

**INFLUENCE OF QUALITY CUSTOMER SERVICE
MANAGEMENT IN EMPLOYEES SATISFACTION IN PUBLIC
ORGANIZATION.**

A CASE OF SENGEREMA DISTRICT COUNCIL – MWANZA

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MANAGEMENT IN EMPLOYEES SATISFACTION IN PUBLIC
ORGANIZATION:
A CASE OF SENGEREMA DISTRICT COUNCIL – MWANZA**

By:

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**A Disertation Submitted to the school of Business in partial fulfilment of the
Requirement for the award of Masters of Business Administration (Corporate
Management) Degree of Mzumbe University**

2014

CERTIFICATION

We the undersigned certify that we have read and hereby recommends for acceptance by the Mzumbe University this research paper titled ***“The Influence of Quality Customer Service Management in Employees Satisfaction in Public Organization”*** in partial fulfilment of the requirements for the award of Master of Business Administration (MBA) corporate management.

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Accepted of the Board of

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DECLARATION

AND

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DEDICATION

This research report is dedicated to my beloved wife Prisca Adrian, my children Allan and Acicia, young sister Sophia and young brother Renathory Anthony who encouraged me during heart break down.

ABSTRACT

This research aimed at assessing the influence of Quality Customer Service Management in Employees Satisfaction in Public Organization. The researcher conducted a survey study at Sengerema District Council to find out the elements of quality customer service management used in public organizations; the influence of quality service management on employee satisfaction, and to identify strategies used to improve quality customer service management in public organizations.

The study employed a non-probability sampling mainly through qualitative and quantitative methodologies. The study further used survey method where data were collected through 25 administered questionnaires and reviewing some of the documents related to the study.

The study reveals various weaknesses that can be termed as challenges of Quality Customer Service Management in Employees Satisfaction in Public Organization. These challenges includes poor knowledge of employees on quality customer services, lack of knowledge on who should exactly enforce quality customer service management in public organizations, the exact meaning of quality customer service management, characteristics of quality customer service management, creation of environment that can force customer to provide bribe to get services in public organizations, and finally ways that can be used to improve quality customer service management in public organizations.

The study recommend that the Government should seek governance or hirarchical order which will include employees in decision making so that employees could identify their role on serving valuable customers. Public organization should apply customer centered method in their operations so as to satisfy customers that could bring good reputations to the Government. All factors that shows dissatisfaction by employees to customers in public organizations should be reviewed by fulfilling the employees' needs to improve quality performance. Public organizations should arrange training on employees on customer service management and should enforce transparency, team work, and accountability among employees.

ACRONYMS

QCSM	Quality Customer Service Management
ISO	International Organization for Standardization
OPRAS	Open Performance Review and Appraisal System
PCCB	Prevention and Combating Corruption Bureau
PDCA	Plan-Do-Check-Act
PIMS	Profit Impact of Market Strategy
SME	Small and Medium Sized Enterprises
SMI	Small and Medium Sized Industry
SMIDEC	Small and Medium Industry Development Corporation
SIRIM	Standards and Industrial Research Institute of Malaysia
SPSS	Statistical Package for Social Sciences
TRA	Tanzania Revenue Authority
TRL	Tanzania Railway Limited
CAG	Control and Audit General
DAPT	Domestic Asset Protection Trust
QA	Quality Assurance
QC	Quality Control

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CHAPTER ONE

BACKGROUND INFORMATION

1.0. Introduction

The chapter provided the background information in the study. It discussed the effects of Quality service customer management on employee satisfaction in public organizations. It talked also about the importance of quality customer service management in public organizations. The chapter defined the statement of the problem, the research objectives and the research questions. The chapter concludes by providing the significance of the study.

1.1 Background of the statement

Quality customer service management emerged during the industrial welfare work in 1890s whereby a number of companies started to provide a variety of workplace and family amenities for their employees such as rooms, medical care and recreational programs. The impact behind the welfare work was an amalgam of good business, humanitarian concern for employees and customers based on quality output (Redman & Wilkinson, 2006).

The rise of employment management function, increased to efficiency of business production system which led to consider the people side of production, including methods of employees, selection of job assignment, supervision, workplace and compensation which lead to win competitive advantages among industries (Boxall, 1998).

There is no universally agreed meaning for the term high performance work system (HPWS) due to its wide and varied usage. Despite this, an HPWS can be described as a specific combination of human resource management (HRM) practices, work structures and processes which maximize employee knowledge, skills, commitment and flexibility.

Companies had no choice of engaging in quality customer service management due to the downfall of the work output since the customers were the one determined the quality product from the industries concerned rather than management centered method used before. Therefore industries had to consider customers needs before production. (Box all, & Purcell, 2003).

1.2.1. Current Situation of Quality Customer Service Management Worldwide

While the development of quality has always been spearheaded by developed countries, Malaysia has not been left behind in quality service customer management development. The Malaysian Government implemented its Umbrella Project in 1990, with the aim of upgrading, technical levels and product quality amongst Small and Medium Sized Industry (SMIs), through SIRIM. The project aims to promote the gradual introduction of quality among SMIs based on ISO 9000 with the technical assistance of foreign affiliates and other advanced manufacturing companies. For example, Small and Medium Industry Development Corporation (SMIDEC), a government agency is being introduced for the responsibility of SMEs' developer in Malaysia (Box all, & Macky, 2007).

Besides, the Malaysian government had carried out various efforts to assist in enhancing quality among Malaysian industries. For example, SIRIM was given the task of promoting ISO 9000 and Quality Customer Service Management (QCSM) among Malaysian industries. Various schemes have been introduced such as technical services to encourage dissemination of technology transfer among the multinational corporations and small and medium industries. SIRIM also intensified its standardization and quality assurance activities, particularly on improving the quality of products among SMEs. For instance, SIRIM has launched the SIRIM Industrial Dialogue 2000 recently, as a step to identify the needs of SMEs had proven to be successful. SIRIM hopes to identify the gaps in its portfolio of services provided to the industry in this Dialogue (Redman & Wilkinson, 2006)

Currently, the main trends within quality management in Malaysia can be classified according to the following categories (Hamzah, 1994).

Japanese affiliates, joint ventures with Japanese companies or those companies supplying products, which apply Japanese systems of quality management. Multinational companies from Europe or USA, which apply QCSM (Quality Customer Service Management) in accordance with their own standard manuals. Those companies aiming to realize quality systems in line with ISO 9000, to meet the demand of export markets. Those companies recognizing the importance of quality management but whose efforts are no more than line inspection (Hoyer &Hoyer, 2001).

Those companies recognized the importance of quality management, but were unable to realize the objective results because of insufficient facilities. The aim of doing so was to share ideas on how to capture customers whereby output attracted them in the world market (Hoyer &Hoyer, 2001).

Only a small number of Malaysian SMIs had reached a stage of development where they were able to apply the quality customer service management (QCSM) and effect an upgrading of their technical levels autonomously. The majority implemented QCSM in response to buyers' requirements, and so they rarely undertake anything beyond product inspection development were realized within SMIs. According to a survey conducted by Idris, (2000) the main reason for wanting certified standards was to improve performance through adopting the ISO 9000 standard (38%) and as a part of a QCSMS improvement initiative (29%). It was surprising to note that customer demand was not the most important reason to certify standard! However, it was sufficient enough to know that the organization still had the awareness of wanting certified standards had been QCSM itself (Idris, 2000).

1.2.2. Current Situation of Quality Customer Service Management in Africa

In Africa, South Africa (SA) is one of the Countries which have implemented the use of quality service management in their Public Sectors. Based on the available literature, the

quality, service methodology utilized in the SA Air Force was reviewed, followed by an examination of the self-assessment methodology that was used by the SA Air Force to improve its overall performance and to promote excellence. The latter included a review of the role and function of the Directorate Management and Renewal Services and the roles function of the Inspector General in the implementation of self-assessment methodologies (Okumbe, 1998).

The mandate of the SA Air Force was to provide air power to the nation and manage the air defense capability of the Department of Defense (DOD) on behalf of the DOD, thereby participating in the service to ensure that, The sovereignty and protection of the Republic of South Africa's (RSA) territorial integrity and compliance with the international obligations of the RSA to international bodies and states. The aim of the SA Air Force was as follows: *To help ensure the interests of the Republic of South Africa by means of air operations.* The primary function of the SA Air Force was *to obtain and maintain a favorable air situation* (Van Zyl 2003).

To support the primary function of the SA Air Force the secondary functions are as follows (Coetzee 2003):

To participate in land battle as the aiming of increasing and making suitable land for farming. The Battle for Land was, again, more style than substance. Propaganda enlarged the realities of the amount of land reclaimed a mere 80,000 hectares compared to the claim of 1,600,000 hectares. It was successful in improving public health and had a great impact on jobs which was not to be underestimated given the depression. However, farming was not particularly boosted, the beneficiaries largely the landowners who were able to make the greatest contributions, and the somewhat small number of peasant families relocated to the showpiece towns. Its publicity value and role in supporting the Battle for Grain, however, should not be underestimated (Okumbe, 1998).

The participation in maritime battle was among of primarily function of the SA Air Force. Mankind has fought battles on the sea for more than 3,000 years. Even in the

interior of large landmasses transportation before the advent of extensive railroads was extremely dependent upon rivers, canals, and other navigable waterways (Coetzee 2003).

The latter were crucial in the development of the modern world in the United Kingdom, the Low Countries and northern Germany, for they enabled the bulk movement of goods and raw materials without which the Industrial Revolution would not have occurred. Prior to 1750, things moved by barge or sea, or not much at all. Thus armies, with their exorbitant needs for food, ammunition and fodder, were tied to the river valleys throughout the ages (Hoyer, 2001).

To protect SA Air Force assets. Trusts generally provided excellent asset protection. A self-settled trust was one of the more frequently used types of domestic asset protection trusts (DAPT). It was generally an irrevocable trust where the grantor or settler was a permissible beneficiary. If properly structured, creditors cannot reach the assets in a self-settled trust to satisfy the settler's legal obligations. A self-settled trust can be drafted to either keep trust assets within the settler's estate or remove them, which allows a wealthy individual to establish a self-settled trust even though that individual's gift tax exemption has been fully utilized. In addition to providing asset protection, a self-settled trust may also offer state income tax savings when sit used in a no income tax state such as South Dakota, which was one of the highest rated trust and asset protection jurisdictions to pose a credible deterrent to external aggression (Manneke, 1998).

Military air transport capability were typically fixed and rotary wing cargo aircraft which are used to deliver troops, weapons and other military equipment by a variety of methods to any area of military operations around the surface of the planet, usually outside of the commercial flight routes in uncontrolled airspace. And the aim of construction was to assist transportation of military cargo from one place to another (Coetzee 2003).

To act to preserve life, health and property among people who lives in a specified area was the aim of SA air force, it included life span that correlates with health protections as well as their property owned and to assist and co-operate with other friendly air forces and institutions (Cole, 2006).

To support the mandate, aim, primary and secondary functions of the SA Air Force, the Air Force Board (AF Board) decided in 1998 that, if the SA Air Force was to continue to thrive through the next millennium, it was to adopt a new approach towards management and assessing management trends and outputs. For the AF Board survival depended on a list of crucial factors, including flexibility, efficiency, effectiveness and a host of other virtues that could be grouped under the banner of “corporate business excellence”. It was important to the AF Board that the SA Air Force has dynamic, world-class pro-active and appropriate leadership. This meant using and honing its internal systems to effect improvement in the SA Air Force as a whole (Coetzee 2003)

1.2.3. Current Situation of Quality Customer Service Management in Tanzania

According to (Mpangule, 2009), education is the heart of mental excellence necessary for growth and development from family to national level. That is why Tanzania, on her long-term development strategy of achieving sustainable human development and turning into a middle-income country by the year 2025, has significantly been prioritizing Ministry of Education budgets (Mkulo, 2008). Likewise, Minister of Finance, (2011) gave out that the availability and quality of human capital is one of the important binding constraint for growth and economic development and so the focus must be to improve the quality of education at all levels through among others; creating conducive environment for teaching and learning. Also matching the facilities to increasing enrollment of the students (Tanzania Commission for Universities (TCU, 2007), which is not observed in many cases.

Actually, it is not uncommon for a Tanzanian to be late in the meeting and take it as who we are or likewise to a professional or politician to 100% give self-interest priority over

the national interest in the purely public undertakings (Mkulo, 2008). Likewise, Minister of Finance, (2011) gave out that the availability and quality of human capital is one of the important binding constraint for growth and economic development and so the focus must be to improve the quality of education at all levels through among others; creating conducive environment for teaching and learning. Also matching the facilities to increasing enrollment of the students (Tanzania Commission for Universities (TCU, 2007), which is not observed in many cases.

That is the stories of today in the media and probably that is why even the key organ of development like Parliament is currently street joked to be a movie or comedian episode. All of these give the signs that our education system may not be serving Tanzanian or doing it at a minimal level. We are not too old to learn (Cole, 2006).

According to The Education Act of 2002 (2) (1) of Tanzania, “Education means the instruction or training of people of all ages in various fields of learning designed to contribute to the spiritual, moral, mental and physical development of the community and the attainment of the wider national goals” and education should also include moral values and overall care of the society (Manneke, 1998). Of all levels Higher Learning Institutions provide fertile grounds for cross-pollination of representatives of all disciplines into a single place (World Bank, 2000). Basically, in Concise Oxford English Dictionary, (2001) and from (Materu, 2007).

Higher Education Institutions (HEIs) are tertiary institutions whose legal mandates allow them to award degrees. World Bank, (2000), stressed that developing countries can hardly benefit from the global knowledge based economy. Quantitative effort being made, need the help of qualitative effort and in relevance to local conditions. Actually, University Education must be an excellent fit for the society and impart a sense of community commitment and patriotism; otherwise it is worthless and dangerous to the country’s development. On top (Mosha, 2007) stressed that quality education is also the surviving pillar for the university itself at the international level. Based on these facts, the need to address the quality service customer management in construction, education

cannot be overemphasized. Under this situation the government has established community secondary school in every ward so that communities participate fully as customers who are students are found in their societies (Mosha, 2007).

It is clearly shown that in Tanzania Universities accompanied with over-increasing knowledgeable stakeholders, who are demanding globally competitive education and services necessitates the change from formerly Quality Assurance (QA), Quality Control (QC) and Assessment practices to QCSM that helped the United States and other countries. Except that QCSM philosophy requires a very careful step when defining not only on the educational field but also in the different educational environment. QCSM is the intersection of management skills, quality management systems and peoples' emotion from customers' perception of product and services to suppliers. It integrates them through inducing quality culture in the organization-working settings (Cole, 2006).

Stepping from above, means relying on QCSM does not mean ignoring the former system but rather strengthening them. Whereas traditional educational leadership (and its constituents) rely primarily upon norm-based statistical opinion for decision making and student assessment (e.g., Standardized achievement tests and tests graded on the curve), Quality Customer Service Management relies upon analysis of the system and the proper use of statistical reasoning. These ensure that statistical results are accurately interpreted and understood. Furthermore, by understanding the capability of the system and redesigning and improving the processes within the system, student achievement and/or institutional accomplishments enhanced as a result of these improved processes. (Cole, 2006).

In QCSM, students are taken as raw materials where attention should be made to their background, in adding values process the students' mind were prepared to be able to concentrate on past, present and certainly deal with the future, as product a student must have a potential to contribute to an organization or society immediately upon graduation and as the customer were the students themselves, their family, employers and society at large. So these customers must competitively be satisfied with the product. Any system

need performance measure, under QCSM this was viewed from both, directly were responsible participants, authorities and regulatory bodies of the education system are involved and indirectly were the representatives of the society (main customer) like media of communication are involved through opinions and comments towards the education outputs or institution (Easton et al, 1994).

As identified by Tata et al. (1999), irrespective of the fact that the implementation of QCSM has become popular in the western world, not all companies have found it easy to successfully implement and manage this program. While some firms are unable to correlate their organizational context with the kind of QCSM programs to be implemented, a few who do so are unable to sustain it. That was partly due to the fact that, those companies failed to assess how the implementation of the programs affects employee performance. There is, therefore, the need to find out how QCSM is being utilized in Public Organizations and how its implementation and use affects employees in the organization (Tata et al,1999).

Several empirical studies have been done in the World and a little bit in Tanzania concerning the effect of QCSM in public organizations. For instance The Effect of Quality Customer Service Management on Corporate Performance in India (Easton et al, 1994); (Brah et al, 2000) examined the Business Performance in the Service Sector in Singapore; (Flynn et al,1995) studied the The Impact of Quality Management Practices on Performance and Competitive Advantage; Hoang, et al (2010) focused on Quality Customer Service Management (QCSM) Strategy and Organizational Characteristics; Swiss (1992) surveyed on Adapting Quality Customer Service Management (QCSM) to Government; Mpangule (2009) assessed on the issue of Quality Service Management Application at Ardhi University in Dar Es Salaam.

While all these studies are relevant to QCSM issues, QCSM on Employees Satisfaction in public organization have not been explored. An integrated approach to the effect of QCSM on Employees Satisfaction is vital to the success of any public organization.

Therefore, it is on that basis where this research is put in place to study the Effect of Quality Customer Service Management on Employees Satisfaction at Sengerema District Council.

1.2 Statement of the problem

It has been observed that public service officers practiced their duties and responsibilities as usual without considering customers' needs. This has made an insufficient service to the respective customers, also employees have experienced working with the grievances due to ineffective customer service from their employer without following the prescribed procedure on how to secure the grievances to enhance quality service customer management.

Business as usual in public organizations of serving customers has led to bad reputations of the community or society who are served badly by employees who work without customer centred method which attract our customers in public organizations. However this attitude has created the following impacts to customers:

Due to shortage of quality customer service management within the public organizations lead to employees desatisfactions which accelerate them to provide service at low standard to the final consumers. Societies led to badly reputation to the public organizations and searching services outside the public organizations such as health and education sectors which are provided at a high cost in most of Tanzanians can not afford and few of them can afford them which creates classes within the societies.

Also due to bad reputations from customers to their Government, communities are not ready to pay tax willingly for the development of the country and hence lead to the low Government revenue collections. Therefore the Government will remain dependent from donors to sustain its budget.

The customers will be unhappy with the organization services that will result to the destruction of infrastructures of the particular organizations, example TANESCO and

TRL that increases unnecessary costs to the organization to repair infrastructure frequently that were destroyed by community surroundings.

It results to poor standard of living among the employees and customers. Due to big problem of serving customers unwillingly, there are lot of riots in different parts of the country lamenting services provided by public organizations such as Education, Health, Infrastructures, land, lakes / oceans and other sectors to force the Government to involve them in decision making which is the implementation of good governance. For example, financial year 2011/2012 sengerema district got dirt certificate after the Control and Audit General (CAG) that implies embezzlement of public fund within the district.

If the situation explained above persist the following impacts may arise:

The Government will remain dependent from International donors to subsidize its budget to provide quality services, the donations to Government that associated with conditionality since it does not collect tax as required from the customers. Example, the use of Electronic Fiscal Device (EFD) machines of Tanzania Revenue Authority (TRA) in which business men and women were not involved before introduction of these machines.

Endless conflicts between employees and employers within the work place. Example, the TRL workers and Teachers to the Government that results to less productions of the organization and government to spend time and money to reconcile the problem

The decline of professionalism within the organization which leads to corruptions within workers. This could increase hatred of customers to their government.

The Government has done different efforts to address the situations such as: Establishment of ethics secretariat, Establishment of Prevention and Combating Corruption Bureau (PCCB), Establishment of Open Performance Review and Appraisal System (OPRAS) and the year to year increment of salaries to the workers.

Despite the efforts taken by the Government, but yet employees and customers are not yet satisfied and the result is the reduction of quality services to the customers, therefore there is a need of making an investigation on the *Influence of Quality Customer Service Management in Employees Satisfaction in Public Organization*.

1.3. Objective of the thesis

1.3.1. The general objective

The general objective of this study was to assess the effect of Quality Customer Service Management on employees' satisfaction in public organizations. In accomplishing the objectives, the researcher considered Sengerema District Council as a Case of Study.

1.3.2. Specific Objectives

Along with the above general objective, the study intends to meet the following specific objectives:

- i. To identify the elements of quality customer service management used in public organizations.
- ii. To assess the influence of quality customer service management on employee satisfaction.
- iii. To identify strategies used to improve quality customer service management in public organizations

1.4. Research questions

This study seeks to answer the questions raised in here:

- i. What are the elements of quality customer service management used in public organizations?
- ii. What are the influence of quality customer service management on employee satisfaction?
- iii. Which strategies can be used to improve quality customer service management in public organizations?

1.5. Significance of the study

The contribution of the study led to the expansion of knowledge to the researcher on how quality service management within the public service may bring about customer satisfactions. Through the interaction between employees and employer is where quality output may be achieved so as to win customers.

To the communities, the study assisted them on how quality service management works which includes selection of quality products, delivery of service to the customers in order to bring about the good relationship between an organization and the customers.

To the government, since employer reveals that public organizations are there to serve the community, through quality service management is where transparency and accountability practiced within the organization concerned to enhance effectiveness and efficiency so as to lead quality product and to bring harmony between customer and their government.

1.6 Scope of the Study

The study based on one district in Mwanza region as the sample of others within the country that encounter the same problem of quality customers service management. The targeted population was employees within Sengerema district specifically Nurses, Clinical Officers and Doctors, Teachers, Head of department Procurement and Accounting Officers.

1.7 Limitation of the Study

Those are parameters that a researcher may encounter during the research. These were readiness of respondents to fill questionnaires and returning on time. And the researcher extended the time of collecting those instruments so as to make each respondent to fill it also the concern of the respondent were obeyed by the researcher since no one was forced to fill the given questionnaires.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

The literature review of this study covers the areas of quality service management of employees in public organizations. The chapter begins with the description of each of these concepts and the theories related to quality customer service management. Later, it presents the selected empirical studies on the issues related to effects of quality service management both positive and negative results. The chapter winds up with the conceptual framework of the study.

2.1 Definition of key terms

Quality Customer Service Management,

This involves customer services before, during and after services to find out satisfaction of potential consumer, in response to increase global pressures – customers' demanding superior quality of products and services, the global marketplace has become very competitive, many organizations have adopted practices such as quality customer service management (QCSM), and benchmarking. Many scholars claim that managers can implement QCSM in any organization in any sectors of the economy, such as manufacturing, service, education, and government (Dean & Bowen, 1994), and that it generates improved products and services, more satisfied customers and employees, reduced costs, improved financial performance, enhanced competition, and increased productivity (Zu, 2009; Kaynak, 2003; Deming, 1986).

Organizations that adopt a quality management strategy focus on achieving and sustaining a high quality outputs using management practices as the inputs and quality performance as the outputs (Flynn, Schroeder, & Sakakibara, 1994).

Employee Involvement

Employee involvement is creating an environment in which people have an impact on decisions and actions that are related to their jobs their (Daily & Bishop, 2003). This kind of environment may include factors such as job enrichment, self-managed work teams, job design and organizational design (Lawler, 1994).

Employee Satisfaction

Employee satisfaction should be one of a firm's key performance measures (Naumann and Giel, 1995). Employee satisfaction is seen as an important factor in business effectiveness because employee satisfaction can lead to behaviors by employees that affect a firm's functioning (Spector, 1997). Employees' negative feelings can lead to behaviors that are detrimental to firms. Organize practices that maximize employee satisfaction will likely see employees who are more cooperative and willing to help the firm be successful. Employee satisfaction is a topic of interest to both researchers who study it and practitioners who work in firms (Naumann and Giel, 1995). Thousands of employee satisfaction studies can be found in the journals of organizational behavior and related fields. An increasing number of organizations also conduct employee satisfaction surveys to learn how employees feel about their jobs (Spector, 1997).

Employee satisfaction is also an important factor in the European Model for Quality Customer Service Management (1994), the Deming Prize (1996), and the American Baldrige Quality Award (1999). Ted (1996) stated that employee satisfaction is as important as customer satisfaction, as Ishikawa (1985) stated that a firm whose members are not happy and cannot be happy does not deserve to exist. Employee satisfaction means that employees are contented with their work and position (Ishikawa,1985).

"Quality is vital" (Sangeeta, Banwet e Karunes, 2008) and it can be used to achieve a higher productivity (Leonard and Sasser, 1982) and competitive advantages (Leonard and Sasser, 1982; Kanji, 1990; Chenhall, 1997; Reed, Lemak and Mero, 2000; Hoyer and Hoyer, 2001; Dale, Van Der Wiele and Van Iwaarden, 2007).

The understanding of the quality concept is made easier by the differentiation of the following concepts: quality, total quality and total quality management. In Kanji (1990) perspective, quality refers to the continuing satisfaction of the requirements expected by the client, while total quality concerns getting quality at a low cost. On the other hand, QCSM refers to getting total quality through the daily involvement and commitment of all people (Lamerck and Mero 2000).

Nowadays, ISO 9000 standards are the system used to guarantee the consumers that the quality of products/services matches their requirements (Dale, 2003). This set of standards represents the international consensus on the management and quality practice. More specifically, the ISO standards are characterized as patterns and orientations related to the systems of Quality Customer Service Management (Dale,2003).

Quality Customer Service Management is one of the major phases of the evolution of Quality Management systems (preceded by the inspection, quality control and quality certification) (Dale, Van Der Wiele and Van Iwaarden, 2007), and it is characterized as a continuously evolving management system (Andersson, Eriksson and Tortensson, 2006).

Research conducted for the Profit Impact of Market Strategy (PIMS) program has led to the conclusion that in the long run, the most important single factor affecting a business unit's performance is the quality of its products and services, relative to those of competitors" (Reeves and Bednar, 1994). Finally, Reeves and Bednar (1994), conclude that there is no universal definition of quality as it has multiple definitions resulting in an unsuccessful search for a global definition. Nonetheless, it is their belief that different definitions of quality are appropriate for different circumstances.

2.2 Theoretical literature review

This fills a theoretical gap by identifying an understudied subject area for QCSM theory on building, learning, participation about the effect of QCSM in public organizations.

Businesses use total quality management systems to improve the efficiency of their processes, which can help increase profitability. Quality Customer Service Management (QCSM) is a quality improvement body of methodologies that are customer-based and service oriented. QCSM was first developed in Japan, and then spread in popularity. However, while QCSM may refer to a set of customer based practices that intend to improve quality and promote process improvement, there are several different theories at work guiding QCSM practices.

2.2.1. Deming's Theory

Deming's theory of Quality Service Management rests upon fourteen points of management he identified, the system of profound knowledge, and the Shewart Cycle (Plan-Do-Check-Act). He is known for his ratio - Quality is equal to the result of work efforts over the total costs. If a company is to focus on costs, the problem is that costs rise while quality deteriorates. Deming's system of profound knowledge consists of the following four points:

System appreciation - an understanding of the way that the company's processes and systems work.

Variation knowledge - an understanding of the variation occurring and the causes of the variation.

Knowledge, Theory - the understanding of what can be known.

Psychology knowledge - the understanding of human. (Reeves & Bednar, 1994).

By being aware of the different types of knowledge associated with an organization, then quality can be broached as a topic. Quality involves tweaking, processes using knowledge. The fourteen points of Deming's theory of total quality management are as follows:

Create consistency of purpose

(i). Adopt the new philosophy (ii). Set-up dependencies on mass inspections (iii). Don't award business based upon the price (iv). Aim for continuous production and service improvement (v). Bring in cutting-edge on the job training (vi). Implement cutting-edge methods for leadership (vii). Abolish fear from the company (viii). Deconstruct departmental barriers (ix). Get rid of quantity-based work goals (x). Get rid of quotas and standards (xi). Support pride of craftsmanship (xii). Ensure everyone is trained and educated (xiii). Make sure the top management structure supports the previous thirteen points.

Plan-Do-Check-Act (PDCA) is a cycle created for continuous improvement. In the planning phase, objectives and actions are outlined. Then, do the actions and implement the process improvements. Next, check to ensure quality against the original. Finally acting requires to determine where changes need to occur for continued improvement before returning to the plan phase (Reeves & Bednar, 1994).

2.2.2. Crosby's Theory

Philip Crosby is another person credited with starting the QCSM movement. He made the point, much like Deming, that if you spend money on quality, it is money that is well spent. Crosby based on the four absolutes of quality management and his own list of fourteen steps to quality improvement.

Crosby's four absolutes are:

- i. We define quality as adherence to requirements
- ii. Prevention is the best way to ensure quality
- iii. Zero Defects (mistakes) are the performance standard for quality
- iv. Quality is measured by the price of nonconformity.

The fourteen steps to continuous quality improvement, for Crosby, are:

(i). Attain total commitment from management (ii). Form a quality improvement team (iii). Create metrics for each quality improvement activity (iv). Determine cost of quality and show how improvement will contribute to gains (v). Train supervisors appropriately (vi). Encourage employees to fix defects and keep issues logs (vii). Create a zero-defects committee (viii). Ensure that employees and supervisors understand the steps to quality (ix). Demonstrate your company's commitment by holding a zero defects day (x). Goals are set on 30, 60, or 90 day schedule (xi). Determine root causes of errors, remove them from processes (xii). Create incentive programs for employees (xiii). Create a quality council and hold regular meetings (xiv). Repeat from step one.

2.2.3. Joseph Juran's Theory

Joseph Juran is responsible for what has become known as the "Quality Trilogy." The quality trilogy is made up of quality planning, quality improvement, and quality control. If a quality improvement project is to be successful, then all quality improvement actions must be carefully planned out and controlled. Juran believed there were ten steps to quality improvement (Kaynak, 2003). These steps are:

i. An awareness of the opportunities and needs for improvement must be created ii. Improvement goals must be determined iii. The organization is required for reaching the goals iv. Training needs to be provided v. Initialize projects vi. Monitor progress vii. Recognize performance viii. Report on results ix. Track achievement of improvements x. Repeat.

2.2.4. Ishikawa's Theory

Creator of the last theory, Dr. Kaoru Ishikawa is often known for his namesake diagram, but he also developed a theory of how companies should handle their quality improvement projects. Ishikawa takes a look at quality from a human standpoint. He points out that there are seven basic tools for quality improvement (Sarantakos, 2005). These tools are:

Pareto Analysis - Pareto analysis helps to identify the big problems in a process.

Cause and Effect Diagrams - Cause and effect diagrams help to get to the root cause of problems.

Stratification - Stratification analyzes how the information that has been collected fits together.

Check Sheets - Check sheets look at how often a problem occurs.

Histograms - Histograms monitor variances.

Scatter Charts - Scatter charts demonstrate relationships between varieties of factors.

Process Control Charts - A control chart helps to determine what variations to focus upon. (Ishikawa. 1985).

2.3 The relationship of the literature for the study

The end of World War II saw America's industries overwhelmed with success, as such; they did not see a need to adopt Dr. Edward Deming's quality philosophy. Dr. Deming, was however sent as an advisor to the Japanese census in 1950, by the MacArthur Government. In a bid to help shattered post war Japan rebuild their industry; Deming introduced his quality philosophy to the Union of Japanese Scientists and Engineers (Kanji, 1990). While Deming suggested the use of statistical information and process control to trace errors, Dr Joseph Juran also stressed the customer's point of view of a product's fitness for use- customer satisfaction (Kanji, 1990).

It took lessons from these two doctors to increase in productivity to be realized in Japan within months. As a result, Japanese companies have captured and dominated markets all over the world (Kanji, 1990). This proves the extent to which quality measures can go a long way to make arm highly competitive in any industry. The concept of quality has been in existence since the era of Taylorism, which championed the attainment of quality through inspection (Taylor, 1911). There was, however a boom in the QCSM movement in the nineties. Lately, this has caught on fast developing nations.

Quality is “*a disciplined way of identifying and solving problems in order to improve performance*” (Deming, 1986).

Quality Customer Service Management is to obtain total quality by involving every one's daily commitment. The main objective of implementing QCSM is to transform the way organizations work. To a large extent, many people have adopted this as they believe it to be a very good thing and have loaded it. According to Mintzberg (1996), it has been observed that the fad of the nineties was a constant emphasis on the need to improve service quality and an equally relentless emphasis on customer satisfaction. Mintzberg's article describes what this emphasis is meant for the people who do the work of organizations and what it does to them. Though some schools of thought have concluded that, QCSM may be difficult to implement, others have even maintained that it is inappropriate for certain organizations due to their organizational structure (Taylor, 1911).

Nonetheless, not many people have admitted to the fact that QCSM could actually be costly to the organization and its members. Even more so, there may be situations where the successful implementation of QCSM could be less of a benefit and more harmful to the organization. Connor's (1997) article investigated some of the human dimensions of the QCSM movement, and discussed its costs along with its potential benefits.

2.4. Selected empirical studies on the effect of QCSM on employees

In this section, there is a presentation of some available empirical studies with respect to the effect of QCSM on employees in public organizations. This part is divided into two phases;

- i. Presents the positive results of QCSM on employees
- ii. Showing the negative results of QCSM on employees

2.4.1. Positive Results of QCSM on employees

The effective implementation of QCSM increased customer satisfaction with the service offerings (Omachonu and Ross, 1994). Quality enhances customer loyalty through satisfaction; this in turn can generate repeat business and lead to the attraction of new customers through positive word of mouth. The word of mouth communication helped in cost reduction. This Omachonu and Ross (1994), noted provided a competitive edge to the company. The improvement in quality resulted in increased market share and profitability.

Quality customer service management is the management philosophy which emphasizes the development of authority to the front line staff to serve the customers of the organizations for well being of the organization, customers, employees and nation at large. It ensures the participation of everyone in the decision making process through activities such as quality cycles and team work. The question is, does this devolution of authority leads to employees' satisfaction or not? Motivation theories indicate that two major forms of motivation exist – the intrinsic and the extrinsic motivation. While some argued that the best form of motivation is monetary incentive, others argue for self-fulfillment and recognition(Dimitrades, 2000).

The motive behind the intrinsic reward is to provide the employee with some autonomy, which empowers him to take decisions that affects his job, thus making him responsible and accountable. This is said to increase the employee's level of job satisfaction The implementation of QCSM ensures that every worker in the organization does his work with quality the first time, thus improving the efficiency of operation and avoiding some cost associated with waste. This in turn offered more value to customers in terms of price and service quality, thus making them satisfied (Dimitrades, 2000).

Implementation of QCSM further ensures that organizations change how they perform activities so as to eliminate inefficiency, improve customer satisfaction and achieve the best practice (Porter, 1996). Porter noted that constant improvement in the effectiveness

of operation is essential, but not a sufficient factor for organizations to be profitable. According to Sila (2007), QCSM helps in improving the quality of products and also reduces the scrap, rework and the need for buffer stock by establishing a stable production process. He argued that QCSM will reduce the cost of production and time of production. Continuous improvement which is a feature of QCSM is said to reduce the product cycle time thus improving productivity (Huang and Lin, 2002). Many other QCSM practices such as training, information system management, relationship with suppliers, arts have a positive impact on operational performance. The efficient management, handling of these practices will improve efficiency and no doubt affects the profitability of the firm (Andrle, 1994).

According to Sila (2007), QCSM can minimize the total cost of production through 'sole sourcing'. The cost in this case is reduced by limiting the number of suppliers used by the firm and providing them with necessary training and technology. The efficient functioning of an operation will then depend on how well the suppliers meet up with the expectations of the organization. This is why the QCSM principle emphasizes the totality of quality in all facets which includes the suppliers. QCSM endorses the total quality approach in creating customer satisfaction.

The total quality approach creates an integrated method of analyzing operations by focusing the processes of production on customer satisfaction. Thus, it requires that quality be built into all the processes so as to be efficient in the overall operation (Andrle, 1994). The effectiveness of QCSM organization should be measured by the degree of integration with their supplier bases because supplier quality management is a critical component of QCSM. Operational effectiveness is then a function of how well the various units of an organization carry out their functions with quality (Kaynak, 2003).

2.4.2. Negative Results of QCSM on Employees

Oakland, (1995) identified factors that hinder the implementation of QCSM. These include the thought that its implementation can be time consuming, bureaucratic,

formalistic, rigid and impersonal. Algebra and Obeng, (2000) in their research they found out that the half-hearted implementation of QCSM is a major reason for its failure in most organizations. According to them, organizations are only willing to implement just those aspects of QCSM which is supported by the existing organizational culture. Their findings revealed that employees did not feel as part of the decision making process and their ability to make contributions to quality improvement were restricted due to the limited authority granted them to carry out their activities. Quality management programs have failed because they were 'programs of the month' (Smith, 2004)

According to Smith, implementing quality throughout an organization is not the result of a formalized program, but requires a cultural change in the way activities is conducted. The adoption of an incompatible quality approach by organizations results in the failure of QCSM implementation, he further stressed that the delegation of quality leadership by managers might lead to the development of QCSM bureaucracies that are ineffective like other functional departments (Andrle, 1994).

According to Wilkinson et al (1998) the lack of commitment from any particular group within the organization can be a serious barrier in the management of quality. Most especially the non-commitment by management to quality management is a major hindrance to the successful implementation of QCSM. Asher (1996) observes that there is a need for management to drive the ideology of the QCSM process in order to encourage employees to follow and also to prove to them about management's commitment to quality.

Porter (1996) noted that QCSM is essential for an organization's productivity and effectiveness, but will not necessarily give an organization competitive advantage over her competitors. QCSM does not address strategic business issues like differentiation and positioning strategies. McCabe and Wilkinson (1998) noted that the failure of QCSM can be attributed to the inappropriate implementation method adopted by the firms employed and not because of the principles of QCSM itself. They believed QCSM

could be successful if it is adequately planned for and implemented according to plan. Another reason for the failure of QCSM is the emphasis given to individual rewards for QCSM effort. This negates the recommendation made by Deming (1986), who argued that rewards needs to be tied to team work or department rather than individual. The failure of organizations to implement the rewards to group might lead to internal competition amongst employee and this will have a negative impact on team performance which QCSM promotes. The high cost of providing quality customer service is major hindrance to the imlementation of QCSM in the organiations (Deming ,1986).

2.5 Empirical Literature Review

The findings obtained from other scholars on the same problem of an assessment of the influence of the quality customer service management on employee satisfaction in public organizations were analyzed below;

According to international records management (2007) in the study on public service management in public organizations,the findings obtained was to increase the incentives among public workers in order to create conduncive environment in working places. But from the study the following gap revealed, implementation of the planned strategies were not done accordingly.

According to Qualtrics Research suite Account (2012), in the study of the network customer satisfaction system service was formed based on policy abd obectives formulation and imlementations within the organizations as the research done and the findings obtained was to look on whether organizations follows their policy and objective set. And the study come up with the gap that, many organizations does not follw the strategic policies that are current but they use old one that do not aim for customers satisfactions.

Also according to Danish Institute (2007) in the study on Public Service improvement among public workers , the questionnaires, interviews and focused group discussion

were used as the instruments for data collections. The findings were as to increase incentives among workers may bring about better achievement of the expected objectives. They come up with the conclusion that quality service management depends on individual performance within the organization. From the study the gap was revealed including implementation of the objective planned at a right time.

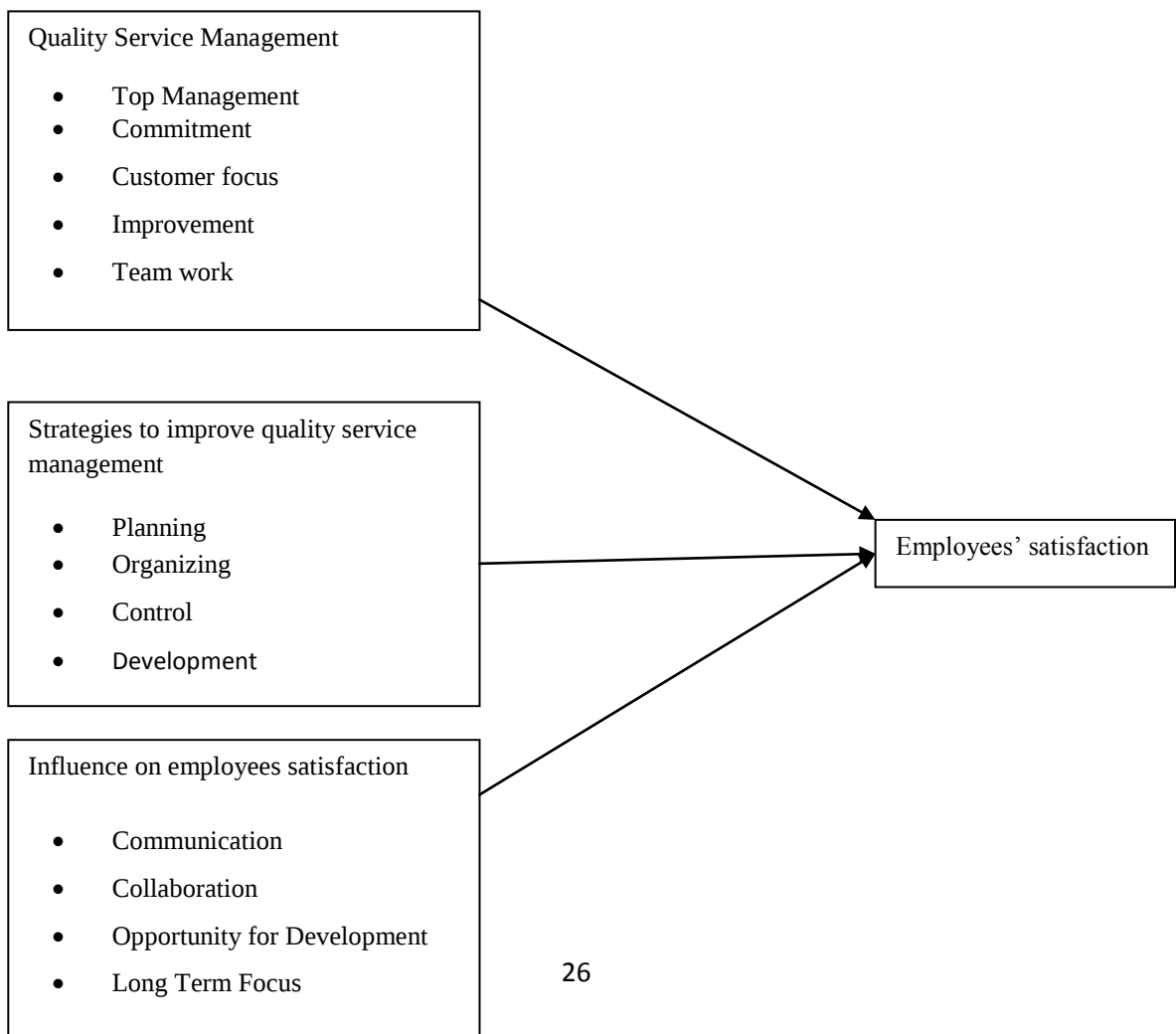
2.6 Conceptual Framework

The conceptual framework below is the framework of analysis of this study. Figuratively, this conceptual framework can be shown in the following manner:

Figure 1.1 Conceptual framework.

INDEPENDENT VARIABLES

DEPENDENT VARIABLE



Source: Adapted from Campbell and modified (1971).

The conceptual framework above shows how the variables relate each other (independent and dependent variable). Employees satisfaction depends on many variables in order to improve customers satisfactions. Quality customer service management which include top management, commitment of all workers and employees, customer focus and team work if appropriately implemented may lead to employees satisfaction.

Also, strategies to improve quality service management such as good planning, better organization and controll within public organization may leads to employees satisfactions. The same applies to influence on employees satisfaction among public workers as the dependent variables may depends on collaborations, good communications between workers, employers and customers long term focus and opportunity for development may lead to employees satisfaction if well planned and implemented accordingly in public organizations (Campbell, 1971).

2.7 Summary of Research Gaps

The global marketplace has become very competitive because customers are demanding superior quality of products and services. Quality and its management and the associated continuous improvement are looked upon by many organizations as the means by which they can survive in increasingly aggressive markets and maintain a competitive edge over their rivals (Dale et al, 2007). Oakland (2004) maintains that demanding customers with high product and service quality expectations and an established reputation for quality, drives organizations implement QCSM programs. The literature indicates that to implement QCSM programs effectively, the organization's culture needs to be molded to the quality program or the quality program needs to be molded to the organization's culture (Klein et al., 1995).

The success or failure of QCSM systems depends on the people working within the organization. The traditional concepts of managing people using discipline as the basic tool has to give way to motivating them to contribute to the process. The employees have to feel respected and valued to make a meaningful contribution to the process. Once the attitude is ingrained among the employees, the contributions and cost savings resulting from the QCSM systems will amaze you (Menon, 1992, pg47).

According to Oakland, (1993 pg 22), to be successful in promoting business efficiency and effectiveness, QCSM must be truly organization wide, and it must start at the top with the chief executive officer or equivalent. The most senior directors and management must all demonstrate that they are serious about quality. The middle management has a particularly important role to play, since they must not only grasp the principles of QCSM, they must go on to explain them to the people for whom they are responsible, and ensure that their own commitment is communicated. Only then will QCSM spread effectively throughout the organization. This level of management must also ensure that the efforts and achievements of their subordinates obtain the recognition, attention and reward that they deserve (Oakland, 1993).

From the research findings applied by other scholars on the problem of quality service management, the first study done by the International Records Management Trust, they used a qualitative approach which involves individual perspective that can not be entertained in the public organization as insisted by (Sogunro, 2009, p. 9). Also from the research done by the Danish Institute For International Studies, they used more than one instrument in data collection that can not bring the reliable information due to difficulties in administering. Therefore the researcher used a quantitative approach in order to bring together the common say about the organization which was not done by the first researcher as the gap. Also the study involved only questionnaires that administered correctly to the respondents in order to avoid confusion during data collection so as to acquire reliable information (Sogunro, 2009).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter is about methodological issues regarding this study. It began by presenting the area of the study, followed by presentation of the research design for this study. Further the research sample, and the sampling criteria to be used to identify the participants of the study discussed. Thereafter, the chapter presented data collection procedure, data collection methods and data analysis. The chapter winded up with a section on validity and reliability.

3.1. Area of the Study

The choice of the study area needs to make the researcher have an opportunity to get the required information (Krishnaswami, 2002). The study was conducted at the Sengerema District Council in which case the researcher chose such an area due to the possibility of an opportunity to learn, that is accessibility of data and information. Since the study cannot be conducted all the places with same problem the area was as the sample to represent other with the related problem.

3.2. Research Design

Kothari (2004) defines Research as the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact the research design constitutes the blueprint for the collection, measurement and analysis of data. As such the design can be grouped into three broad categories, namely qualitative, quantitative and combined design. Each design supports a variety of methods for gathering data and allows the researcher a variety of data analysis and interpretation approaches.

A key task of the researcher was the selection of the appropriate strategy for the research problem and study objectives. This is known as the process of developing a research

design (Mcnabb, 2002). As for this particular research study the quantitative approach adopted to carry out the study. The use of such approach aimed to gather information statistically so as to get the reliable general information from the respondents by avoiding individual perceptions applied in qualitative approach.

The survey design was used in conducting the study at the Sengerema District Council (Mwanza). The survey, which adopted in this research was a literature survey which is a secondary data search (library search). The researcher intended to apply such design in order to gather the information depth and width area of study such as involving many respondents during filling questionnaires. This survey generates data through a perusal of the various documentations such as journals, books, and internet and conference proceedings. The semi structured questionnaires which were used in the study are the primary vehicle of data gathering in sampling human population. In designing a questionnaire, each question should pass this test in order to provide information. To pass this test, the questions should be formulated in such a way that:

- i. The intended purpose of survey is kept in mind.
- ii. The questions are carefully worded to avoid guiding responses.
- iii. Questions are not stated in an ambiguous manner.
- iv. Questions are limited to relevant issues only.

With survey methods, that study made use of quantitative techniques in data collection and analysis (Madey, 1982).

3.3. Population

Best and Kahn (1998) has stated that the population as the entire group of individuals, firms, plants or things that have one or more characteristics in common that are of interest to the study. In Sengerema district, there are 500 employees from various departments. According to this study, the population consisted sample from various categories of all employees, particularly the heads of departments and other staff members from various departments at the Sengerema District Council and other governmental institutions within the district in Mwanza Region, Tanzania Mainland.

3.3.1. Population Survey

That was the survey, which conducted to the intended population lead to the selection of respondents. The selection of the respondents should represent the total population so as to come up with the valid data for this study.

3.4. Sampling Technique

The researcher employed non- probability sampling procedures to select the study sample. The aim of using the method was due to purposeful to get the intended respondents for the intention of collecting reliable data or the researcher used purposive sampling so as to select respondents according to his/ her convenience.

Therefore the selection of respondents in the study was based on the opportunity to learn and purposive sampling (Stake 1998, Kothari 2002).

Quota sampling as the part of non probability which applied when respondents were scattered the researcher get samples of respondents from each category so as to represent others. Example were from teacher category, nurses and subordinates since it is difficult to meet all.

In the case of purpose sampling, the study focused on those officials who could provide the necessary data and information based on their positions and their day to day operations.

3.5. Sample Size

The area selected has a large population of 500 workers with different public organizations such as nurses, clinical officers and doctors, procurement and accounting officers and teachers, therefore the sample size of the study was 50 respondents who represented others.

These were obtained by calculating 10% of the total population in the field of study that

means $\frac{10}{100} \times \text{Population}$

$$\frac{10}{100} \times 500 = 50$$

Source; Yamane, 1967

Therefore, each category had representatives depending on their population as follows

using the formula $n = \frac{\text{Department}}{\text{Population}} \times \text{sample}$

Whereby department means population within the department concerned

Population= Total population in the study area 500

Sample = Sample size 50

Teachers, $n = \frac{200}{500} \times 50 = 20$ where number of workers in teachers department is 200

Nurses, $n = \frac{80}{500} \times 50 = 8$ and the total number of nurses as 80

Subordinates, $n = \frac{120}{500} \times 50 = 12$, whereby 10 were head of departments and 2 as the representatives from district courts.

$$n = \frac{100}{500} \times 50 = 10$$

These respondents were from accounts, procurements, clinical officers and doctors.

Source; Sengerema District Statistics and Logistic Office, 2014

For the purpose of this study, ten respondents which were heads of departments were chosen from various departments to fill the questionnaire. That was done by purposive sampling. The primary consideration in this method is the judgment of the researcher as

to who best provided the information to achieve the objectives of the study (Kumar, 2011). It is a non-probability sampling technique which seemed to fit for this kind of study.

Also, 20 teachers from Sengerema Secondary Schools, four Nurses from Sengerema Health Project, and four Clinical Officers. The non-probability sampling technique was chosen based on the anticipation that the researcher may not be able to meet all employees during the visit to the organization. Nonetheless, the employees chosen was based on their departments. That helped the study acquire an unbiased view from the employees.

Respondents from teachers, heads of schools from the first twenty secondary schools were based on district performance in form four mock exams involved to represent all teachers while simple random sampling applied to nurses and clinical officers whereby registered nurses of the selected health centers were involved. While heads of department were selected purposefully based on the available number of departments in the area of study.

3.6. Data Collection Methods and Instruments

Data were collected from both primary and secondary sources. Collection of primary data comprised methods of structured questionnaires while a collection of secondary data comprised documentary review.

Apart from using questionnaire as the approach of data collection, the method was supplemented by documentary review. The researcher employed that strategy to gather data and information on current issues, producing various reports. The sources to be involved included journal articles, manuals, reports, brochures, books, internet, published and unpublished data source and data from the field.

The aim of using the instrument was, the respondents that researcher considered are all literate that means they were able to fill the questions, also due to the time limit was

where distributed questionnaires can be filled at any place in regard to the time of the respondents (Punch, 2009. p. 97).

3.7. Data Collection Procedures

Before data collection takes place, the study instruments developed. Those questionnaires were further piloted and tested. During pilot testing, five respondents were taken. Those selected conveniently and were friends. The need was to ensure that questions put down in the instruments are clear and understood the same way by different people. According to Janesick (1998), pilot testing has many advantages which include but not limited to the following:

- i. It allows the researcher to focus on particular areas that may have been unclear previously.
- ii. Pilot questionnaires may be used to test certain questions in the study instrument.
- iii. The initial time frame for the survey allows the researcher to begin developing and solidifying rapport with participants as well as to establish effective communication patterns.

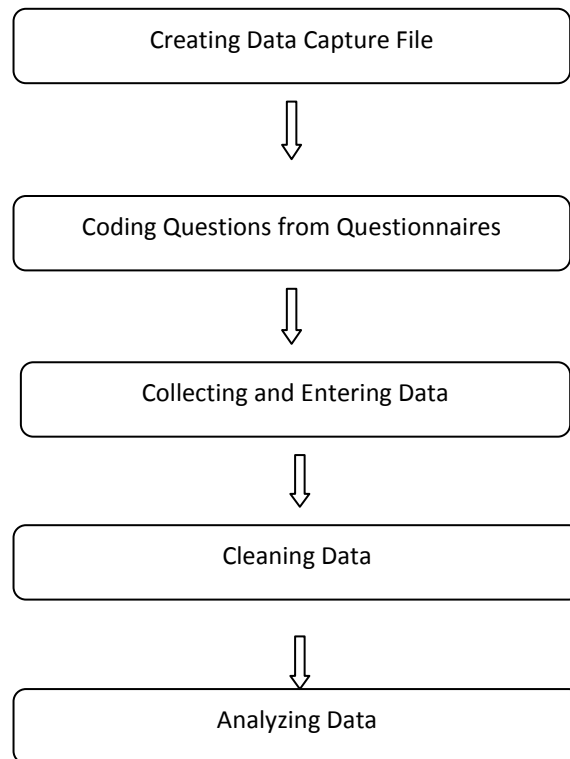
3.8. Data Analysis

The research design which employed in the study was descriptive statistics, which resulted in two sets of data: from the questionnaire, they were quantitative data and from the documentary reviews, there were qualitative data.

For quantitative data, Statistical Package for the Social Sciences (SPSS) was used in coming up with the statistical analysis for this study with the collected data drawn from the questionnaires. With SPSS, used of descriptive statistics in order to determine the different percentages of the respondents. This was done by creating a coded data capture file in excel which transferred into SPSS once the collation of the data was done. There was importing of data from SPSS for drawing Pie Charts, tables, and histograms. In order to make different comparisons, mean was used. The data were then cleaned up for

validation. The data analysis was done. SPSS is a statistical software package that covers a broad range of statistical procedures (Kirkpatrick and Feeney, 2003).

Fig.1. Planning for Data Analysis



The final data were displayed in texts, tables and graphs. The procedure that followed for the data analysis.

On the explanation of the quantitative as the embedded way was whereby data analyzed with the use of the content analysis, a method that examines the artifacts of social communication, which include written documents and field notes (Berg, 1995) was the key to this study. The different questionnaires and documentary review transformed into free-flowing summaries in order to condense the information for looking special characteristics of messages relating to the issues of QCSM, effect process, employees and public sector.

3.9 Validity and Reliability

Validity is the extent to which a test measures what it claims to measure. It is vital for a test to be valid in order for the results to be accurately applied and interpreted (Kendra Cherry, 1985). According to Jope (2000) reliability is the extent to which results are consistent over time. Results are referred to as reliable if the same results can be reproduced under a similar methodology, then the research instruments are considered to be reliable. To achieve reliability and validity, the following were followed:

- i. The selection of the respondents based on the established sampling procedures for the quantitative data; for the qualitative data, respondents were selected based on the opportunity to learn (Stake, 1998).
- ii. The quantitative data to be collected, computerized in order to avoid unnecessary loss of data and conduct more precise analysis with the use of computer software.
- iii. A pilot test of the questionnaire which was done after some revision was made to eliminate ambiguities in the questionnaire.
- iv. Data were collected using multiple methods (questionnaire and documentation) and from different departments of analysis (Heads of departments, and Employees from the concerned departments). This helped to see something from different angles and thus improve the validity of data and information to be obtained.

3.9.1. Time Scale (Research Working Schedule)

The time schedule is put in place to serve as the time budget for the entire operation of the research study. These were a very important area as it was used to guide the whole research process performance and it enabled the researcher to complete the study under research before time goes out. In this time schedule, unforeseen barriers or difficulties were also put into considerations so as to make the research study as efficient as possible without delay. As such the time allocated for completion of the research study was the resource that needs to be budgeted like any other resources.

CHAPTER FOUR

4.0 PRESENTATION, AND INTERPRETATION OF FINDINGS

4.1. Introduction

This chapter presents the analysis of data collected from the field, research findings as well as the presentation, discussions and interpretation of the findings of the assessment on the quality service management in public organizations at Sengerema District Council. The data were analyzed with the help of a computer program Statistical Package for Social Sciences (SPSS) version 20.

The results have been presented in tables, percentages and charts. The presentations of the findings were based on the research questions and the objectives of the study. For the best achievement of the purpose of the objectives of the study a set of questionnaires was used in the data collection process.

A. Demographic Information's

This section describes the general background information of the respondents concerted during data collections using the applied tool.

Information on the year of the respondents was sought by the researcher in order to bring out the participation based on identification of their age. The aim of doing so was to compare the challenges encountered among the respondents based on their roles on ensuring quality service management in their working places.

4.2. Demographic information based on the Age of respondents (n=50).

This section presents for their age being worked in their working stations. This was to be measured in a three point scale which included 21-30, 31-40 and 41-60 years.

4.3 The reflection of information based on the research objectives applied by the researcher

This researcher was guided by the general objective on assessment of the influence of quality customer service management on employee satisfaction in public organizations. It was also guided with the research objectives that generated from the general objective as;

- i. To identify the elements of quality service management used in public organizations
- ii. To assess the influence of quality service management on employee satisfactions
- iii. To identify strategies used to improve quality service management in public organizations

4.3.1 The elements of quality service management used in public organizations

In order to get the valid and reliable answers on the influence of quality service management on employee satisfactions in public organizations, questionnaires were distributed to the respondents whom were nurses, teachers, heads of departments, accountants and procurement officers so as to respond by filling the questionnaires given.

Various questions were asked for them, one of them was to identify whether they are aware of the quality service management. A number of factors can be the indicator of identifying how they understand what they had asked, they can reflect on the extent how actively were participating in public service provision or not. The nature of involvement was presented in different ways by considering characteristics of quality customer service management, the researcher aimed to guide the respondents to remain within the target of researcher. The researcher involved 50 respondents

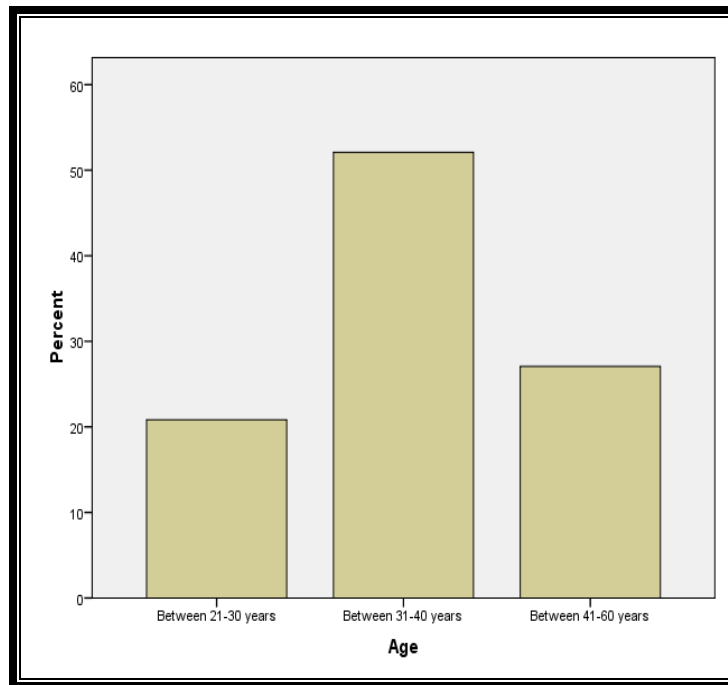
Table 4.1 Age of respondents

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Between 21-30 years		10	20			
Between 31-40 years		25	50			
Between 41-60 years		13	26			
Total	50	48	96	2	4	100

Source: Field Data (2014)

Table 4.1 shows that the respondents aged 21-30 were 10 (20%), 31-40 were 25 (50%) and 41-60 were 13 (26%) of the total who participated in the study. 2 (4%) of the total respondents could not respond to their ages. The study indicates that most of the respondents were 31-40 who 25 were (50%). This implies that most of the workers at Sengerema District Council were between that age

Figure 4.1 Age of respondents



Source: Field Data (2014)

From the figure above shows that most respondents were 31-40 years as 52.1% of the total respondents while 21-30 as few of them were 20(40%) who were interviewed and responded to their ages.

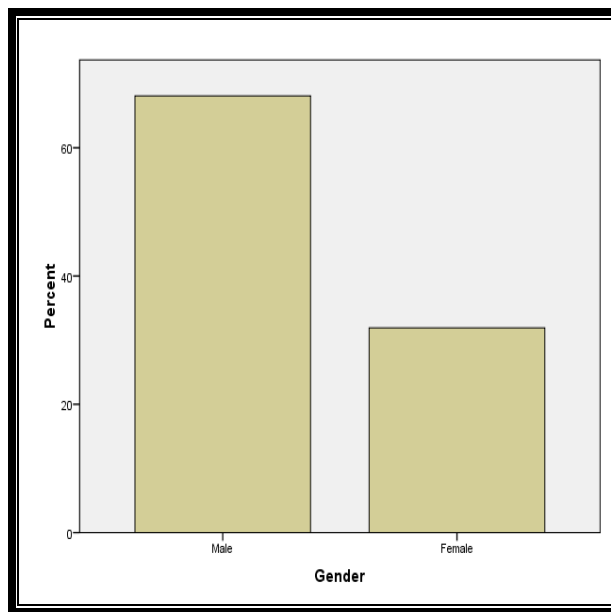
Table 4.2 The gender of the respondents

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Male		32	64			
Female		15	30			
Total	50	47	94	3	6	100

Source: Field Data (2014)

Table 4.2 shows that 32 out of 50 respondents were female, while 15 were male and 3 could not respond to their gender. The study implies that the employees at Sengerema District Council who responded to the questioners were female than men, this might be the nature of the work of respondents were nurses and teachers or it might be gender balance. The results were tabulated in the figure below;

Figure 4.2 Gender of the respondents



Source: Field Data (2014)

From the figure shown above, most of the respondents were male since they were about 64% of those responded while females were 30%. This implies that large number of workers in Sengerema was male compared to female who responded to their gender.

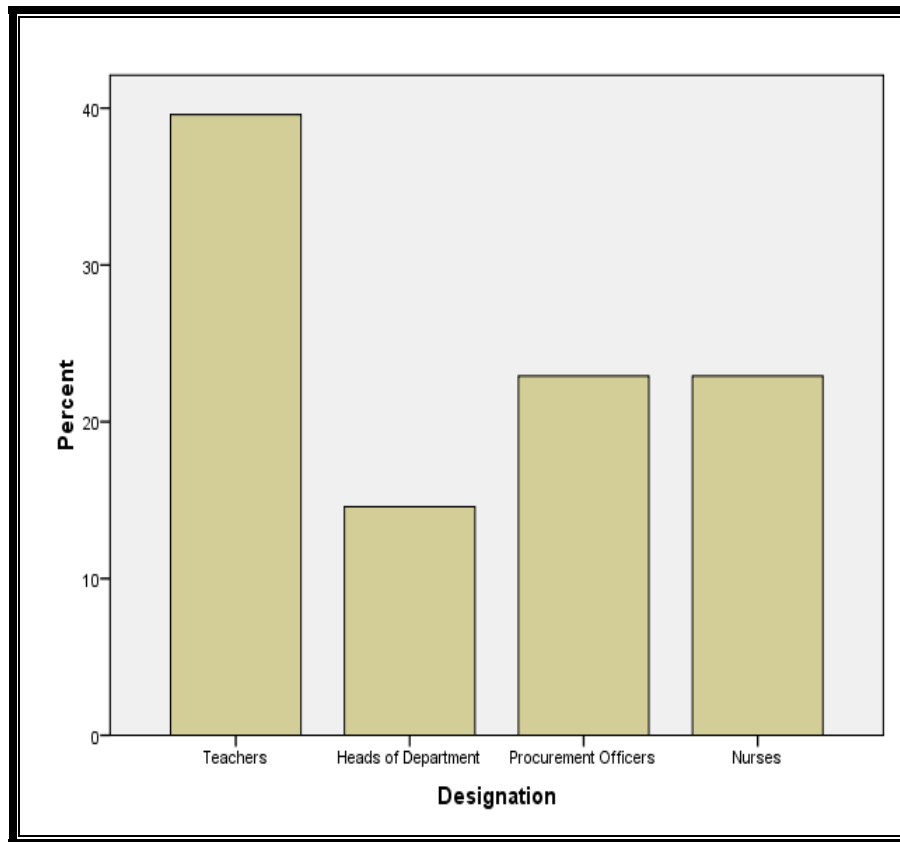
Table 4.3 Distribution of respondents on their designation

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Teachers		19	38			
Heads of Departments		07	14			
Procurement Officers		11	22			
Nurses		11	22			
Total	50	48	96	2	4	100

Source: District and Statistics Logistic Officer (2014)

The table 4.3 above shows respondents response based on their designation. It shows that 38% of the total respondents were teachers, 14% were head of departments, 22% were procurement officers and 22% were nurses. The study indicates that within Sengerema district council, large number of workers are from the education department compared to other department and since the district was the sample, most councils the large number of workers are teachers. This is because Secondary schools are many compared to hospitals and head of departments found within the district. Also the result were tabulated in the figure as shown below;

Figure 4.3 Distribution of respondents on their designation



Source: Field Data (2014)

The above figure shows that, most respondents were from teachers who were 38% while heads of departments were few compared to all the respondents. This shows that education department comprises teachers has a large number of employees than other departments.

Table 4.4 Distribution of respondents based on qualifications

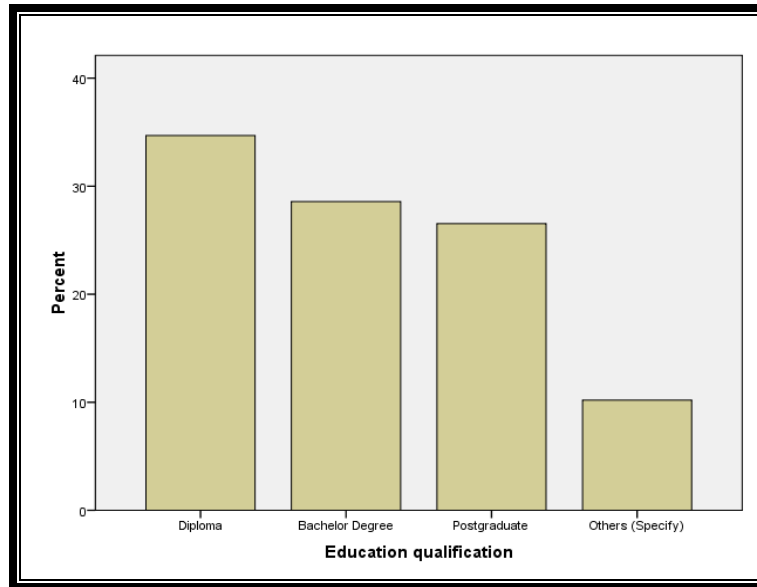
Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Diploma		17	34			
Bachelor Degree		14	28			
Postgraduate		13	26			
Others		05	10			
Total	50	49	98	1	2	100

Source: Field Data (2014)

Table 4.4 shows responses from the respondents that based on their educational qualifications.

It shows that 34% of the total respondents were diploma holder, 28% degree, 26% were postgraduate while 10% possessed other qualifications such as certificates. The study implies that many workers within the district council possessed diploma and less other. All these may be caused by the financial constraints within the district that cause a few of the workers being sponsored for higher learning and few of the lower level of education being employed. The results were tabulated again as shown in the figure below;

Figure 4.4 Distribution of respondents based on qualifications



Source: Field Data (2014)

From the figure, the data shows that diploma holders of the total respondents were many compare to others who were 34% and others in qualification were few compared to degree and postgraduate who were 10%.

Table 4.5 Distribution of respondents from their departments

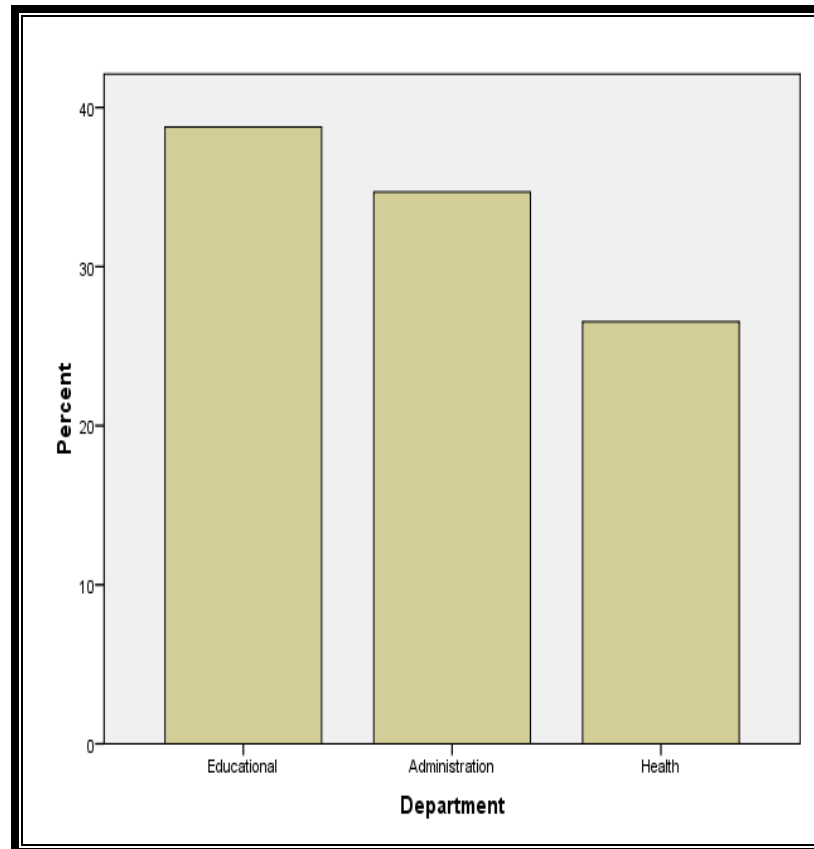
Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Educational		19	38			
Administration		17	34			
Health		13	26			
Total	50	49	98	1	2	100

Source: Field Data (2014)

From table 4.5 show various department where respondents were belonging. It shows that 19 (38%) of the total respondents were from educational department, 17 (34%) were from administration and 13 (26%) were from the health department. The findings show that education department had a large number of workers within the council concerned and it was easy to gather data from them due to their nature of working stations followed

by heads of department, but due to shifting applied by nurses it was difficult for the researcher to reach them as many as possible since they are few and most of their time are busy compared to other departments. The result was shown by the figure below;

Figure 4.5 Distribution of respondents from their departments



Source: Field Data (2014)

From the figure above shows that 19 (38%) of the total who responded in the study were from educational department and they were in large number compared to others while health department as the few were 13 (26%). This shows from the study that educational department has a great number of workers in various councils than other department while health consists of small number of workers.

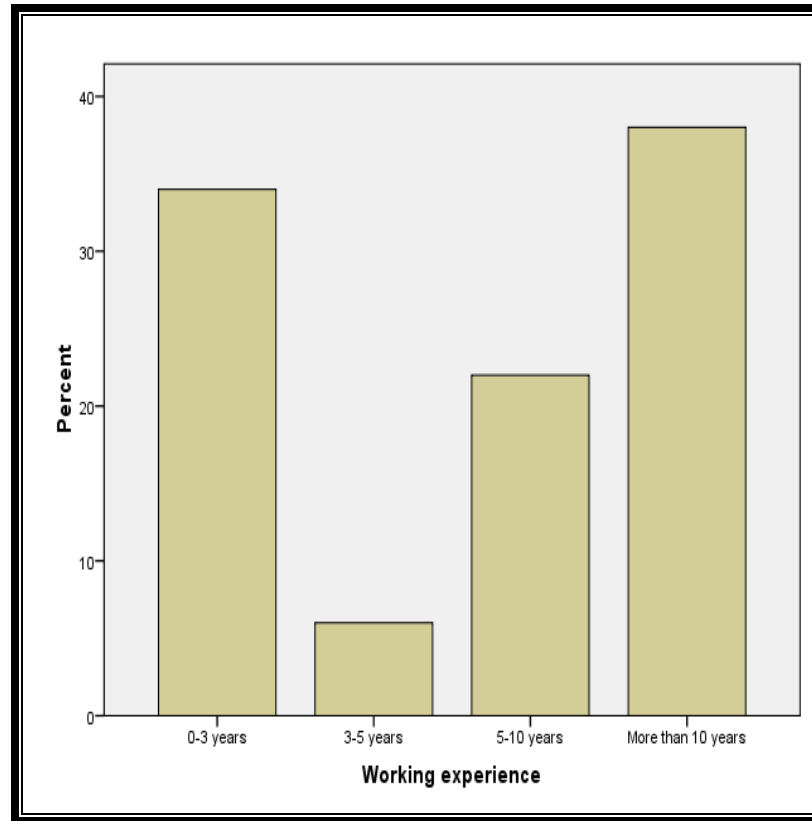
Table 4.6 Distribution of respondents based on working experience

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
0-3 years		17	34			
3-5 years		3	6			
5-10 years		11	22			
More than 10 years		19	38			
Total	50	50	100	0	0	100

Source: Field Data (2014)

In table 4.6, the findings show that 17 (34%) had 0-3 years of working experience, 19 (38%) had more than ten years of working experience, 11 (22%) were in between 5 and 10 while 3 (6%) had 3-5 years of working experience. This shows that most of employed workers in public service were not terminating the public contract because of work security or less and simple working conditions. Also number of workers employed for a long time is higher as well as those who were employed 0-3 years it can be caused by the variation of their demand within the district.

Figure 4.6 Distribution of respondents based on working experience



Source: Field Data (2014)

The figure 4.5 above shows that, the working experience of respondents indicates that small number of them are of 3-5 years as 3(6%) while more than 10 years are large in number 19 (38%) of the total respondents. The study shows that the experienced workers are many in various working environments it may be due to pensionable terms that makes workers to stay in their working departments while the few are still looking for better jobs.

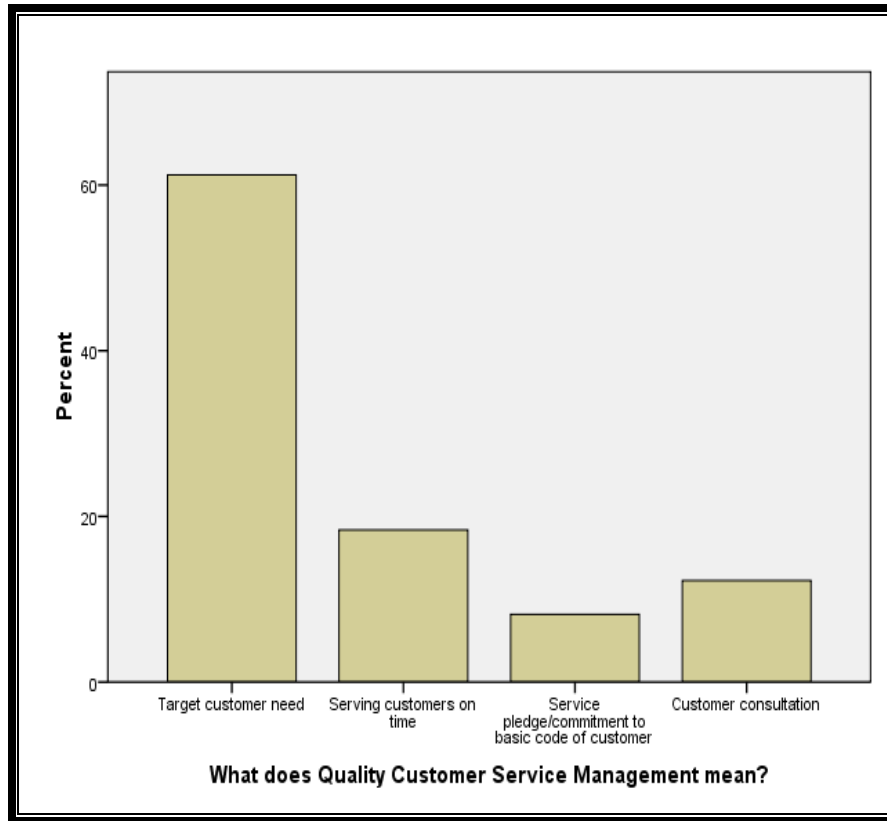
Table 4.7: The meaning of Quality Customer Service Management

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Target customer need		30	60			
Serving customers on time		9	18			
Service pledge/commitment to basic code of customer		4	8			
Customer consultation		6	12			
Total	50	49	98	1	2	100

Source; Field Data (2014)

From the table 4.7 above shows that, out of the total respondents, 4 (8%) were agreed that is quality service management about commitment to basic code of customers, 9 (18%) responded that is serving customers on time, 6(12%) responded on customer consultation about quality service management while 30 (60%) responded to target customer needs, that is how they know about quality service management.

Figure 4.7. The meaning of Quality Customer Service Management



Source: Field Data (2014)

From the figure 4.7 shows that, many respondents 30(60%) defined the quality service management as the target customer need while few of the respondents 4(8%) said that quality service management is all about commitment to basic code of customer.

From the finding shows that the majority of the respondents 30 (60%) knows that considering customers needs is vital factor among many that constitute about quality customer service management. Their understanding may be from various sources such as publications, advertisements or even on how they work in cooperation with others as well as to how they are insisted by the public service management. The respondents responded to customer consultation may be due lack of information related to quality service management due to either their own ignorance or reluctance of the employers to provide education about the term quality customer service management even though to

some extent it can be applied by them in their workplace unknowingly while those responded to basic code and customer consultation may be responded to that meaning because of limited understanding about the terminology.

The quality service management definition was asked by the researcher using four categories so as to be answered by the respondents. These include excellence, value, performance to specification, and meeting and / or exceeding to expectations. The responses were shown in the table below

Table 4.8 Distributions of respondents' response on quality service management

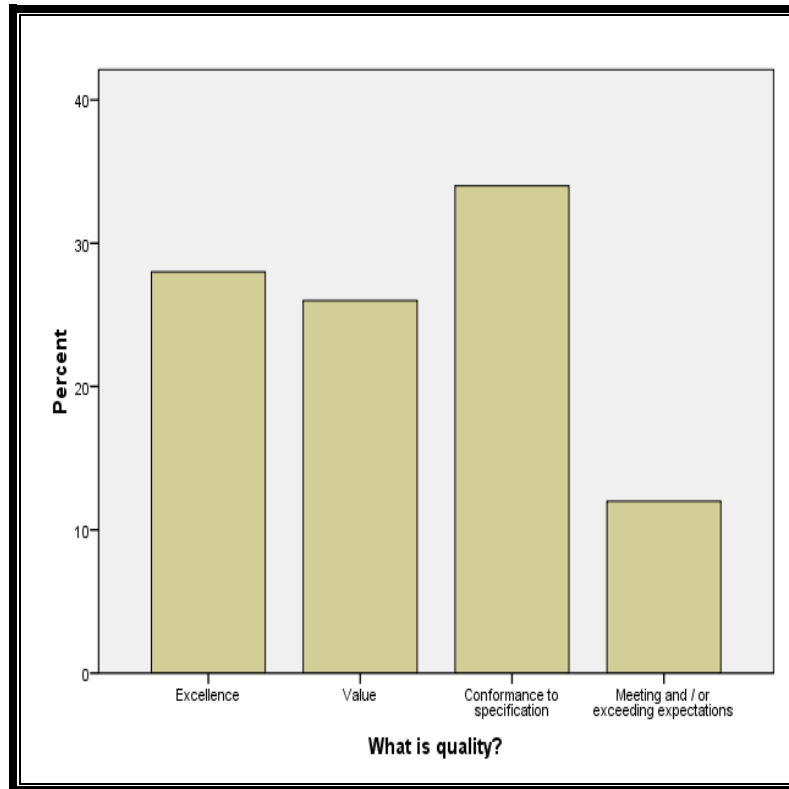
Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Excellence		14	28			
Value		13	26			
Conformance to specification		17	34			
Meeting and / or exceeding expectations		6	12			
Total	50	50	100	0	0	100

Source: Field Data (2014)

The information in the table shows how quality service management in public organizations was taken into considerations by respondents.

The table shows that performance to specification was responded with 34%, excellence 28% of the total respondents and 26% of them responded to value while 12% of the respondents responded to meeting and / or exceeding expectations.

Figure 4.8 Distributions of respondents' response on quality service management



Source: Field Data (2014)

Figure 4.8 shows that conformance to specification as the quality mean was responded by majority of the respondents as 17 (34%) while 6(12%) of those who responded to the question said that meeting and/ or exceeding the customers expectation is the quality meaning

From the findings indicates that, majority defined the quality customer service management as excellence and performance to specification for 28%and 34% respectively. This may be due to better application of their work to the needy because of meeting the set objectives, and value as among of the category was responded with 26% of the respondents because they regarded the work as valuable to the customers. For 12% the respondents responded to meeting and / or exceeding expectations because

within public organizations, workers mostly do not meet exactly or exceed expectations of the customers at all.

The commitment of the organization to quality service management was also asked as the question that related to the objective by the researcher so as to be responded. Categories applied so as to be selected by them were as mission/ vision statement, benchmarking, more customer focus and investment in quality. And the responses were shown in the table

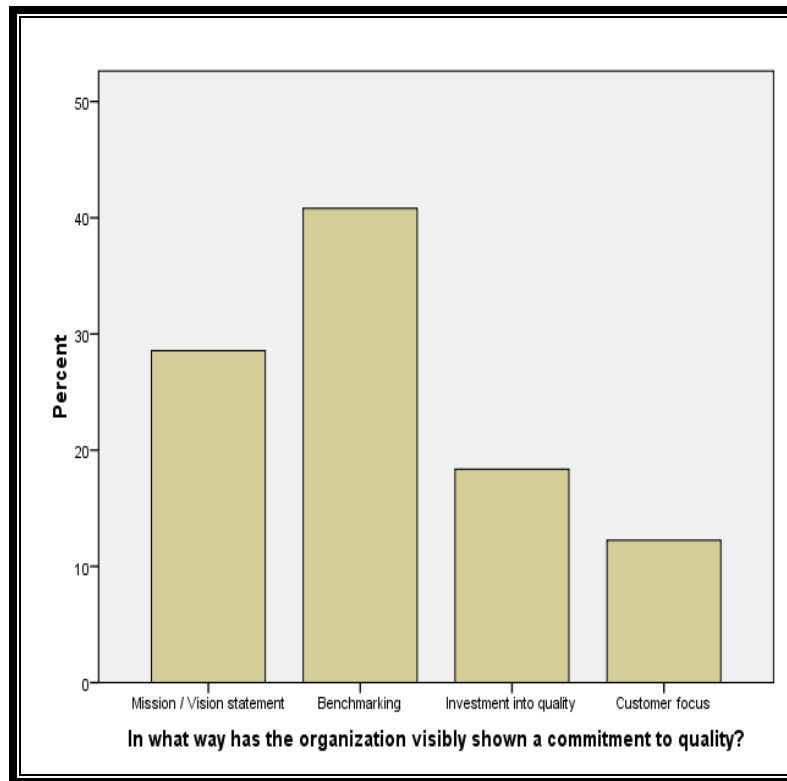
Table 4.9 Ways which the organization has visibly shown a commitment to quality

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Mission / Vision statement		14	28			
Benchmarking		20	40			
Investment into quality		09	18			
More Customer focus		06	12			
Total	50	49	98	1	2	100

Source: Field Data (2014)

From the table 4.9 shows that, 20 (40%) responded to benchmarking, 14 (28%) responded to the Mission / Vision statement, 9 (18%) responded to investment in quality and 6(12 %) responded on customer focus.

Figure 4.9 Ways which the organization has visibly shown a commitment to quality



Source: Field Data (2014)

Figure 4.9 above indicates that benchmarking is the best visibility that can be used to ensure commitment to quality since it was responded by majority of the respondents 20 (40%) while few of the total respondents 6(12%) said that customer focus may lead to commitment to quality

The findings show that most of them responded to benchmarking and they were 20 (40%). This could be due to working with the workers under the specified objectives in order to be met as the benchmarking, measurement, and few of them responded to investment in quality and more customer focus, this could be responded that due invisible investment into an organization or shortage of tangible or seen outcome within an organization. Some of the workers could not show the commitment within the organizations due to various factors such as individual differences and employees shows that they don't consider much on customer focus which is the key of quality customer

service management. This might cause mistrust to customers because it seems that organizations are there for employees rather than customers.

The question about to which extent has employees understands the meaning of quality also was asked to the respondents. The aim of the question was to explore views on how customers perceive the workers in public organizations. The researcher involved four responses to guide them as customer focus, commitment, improvement, and service standards. The outcome was seen in the table 4:10 below

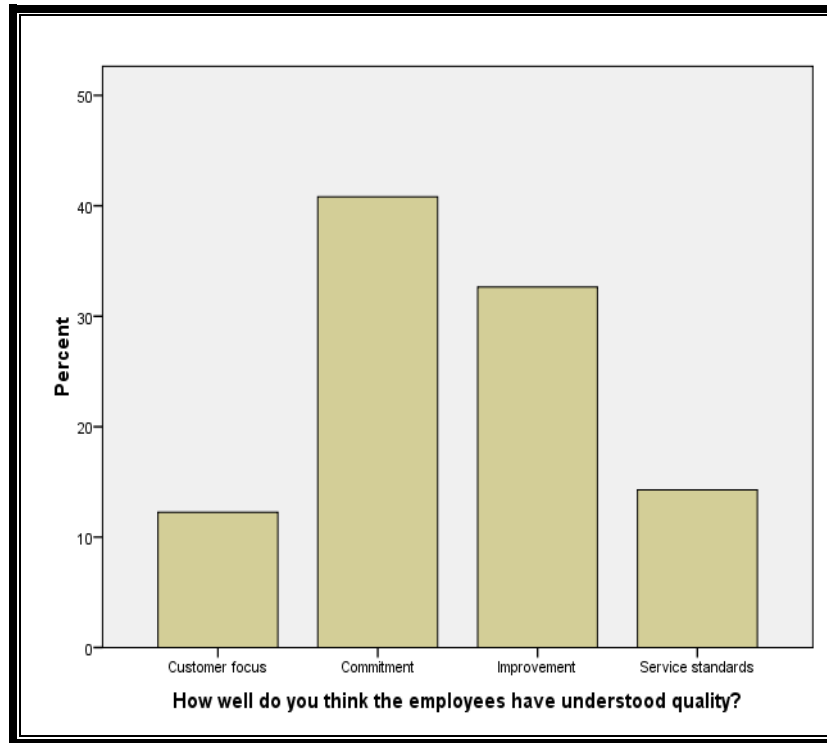
Table 4.10 The extent to which the employees have understood quality

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Customer focus		06	12			
Commitment		20	40			
Improvement		16	32			
Service standards		07	14			
Total	50	49	98	1	2	100

Source: Field Data (2014)

Table 4.10 shows that, 20 (40%) responded to commitment, 16(32%) said that quality is all about improvement, while the 6 (12%) understood the quality meaning as the customer service to undergo customers satisfaction, 1(2%) could not respond to any of the options this might be because of all options were the characteristics of quality. All these were responded by the respondents based on performance and outcome by the employees, employers to the customers referring to the department concerned.

Figure 4.10 The extent to which the employees have understood quality



Source: Field Data (2014)

Figure 4.10 shows on how employees have understood the quality and large number of those respondents 20(40%) said that it is the commitment to service provision while few said that is customer focus and was responded by 6(12%).

From the findings shows that the large number of respondents 20 (40%) saw the importance of being committed to quality customer service managed by the employees since they responded to commitment response. This could be responded as shown because of outcomes of quality service management applications in the organizations and how they perceived by customers (relationship) for being committed to them. Customer focus response was responded by few 6 (12%) of the total respondents, this could be due to better achievement gained by them. From the responses, Improvement and service standards also had responses due to the fact that they contribute to quality management to satisfy customer needs. This indicates that there are achievements within

the services provided by the government organizations even though it can be late but not at zero outcomes.

Who is responsible for quality service management was another question asked by the researcher to the respondents. The intention of such question was to explore the responsibility of achieving better performance based on quality within the public organizations. The categories to guide the respondents were as employees, employers and customers. And the results were shown in the table 4.11 below.

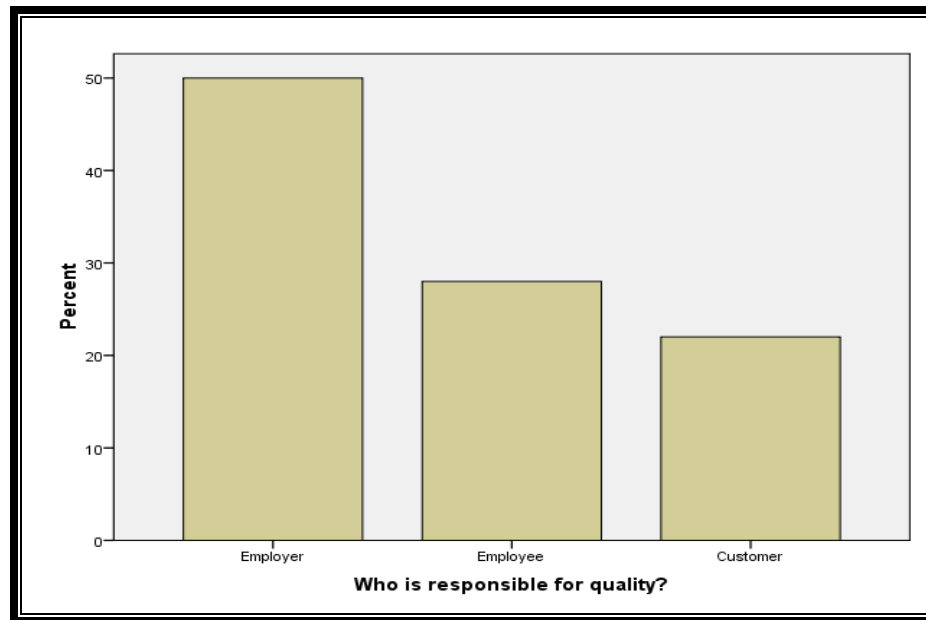
Table 4.11 Responsible for quality in the organization

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Employer		25	50			
Employee		14	28			
Customer		11	22			
Total	50	50	100	0	0	100

Source: Field Data (2014)

From table 4.11 shows the responses to the question asked and 25 (50%) responded that employers are responsible for quality, 11 (22%) responded to customers are responsible while 14 (28%) responded that employees are supposed to produce quality service so as to satisfy the need.

Figure 4.11 Responsible for quality in the organization



Source: Field Data (2014)

The figure 4.10 shows that employer is supposed to be most responsible to quality than employee as responded by 25 (50%) of the total respondents while small number of them 11(22%) said that quality can be achieved through the customers need.

From the findings shows that most of the respondents said that employers are responsible to ensure quality service management is applied within an organization. This can be achieved because are the policy makers and are there to enforce them under maximum supervision. And also good pay may create quality service management as well as other incentives. However 14 (28%) responded to the employee's responsibility to quality service management, but it has a little contribution within public organizations because they are just implementing what have been set by the employers. Also for the current situation customer centered method is highly applied to capture them through their needs rather than receiving directives from organization management.

4.3.2 The influence of quality customer service management on employee satisfactions

Quality customer service management within public organizations can be achieved at different levels depending on the greater influences. They can be achieved at a higher level if employer and employees perform his or her obligation at a right time so as to meet the demand of valuable customers. The study was interested to determine the factors that could influence quality customer service management on employee satisfactions. Various questions within the distributed questionnaires to the respondents were asked so as to be filled.

Another question was asked seeking employees involved in decision making. The question asked and the intention was to determine to what extent they are involved to enrich quality service within an organization. Four categories were used to determine ways used and if they are involve. Responses were as follows, communication, long time involvement, training and guideline and outcomes were responded as shown in the table below,

Table 4.12 Ways in which employees are involved in decision making

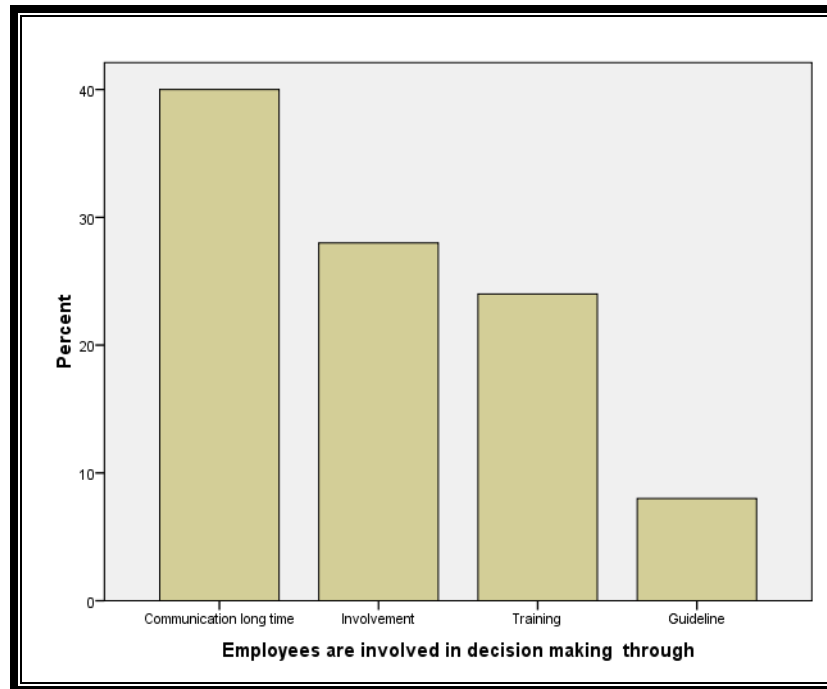
Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Communication		20	40			
Long time involvement		14	28			
Training		12	24			
Guideline		04	08			
Total	50	50	100	0	0	100

Source: Field Data (2014)

And data were tabulated as shown in the table 4.12 above, that 20 (40%) responded that employees were involved in decision making within public organization through communication and 14 (28%) responded that they were involved in long term involvement in decision making, 12 (24%) believed that they were involved through

training while 4(8%) said participation could be done through guidelines set by employers.

Figure 4.12 Ways in which employees are involved in decision making



Source: Field Data (2014)

Figure 4.12 shows on how employees are involved in decision making and communication long time was the best way of involvement that was responded by 20 (40%) of the total respondents while provision of guideline was responded by few in number that were 4(8%) .

From the findings shows that a large number of respondents 20(40%) said that employees are involved in decision making, since policy formulations are taken into considerations from the grassroots by the employers and also employees are part of decision makers to some extent because of failure to implement the top down structured which create the employers to seek views from employees to provide quality service since policies are made by themselves that led to easy implementations. However, it

shows that employees are involved through different ways in decision making. It can be said that involvement was done in several ways to satisfy employees as well as customers.

Another question was asked by the researcher to identify the opportunities obtained by the employees to move from one department to another in terms of cooperation. The researcher applied the four categories to enhance respondents not to divert from the intended pre-determined answers and these were communication, collaboration, comparing service standards and opportunity to development. The responses were shown in the table 4.13 below.

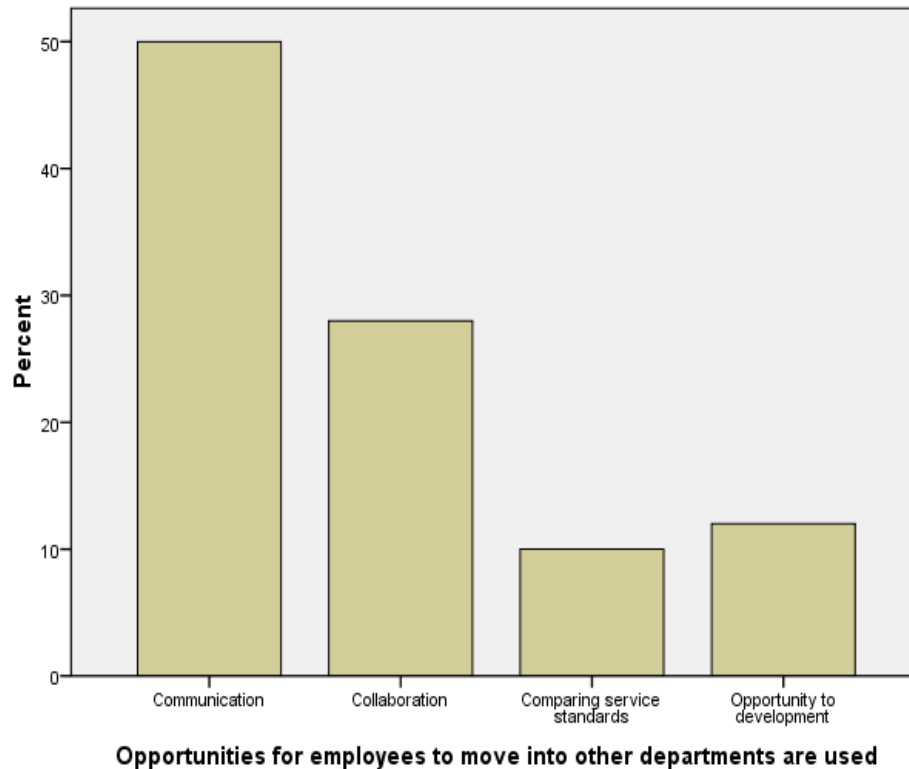
Table 4.13 Opportunities for employees to move into other departments

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Communication		25	50			
Collaboration		14	28			
Comparing service standards		05	10			
Opportunity to development		06	12			
Total	50	50	100	0	0	100

Source: Field Data (2014)

From the table 4.13 above shows that 31 (62%) agreed that there is an opportunity for employees to cooperate by moving from one department to another that enhance good communication, 14 (28%) responded to collaboration as the means of their relationship while 5 (10%) responded to opportunity to development relationship.

Figure 4.13 Opportunities for employees to move into other departments



Source: Field Data (2014)

The figure 4.13 shows that, communication is the way that makes employees to move into other departments and it was responded by 25(50%) of the total respondents while small in number 5(10%) of them said that comparing service standards attract them to move into other departments

From the findings it shows that there is a team work whereby employees cooperates each other effectively by moving from one department to another to enhance better performance. The aim of doing so was because the departments correlate each other example procurement and accounts departments correlate each other in public organizations to abide the procurement Act. Also the least of respondents responded to I don't know whom were 5 (10%), probabilistic their departments do not allow

interdepartmental movement or there is no good communication among departments due to rigidity of heads of departments.

On the same objective, the researcher was intended to know if there are standard of performance in public organization which is done by both employees and employers. To guide the respondent's response, the matrices established by management, a framework for verification, departmental set up for customer satisfaction, and any standard in the market. These options were used in the questionnaires distributed among them and the responses were as shown in the table 4.14 below:

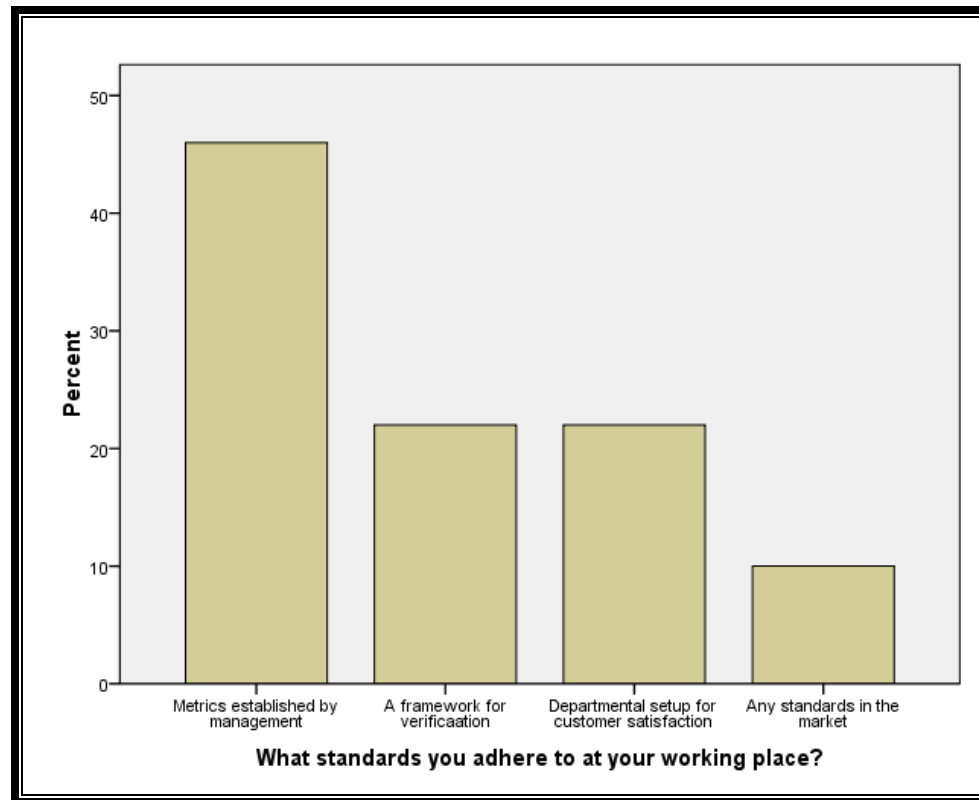
Table 4.14 Standards adhered at the working place

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Metrics established by management		23	46			
A framework for verification		11	22			
Departmental setup for customer satisfaction		11	22			
Any standards in the market		05	10			
Total	50	50	100	0	0	100

Source: Field Data (2014)

Table 4.14 shows that, 26 (80%) of the total respondents responded to metrics established by management category and 11 (22%) responded to framework for verification and departmental set up for customer satisfaction, while 5 (10%) of them responded to any standard in the market category.

Figure 4.14 Standards adhered at the working place



Source: Field Data (2014)

Figure 4.14 indicates that metrics established by management team is the standard to enhance quality as responded by the majority 23(46%) and any standard in the market price may be set according to the need as responded by few respondents 5(10%).

From the findings shows that the majority agrees that the outcome provided by the employees adhere to standards set by the organization because most of organizations needs to perform their brand based on a specified level of performance in order to meet the customer`s need. However, the rest of respondents who responded framework for verification and departmental set up were low compared to standards set by particular organization. Because it might be that no any organization performing their obligations without any standard set

To identify the achievement of the standard set of performance, the researcher was interested to identify whether various stages are considered within the organizations by asking the respondents to be answered. The complete, timely, accurate and adhered to standards category were used and the outcome was analyzed below.

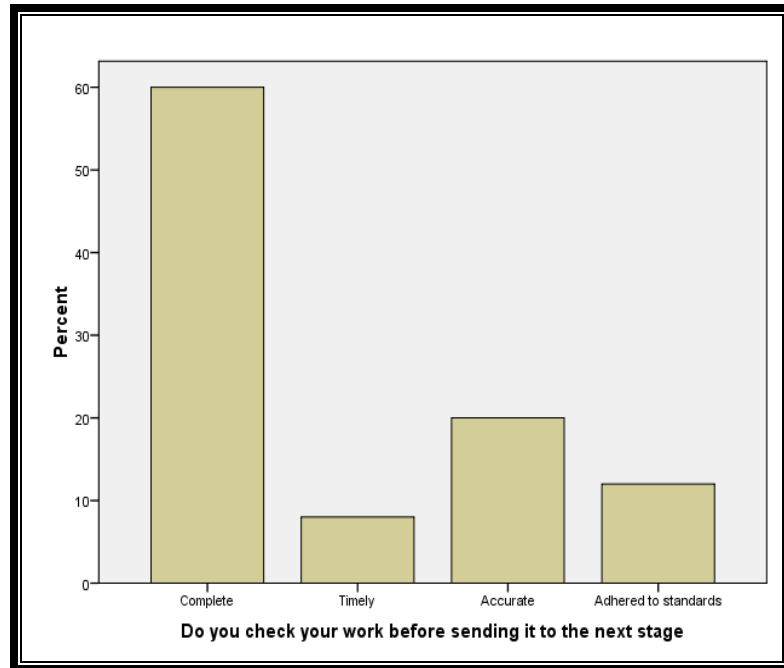
Table 4.15 Check the work before sending it to the next stage if it is

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Complete		30	60			
Timely		04	08			
Accurate		10	20			
Adhered to standards		06	12			
Total	50	50	100	0	0	100

Source :Field Data (2014)

Table 4.18 shows that, 30 (70%) of the total respondents responded that there is checkup of the work after completion before being sent to the next stage for further manipulations and 10 (20%) said that they just consider accurate only, while others responded to time and standards their work before being sent to the next stage.

Figure 4.15 Check the work before sending it to the next stage



Source: Field Data (2014)

The figure 4.15 shows that to check the work before sending to another stage is done and it was responded by of the total respondents 30(60%) while the checking timely is done that was responded by few 4(8%).

From the study, it shows that a large number of respondents shows on how their work are checked before being sent to the next stage this had responded with 30 (70%) of the total respondents. In order to achieve better outcomes of activities among employees checkup is done either to improve the performance or due to the directives given by the head of departments. But other responses shows that there are considerations among the total respondents because each work is checked even though the degree of checking may differ example the proofreading and assigning another person the same work is the checking but in different degree that's why none of them who did not respond to any of the responses provided by the researcher.

The management commitment to quality encourage effective operation was another question within the questionnaires, and the intention of such questioning was to explore on, how can employees commitment can bring about effective operation within public organization. The four categories, listening skills, asking skills, responsible and knowledgeable were used to guide the respondents and the data were analyzed below.

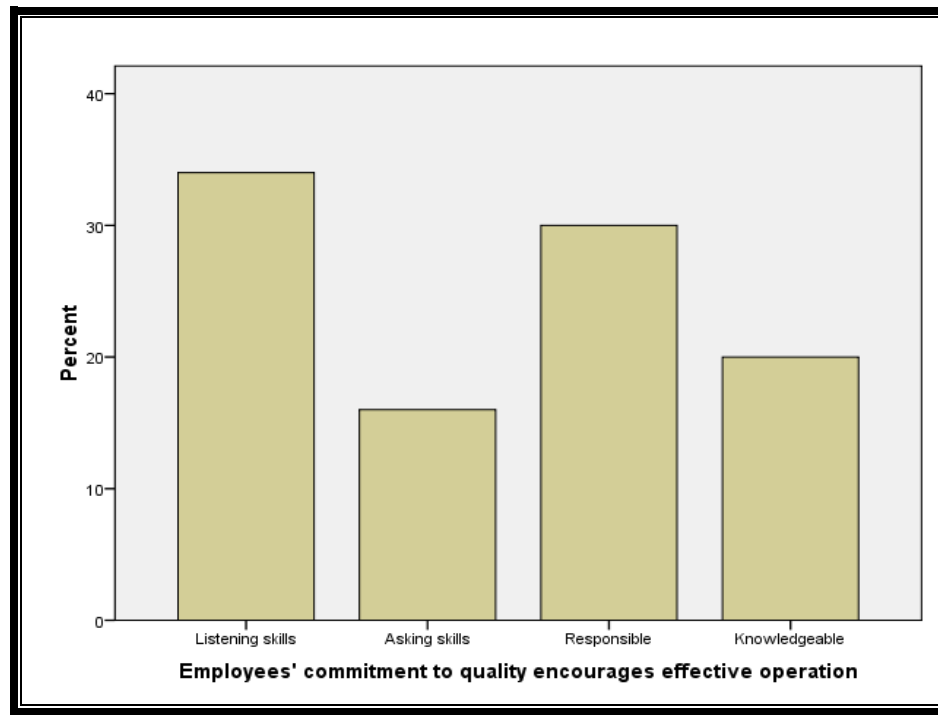
Table 4.16 Employees' commitment to quality encourages effective operation

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Listening skills		17	34			
Asking skills		08	16			
Responsible		15	30			
Knowledgeable		10	20			
Total	50	50	100	0	0	100

Source: Field Data (2014)

According to the data in table 4.16 above, 17 (34%) responded to listening skills and 15 (30%) responded to responsible, while knowledgeable and asking skills category was answered by few respondents.

Figure 4.16 Employees' commitment to quality encourages effective operation



Source: Field Data (2014)

The figure 4.16 above shows that listening skills may lead to commitment in effective cooperation that was achieved by 17(34%) while asking skills could bring about commitment to quality even though it was responded by few respondents 8(16%).

The study shows that the employee's commitment does not necessarily bring about effective operation. This was shown by the 17 (34%) of the total respondents because effective operation can be caused by various factors such conducive working environment, promotions, valuing of workers' contributions and not only one factor such as commitment which may be done due to force from the employer to the employees.

The arriving time of employees at the working station was also the question posed by the researcher in order to determine the quality service management among them within public organizations, the before time, on time and late time were the options applied to check their responses. The data were analyzed below;

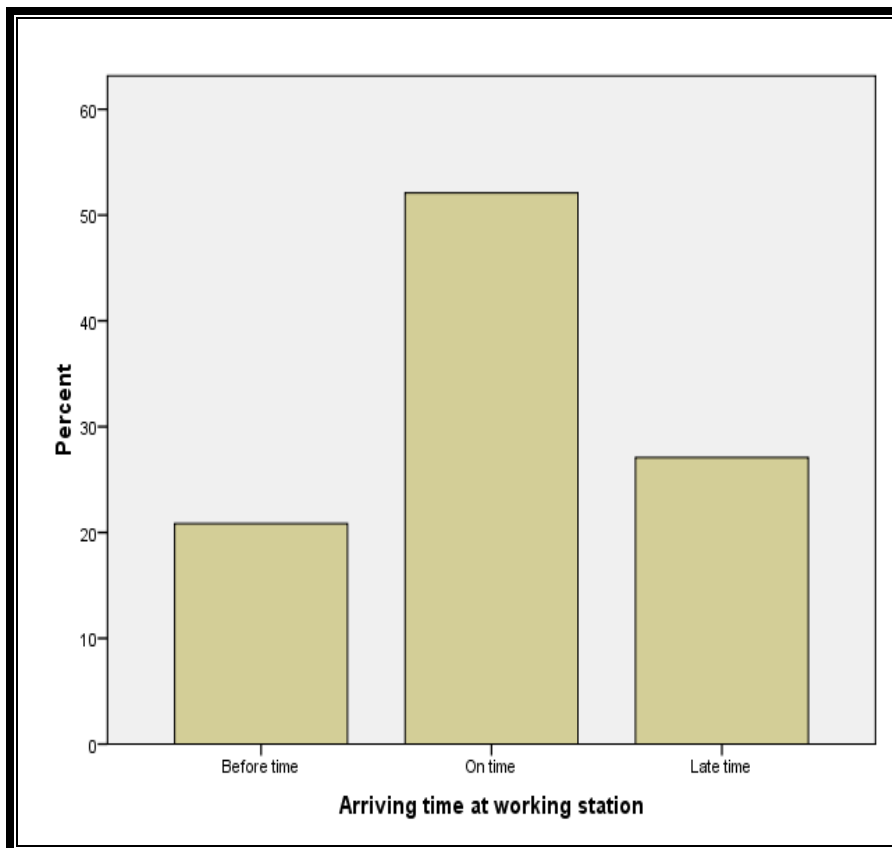
Table 4.17 Arriving time at working station

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Before time		10	20			
On time		25	50			
Late time		13	26			
Total	50	48	96	2	4	100

Source: Field Data (2014)

From the data obtained and shown in the table above were analyzed that 10 (20%) was responded as before time arriving, 25 (50%) were arriving on time while 13(26%) were arriving late time while 2(4%) did not respond to any of the choices.

Figure 4.17 Arriving time at working station



Source: Field Data (2014)

Figure 4.17 shows that majority were arriving at their working station on time as responded by 25(50%),before time were 10(20%) while late arriving were 13(26%). This indicates that most of them are arriving at their work station on time because if the prescribed rules and procedures that guide them while others arriving at late time because of either transport problems from where they live since most of civil workers has respective areas established to live.

When they asked about the departure time of workers in public organizations using earlier, on time and late time responses the results were shown on the table 4.18 below.

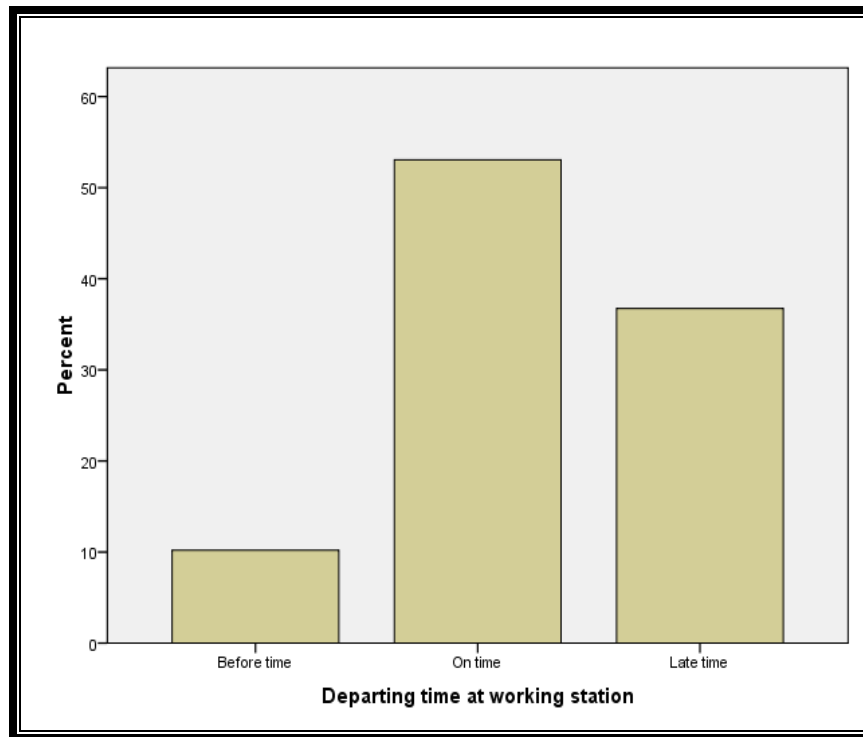
Table 4.18 Departing time at working station

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Before time		05	10			
On time		26	52			
Late time		18	36			
Total	50	49	98	1	2	100

Source: Field Data (2014)

Table 4.18 shows that 5 (10%) departing from their workstation before time, 26 (52%) on time while 18 (36%) departing on late time and 1(2%) responded to none of the choices.

Figure 4.18 Departing time at working station



Source: Field Data (2014)

The figure above shows that workers are departing at their working station on time and it was responded by 26 (52%) while few of them said that they are departing before time as responded by 5(10%)

The study shows that most of employees departing from their work stations on time, but the late time departing employees may be caused by their special occasions or duties assigned by the employers while those moving from a working station before time also may have either excuse from their employers for being out of workstation is contrary to rules and regulations.

4.3.3 Strategies used to improve quality service management in public organizations

The study sought to find out the strategies that may be used and can adopt to improve the quality service management in public organizations, from the questionnaires distributed to the respondents, various ideas were proposed.

Research questions; what strategies should be adopted to ensure quality service management in public organizations was asked by the researcher. Various views were proposed by the respondents depending on their departments. In order to limit their explanations for easier analysis the seven options were used as provision of quality policies, process management, and product / service design, training, supplier quality management, quality data reporting and employee relations management and results were tabulated below;

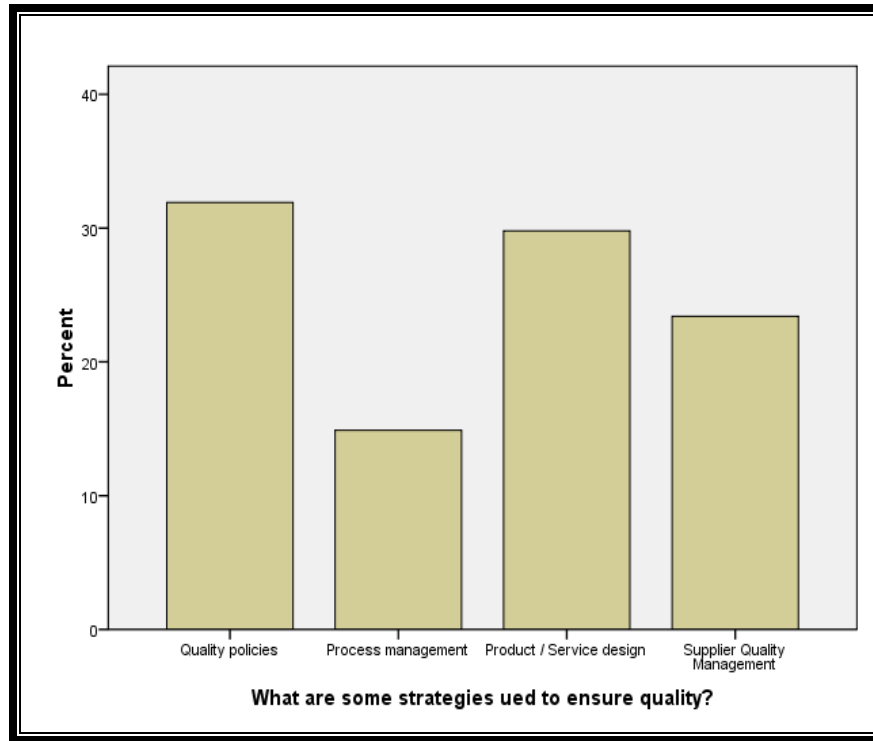
Table 4.19 Some strategies used to ensure quality

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Quality policies		15	30			
Process management		07	14			
Product / Service design		14	28			
Supplier Quality Management		11	22			
Total	50	47	94	3	6	100

Source: Field Data (2014)

According to the data from table 4.19, 15 (30%) responded that quality policies may ensure quality, 14 (28%) said that product / service design could make quality if well conducted, training as the strategy were responded by 11 (22%), process management also was responded by 7 (14%) and 3 (6%) was supported under employee relations management.

Figure 4.19 Some strategies used to ensure quality



Source: Field Data (2014)

From the figure 4.18 above shows that quality policies were the best strategy to ensure quality and it was responded by majority of the respondents 15 (30%) while few of them said that process management is the strategy to ensure quality service within the organizations that was responded by 7(14%).

From the study, the majority of the respondents supported that quality policies within public organizations may ensure quality and the category was opted by 15 (30%) of the total respondents. That means quality policies that may be able to be implemented and that are designed to serve the customers need may increase the quality. Most policies failed to be implemented because they do not face the need of the majority and hence lower their quality. The least respondents supported that employee relations management may ensure quality within public organization.

This could be supported by few because quality does not depend on one side, example in education sector quality interrelation or crosscutting issue which comprise each of the stakeholders and the employee relation is not just without good pay and good working environment.

In order to identify the strategies to be adopted the researcher was interested to identify challenges that face quality management in public organizations. The study included the question that involved four categories to be answered by the respondents as process design, product design, and resistance to change by people and access to information. The use of tables was whereby the data were analyzed.

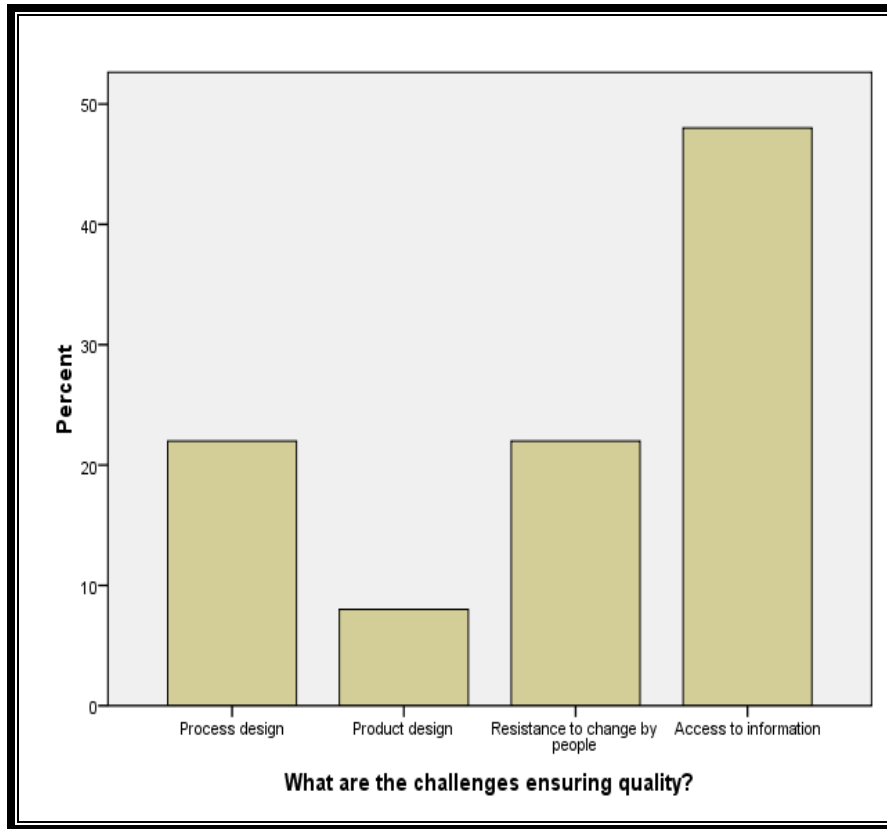
Table 4.20 Challenges ensuring quality management

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Process design		11	22			
Product design		04	08			
Resistance to change by people		11	22			
Access to information		24	48			
Total	50	50	100	0	0	100

Source: Field Data (2014)

From the table 4.19 above shows that 24 (48%) of the total respondents responded that lack of access to information within public organization is the challenge, 11 (22%) said that process design reduce the quality, 11 (22%) responded that resistance to change among employers causes reduction of quality among workers and product design option was supported by 4 (8%) of the total respondents.

Figure 4.20 Challenges ensuring quality management



Source: Field Data (2014)

Figure 4.20 indicates that access to information is the strategy to ensure quality as it was responded by many respondents 24 (48%) and product design was responded by few as the strategy 4(8%).

From the findings as responded, the large number of the responses shows that lack of access to information was a challenge that hinders the quality management in public organizations in one way or another. This may be caused by some heads of department who works without involving subordinates to ensure quality; it includes the secrecy official information. Also few of them 4 (8%) responded that product design may affect the quality that means customers are not involved in designing and hence the outcome is not benefiting them. As the challenges once rectifications made as the strategies may lead to quality service provision

Do employees works in group/ team? Was the question asked by the study in order to identify whether it can be the cause of lowering quality so as to be the strategy to be done, the process in place, quality policy and quality objectives, process are documented and responsible to customers were used and the data were analyzed using tables

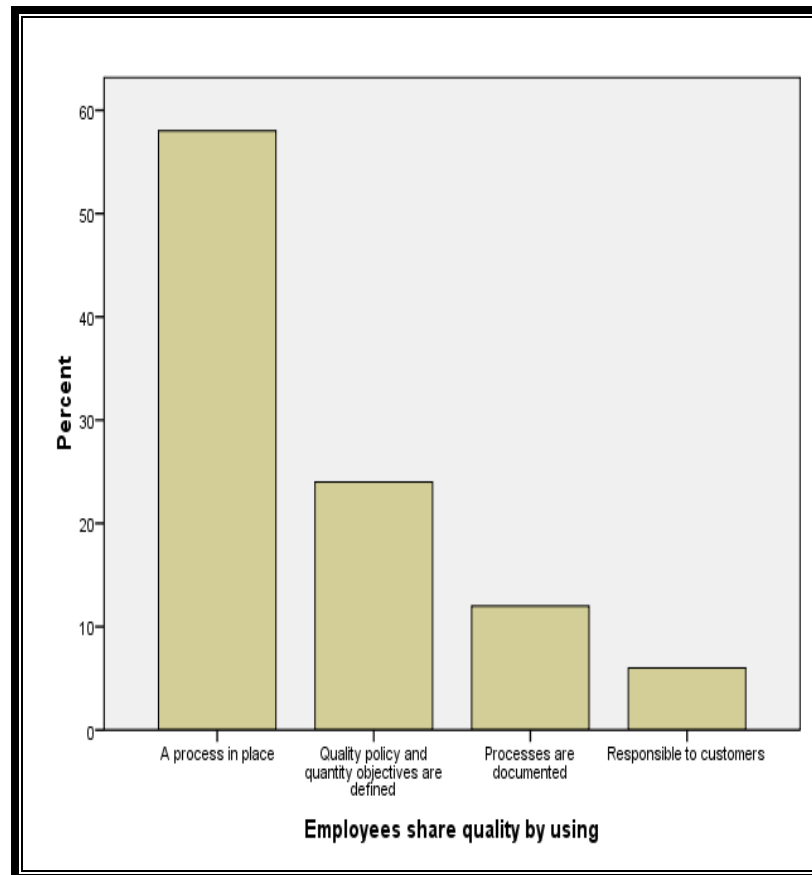
Table 4.21 Quality shared by employees

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
A process in place		28	56			
Quality policy and quantity objectives are defined		12	24			
Processes are documented		06	12			
Responsible to customers		03	06			
Total	50	49	98	1	1	100

Source: Field Data (2014)

Table 4.21 shows that 28(56%) of the total respondents said that employees work in group to improve quality service process in place or tabled schedule by management, 12(24%) responded that they work in team during planning policy of the organization, while 12% and 6% responded that team work is applied though process and responsible respectively in controlling in public organizations.

Figure 4.21 Quality shared by employees



Source: Field Data (2014)

Figure 4.21 shows that a process in place can be used by employee to share quality as responded by large number of respondents 28(56%) and few of them said that employees can share quality by the time he/she is responsible to the customer as answered by 3(6%).

The study shows that teamwork is a characteristic factor to be applied in public organizations in order to meet quality management from various departments depend each other or one section depend another and it was supported by 28 (56%) of the total respondents whereby quality service improvement in public organization depends on

teamwork, while few of them 3 (6%) said that in controlling an organization teamwork is very important in public organizations. This could be due to some subordinates and head of departments has worked in business as usual and it is the strategy to be rectified so as to meet the criteria and set standard of performance.

Among of the public organization strategy was to change the state as the development and the study was interested to identify whether subordinates and heads of department can change anything about their job one they get an opportunity through planning, teamwork, commitment and communication, categories being used and the responses were shown below;

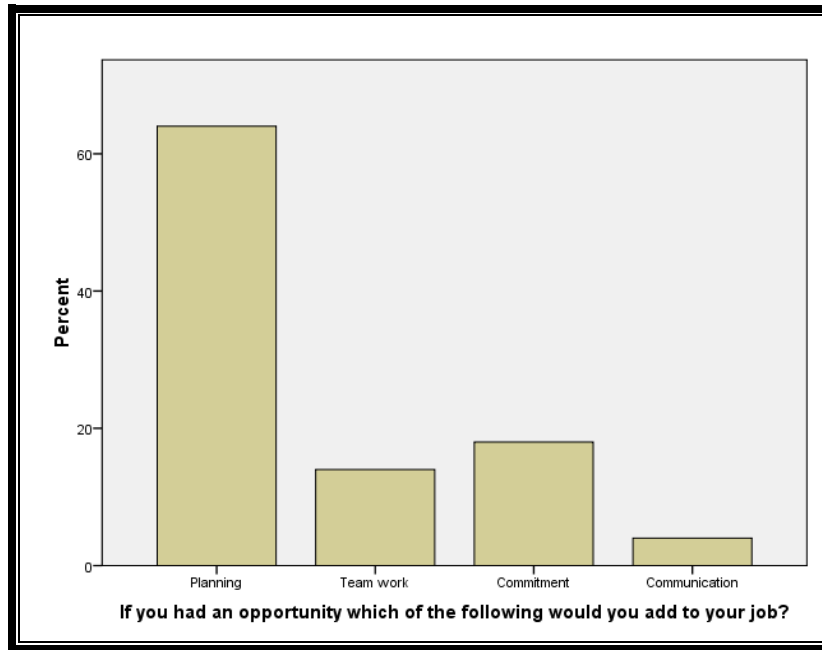
Table 4.22. On getting opportunity the following would have to be added to job

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Planning		32	64			
Team work		07	14			
Commitment		09	18			
Communication		02	04			
Total	50	50	100	0	0	100

Source: Field Data (2014)

Table 4.22 above shows that a large number of respondents 32 (62%) agree that once they get an opportunity they can change their job in terms of performance through planning, 9(18%) said that they can change anything by commitment to all subordinates, 7(14%) can change applying team work, while 2 (4%) responded to communication.

Figure 4.22 On getting opportunity the following would have to be added to job



Source: Field Data (2014)

Figure 20.22 shows that planning would be added to the job in order to achieve quality that was responded by majority 32(64%) while better communication would be added to the job to enhance better achievement as responded by few2(4%)

This study shows that most of the subordinates an perform better once they get chance at a higher level of decision making in public organizations and few of them showed that they cannot change anything, they probably cannot do anything because any change depends on the whole system and also changes cannot be one to all subordinates as required because of various individual differences.

The researcher also intended to know how communication is done in the organization, researcher used four tools to test which one is mostly used in public organizations. The responses were tabulated below;

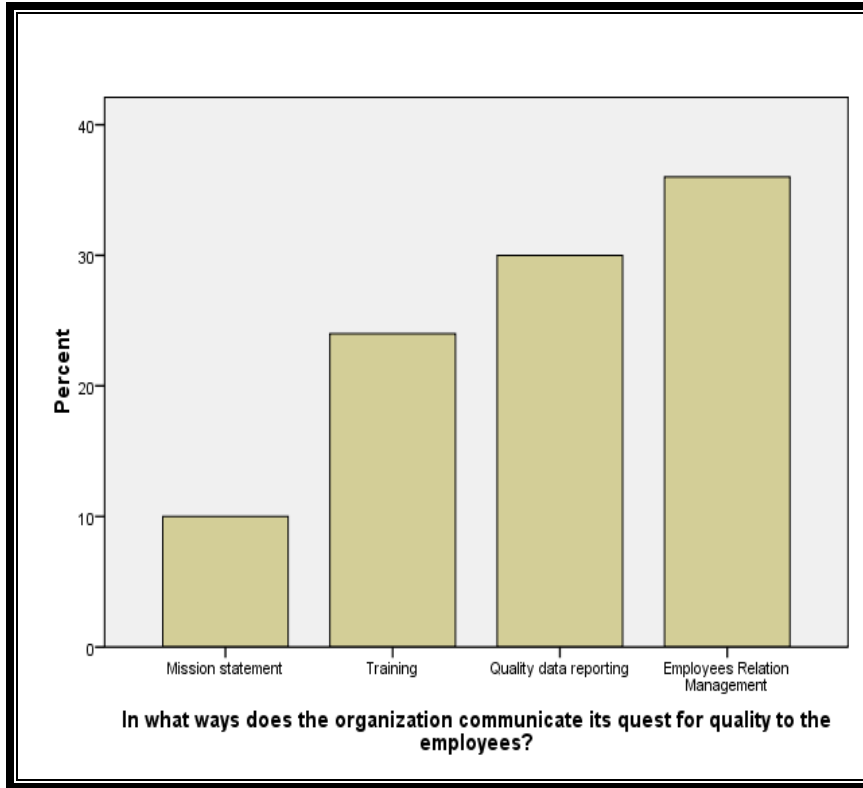
Table 4.23. Ways the organization communicate its quest for quality to the employees.

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Mission statement		05	10			
Training		12	24			
Quality data reporting		15	30			
Employees Relation Management		18	36			
Total	50	50	100	0	0	100

Source: Field Data (2014)

Table 4.23 shows that 15(30%) responded on quality data reporting showing that the report must be in a certain standard and it must be prepared at a certain format set by the organization or the government. This is because each organization has its own sets that uplift the organization. 18(36%) responded to employees relation management, this group believed that to bring quality customer service management there must be a good relationship between employees and employer in the organization.

Figure 4.23 Ways the organization communicate its quest for quality to the employees.



Source: Field Data (2014)

In figure 4.23 shows that organization is supposed to use the employee relation management in the working station to enhance quality as it was responded by 18(36%) while to have mission statement may bring about quality if it is used as the means of communication which was supported by few respondents 5(10%).

It's true that good relation makes interaction simple and hence management becomes simple and recognition of mistakes in the organization becomes easier and are recognized before the impact becomes high. Training and mission statement had 24% and 10% respectively, the respondents on these were small since it training only or mission only is not enough to bring communication among employees and management.

Researcher intended to test how employees individually ensure quality services to customers without waiting the pool of management, four responses were used to test individual performance those were; attending training, inspection, adherence to standards and doing a job precision. The responses were tabulated as shown in the table below;

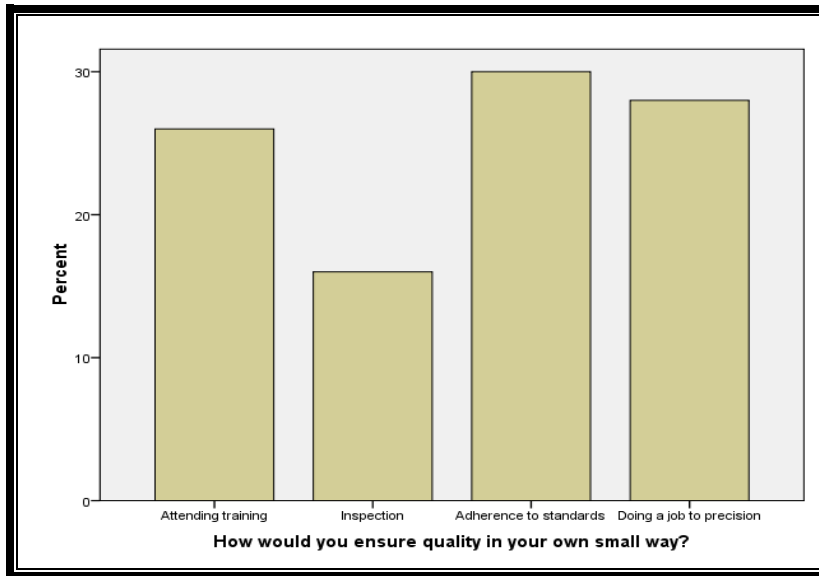
Table 4.24 Ensuring quality by employees in their own small way

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Attending training		13	26			
Inspection		08	16			
Adherence to standards		15	30			
Doing a job to precision		14	28			
Total	50	50	100	0	0	100

Source: Field Data (2014)

Table 4.24 shows that 15(30%) responded to adherence to standards, most of workers does not work out for their own to improve quality by they just stick to the standard set. If the standard set is weak services provided to customers will be weak too, unless the set standard is strong the services also will be strong, therefore this group had no any innovation to their work.

Figure 4.24 Ensuring quality by employees in their own small way



Source: Field Data (2014)

From the figure above shows that to ensure quality personally, adherence to standard is the best way of achieving quality that was supported by majority of the respondents 15 (30%) while small number of the respondents supported that inspection would increase the quality in small way 8(16%).

14(28%) shows that they ensure quality by doing a job precision, however the respondents through their own effort they can add value to their services. 13(26%) respondents responded to attending training, it might be very dangerous in case there were no any training for long time the organization could be in bad position as no any renovation could be done by employees, though to the other side in case there were training this group could perform excellently. 8(16%) responded on inspection done in their departments could help much to improve their performance.

The researcher was intended to know ways in which management could apply to effective operations to customers, four responses were applied as follows; responsiveness, accuracy, empathy and reliability. Responses were tabulated as follows;

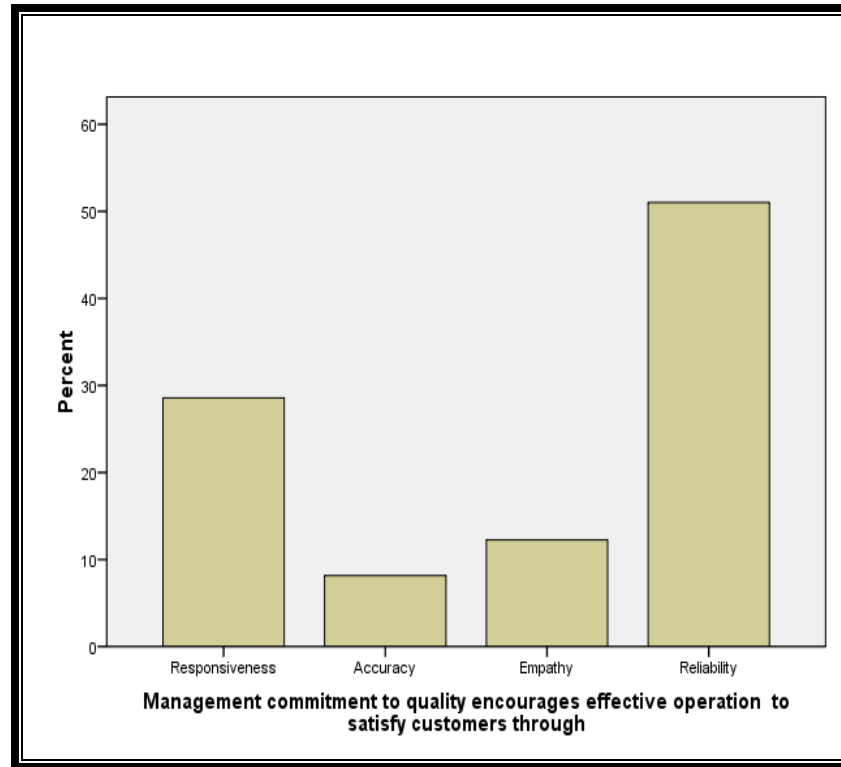
Table 4.25 Management commitment to quality encourages effective operation to satisfy customers through

Items	Expected	Frequency	Percent	Non respondent	Percentage	Total
Responsiveness		14	28			
Accuracy		04	8			
Empathy		06	12			
Reliability		25	50			
Total	50	49	98	1	2	100

Source: Field Data (2014)

The table 4.25 indicates that, 14(28%) responded on responsiveness as the tool for management to encourage quality for customer satisfaction. 25(50%) responded on reliability as the tool that can be applied by management for customer satisfaction. 6(12%) responded on empathy while 4(8%) responded on accuracy.

Figure 4.25 Management commitment to quality encourages effective operation to satisfy customers through



Source: Field Data (2014)

From the figure 4.25 above shows that reliability of the management commitment may encourage effective operation to satisfy customers as responded by large number of respondents 25 (50%) while few of the respondents 4(8%) said that accuracy may bring about customers satisfaction within the organization.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

From the findings obtained in the study, there are many factors that causing lack of quality customer service management in public organizations as shown from the sample selected in Sengerema District Council. It is difficult within the community to have the same vision since individual differences normally take place in order to differentiate one another. Therefore, according to the study some of the respondents were able to support the idea while others oppose due to their opinions which takes place in their area of working. Based on the research objectives applied by the researcher the findings obtained were analyzed as follows:

For the first objective based on the identification of the elements of quality customer service management used in public organizations, majority of the respondents, 60% of them when asked about their awareness of quality customer service management, they were aware on that while the remaining were not aware of it. When the researcher asked them for the definition based on their options the outcome differ between the options given when excellent and performance to specification were opted by 34% each and the rest opted value as the meaning of the term quality customer service management.

From the consideration of quality customer service management asked based on the commitment, 20 out of the total respondents considered benchmark or measurement set to be achieved while 14 considered the mission set by the organization concerned. That means each person has his or her own opinion under the limited options.

The employees understanding of the term quality, 20 respondents out of 50 were in response of commitment while only 6 understood quality as customer focus, 16 as improvement and 7 as service standard and when the researcher asked about who is responsible for quality service management, 25 of the respondents said that employers are responsible and 14 responded to employee while 11 responded to customer focus,

though all that they are responsible means employees, employers and customers at the same time.

Based on the second objective on the assessment of the influence of quality customer service management on the employee's satisfaction, various answers were given out based on the responses set by the researcher majority of the respondents said that employees are involved in decision making through different ways which were supported by 68% of the respondents by responding on communication and long time involvement, while standard performance of the organizations were highly supported by many respondents 90% of the total respondents which was the combination of metrics established by management, framework of verification, and departmental set up. That means employees are satisfied with the quality service, managements provided to the customers in the public services. This might be true to their side as every respond supports his or her services to customer or could not show up their weaknesses to the researcher while in actual sense services provided does not satisfy customers.

To identify strategies to be used in improving quality customer service management in public organization as the third objective, various responses were mentioned by the respondents since each organization aims to perform better. The looking on quality customer service that is provided to the customer should be faced by the organization, other strategies proposed by majority of the respondents includes product design that was supported by 14 out of 50 respondents, access to information between employees and employer as well as customers, encourage team working within the organization and change in performance whenever needed by the customers so as either to meet or exceed the customers need and expectations in order to meet world market competition.

From the findings discussed above, the following challenges/limitations were observed that need amendments to improve performance to employees so that they can improve their performance to satisfy customers in public organizations; these includes poor knowledge on quality customer services, responsible person or organ to enforce quality customer service management, the exact meaning of quality customer services, total

characteristics of quality customer service management, environment creation to take bribes from customers due to bad services provided by employees to their customers and finally tangible ways of improving quality customer services in public organization.

CHAPTER SIX

SUMMARY, CONCLUSIONS AND RECOMMENDATION

6.0 Introduction/summary

This chapter gives the summary of the study, highlighting the findings, conclusions and recommendations. Suggestions for further research are also included.

6.1 Conclusions

The objective of the study was to assess the effectiveness of quality customer service management in public organizations at Sengerema District Council. The conclusion was based on the research objectives that discussed in chapter four.

6.2. Recommendations

6.2.1 Elements of quality Customer service management used in Public Organizations

In the study, the researcher, aimed to identify the elements used in quality service management through respondents. In order the objective to perform highly, there are a number of factors to be adopted by both employees and employers in public organizations. This is done in order to enforce the prescribed rules and laws enacted.

However the study was able to identify some elements from respondents that showed that there was a great need of improving.

In the study it showed that the majority of respondents are aware of quality service management, which applies in their field of study, but still the service is not attracting customers to any extent because some of the employees are still complaining about the services provided to the customers due to factors causing it such as rigidity of heads of departments, policy formulations that are not benefiting implements. The example in the case of decision making 32% of the respondents said that there are not involved. The government should fulfill different demands of employees to make them serve

customers with no grievances that turn to their customers. However the government should set creation of involvement attitudes among employees so that they find that they are part of the organizations.

The study also showed that most of public organizations are not investing on quality service rather than individual benefits. All these are caused by the mission/ vision statement set which are not taken into consideration for the benefit of others. By referring the Crosby's theory, it insists that if you spend money on the quality the money will be spent well since it helps to attain total commitment of workers from the management. Therefore let organizations invest much on the quality service management by concentrating on how the customers are in need to be served. It means that organizations should apply customer centered method in their operations because in the world customers are considered much in the services. If this is applies the organizations and government will be friendly with customers who are the citizens of Tanzania, we need to make them feel that there are part of the organizations and hence are decisions makers of the organizations. If they became part of policy and decision makers they will stand with the government for development

6.2.2 The influence of quality management on employee satisfactions in public organizations

Quality management can be termed as the system which includes a number of factors in order to achieve the intended goal. This may include the workers and customer engagement that helps the organization build better. The study showed that some employees are satisfied while others are not satisfied with quality service provided in public organizations. The example in the case of decision making, 32% of the total respondents responded that they were not involved and hence lowering the quality. The causes could be due to being forced to perform their daily activities unwillingly and all these could be due to established policies which do not allow them to participate in planning and design visions and missions on how to satisfy the customers.

To improve the quality involving the checking of the work before the next stage for further implementations, but in the study, 14% of the total respondents said that works are not checked before sending to the next stage which could lower its quality and hence grievances to the customers.

The main conclusion based on the objective is that, all the factors that shows dissatisfied by the employees to customers in the public organizations should be taken into considerations so as to improve quality management and hence quality performance especially in councils that performs poorly. Through the Ishikawi`s theory is how the companies can provide quality service management by fulfilling the employees needs since the theory insists on how companies should handle their quality improvement project by identifying big problems, cause effects and how to solve immediately that may affect the output. Moreover training on employees on customers care to improve performance in public organizations.

6.2.3 The identification of strategies used to improve quality service management in public organizations

Each organization aims to provide quality service to the customers targeted. The study shows that there are some strategies nominated by majority depending on the net such as preparation of quality policies that may direct the organization on what to do at what time that should be prepared starting from the grassroots, to have good mission statements to make all responsible people work in a committed way.

The main conclusion on the objective is that, even though some strategies being taken into consideration by majority even other strategies should be looking to enhance quality management, example the employee relation management within the organization is also Important so as to enhance teamwork, to undergo training by the employees whenever needed since quality management is not inborn characteristics but also through learning. Also access to information should be taken into considerations because the doing so will increase transparency and accountability among employees and employers. As Deming`s theory insists, quality as a result of work, efforts over the total costs, then

Plan-Do-Check-Act before the next stage should be among of the strategy to be considered to attain quality service management. Also good planning as explained by the Joseph Juran`s theory, quality improvement actions must be carefully planned out and controlled.

6.3 Policy Implication

(i) In order to improve quality management in public organizations, there is a need for the government to introduce new mechanisms that may enforce quality assurance, transparency and accountability among workers and also the screening board to enforce professional codes which will help to monitor departmental professions.

(ii) To enhance close contact between employees and employers there must have a hierarchy mode of management that will assist to solve grievances related to the department concerned when occurred rather than waiting until it goes bad.

(iii) Also the use of council recruitment committee will help to make each council to have committed workers rather than using central government recruitment because it can cause bribery and uncommitted workers. This will be achieved if the government will organize more capacity building programs for District Executive in order to equip adequate skills and abilities to handle emerging issues related to workers and science and technology.

6.3.1 Recommendations for further studies

This study suggests the following for further studies;

- (i) If the similar study has to be carried out, the data should be collected in other areas different from the selected so as to look on, if different information could be obtained on the other part of the country
- (ii) It is also recommended that if further study has to be done on the quality performance of district councils to look on their relationship to one another.

- (iii) In relation to the study, other similar approaches should be applied such as research design, population size and instruments should be considered

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APPENDIX

QUESTIONNAIRES

Dear Sir / Madam,

This study is a partial fulfillment of Master's Degree at Mzumbe University. The purpose of this Study is to access on The Influence of Quality Customer Service Management (QCSM) on Employees Satisfaction in Public Organization. It would be appreciated if you would fill in this questionnaire and return it to me.

This questionnaire is intended to help the researcher to learn more about (QCSM) on employees in Public Organization. All information received would be kept confidential and used only for academic purposes. Thank you for participating.

Kindly put a tick on your choice to the appropriate part and fill the vacancy left with your opinion

1. What is your age? ☐ Between 21 - 30 years ☐ Between 31 - 40 years ☐ Between 41 - 60 years	2. What is your gender? ☐ Male ☐ Female
3. Designation ☐ Teachers ☐ Nurses ☐ Heads of department ☐ Procurement officers	4. Educational qualification ☐ Diploma ☐ Bachelor Degree ☐ Postgraduate ☐ Others (specify)
5. What is your department? ☐ Educational ☐ Administration ☐ Health	6. How many years of working experience do you have ☐ 0-3 years ☐ 3-5 years ☐ 5-10 years ☐ More than 10 years

7. Quality customer service management means ☐ Target customer needs ☐ Serving customers on time ☐ Service pledge ☐ Customer consultation	8. Definition of quality ☐ Excellence ☐ Value ☐ Conformance to specification ☐ Meeting and / or exceeding expectations
9. What are some strategies used to ensure quality? ☐ Quality policies ☐ Process Management ☐ Product / Service design ☐ Supplier Quality Management	10. What are the challenges with ensuring quality? ☐ Process Design ☐ Product Design ☐ Resistance to change by people ☐ Access to information
11. Employees are involved in decision making through ☐ Communication ☐ Long term involvement ☐ Training ☐ Guideline	12. In what way has the organization visibly shown a commitment to quality? ☐ Mission / Vision statement ☐ Benchmarking ☐ Investment into quality ☐ Customer focus
13. In what ways does the organization communicate its quest for quality to the employees? ☐ Mission statement ☐ Training ☐ Quality data reporting ☐ Employees relation management	14. How well do you think the employees have understood quality? ☐ Customer focus ☐ Commitment ☐ Improvement ☐ Service standard
15. Employees share quality by using ☐ Process in place ☐ Quality police ☐ Process are documented ☐ Responsible to customers	16. Opportunities for employees to move into other departments are used for ☐ Communication ☐ Collaboration ☐ Opportunity to development ☐ Comparing service standard

17. How would you ensure quality in your own small way? ☐ Attending training ☐ Inspection ☐ Adherence to standards ☐ Doing a job to precision	18. Which standards you adhere at your working space? ☐ Metrics established by management ☐ A framework for verification ☐ Departmental set up ☐ Any standard in the market
19. Do you check your work before sending it to the next stage if it is ☐ Complete ☐ Timely ☐ Accurate ☐ Adhered to standards	20. Management commitment to quality encourages effective operation to satisfy customers through ☐ Responsiveness ☐ Assurance ☐ Empathy ☐ Reliability
21. Employees' commitment to quality encourages effective operation by ☐ Listening skills ☐ Asking skills ☐ Responsible ☐ Knowledgeable	22. If you had an opportunity, which of the following would you add to your job ☐ Planning ☐ Teamwork ☐ Commitment ☐ Communication
23. Who is responsible for quality? ☐ Employers ☐ Employees ☐ Customers	24. Arriving time at working station ☐ Before time ☐ On time ☐ Late time
25. Departure time from working station ☐ Before time ☐ On time ☐ Late time	

Thank you for responding