospheric should also be taken in mind, so employees are recommended to be treated satisfactorily and reassure the positive inner environment. Since, front-line employees are closely related with the clients, the adequate attention should be paid for maintaining genuine rapports.

Further, active communication with sale speople about their day-to-day activities should be considered as a guide for assisting them in dealing with daily issues and ensure that they produce service in an enjoyable manner. Moreover, salary and the overall incentive system should not bear on the short run basis such as sales performance; it should take into account the long-term goals such as gaining customer satisfaction.

Further, employees of Organization should also be watchful in handling the complaints due to the attainment of customer satisfaction and afterwards the positive word of mouth. It is also noteworthy to stress the adequate handling of complaints where front-line employees express gratitude for causing the problems for the clients. This could be considered as an ability to manage people which are generally regarded as empathy. In this case Goleman (1998) have pointed out that it is a skill in treating people taking into account their emotional reactions and understanding the emotional make-up of others.

The previously mentioned authors Hill, Roche and Allen (2007) offered the satisfaction improvement loop (Figure 2) which could also serve as a guide for realizing this activity. It is beneficial in rejuvenating customer and firm intimacy through which service mentality is being improved.

Perceived price fairness was also indicated as having an influential effect on customer satisfaction. Moreover, the correlation matrix (Table 8) has displayed that perceived price fairness correlates with customer satisfaction; hence, if perceived price fairness exist, then it would increase customer satisfaction.

Regarding the popular wisdom price strategy plays a key role in the building long term relationships, so Organizations should monitor their price structure systematically and ensure reasonable and acceptable pricing manner. For, instance, promotions can be one of the type to respond to the prices changes in the market. To express the appreciation for customers, Organizations are also suggested adapting the reward mechanisms and mitigate the unfavorable price comparisons with the rivals. Knowing the fact that price assessment is quite complicated since it's an intrapersonal process, Heussler, Huber, Meyer, Vollhardt and Ahlert (2009) have proposed to moderate the negative emotional response to higher price via advertising and delightful and joyful outlet of the stores. Since prior experience is impactful for customer satisfaction, there should be used some attractive elements, for instance, relating atmospherics, also positive attitude towards the customer which could be expressed via positive facial expressions, greetings and thankful service. And all these accents deliver pleasant experience and finally turn into generating a higher level of enjoyment. So, if past interactions and clients' expectations are met it is more likely that customer would revisit the store.

And since Lithuania is regarded as a collectivistic country according to the notion from the aforementioned scholar Huettinger (2008), this social feature can be incorporated as a free advertising way via positive word of mouth.

Considering the empirical data, perceived product quality was assessed as significant element for customer satisfaction, so Organizations should translate their advantages via campaigns of social marketing and stress their caring manner about the customer's well-being. Notwithstanding the fact, that the selling products are featured with high quality Vantamay (2007) has recommended not to boast them too much, otherwise, clients can have a feeling that the products cannot fulfill their expectations. But the author has offered to signal about the quality via advertising, personal selling or promotions. Also, Organizations should look at the broader and creative landscape how to communicate the product quality and devote attention to overall store appearance, price strategy, employees. Adapting this, firms would enhance the levels of customer satisfaction.

Moreover, customer satisfaction activities should be grounded with in-depth examination of customer expectations. So, no gap relating customer perceptions should appear undertaking the activities that cultivate customer satisfaction. Since customers perception about the customer satisfaction is a dynamic concept and evolving over time, so it is prudent to monitor and anticipate those changes in a timely manner.

Further, the implementation of customer satisfaction initiatives should be accompanied by well-conceived communication to the near surroundings and general public. Finally, customer satisfaction policies could be incorporated as an instrument to attract new customer base, also gain the competitive advantage and reassure a steady stream of revenue in the long run perspective. Moreover, clients should also be treated as a part of the firm in order to create the ability to sense their demands and provide them fully. Hence, if the human quest is attained, it could be assumed that customer satisfaction has been reached.

Further, Organizations are highly recommended to invest their efforts in the programs that facilitate customer satisfaction such as collecting the clients

feedback, complaint handling, ensuring good high level of products quality accompanied by upper-class service mentality. These initiatives would result in attracting the new customer base, enhance the enjoyment of current clients and yield in greater performance. And since changes do not come overnight, therefore, this process should be considered as the development process.

Limitations and avenue for future directions the purpose of this Thesis was to focus on the determinants underlying the positive impact of customer satisfaction regarding the small and medium entities but there may naturally appear the bias between what customers declare and what theory reports. So, since there are no studies featuring error free, this research also displays certain points which restrict the scope of the findings. The first criticism for the study concerns the scattered sample which fails to recognize the opinion of specific audience segment regarding their geographical location. Pooling the data together without distinguishing the regions or towns complicates the interpretation and also mitigates the practical implementation of the results. It could be assumed that probably self-selected proportion of random sample for the particular districts would reflect more diverse insights associating small and medium enterprises in the Republic of Lithuania. In such context a comparative study among the country districts clusters would be available.

Therefore, for conducting a repetitive study it is recommended to adapt a classification among the districts in order to identify the differences and similarities of customer satisfaction assessment among the towns. Another pertinent weakness regarding the sample is the size. Notwithstanding the fact, that regarding the sample calculations it is preferable, but in order to gain the lower error margin level than the current which seeks 5.19% there should be gathered a greater amount of the respondents. In the same time, the bigger number of the sample could produce a noticeable improvement on representativeness and also accurate generalizations.

Hence, for further studies it is suggested to incorporate both online surveys and paper surveys due to the fact that elderly are not deemed to use computers, and in the research case their opinion is usually absent. Further criticism for the study concerns the statement measurement issues. A point to consider is a reverse statement which was not accounted for this study.

This type of statement is valuable for testing whether the respondent was aimed to answer the questions randomly or carefully reading the statement. Regarding Altermat (2013) including a reverse statement serves as a help to identify so called “yeah-saying bias” which detects a tendency to respond positively and also enables to upgrade the understanding about the construct.

Not only the refinement of measurement is needed, but also the research objects. It is worth noting that there is a wide range of Organizations, so the heterogeneity of the research object makes the interpretation too risky. Hence, a big portion of different kinds of Organizations include too broad interval, therefore the replication of current study should concentrate on particular sector or type of Organizations and search for existing linkages or differences in evaluations. This research paper has incorporated determinants that were based on the prior studies. And the analogous activity was done for the measurement items, but obviously, there may be embodied additional constructs with different measurement items. So, future studies can include a more diverse theoretical perspective that would ensure the extension of the model and also the provision of more constructs and assessment statements which would result in delivering a comprehensive explanation regarding customer satisfaction enhancement.

Hence, these limitations may be overcome through the future research that could embrace a different multidimensional approach. Notwithstanding the fact, that it is out of the scope of present study but it would be interesting to identify how customer satisfaction changes in the times of downturns. In addition to this, the

future studies would be welcomed to examine how online purchasing behavior emulating with traditional shopping. This study therefore proposes for the future line of research to put emphasis on how customer satisfactions of small and medium enterprises that are brick-and-mortar type are affected by internet shopping.

It also would be fruitful to analyze buyer-seller dyads which aim to examine how the customer's satisfaction is affected by first and last impression of the salesperson, as the analogous study was conducted by Bergeron, Fallu and Roy (2008). In this context, empirical research incorporating the model of ECSI or its modifications would be beneficial for the advancement of customer satisfaction knowledge in the context of Organizations. In overall, since Organizations are continuously striving to reach the competitive level in order to retain the current customer base and attract the new one, it is obviously, that the scholar researches targeting customer satisfaction are not claimed to be exhaustive. And the number of questions have been left not responded for practitioners, so there is a lot of avenue for future studies regarding this relevant subject, therefore researchers are challenged to upgrade the understanding of customer satisfaction in the context of Organizations and also provide the efficient ways how to implement it.

REFERENCE

- Abimbola, T., Vallaster, C. (2007). *Brand, organizational identity and reputation in SMEs: an overview. Qualitative Market Research: An International Journal*, 10(4), 341 – 348.
- Ackerman, L. (2007). *Blackwell's five minute veterinary practice management consult*. USA: John Wiley & Sons
- Adapted from Frederick Winslow Taylor, *The Principles of Scientific Management* (New York: W. W. Norton & Company, 1967).**
- Agrawal, N., Smith, S.,A. (2010). *Retail Supply Management. Quantitative Models and Empirical Studies*. USA: Springer & Business Media.
- Ahr, D., Fahrion, R., Oswald, M., Reinelt, G. (2004). *Operations research proceedings 2003*. New York: Springer-Verlag Heidelberg.
- Akhtar, J. (2011). *Determinants of Service Quality and Their Relationship with Behavioural Outcomes: Empirical Study of the Private Commercial Banks in Bangladesh*. *International Journal of Business and Management*.
- Akhter, S.,H. (2010). *Service attributes satisfaction and actual repurchase behavior: the mediating influence of overall satisfaction and purchase intention. Journal of Consumer Satisfaction, Dissatisfaction & Complaining Behavior*, 23, 52-64
- Alba, J.,W., Broniarczyk, S., M., Shimp, T., A., Urban, J., E. (1994). *The influence of prior beliefs, frequency cues, and magnitude cues on consumers' perceptions of comparative price data*. *Journal of Consumer Research*, 21(2), 219-35

- Aldlaigan, A., Buttle, F. (2005). *Beyond satisfaction: customer attachment to retail banks*. *International Journal of Bank Marketing*, 23(4), 349-59
- Aldlaiganand Buttle, (2005). *Journal of Retailing and Consumer Services* Volume 12, Issue 5, September 2005, Pages 373–383
- Allen, D., R., Wilburn, M. (2002). *Linking customer and employee satisfaction to the bottom line*. USA: American Society of Quality
- Almossawi1 (2012). *Customer Satisfaction in the Mobile Telecom Industry in Bahrain*. *International Journal of Marketing Studies*; Vol. 4, No. 6; 2 Retrieved Dec 16, 2014 from www.researchgate.net/publictopics.PublicPostFileLoader.html?id.
- Altermatt, B. (2013). *Questionnaire Design*. Retrieved May 9, 2013, On World WideWeb:[http://vault.hanover.edu/~altermattw/methods/assets/Readings/Questionnaire_Design .pdf](http://vault.hanover.edu/~altermattw/methods/assets/Readings/Questionnaire_Design.pdf)
- Al-Wugayan, A., Pleshko, L., P. (2011). *Study of Satisfaction, Loyalty, Market Share in Kuwait banks offering mutual fund services*. *Journal of International Business Research*, 10(2)
- Amin, M., Isa, Z., Fontaine, R. (2013). *Islamic banks Contrasting the drivers of customer satisfaction on image, trust, and loyalty of Muslim and non-Muslim customers in Malaysia*. *International Journal of Bank Marketing*, 31(2), 79-97.
- Andaleeb, S., S. (1992). *The trust concept: research issues for channel distribution*. *Research in Marketing*, Vol.11, 1-34
- Anderson, E., Weitz, B. (1989). *Determinants of continuity in conventional industrial channel dyads*. *Marketing Science*, 8, 310-323

- Anderson, E., Mittal, V. (2000). *Strengthening the satisfaction-profit chain. Journal of Service Research*, 3(2), 107–120
- Anderson, E., W., Fornell, C., Mazvancheryl, S., K. (2004). *Customer satisfaction and shareholder value. Journal of Marketing*, 68(3), 172–185.
- Andreassen, T., W., Lindestad, B. (1998). *Customer loyalty and complex services: the impact of corporate image on quality, customer satisfaction and loyalty for customers with varying degrees of service expertise. International Journal of Service Industry Management*, 9(1), 7-23
- Andriessen, D. (2004). *Making Sense of Intellectual Capital. Designing a Method for the Valuation of Intangibles*. USA: Elsevier Butterworth-Heinemann.
- Angelova, B., Zekiri, J. (2011), *Measuring Customer Satisfaction with Service Quality Using American Customer Satisfaction Model (ACSI Model)*, *International Journal of Academic Research in Business & Social Sciences*. 1(3), 232-258
- Arnold, S., J., Oum, T., H., Tigert, D., J. (1983). *Determinant attributes in retail patronage: seasonal, temporal, regional, and international comparisons. Journal of Marketing Research*, Vol. 20 pp.149-57
- Auh, S. (2005). *The effects of soft and hard service attributes on loyalty: the mediating role of trust. Journal of Services Marketing*, 19(2), 80 – 92
- Babin, B. J., Lee, Y. K., Kim, E. J., Griffin, M. (2005). *Modeling consumer satisfaction and word-of-mouth: restaurant patronage in Korea. Journal of Services Marketing*, 19 (3), 133 – 139
- Banwari Mittal, Walfried M. Lassar, (1998) "*Why do customers switch?*

- Berry, L. L. (1995), "Relationship marketing of services – growing interest, emerging perspectives," *Journal of the Academy of Marketing Science*, Vol. 23
- Berry, L.L (1986) "Big Ideas in Service Marketing", *Journal of Consumer Marketing, Spring*, PP.4751
- Biljana, A and Zekiri,J (2011). "Measuring Customer Satisfaction with Service Quality Using American Customer Satisfaction Model (ACSI Model)" *International Journal of Academic Research in Business and Social Sciences*
- Bordage (2014) *Effectiveness of telecommunication services*. Retrieved Feb 17, 2015
from http://whysatisfy.com/wpcontent/uploads/downloads/2014/11/Tigo_case_study.pdf
- Brown, S.W. & Swartz, T. (1989). "A Gap Analysis of Professional Service, Quality" *Journal of Marketing*, Vol. 53 (2) pp. 92-8.
- Cherniss C, Goleman D, for (1998) - *Bringing emotional intelligence to the workplace* competency international.com
- Cronin, Brady &Hult (2000). *Measuring service quality; a re-examination and Extension*. *The Journal of Marketing*, 56, (3), 55-68
- Cronin, J. J., and Taylor, S. A. (1992). *Measuring Service Quality: A Reexamination and Extension*. *Journal of Marketing*, 56 (3), pp 55–68.
- Drake, C., Gwynne, A., & Waite, N. (1998). *Academy of Marketing Science*, 22(2), 99-113. 27.

Eugene Sivadas, Jamie L. Baker-Prewitt, (2000) "*An examination of the relationship between service quality, customer satisfaction, and store loyalty*",
International Journal of Retail & Distribution Management , Vol 2

Gsma (2013). *women's current use of, and attitude towards, mobile and mobile services.*

Gupta, A (2008). *Pursuit of the Perfect Order: Telecommunications industry Perspectives.*[http://www.bptrends.com/publicationfiles/11-08-ART Pursuit%20of%20the%20Perfect%20Order-Gupta-cap1028.doc.pdf](http://www.bptrends.com/publicationfiles/11-08-ART%20Pursuit%20of%20the%20Perfect%20Order-Gupta-cap1028.doc.pdf).
Retrieved at 19.32hrs, September 13th, 2015.

Hanson, W.A. & Kalyanam, K. (2007). *Internet Marketing and E-commerce.*
Cengage learning.

Hayes, B.E., (1997) *Measuring Customer Satisfaction: Survey Design, Use and Statistical Analysis Methods, 2nd ed.*, ASQ Quality Press, Milwaukee, WI.

<http://www.thefreedictionary.com/telecommunication>. Retrieved at 18:12hrs, September 13th, 2015

Johnson, et al (Oct., 1996), *Journal of Marketing* Vol. 60, No. 4 pp. 7-18

Kotler, P and Keller, K. L.,. 2006. *Marketing Management 12ed.* New Jersey

Kotler, P. and Armstrong, G., 1990. *Marketing, an introduction.* New Jersey.
Prentice Hall

- Kuder & Richardson, 1937, “*The Theory of the Estimation of Test Reliability*” (Psychometrika v. 2 no. 3)
- Millicom (2014) International Cellular S.A. “*Transformation and growth as UNE makes a strong start* retrieved Jan29,2015 from <http://www.millicom.com/media/1596321/>
- Mittal and Lassar, Peter et al., (1993) Customer satisfaction and loyalty. Hill, Roche and Allen (2007:32).
- Mittal B, WM Lassar , (1998) *Journal of services marketing-emeraldinsight.com*.
- Mtaho,B.A & Ishengoma, F.R (2014). *Factors affecting QoS in Tanzania cellular networks*.Retrieved March 12, 2015 from <http://www.ditechnetworks.com/solutions/wirelessSol.html>]
- Ogula, P. (2009): *Principles and Practices of teaching and learning*, A handbook for teachers and Educators, Port Victoria, New Kemit.
- Okumbe, A. J (2007): *Educational Management Theory and Practice*, Nairobi University press.
- Parasuraman, A; Zeithaml, V A and Berry, L L (1988).SERVQUAL: A Multiple-item Scale for Measuring Consumer Perceptions of Service Quality,. *Journal of Retailing*,64(1), 12-40.
- Prentice Hall Kotler, P and Keller, K. L,. 2009. *Marketing Management 13ed*. New Jersey Prentice Hall
- Purnomo, H. 2013. BI: Pertumbuhan Ekonomi Indonesia Tahun Ini Melambat, (Online),(<http://finance.detik.com/read/2013/08/18/170454/2333390/4/bi>

pertumbuhan-ekonomi-indonesiatahun-ini-melambat, accessed on 19th of August 2015).

Retrieved March 12, 2015 from www.gsma.com/mwomen

RT Rust, AJ Zahorik (1993), *Customer satisfaction, customer retention, and market share* .Journal of retailing

Smith (1998,) *Developing countries and Telecommunications*. Retrieved Nov12, 2014 from <https://books.google.co.tz/books?isbn=0812053443>

Smith, Ian. (1997). *Meeting Customer Needs (2nd ed.)*. Woodburn (MA): Butterworth-Hienemann.

T Gilbert-Jamison (2005) *The six principles of service excellence* - books.google.com.

Tanzania Communication Regulatory Authority (TCRA), (2013), *2013 Quarterly Statistics Reports*. Retrieved Feb 17, 2015 from [https:// www. tcra.go.tz/ index.php/ quarterly-](https://www.tcra.go.tz/index.php/quarterly-)

Vantamay S, - BU Academic Review, 2007 *Understanding of perceived product quality: Reviews and recommendations*

Wilson A, Zeithaml V, Bitner M, Gremler D (2008). *Services marketing: integrating customer focus across the firm*. First European Edition. McGraw Hill, UK. Retrieved March 12, 2015 from www.researchersworld.com/vol4/issue2/Paper_01.pdf

Zakiri (2011). *Measuring Customer Satisfaction with Service Quality Using American Customer Satisfaction Model*. International Journal of Academic Research in Business and Social Sciences October 2011, Vol.

1, No. 3. Retrieved March 10, 2014 from
www.hrmars.com/admin/pics/381.pdf

Zeithaml, V. A., Bitner, M. J. and Gremler, D. D., 2009. Service Marketing, Integrating Customer Focus across the Firm, 5th Edition. New York. McGraw Hil

<http://www.thefreedictionary.com/telecommunication>

<http://www.unitiv.com/intelligent-help-desk-blog/bid/35645/How-Important-is-Reliability-Really>.

<http://customerservicezone.com/faq/reliability.htm>.

<http://www.cssp.org/publications/constituents-co-invested-in-change/customer-satisfaction/customer-satisfaction-framework-improving-quality-and-access-to-services-and-supports-in-vulnerable-neighborhoods.pdf>.

APPENDICES

APPENDIX

Frequency Tables for all the Research Questions/Variables

Gender

		Frequency	Percent	Valid Percent	Cumulative
Valid	Female	23	46.0	46.0	46.0
	Male	27	54.0	54.0	100.0
	Total	50	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative
Valid	50 years and above	6	12.0	12.0	12.0
	40– 49 years	7	14.0	14.0	26.0
	30 – 39 years	12	24.0	24.0	50.0
	29 years and below	25	50.0	50.0	100.0
	Total	50	100.0	100.0	

Level of education

		Frequency	Percent	Valid Percent	Cumulative
Valid	Certificate	21	42.0	42.0	42.0
	Diploma	9	18.0	18.0	60.0
	Bachelor	15	30.0	30.0	90.0
	Post graduate degrees	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

You're a customer of how many mobile companies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	27	54.0	54.0	54.0
	2	19	38.0	38.0	92.0
	3	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

Categorize costumers to their life status before attending them

		Frequency	Percent	Valid Percent	Cumulative
Valid	Excellent	14	28.0	28.0	28.0
	Good	9	18.0	18.0	46.0
	Average	11	22.0	22.0	68.0
	Fair	11	22.0	22.0	90.0
	Poor	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

How would you rate quality of customer service you received

		Frequency	Percent	Valid Percent	Cumulative
Valid	Excellent	16	32.0	32.0	32.0
	Good	9	18.0	18.0	50.0
	Average	9	18.0	18.0	68.0
	Fair	11	22.0	22.0	90.0
	Poor	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative
Valid	Excellent	20	40.0	40.0	40.0
	Good	9	18.0	18.0	58.0
	Average	9	18.0	18.0	76.0
	Fair	7	14.0	14.0	90.0
	Poor	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

The customer service representative was polite

		Frequency	Percent	Valid Percent	Cumulative
Valid	Excellent	18	36.0	36.0	36.0
	Good	17	34.0	34.0	70.0
	Average	7	14.0	14.0	84.0
	Fair	5	10.0	10.0	94.0
	Poor	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Were you satisfied with the time it took to address your query

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	17	34.0	34.0	34.0
	Good	14	28.0	28.0	62.0
	Average	13	26.0	26.0	88.0
	Fair	5	10.0	10.0	98.0
	Poor	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Was the representatives present at their desk all the time during working

		Frequency	Percent	Valid Percent	Cumulative
Valid	Excellent	17	34.0	34.0	34.0
	Good	15	30.0	30.0	64.0
	Average	11	22.0	22.0	86.0
	Fair	5	10.0	10.0	96.0
	Poor	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

The altitude and general demeanor of the customer service

		Frequency	Percent	Valid Percent	Cumulative
Valid	Excellent	19	38.0	38.0	38.0
	Good	15	30.0	30.0	68.0
	Average	11	22.0	22.0	90.0
	Fair	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

Have all problem been resolved to your complete satisfaction

		Frequency	Percent	Valid Percent	Cumulative
Valid	Excellent	8	16.0	16.0	16.0
	Good	22	44.0	44.0	60.0
	Average	11	22.0	22.0	82.0
	Fair	6	12.0	12.0	94.0
	Poor	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Working with one customer until he/she gets the required services

		Frequency	Percent	Valid Percent	Cumulative
Valid	Excellent	8	16.0	16.0	16.0
	Good	22	44.0	44.0	60.0
	Average	11	22.0	22.0	82.0
	Fair	6	12.0	12.0	94.0
	Poor	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Polite language

		Frequency	Percent	Valid Percent	Cumulative
Valid	To a very small extent	13	26.0	26.0	26.0
	To a small extent	6	12.0	12.0	38.0
	sometimes	9	18.0	18.0	56.0
	To a large extent	13	26.0	26.0	82.0
	To a very large extent	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Acting fast to customers

		Frequency	Percent	Valid Percent	Cumulative
Valid	To a very small extent	14	28.0	28.0	28.0
	To a small extent	6	12.0	12.0	40.0
	sometimes	11	22.0	22.0	62.0
	To a large extent	10	20.0	20.0	82.0
	To a very large extent	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Patience

		Frequency	Percent	Valid Percent	Cumulative
Valid	To a very small extent	11	22.0	22.0	22.0
	To a small extent	6	12.0	12.0	34.0
	sometimes	13	26.0	26.0	60.0
	To a large extent	10	20.0	20.0	80.0
	To a very large extent	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

Time taken to save customer

		Frequency	Percent	Valid Percent	Cumulative
Valid	To a very small extent	14	28.0	28.0	28.0
	To a small extent	5	10.0	10.0	38.0
	sometimes	12	24.0	24.0	62.0
	To a large extent	8	16.0	16.0	78.0
	To a very large extent	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

Good listener

		Frequency	Percent	Valid Percent	Cumulative
Valid	To a very small extent	11	22.0	22.0	22.0
	To a small extent	5	10.0	10.0	32.0
	sometimes	14	28.0	28.0	60.0
	To a large extent	13	26.0	26.0	86.0
	To a very large extent	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

Friendliness

		Frequency	Percent	Valid Percent	Cumulative
Valid	To a very small extent	13	26.0	26.0	26.0
	To a small extent	5	10.0	10.0	36.0
	sometimes	16	32.0	32.0	68.0
	To a large extent	8	16.0	16.0	84.0
	To a very large extent	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

Teaching customers on how to use the service

		Frequency	Percent	Valid Percent	Cumulative
Valid	To a very small extent	14	28.0	28.0	28.0
	To a small extent	4	8.0	8.0	36.0
	sometimes	16	32.0	32.0	68.0
	To a large extent	8	16.0	16.0	84.0
	To a very large extent	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

Provide flyers

		Frequency	Percent	Valid Percent	Cumulative
Valid	To a very small extent	13	26.0	26.0	26.0
	To a small extent	5	10.0	10.0	36.0
	sometimes	17	34.0	34.0	70.0
	To a large extent	6	12.0	12.0	82.0
	To a very large extent	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Any other strategies/ways they use to make their work appreciable to you

	Frequency	Percent	Valid Percent	Cumulative
Valid Communication	16	32.0	32.0	32.0
Personality	14	28.0	28.0	60.0
Teamworking	7	14.0	14.0	74.0
Decision making	4	8.0	8.0	82.0
Desire to please	9	18.0	18.0	100.0
Total	50	100.0	100.0	

Representative are well trained

	Frequency	Percent	Valid Percent	Cumulative
Valid very unsatisfied	13	26.0	26.0	26.0
unsatisfied	10	20.0	20.0	46.0
undecided	8	16.0	16.0	62.0
satisfied	7	14.0	14.0	76.0
very satisfied	12	24.0	24.0	100.0
Total	50	100.0	100.0	

Representative adhere to professional standards of conduct

	Frequency	Percent	Valid Percent	Cumulative
Valid very unsatisfied	12	24.0	24.0	24.0
unsatisfied	10	20.0	20.0	44.0
undecided	5	10.0	10.0	54.0
satisfied	11	22.0	22.0	76.0
very satisfied	12	24.0	24.0	100.0
Total	50	100.0	100.0	

Representative act in my best

		Frequency	Percent	Valid Percent	Cumulative
Valid	very unsatisfied	12	24.0	24.0	24.0
	unsatisfied	10	20.0	20.0	44.0
	undecided	5	10.0	10.0	54.0
	satisfied	11	22.0	22.0	76.0
	very satisfied	12	24.0	24.0	100.0
	Total	50	100.0	100.0	

interest

		Frequency	Percent	Valid Percent	Cumulative
Valid	very unsatisfied	12	24.0	24.0	24.0
	unsatisfied	10	20.0	20.0	44.0
	undecided	5	10.0	10.0	54.0
	satisfied	11	22.0	22.0	76.0
	very satisfied	12	24.0	24.0	100.0
	Total	50	100.0	100.0	

Efficiency

		Frequency	Percent	Valid Percent	Cumulative
Valid	very unsatisfied	11	22.0	22.0	22.0
	unsatisfied	11	22.0	22.0	44.0
	undecided	5	10.0	10.0	54.0
	satisfied	9	18.0	18.0	72.0
	very satisfied	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

Time of attendance

		Frequency	Percent	Valid Percent	Cumulative
Valid	very unsatisfied	7	14.0	14.0	14.0
	unsatisfied	16	32.0	32.0	46.0
	undecided	5	10.0	10.0	56.0
	satisfied	9	18.0	18.0	74.0
	very satisfied	13	26.0	26.0	100.0
	Total	50	100.0	100.0	

Good language

		Frequency	Percent	Valid Percent	Cumulative
Valid	very unsatisfied	7	14.0	14.0	14.0
	unsatisfied	15	30.0	30.0	44.0
	undecided	8	16.0	16.0	60.0
	satisfied	11	22.0	22.0	82.0
	very satisfied	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Large number of service providers

		Frequency	Percent	Valid Percent	Cumulative
Valid	very unsatisfied	5	10.0	10.0	10.0
	unsatisfied	14	28.0	28.0	38.0
	undecided	8	16.0	16.0	54.0
	satisfied	14	28.0	28.0	82.0
	very satisfied	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Would you do business or recommend business with Tigo?

		Frequency	Percent	Valid Percent	Cumulative
Valid	very unsatisfied	8	16.0	16.0	16.0
	unsatisfied	11	22.0	22.0	38.0
	undecided	8	16.0	16.0	54.0
	satisfied	11	22.0	22.0	76.0
	very satisfied	12	24.0	24.0	100.0
	Total	50	100.0	100.0	

Based on the service offered today will you keep coming Tigo shop?

		Frequency	Percent	Valid Percent	Cumulative
Valid	very unsatisfied	5	10.0	10.0	10.0
	unsatisfied	11	22.0	22.0	32.0
	undecided	11	22.0	22.0	54.0
	satisfied	14	28.0	28.0	82.0
	very satisfied	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Product knowledge

		Frequency	Percent	Valid Percent	Cumulative
Valid	Very frequently	12	24.0	24.0	24.0
	frequently	10	20.0	20.0	44.0
	sometimes	14	28.0	28.0	72.0
	never	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

To accept blame or negative feedback

		Frequency	Percent	Valid Percent	Cumulative
Valid	Very frequently	12	24.0	24.0	24.0
	frequently	10	20.0	20.0	44.0
	sometimes	14	28.0	28.0	72.0
	never	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

Shortage of representatives

		Frequency	Percent	Valid Percent	Cumulative
Valid	Very frequently	12	24.0	24.0	24.0
	frequently	10	20.0	20.0	44.0
	sometimes	14	28.0	28.0	72.0
	never	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

Good time management skills

		Frequency	Percent	Valid Percent	Cumulative
Valid	Very frequently	22	44.0	44.0	44.0
	frequently	6	12.0	12.0	56.0
	sometimes	13	26.0	26.0	82.0
	never	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

The use of positive language

		Frequency	Percent	Valid Percent	Cumulative
Valid	Very frequently	22	44.0	44.0	44.0
	frequently	6	12.0	12.0	56.0
	sometimes	13	26.0	26.0	82.0
	never	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Accessibility

		Frequency	Percent	Valid Percent	Cumulative
Valid	Very frequently	19	38.0	38.0	38.0
	frequently	6	12.0	12.0	50.0
	sometimes	16	32.0	32.0	82.0
	never	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Networks problems

		Frequency	Percent	Valid Percent	Cumulative
Valid	Very frequently	18	36.0	36.0	36.0
	frequently	6	12.0	12.0	48.0
	sometimes	17	34.0	34.0	82.0
	never	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Large number of customer to be served

		Frequency	Percent	Valid Percent	Cumulative
Valid	Very frequently	22	44.0	44.0	44.0
	frequently	6	12.0	12.0	56.0
	sometimes	13	26.0	26.0	82.0
	never	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Willingness to lean

		Frequency	Percent	Valid Percent	Cumulative
Valid	Very frequently	19	38.0	38.0	38.0
	frequently	10	20.0	20.0	58.0
	sometimes	12	24.0	24.0	82.0
	never	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Listening skills

		Frequency	Percent	Valid Percent	Cumulative
Valid	Very frequently	20	40.0	40.0	40.0
	frequently	10	20.0	20.0	60.0
	sometimes	9	18.0	18.0	78.0
	never	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

Any other challenges

	Frequency	Percent
--	-----------	---------

Any other challenges

	Frequency	Percent
Missing System	50	100.0

Have customer care skills

	Frequency	Percent	Valid Percent	Cumulative
Valid very small extent	10	20.0	20.0	20.0
small extent	12	24.0	24.0	44.0
moderate	13	26.0	26.0	70.0
large extent	12	24.0	24.0	94.0
very large extent	3	6.0	6.0	100.0
Total	50	100.0	100.0	

Tolerant to customers

	Frequency	Percent	Valid Percent	Cumulative
Valid very small extent	10	20.0	20.0	20.0
small extent	12	24.0	24.0	44.0
moderate	13	26.0	26.0	70.0
large extent	12	24.0	24.0	94.0
very large extent	3	6.0	6.0	100.0
Total	50	100.0	100.0	

Use polite language

		Frequency	Percent	Valid Percent	Cumulative
Valid	very small extent	10	20.0	20.0	20.0
	small extent	12	24.0	24.0	44.0
	moderate	13	26.0	26.0	70.0
	large extent	12	24.0	24.0	94.0
	very large extent	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Punctual at work

		Frequency	Percent	Valid Percent	Cumulative
Valid	very small extent	10	20.0	20.0	20.0
	small extent	12	24.0	24.0	44.0
	moderate	13	26.0	26.0	70.0
	large extent	12	24.0	24.0	94.0
	very large extent	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Enough Staff

		Frequency	Percent	Valid Percent	Cumulative
Valid	very small extent	10	20.0	20.0	20.0
	small extent	12	24.0	24.0	44.0
	moderate	13	26.0	26.0	70.0
	large extent	12	24.0	24.0	94.0
	very large extent	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Customers are satisfied

		Frequency	Percent	Valid Percent	Cumulative
Valid	very small extent	10	20.0	20.0	20.0
	small extent	12	24.0	24.0	44.0
	moderate	13	26.0	26.0	70.0
	large extent	12	24.0	24.0	94.0
	very large extent	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Representatives are active

		Frequency	Percent	Valid Percent	Cumulative
Valid	very small extent	10	20.0	20.0	20.0
	small extent	12	24.0	24.0	44.0
	moderate	13	26.0	26.0	70.0
	large extent	12	24.0	24.0	94.0
	very large extent	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Humble

		Frequency	Percent	Valid Percent	Cumulative
Valid	very small extent	5	10.0	10.0	10.0
	small extent	26	52.0	52.0	62.0
	moderate	13	26.0	26.0	88.0
	large extent	3	6.0	6.0	94.0
	very large extent	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Solve customers' problems promptly

		Frequency	Percent	Valid Percent	Cumulative
Valid	very small extent	3	6.0	6.0	6.0
	small extent	21	42.0	42.0	48.0
	moderate	13	26.0	26.0	74.0
	large extent	12	24.0	24.0	98.0
	very large extent	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Have internet knowledge

		Frequency	Percent	Valid Percent	Cumulative
Valid	very small extent	3	6.0	6.0	6.0
	small extent	24	48.0	48.0	54.0
	moderate	10	20.0	20.0	74.0
	large extent	12	24.0	24.0	98.0
	very large extent	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Able to change customers mind/attitude

		Frequency	Percent	Valid Percent	Cumulative
Valid	very small extent	7	14.0	14.0	14.0
	small extent	22	44.0	44.0	58.0
	moderate	6	12.0	12.0	70.0
	large extent	10	20.0	20.0	90.0
	very large extent	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

Able to teach customers procedures of Tigo services

		Frequency	Percent	Valid Percent	Cumulative
Valid	very small extent	7	14.0	14.0	14.0
	small extent	18	36.0	36.0	50.0
	moderate	6	12.0	12.0	62.0
	large extent	11	22.0	22.0	84.0
	very large extent	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

Nice welcoming of customers (reception)

		Frequency	Percent	Valid Percent	Cumulative
Valid	very small extent	5	10.0	10.0	10.0
	small extent	18	36.0	36.0	46.0
	moderate	6	12.0	12.0	58.0
	large extent	11	22.0	22.0	80.0
	very large extent	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

Non tired when working with the customer

		Frequency	Percent	Valid Percent	Cumulative
Valid	very small extent	5	10.0	10.0	10.0
	small extent	14	28.0	28.0	38.0
	moderate	8	16.0	16.0	54.0
	large extent	8	16.0	16.0	70.0
	very large extent	15	30.0	30.0	100.0
	Total	50	100.0	100.0	

Assist customers with questions and give directions

		Frequency	Percent	Valid Percent	Cumulative
Valid	very small extent	5	10.0	10.0	10.0
	small extent	18	36.0	36.0	46.0
	moderate	9	18.0	18.0	64.0
	large extent	9	18.0	18.0	82.0
	very large extent	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Dress code / uniform

		Frequency	Percent	Valid Percent	Cumulative
Valid	very small extent	5	10.0	10.0	10.0
	small extent	15	30.0	30.0	40.0
	moderate	9	18.0	18.0	58.0
	large extent	11	22.0	22.0	80.0
	very large extent	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

Fluent in English

		Frequency	Percent	Valid Percent	Cumulative
Valid	very small extent	6	12.0	12.0	12.0
	small extent	15	30.0	30.0	42.0
	moderate	9	18.0	18.0	60.0
	large extent	11	22.0	22.0	82.0
	very large extent	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Reliability results if an Item Deleted

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
How would you rate quality of customer service you received	152.64	1518.439	.582	.956
How would you rate the process of resolving your issue	152.88	1524.679	.525	.957
The customer service representative was polite	153.08	1537.749	.474	.957
Were you satisfied with the time it took to address your query	153.06	1554.221	.334	.957
Was the representatives present at their desk all the time during working hours	153.04	1532.733	.557	.957
The altitude and general demeanor of the customer service representative was excellent	153.20	1560.449	.281	.957

Have all problem been resolved to your complete satisfaction	152.76	1530.513	.610	.956
Working with one customer until he/she gets the required services	152.76	1530.513	.610	.956
Polite language	152.26	1515.013	.580	.956
Acting fast to customers	152.36	1525.827	.483	.957
Patience	152.20	1527.388	.488	.957
Time taken to save customer	152.30	1519.194	.527	.957
Good listener	152.24	1516.880	.617	.956
Friendliness	152.38	1512.363	.639	.956
Teaching customers on how to use the service	152.40	1511.306	.639	.956
Provide flyers	152.38	1513.547	.621	.956
Any other strategies/ways they use to make their work appreciable to you as customer	152.72	1561.593	.172	.958
Representative are well trained	152.34	1487.209	.793	.955
Representative adhere to professional standards of conduct	152.22	1497.073	.706	.956

Representative act in my best interest	152.22	1497.073	.706	.956
Efficiency	152.16	1508.423	.601	.956
Time of attendance	152.14	1497.592	.744	.956
Good language	152.24	1510.880	.675	.956
Large number of service providers	152.08	1529.749	.516	.957
Would you do business or recommend business with Tigo?	152.08	1517.504	.576	.956
Based on the service offered today will you keep coming Tigo shop?	152.02	1525.816	.570	.956
Product knowledge	152.64	1591.786	-.101	.959
To accept blame or negative feedback	152.64	1591.786	-.101	.959
Shortage of representatives	152.64	1591.786	-.101	.959
Good time management skills	153.06	1552.833	.316	.957
The use of positive language	153.06	1552.833	.316	.957
Accessibility	152.94	1559.853	.246	.958
Networks problems	152.90	1555.031	.302	.957

Large number of customer to be served	153.06	1570.384	.128	.958
Willingness to lean	153.02	1559.612	.253	.958
Have customer care skills	152.52	1502.173	.853	.955
Tolerant to customers	152.52	1502.173	.853	.955
Use polite language	152.52	1502.173	.853	.955
Punctual at work	152.52	1502.173	.853	.955
Enough Staff	152.52	1502.173	.853	.955
Customers are satisfied	152.52	1502.173	.853	.955
Representatives are active	152.52	1502.173	.853	.955
Humble	152.78	1524.338	.771	.956
Solve customers' problems promptly	152.50	1555.847	.356	.957
Have internet knowledge	152.56	1559.435	.304	.957
Able to change customers mind/attitude	152.56	1533.721	.502	.957
Able to teach customers procedures of Tigo services	152.34	1531.576	.480	.957
Nice welcoming of customers (reception)	152.18	1545.049	.350	.957
Non tired when working with the customer	151.96	1551.019	.277	.958

Assist customers with questions and give directions	152.26	1545.666	.357	.957
Dress code / uniform	152.12	1548.434	.324	.957
Fluent in English	152.20	1539.755	.408	.957
Gender	153.70	1552.622	.781	.957
Age	152.12	1520.189	.755	.956
Level of education	153.16	1517.198	.789	.956
You're a customer of how many mobile companies	153.70	1555.847	.542	.957
Categorize costumers to their life status before attending them	152.56	1507.190	.708	.956

APPENDIX I:

INTERVIEW SCHEDULE FOR TIGO MANAGER OF CUSTOMER SERVICES

Dear SIR/MADAM,

My name is Neema Mashingia a post graduate student at Mzumbe University pursuing Masters of Business Administration in Cooperate management. I am doing a Research on Customer Care and its effectiveness in meeting customer needs offered by Tigo Company. Your assistance in answering all questions asked will generate important information for the study. Your responses will therefore be treated with utmost CONFIDENTIALITY. However your freedom of consent to participate in the study will be highly respected. Your cooperation and support in this study will be greatly appreciated. Please do not write your name on the questionnaire. Thank you for participating in this study.

Questions

1. What is your age?
2. For how long have you have been worked as a Manager of customer services in this company?
3. What level of education do you have?
4. In your opinion, which are the best customer cares services are supposed to be offered by the customer care representative to the customers?
5. Which ones are you satisfied the way they are offered?
6. Why are you satisfied with services you mentioned above?
7. Which one you are not satisfied the way they are offered and why?
6. What strategies does customer care representative employ to make their work appreciable?
7. Do you give them training?

8. What challenges do you think customer care representative encounter in doing their work?

7. What do you think should be done to overcome the challenges?

Thank you for your information and time

APPENDIX II:

QUESTIONNAIRE FOR CUSTOMER CARE AGENTS

My name is Neema Mashingia a post graduate student at Mzumbe University pursuing a Masters of Business Administration in Cooperate Management. I am doing a Research on Customer Care and its effectiveness in meeting customer needs offered by Tigo Company. Your assistance in answering all questions in the questionnaire will generate important information for the study. Your responses will therefore be treated with utmost CONFIDENTIALITY. However your freedom of consent to participate in the study will be highly respected. Your cooperation and support in this study will be greatly appreciated. Please do not write your name on the questionnaire. Thank you for participating in this study.

SECTION A: Demographic information

Please read and answer the questions by putting a tick (✓) within the brackets in front of your responses to the questions.

- | | |
|--------------------------------|---------------|
| 1. Please indicate your gender | 1. Female () |
| | 2. Male () |
| 2. Age | |
| a) 50 and above | () |
| b) 40– 49 | () |
| c) 30 – 39 | () |
| d) 29 and below | () |

3. Level of education

- a) Certificate ()
b) Diploma ()
c) Bachelor ()
d) Post graduate degrees ()

4. Working experience

- a) 0-2 years ()
b) 3-5 years ()
c) 6yrs and above ()

SECTION B: Customer care services offered by customer care Agents

5. The statement below shows ways customer cares offer the services to customers. Please indicate with a tick (✓) the extent to which you have been doing the followings

Customer services	Very frequently	frequently	sometimes	never
Training both within and outside the company				
Patience				
Attentiveness				
Clear communication skills				
Knowledge of product				
Ability to use positive language				

Tolerance to customers				
Time management skills				
Ability to close customer issue				
Ability to handle complaints				

6. The following are the strategies used in rendering Tigo customer care services. Indicate the extent you apply the following strategies. Please tick (✓) in an appropriate column.

No.	strategies	To a very small extent	To a small extent	sometimes	To a large extent	To a very large extent
i	Set customer expectations					
ii	Proactive approach to customer					
iii	Patience					
iv	Build trust through relationship					
v	Go above and beyond customer					

	expectation					
vi	Overall quality					
vii	Retain more customers					
viii	Polite language					

7. What are the strengths of the commonly used strategies in offering customer care services

.....
.....
.....
.....

8. List any other way you offer customer care service

.....
.....
.....
.....

SECTION C: Customers' satisfaction

9. To what extent customers are satisfied with services offered

Scale (1-very unsatisfied, 2-unsatisfied, 3-undecided, 4-satisfied and 5-very satisfied)

Satisfaction of customer care	Very unsatisfied	unsatisfied	undecided	satisfied	Very satisfied
Renewing lost lines/ Sim Swap					
Tigo-Pesa Operations					
Airtime and Packages					
New line connections					
Tigo Pesa and financial institution interaction					
Inter mobile operations					
Postpaid services					
Devices / Modem / Router					
Internet services					

10. Attitude towards offering customer care.

Please show how much you agree or disagree with each of the following statements by putting a tick in an appropriate column.

SD- Strongly Disagree, D- Disagree, U- Unknown, A- Agree, SA- Strongly Agree

Statement	SD	D	U	A	SA
Offering customer care is easier than any other work					
My job makes good use of skills and ability					
Frankly, I am doing customer care because I don't have any other job to do					
I feel encourage to come up with new and better ways of doing things					
Customers are very stubborn, making my work very difficult					
I am tolerant that is why I am still in the job					
The company does an excellent job of keeping employees informed about matters affecting us					

11. What suggestion do you have for the improvement of Tigo

.....

.....

.....

.....

.....

SECTION C: Challenges

12. What are challenges you encounter when offering customer care services

Customer care services	Very frequently	frequently	sometimes	never
Customer service team motivation				
Low payments				
Handling customer feedback				
Product knowledge				
Lack of motivation				
Too many negative problems and complaint every day				
Networks problems				
Lack of training				

13. Any other challenges

.....

.....

.....

.....

.....

14. What are the common problems you encounter in offering customer care services. Suggest strategies that can be used to improve Tigo service to its customers.

.....

.....

.....

.....

.....

15. How do you rate the customer care services offered by Tigo Company?

- 1) Excellent ()
- 2) Good ()
- 3) Average ()
- 4) Poor ()

APPENDIX III

QUESTIONNAIRE FOR CUSTOMERS

My name is Neema Mashingia a post graduate student at Mzumbe University pursuing a Masters of Business Administration in Cooperate Management. I am doing a Research on Customer Care and its effectiveness in meeting customer needs offered by Tigo Company. Your assistance in answering all questions in the questionnaire will generate important information for the study. Your responses will therefore be treated with utmost CONFIDENTIALITY. However your freedom of consent to participate in the study will be highly respected. Your cooperation and support in this study will be greatly appreciated. Please do not write your name on the questionnaire. Thank you for participating in this study.

SECTION A: Demographic information

Please read and answer the questions by putting a tick (✓) within the brackets in front of your responses to the questions.

1. Please indicate your gender A. Female ()
 B. Male ()
2. Age
- a) 50 and above ()
- b) 40– 49 ()
- c) 30 – 39 ()
- d) 29 and below ()
3. Level of education
- e) Certificate ()
- f) Diploma ()
- g) Bachelor ()

h)Post graduate degrees ()

4. You're a customer of how many mobile companies

d)1 ()

e)2 ()

f)3 ()

g)More than 3 ()

SECTION B: Customer care services offered by Tigo customer care Representative

5) The statement below shows ways customer cares representative offer customer services to their customers. Please indicate with a tick (✓) the extent to which the following services are offered by customer care representatives.

Customer services	Excellent	Good	Average	Fair	Poor
Categorize costumers to their life status before attending them					
How would you rate quality of customer service you received					
How would you rate the process of resolving your issue					
The customer service representative was polite					
Were you satisfied with the time it took to address your query					
Was the representatives present at their desk all					

the time during working hours					
The altitude and general demeanor of the customer service representative was excellent					
Have all problem been resolved to your complete satisfaction					
Working with one customer until he/she gets the required services					

6) The following are the strategies used in rendering Tigo customer care services. Indicate the extent the following are offered by customer care officers. Please tick (✓) in an appropriate column.

No.	strategies	To a very small extent	To a small extent	sometimes	To a large extent	To a very large extent
i	Polite language					
ii	Acting fast to customers					
iii	Patience					
iv	Time taken to					

	save customer					
v	Good listener					
vi	Friendliness					
vii	Teaching customers on how to use the service					
viii	Provide flyers					

7) Any other strategies/ways they use to make their work appreciable to you as customer

.....

.....

.....

SECTION C: Customers' satisfaction

8) What make customers satisfied with services offered by customer care representatives

Scale (1-very unsatisfied, 2-unsatisfied, 3-undecided, 4-satisfied and 5-very satisfied)

Satisfaction of customer care	very unsatisfied	unsatisfied	undecided	satisfied	very satisfied
Representative are well trained					
Representative adhere to professional standards of conduct					
Representative act in my best interest					
Efficiency					
Time of attendance					
Good language					
Large number of service providers					
Would you do business or recommend business with Tigo?					
Based on the service offered today will you keep coming Tigo shop?					

9) Any other thing that make you satisfied with the customer care services.....

SECTION D: Challenges

10) What are challenges you think customer care representatives face when offering customer care services

Customer care services	Very frequently	frequently	sometimes	never
Product knowledge				
To accept blame or negative feedback				
Shortage of representatives				
Good time management skills				
The use of positive language				
Accessibility				
Networks problems				
Large number of customer to be served				
Willingness to learn				
Listening skills				

11) Any other challenges

.....

.....

.....

.....

.....

12) Suggest strategies that can be used to improve Tigo customer cares service to its customers.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

13) How do you rate the customer care services offered by Tigo Company?

- (a) Excellent ()
- (b) Good ()
- (c) Average ()
- (d) Poor ()

APPENDIX IV:

Observation schedule

1-very small extent, 2-small extent, 3-moderate, 4-to large extent and 5-to a very large extent

	1	2	3	4	5
Have customer care skills					
Tolerant to customers					
Use polite language					
Punctual at work					
Enough Staff					
Customers are satisfied					
Representatives are active					
Humble					
Solve customers' problems promptly					
Have internet knowledge					
Able to change customers mind/attitude					
Able to teach customers procedures of Tigo services					
Nice welcoming of customers (reception)					
Non tired when working with the customer					
Assist customers with questions and give directions					
Dress code / uniform					
Fluent in English					