

**FACTORS INFLUENCING CUSTOMER SATISFACTION IN
BONDED WAREHOUSE OPERATIONS.**

A SURVEY OF BONDED WAREHOUSES – ZANZIBAR.

RESEARCH ON:

**FACTORS INFLUENCING CUSTOMER SATISFACTION IN
BONDED WAREHOUSE OPERATIONS.**

A SURVEY OF BONDED WAREHOUSES – ZANZIBAR.

By
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**A Dissertation Submitted in Partial Fulfilment of the Requirements for the Degree
of Master of Science in Accounting and Finance (Msc. A&F) of Mzumbe
University.**

2013

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by Mzumbe University, a dissertation entitled **Factors Influencing Customer Satisfaction in Bonded Warehouse Operations: The Survey of Bonded Warehouses – Zanzibar**, in partial/fulfillment of the requirement for the degree of Master of Science Accounting and Finance Mzumbe University.

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ACKNOWLEDGEMENT

My first and foremost thanks go to the Almighty God for giving me the strength, courage to pursue my studies and conducting this research study. I also thank my parents for supporting me morally and spiritually during the whole period of my studies and during the research study. Their encouragement, advice and support enable me to put in efforts which enable me to conclude the study successfully.

My sincere gratitude goes to my Supervisor, Mrs James Moshi Derefa who guided me from proposal writing up to the final report writing of this project report. Her criticism, invaluable patience, intellectual guidance and support helped me not only to accomplish this study, but also to come up with the expected standards. Sincerely, she deserves all kinds of credits.

Furthermore, my thanks also go to all those who have contributed to this research in one way or another, such as my fellow students and others in the preparation of this paper. Kindly receive my fellow gratitude. Lastly, but not least, my thanks go to all respondents and members of staff of Tanzania Revenue Authority who participated in this study as respondents and all those who in one way or another contributed to the success of the study.

DEDICATION

I dedicate this dissertation to my lovely family.

ABSTRACT

Improvement of customer satisfaction level is one of the targets intended to be achieved by Tanzania Revenue Authority in bonded warehouse operations. TRA undertook various initiatives in order to attain the intended target. However, the study conducted by Tetralink Taylor & Associate Tanzania Ltd (2011) revealed that the level of customer satisfaction in bonded warehouse was only 27%, this is an indication that the level of customer satisfaction in bonded warehouse operations is lower and it need improvement. In view of that, the main objective of this study was to asses factors influencing customer satisfaction in bonded warehouse operations where a survey conducted in Zanzibar. Specifically, the study intended to determine the service standards/guidelines to be meet by employees in bonded warehouse operations, the extent of which employees in bonded warehouse adhere to the standards/guideline set, the quality of services offered by employees in bonded warehouse operations, the extent of which are customers satisfied with the quality of services offered in bonded warehouse operations, and drivers influencing customer satisfaction in bonded warehouse operations.

The study has adopted descriptive research design; likewise, the study employed both qualitative and quantitative approaches whereby a cross sectional survey method was used. This was achieved through a self-administered questionnaire in obtaining information. Data was collected from sampled clearing and forwarding agents, bond operators, and TRA employees in bonded warehouse.

The findings of the study revealed that the most important drivers of customer satisfaction in bonded warehouse operations in Zanzibar are service quality, employee's behaviours, system network availability, efficient time release system, and customer care. In order to capitalize on the identified drivers/factors to improve customer satisfaction level, TRA-Zanzibar needs to address problem areas associated with the identified drivers/factors.

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LIST OF ABBREVIATIONS ACRONYMS

TRA	Tanzania Revenue Authority
ISO	International Standards Organization
SPSS	Statistical Package for Social Science
IT	Information Technology
WCO	World Custom Organization

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Introduction

This chapter presents the background information of the study as the base for research, statement of the problem which is attempting to address the real problem of the study, followed by the research objectives, research questions, and lastly significance of the research.

1.2 Background Information

The increased complexity of business activities as a result of voluminous transactions in Tanzania as well as across the world has made the adoption of bonded warehouse to exist at different part in the world as a facility which plays an important role in international trade including the storage of imported dutiable goods which at the end of the day can lead effective revenue collection and trade facilitation in the country. A bonded warehouse is a building or any secured area in which imported dutiable goods may be stored, manipulated, or undergo manufacturing operations without payment of duty (Ndikom and Emeghara, 2012).

Customers are the purposes of what we do and rather than them depending on us, we very much depends on them because our future and our security will be jeopardy if we will let them go away (Zairi, 2000). Therefore, satisfaction is an overall customer attitude towards the service providers or emotional reaction to the difference between what customers anticipates and what they receive, regarding the fulfilment of some needs, goal and desire (Hansemark and Albinson, 2004). Several empirical studies have demonstrated a link between customer satisfaction, loyalty and the economic performance (Martensen and Kristensen, 2000). In view of that, it has become increasingly important for organizations to have a clear knowledge of each driver of customer satisfaction in order to optimize allocation of limited

resources in a manner that have consequences for the organisation priority - setting and strategy development. However, Martensen et al (2000) states that customer satisfaction must not be a goal in itself, but only a means of improving organisation performance.

Globally as well as in Tanzania, customer satisfaction has become increasingly important element for performance improvement not only in business oriented organizations but also in public sector. The government of Tanzania has taken major reforms in public sector with the intention of satisfying its customers through provision of better services. The reforms have led to the formation of various government agencies in order to improve service provision, create financial independence and increase the Agencies' ability to compete with others (Tanzania Public Service Reform Programme, 2000). Tanzania Revenue Authority (TRA) is one of the fruitful results of those reforms. As in the recent decades, revenue collection has become an important agenda especially for less developed countries including Tanzania. Revenue collection is an important source of national income, the engine of all development plans and financier of all activities (Economic Survey, 2005). According to Kihimbi (2005), achievement of management's expectation is an increased revenue collection and improved of services to the taxpayers.

TRA was established by Act. No.11 of 1995 as amended by Act. No.8 of 1996, which came into effect on 7th August 1995. TRA is a semi autonomous organisation of the government, under the general supervision of the Ministry of Finance and Economic Affairs vested with the responsibility of administering Central Government's taxes. Its major functions are; to assess, collect and account for central government revenue and administer and enforce laws relating to revenue. Other to ensure the bonded warehouse operations are effective which can results the level of customer satisfaction and revenue collection to be higher.

The Revenue Administration structure in Zanzibar is slightly different as that in Mainland; in Zanzibar TRA handles only union taxes which are Income taxes and Customs & Excise while the local ones are under the jurisdiction of Zanzibar Revenue Board through Zanzibar Revolutionary Government. TRA-Zanzibar like other public organizations and has the responsibility of ensuring the level in meeting its customer satisfaction in bonded warehouse operations are in a higher point in order to increase its revenue collection.

The bonded warehouse is explained under Part IV section 62-69 of the East African Customs Management Act, 2004. In Tanzania bonded warehouse is an important facility for both importers and the Government and TRA is an overall supervisory to this bonded warehouse operations. For the importer, it provides a breathing space in payment of inherent taxes as they can be paid when the goods are removed from the bonded warehouse and for Government it collect revenue through TRA from that imported goods after being consumed domestically by ensuring that the goods were in safety place (TRA, 2006). Bonded warehouse enables the businessmen to carry on production throughout the year and sell their products, whenever there is adequate demand. Also, the goods kept in a bonded warehouse are generally insured. Thus by keeping the imported goods in a bonded warehouse, a businessman can pay customs duty in instalments (CCRA, 2001). However, if goods overstays in the bonded warehouse for longer period than expected to the extent of losing their inherent value for intended use then they become liable for destruction loosing value to the owner of goods and loss of revenue to the government (Chibbabbuka, 2007).

In recently the bonded warehouse in Tanzania is used as an important facility for sustaining effective trade facilitation and revenue collection system that can results the growth of the economy in general; regarding on its important but the responsiveness on the level of customer satisfaction is very lower on it, this has

been revealed by the study conducted by Tetralink Taylor & Associate (T) Limited in 2011, however, this was not their major study on it.

TRA has been implementing several programmes in Customs and Excise Department such as Customer Care Programmes for TRA employee's aiming at improving customer satisfaction with a view of maximizing revenue collection (Mushi, 2006). However over time revenue collection, especially in the bonded warehouse, has been perceived to be ineffective due to poor service provided by TRA in the bonded warehouse which at the end of the day stimulates tax evasion (Mushi, 2006). Fischer (2006:324) notes that the country was suffering from widespread tax evasion through misreporting and smuggling. In the bonded warehouse storage of unaccustomed goods, which at the end find their way out without taxes being paid have been reported.

Argus (2000) indicates that poor warehouse management is caused by driven factors of customer satisfaction which includes, poor logistics, poor infrastructure, inadequate and shortage of manpower to administer the movement of goods to the bonded warehouse. Other factors also listed include corruption and cumbersome customs procedures. The Commissioner of Customs and Excise was quoted by one of the daily news papers (Daily news of 10th July 2008) as saying that "bonded warehouse ineffectiveness in Tanzania caused by abuse of the facility by unfaithful operators in collaboration with clearing and forwarding agents who cleared goods from bonded warehouse but diverting them to the market hence evading paying duties to the Government". This is an indication that there are some factors that hinder attainment of desired customer satisfaction level in Custom Department and thus lead most of the customers find out the way of evading paying duties.

1.3 Statement of the Problem

In a number of studies, it has been shown that there are some factors that influence customer satisfaction level. It has been revealed that there is positive relationship between customer satisfaction and employees behaviours (Seidman and Johnson,

2002; Hanna, et al, 2004), these employees behaviours include friendliness, honesty and professionalism.

Studies have also found that there is also positive relationship between service quality and customer satisfaction (Martensen, et al., 2000; Eskildsen, et al.,2004; Chakraborty, et al,2007), this service quality include accessibility, speedy responses to enquiries, reliability and product related information. In addition, studies have also found that customer expectation is among the factors that influence customer satisfaction (Martensen, et al., 2000; Eskildsen, et al., 2004), this customer expectation includes perceived quality, perceived values, perceived image, interpersonal expectations which involve the relationship between the customer and the service provider. Kotler (2004) suggests that customer satisfaction is one of the primary goals leading to increased effectiveness. Satisfied customers tend to add value to the organization than dissatisfied customers.

The study conducted by Taylor & Associate Tanzania Ltd (2011) by considering only lager customers of TRA general reveals that the level of customer satisfaction in TRA bonded warehouse operations was only 27%, however this was not their main study and this is an indication that there is still room for significant improvements the level of customer satisfaction in bonded warehouse operations. So, in view of the problems listed above, this study aims therefore, to assess the factors that influence customer satisfaction in the operations of bonded warehouse where a survey conducted in Zanzibar.

1.4 Research Objectives

1.4.1 General Research Objective

The main objective of the study was to assess the factors influencing customer satisfaction in bonded warehouse operations where a survey done in Zanzibar.

1.4.2 Specific Research Objectives

The specific objectives of the study included:

- i) To determine the service standards/guidelines to be met by employees in bonded warehouse operations.
- ii) To determine the extent of which employees in bonded warehouse adhere to the standards/guidelines set.
- iii) To determine the quality of services offered by employees in bonded warehouse operations.
- iv) To determine the extent of which are customers satisfied with the quality of services offered in bonded warehouse operations.
- v) To determine the factors influencing customer satisfaction in bonded warehouse.

1.5 Research Questions

Specific research questions to be answered were the following:

- i) What are the standards/guidelines for the services offered in bonded warehouse?
- ii) To what extent do employees in bonded warehouse adhere to those standards/guidelines set?
- iii) What is the quality of services offered by employees in bonded warehouse operations?
- iv) To what extent are customers satisfied with the quality of services offered in bonded warehouse operations?
- v) What factors influencing customer satisfaction in bonded warehouse?

1.6 Significant of the Study

The findings of this study show the importance of proper management of the bonded warehouse for improvement of the level of customer satisfaction, revenue collection for economic growth, improved quality services, and improved compliance role by ensuring the revenue is protected and there is an improvement of trade facilitation operations. In addition, the findings will be used as a yardstick to all who are interested in operating bonded warehouse.

Specifically it is anticipated that the findings of this study as well as recommendations will be utilized in promoting tax compliance as narrated in the TRA Third Corporate Plan (TRA, 2008) hence increase revenue collection from bonded warehouse.

Furthermore, the findings of the study will enable TRA to gain more insights of the factors that influence customer satisfaction and ultimately guide TRA in optimal allocation of resources in manner that will enable it to attain its strategic goals in bonded warehouse.

Finally, the findings that will be accrued from this study will serve as a benchmark to further researchers on issues of factors influencing customer satisfaction in bonded warehouse operations by suggesting areas that need further studies. Upon successful completion, the study will add knowledge bank to the world of academicians and researchers.

1.7 Limitation of the Study

In Zanzibar there are five general bonded warehouses but during data collection the study have succeed to cover only three bonded warehouse while the remaining two bonded warehouse have been stopped its operations about two years from now.

The study was confined to Zanzibar-Unguja City only. This could have a limitation in its application by other Tax Regions in the country because the experience and expectations of the customers at Zanzibar-Unguja City might be different from those in other Regions in the country. Also the study was based on few explanatory variables that can explain customer satisfactions in bonded warehouse at Zanzibar due to limitation of time and resources for the research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter review the existing literature on the main concepts for the study, it covers the definitions of key concepts; factors influencing customer satisfaction; an attempt will be made to review the general and specific concepts under bonded warehouses; the studies that have been undertaken in this area and the gap which will be filled by this study.

2.2 Definition of Important Concepts

2.2.1 Bonded Warehouse

According to Tanzania Revenue Authority (TRA, 2006), bonded warehouse refers to a commercial building that serves as the storage place for goods on which the duties are unpaid and normally used by manufacturers, exporters, importers wholesalers and transport businesses. They are any warehouses licensed by the Commissioner for Customs and Excise for the deposit of dutiable goods on which import duty has not been paid. In the bonded warehouses goods are stored under agreement of surety and custodianship of the importer and the customs. In their inception by the act of law, bonded warehouse in Tanzania is usually managed by the state or by private enterprises.

2.2.2 Efficiency of Bonded Warehouse

Efficiency refers to the degree to which a system performs its designated functions within minimum consumption of resources (Curtis.F, 2007). In bonded warehouse, lack of efficiency is caused by increased number of days for goods removed from the port to the bonded warehouse due to logistics and geographical location, and

shortage of staff to attend the licensee. According to Barry (2007), efficiency can also be measured through keeping the warehouse clean plan for flexibility returns and receiving processing turnaround time.

2.2.3 Effectiveness of Bonded Warehouse

Effectiveness is defined as the degree at which a goal has been achieved (Mullins, 2002). Mostly, scholars tend to evaluate effectiveness by evaluating the expected outcomes. For instance, Mullins (2002) considers effectiveness as outcomes, consequences and results achieved thereby determining what is a right thing to be done and the way of doing it rightly. Generally, and as suggested by Crompton (2000), the effectiveness of any system or operation is determined by the selected objective(s) for analysis. Also Koontz and O'Donnell (2000) narrates factors ascertaining effectiveness to be profitability measured by return on investment, output per employee, extent to which a firm utilizes its capacity, level of cost and prices in relation to other firms, and long-run innovations. In TRA this is related on its mission of being effective and efficient tax administration which promotes voluntary tax compliance by providing high quality customer service through competent and motivated staff, and tax revenue collected from Bonded warehouse operations is among them (TRA Annual Report, 2005)

2.2.4 Satisfaction

Satisfaction is a person's feelings of pleasure or disappointed resulting from comparing a product's perceived performance (outcome) in relation to his expectations (Kotler, 2006). The author urges that if the performance falls short of expectations, the customer is dissatisfied. If the performance exceeds expectations, the customer is highly satisfied.

Satisfaction or dissatisfaction is more than a reaction to actual performance quality of a product or service. In the context of the bonded warehouse quality of service

offered by their employees which includes timely delivering of goods, good customer service, attend to customer complaints are the things mostly expected by customer to be satisfied. Numerous studies have considered the positive correlation between customer dissatisfaction and complaint behaviour (Goodman and Newman, 2003; Kim et al., 2003; Davidow, 2000, 2003, Lemmink, 2005)

2.2.5 Customer Satisfaction

A simplistic definition of customer satisfaction can be illustrated and described by the Teboul model. In this model customer satisfaction is described as the degree to which customers' experience of product matches their expectations (Besterfield et al., 2006). Additionally, customer satisfaction is regarded as a final target of total quality management (Kondo, 2001).

For the purpose of this study, customer satisfaction is defined as customer's positive or negative feeling about the value of using TRA bonded warehouse's services in a series of use situation experiences. This is supported by the fact that most of bonded warehouse customers in TRA are served repetitively.

There are two distinct types of customers – external and internal (Besterfield, D., 2006). An external customer can be defined in many ways, such as the one who uses the product or services, the one who purchases the product or services or the one who influences the sale of the product or services, they normally exist outside the organization and generally fall into three categories; current, prospective and lost customers.

On the other hand, an internal customer is the one who exist in the downstream processes within the corporation. Every function, whether it be engineering, order processing or production, has an internal customer- each receives a product or service and in exchange, provides a product or service. Every person in a process is considered a customer of the preceding operation (Besterfield, S., 2006).

For the purpose of this study, existing bond licensee and clearing and forwarding agents who are dealing with the logistic issues of clearing goods from bonded warehouse are regarded as external customers.

2.3 Evolution and Rational of Bonded Warehouse

Historically, bonded warehouses were introduced in England by Sir Robert Walpole in his proposal of "excise scheme" being the system of warehousing tobacco and wine in 1733. Officially, the proposed system was adopted in 1803 and by an Act of that year, imported goods were to be placed in warehouses approved by the customs authorities, and importers were to give "bonds" for payment of duties when the goods were removed. It was from this that the warehouses received the name of "bonded" or "bonding."

Literature indicates the three reasons for the establishment of bonded warehouse. Firstly, the goods can be stored without payment of duty thus giving the importer enough time to source for funds. Secondly, some goods may sell slowly due to fluctuating demand, hence duty can be paid according to demand. For instance, constant supply of raw materials can be assured in manufacturing industry by importing in bulk and payments being made according to production demands. Furthermore, it is worth noting that goods can be re-exported without duty burden. Finally, the purpose of a bonded warehouse is to provide official supervision and security before the payment of a duty. The duty then becomes payable only when goods are taken out of the warehouse for use and consumption (TRA, 2006).

2.4 Bonded Warehouse Operations

2.4.1 Types of Bonded Warehouse

There are two types of bonded warehouse in Tanzania which are General Bonded Warehouse and Private Bonded Warehouse.

The General Bonded Warehouse

The General Bonded Warehouse is licensed to store goods for all traders and used for warehousing goods generally.

The Private Bonded Warehouse

The Private Bonded Warehouse is licensed to be used only for warehousing goods the property of the licensee; goods entered for this warehouse are so deposited after passing a warehousing entry and executing a removal bond. Double locks are provided; one by the Warehouse Keeper and another by Customs Official.

2.4.2 Type of Goods be warehoused in Bonded Warehouse

All goods normally may be warehoused in bonded warehouse with the exception of the following goods.

First; duty free goods, which may become entitled for clearance free of fiscal entry and import duty, for example purchases by Government and Diplomats.. Secondly; goods of a perishable, combustible or inflammable nature, but not including petroleum products for storage in approved places. Thirdly; the under mentioned goods as acids, arms and ammunition for trade or business purposes, ashes, chalk, cinder, clays, explosives, firewood, fireworks, matches other than safety matches, rubbish, sand, stone and straw. Finally; any other goods which the TRA Official may from time to time deem to be unsuitable for warehousing in bonded warehouse.

2.4.3 Services Standard/Guidelines in Bonded Warehouse

The most definition of service standard/guidelines has been studied in the context of customer of the organizations. Habets (2004), define service standard as an organization's ability to supply their customer's wants and needs. In essence,

standard/guideline is an agreed way of doing something. Customer service standards must be constantly monitored and incorporated in to the strategic planning of the organization.

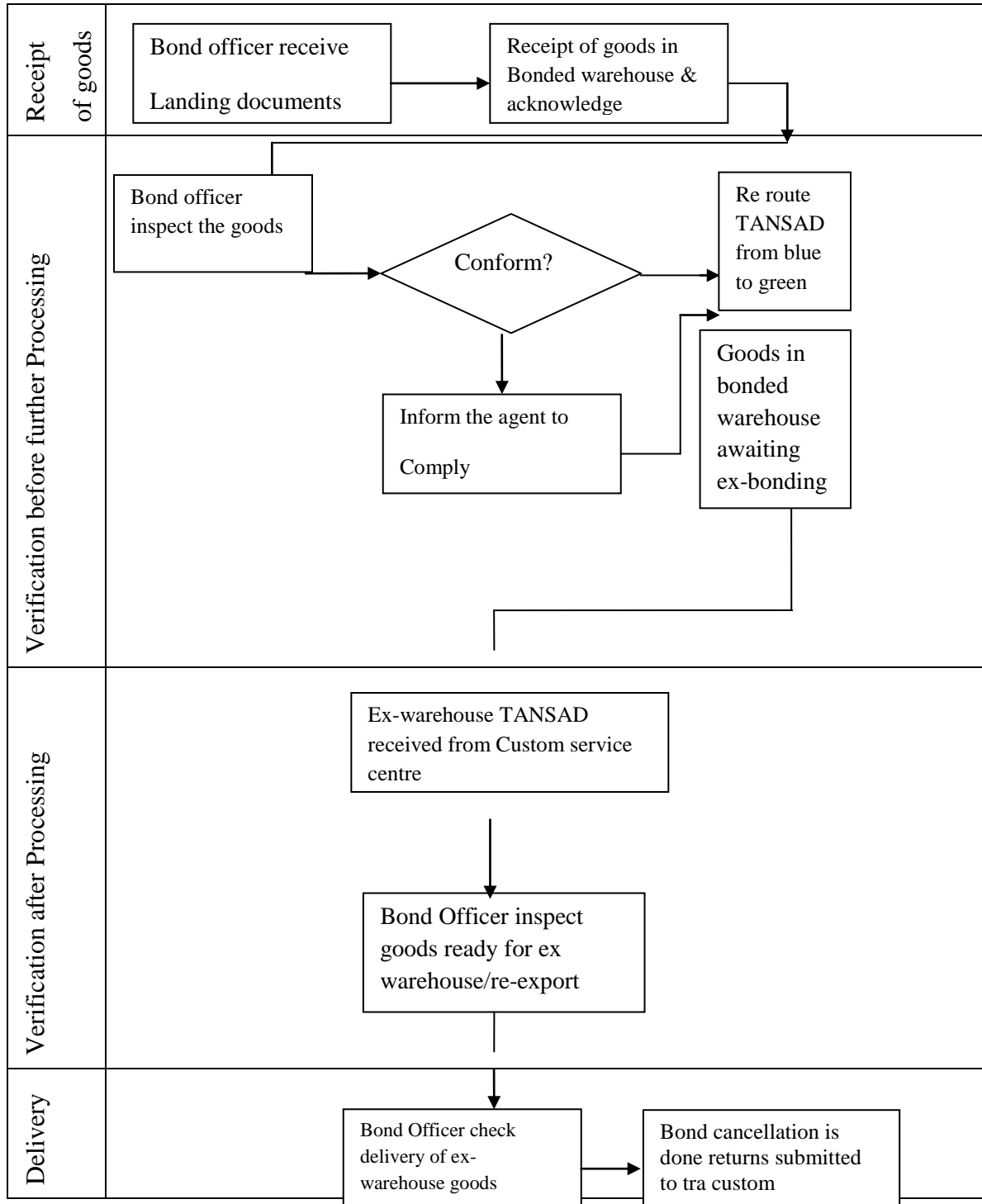
Habets (2004), indicate guidelines of which staff in bonded warehouse should adhere to. These are stock verification, access of information to customers, logging time, proper arrangements of goods, clearing time, and competency in solving customer problems.

The bonded warehouse operations in Tanzania set some of the services standard/guidelines that will ensure operations in bonded warehouse are more effective which can result in the level of customer satisfaction on it to be higher through meeting customer wants and needs.

2.4.4 Tanzania's Bonded Warehouse Operations

The technical service of automated system operations (ASYCUDA), provided by the authority, stipulates that each licensed bonded warehouse operator has an account in the custom ASYCUDA system which is designed to maintain an accurate inventory of the goods in the warehouse at all the times. The system is programmed to electronically monitor and track the status of the goods in warehouses, (Chibbabbuka, 2007). This is supported by the flow chart for bonded warehouse processes as indicated below.

Figure 2.1: Tanzania's Bonded Warehouse Operations Process Chart



Source: TRA Bonded Warehouse Section (2005)

As clearly shown in the flowchart above, four main processes are involved in the bonded warehouse operations. Each of these processes is briefly explained hereunder.

First; Receipt of goods, here the bond officers receive both the documents and goods for storing in bonded warehouse.

Second; Verification, before further processing the bond officers, normally from TRA Official, inspects goods. If they conform to all customs regulations and specifications, they are stored in the Bonded warehouse waiting for ex-bonding. If they do not then the Importing Agent is informed of the anomalies and once these are cleared then the goods are stored in the bonded warehouse.

Third; Verification after processing, when the Clearing and Forwarding Agents wants to ex-bond the goods, after payment of relevant taxes, Custom officers re-inspect the goods ready for ex-warehouse or re-export.

Finally; Delivery, at this stage, the bond officers check delivery of ex-warehouse goods and do bond cancellation.

2.5 Factor Influencing Customer Satisfaction

Customer satisfaction has been studied in the context of both service and product oriented organizations. The existing theories and empirical evidences suggest that customer satisfaction is influenced by service quality offered by organisations and is also considered as one of the predictors of customer satisfaction (Martensen, et al., 2000; Eskildsen, et al., 2004; Chakraborty, et al, 2007). Moreover, it is said that customer satisfaction is influenced by employees behaviours (Seidman and Johnson, 2002; Hanna, et al, 2004). In addition, customer expectations are among the factors that influence customer satisfaction (Holmes, 1999; Martensen, et al., 2000; and Eskildsen, et al., 2004).

2.5.1 Service quality

The most common definition of service quality is the traditional notion that views quality as customer's overall perception of the relatively inferiority or superiority of the organisation and its services (Charlotte, 2008). Service quality normally is characterized by timeliness, courtesy, consistency, accessibility, noise-freeness, accuracy and cleanliness (Kimeme, 1999). Service quality and customer satisfaction have, of late, attracted much attention in both organizational behaviour and marketing theory. The attraction has been triggered by identification of the links between service quality, customer satisfaction and performance of organizations through various models developed by researchers in organization behaviours and marketing perspectives, for example Shemwell, et al (1999) developed and tested a causal model that portrayed a link between service quality, satisfaction and relationship oriented outcomes such as minimization of complaints, emotional bonding and an increased inclination to continue the customer- service provider relationship. The significance of service quality to customer satisfaction has been further confirmed by other studies in different industries. A study by Jamal and Naser (2003) on retail banking in Pakistani revealed that there was a strong relationship between service quality and customer satisfaction. Another study conducted by Eskildsen, et al (2004) on a sample of customers from Danish mobile phone companies; banks and supermarkets revealed that service quality is an important aspect in customer satisfaction.

2.5.1.1 Effective Service Quality

Effective service quality to customer is possible only if everyone in the organization cares about customers and realises their importance (customer-focused) (Carysforth, 2003).

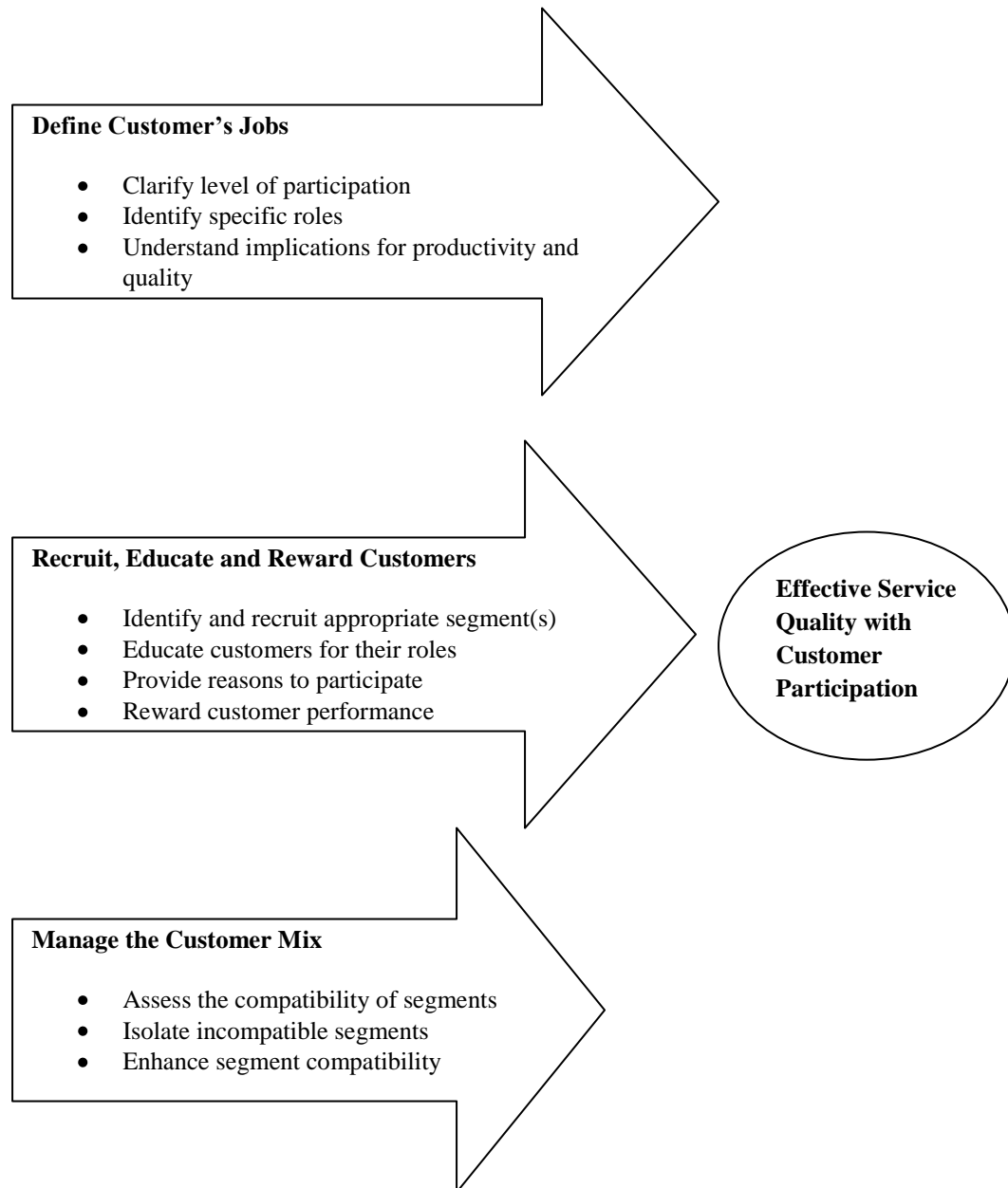
Carysforth (2003), further elaborate that the organization which provides effective service to customer will capture some of the benefits on it. First, the organization will make to increase customer satisfaction and loyalty; loyalty customer may stay with an organization for many years. Second, it is possible the organization to gain and to retain customers, because satisfied customer tell their friends and relative, and Finally, the organization can improve the image and reputation around the world.

2.5.1.2 Service Quality with Customer Participation

Zeithaml, et al (2006) pinpointing that the level and the nature of customer participation in the service process are strategic decisions that can impact an organization's productivity, its service quality, and its customers' satisfaction for involving customers effectively in the service delivery process. Zeithaml (2006) elaborate some strategies that will enhance customer participation in providing service quality in an organization. The overall goals of a customer participation strategy will typically be to increase organizational productivity and customer satisfaction while simultaneously decreasing uncertainty due to unpredictable customer actions. In the context of bonded warehouse operations customer participation in the process of service delivery will end up to improve the operations to be more effective and to increase the level of revenue collection and trade facilitation.

According to Zeithaml (2006), the strategies for enhancing customer participation as described in figure 2.2 bellow include Define Customer Jobs, Recruit, Educate and Reward Customers and Manage the Customer Mix.

Figure 2.2: Strategies of Service Quality with Customer Participation



Source: Adopted from Zeithaml et al. (2006).

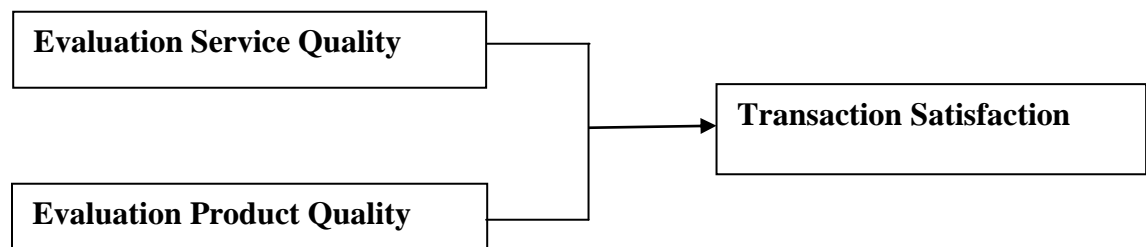
2.5.1.3 Theoretical Model on Service Quality

2.5.1.3.1 Perceived Quality and Satisfaction Model

The Perceived Quality and Satisfaction model was developed by Zethamal et al. (1999) and holds that, customer satisfaction is a function of customer's assessment of service quality and product quality. The two variables are considered not essentially through empirical analysis but sometimes by merely perception of the quality of services. The model indicates that service quality specifications in terms of customers' expectations are useful to define what quality is.

Organizations do not possess any kind of formal specifications, which results in aggravated service variability and lower quality. Specifications are required to guide personnel in their activities. Specifications are also required as a means of comparisons for effective quality evaluation. Lack of management commitment to service quality originates the gap (Zeithaml et al., 1999). The model is presented in Figure 2.3 below.

Figure 2.3: Perceived Quality and Satisfaction Model



Source: Adopted from Zeithaml (1999)

2.5.1.3.1.1 Explanation of Perceived Quality and Satisfaction Model

The above model it demonstrates that the evaluation of service and product quality are merely important in the organization and mostly goes together in the process of capturing transaction satisfaction from organisation's customers.

Furthermore, by considering the context of the bonded warehouse operations, the processes of receiving, inspection and escorting the goods to the warehouse, delivery, verification and ex-bonding of goods in the warehouses, must be evaluated and follow ISO quality standards of TRA in order to be effective processes and which can results to reduce the service quality gap offered on it and the transaction on the level of customer satisfaction to be higher.

In addition, one of the most commonly used service quality measurement models developed by Parasuraman et al. (1994) is SERVQUAL that identified perceived service quality along the following five dimensions. First, Tangibility, which involves the appearance of physical facilities, includes the equipments and personnel. Second, Reliability, which involves the ability to perform the promised service dependably and accurately. Third, Responsiveness, which involves the willingness to help customer and provide prompt response. Fourth, Assurance, which involves the knowledge and courtesy of employees and their ability to convey, credibility and security, and Fifth, Empathy, which involves the provision of caring individualized attention to customers, likewise empathy includes access, communication, and understanding the customer.

2.5.2 Employees Behaviours

The literature offers several explanations as to why employee behaviours influence customer satisfaction. Employees interact with customers and are in a position to develop awareness of and respond to customer goals and needs. Secondly, employees provide customers with interpersonal sensibility and social account i.e. adequate explanations for undesirable outcomes (Seidman and Johnson, 2002).

Taking into account the nature of TRA bonded warehouse operations, it is important to determine what is TRA employees' behaviour such as responsiveness, friendliness, honest, courteous and professionalism influence the level of customer

satisfaction. This will make the operations of bonded warehouse to be more effective and to increase the level of revenue collection.

2.5.3 Customer Expectation

Customer expectations are considered as beliefs that a product or service (with certain attributes or characteristics) will produce certain outcomes (Smith, 2007). These expectations are based on previous affective, cognitive and behavioural experiences.

The concept of customer expectation has been further clarified by Smith (2007) who identified six types of customer expectations. The first type is explicit expectations which are regarded as mental targets for product performance, such as well identified performance standards. The second type is implicit expectations which represent the norms of performance that reflect accepted standards established by organisations in general, other companies, industries, and even cultures. The third type is static performance expectations which address how performance and quality for a specific application are defined, these are the visible part of the iceberg; they are the performance we see. The fourth type is dynamic performance expectations; these are about how the product or service evolves over time and include the changes in support and product or service enhancement needed to meet future business or use environments. The fifth type is technological expectations, and the finally type is interpersonal expectations which involve the relationship between the customer and the product or service provider.

In totality, customer satisfaction is regarded as a function of perceived performance and expectation (Kotler and Fox, 2006). In a service setting, customer satisfaction occurs when a customer's expectations of what will happen in a specific service encounter are met (Eskildsen et al., 2004).

2.6 Empirical Studies

Some studies have investigated factors influencing customer satisfaction in service based organizations but no attention has been directed on investigating factor influencing customer satisfaction on bonded warehouse operations.

Helms and Mayo (2008) assessed poor quality service a perception of customer service representatives. They explored the variables most often associated with customer dissatisfaction and discerned variables which resulted into customer defection. Findings indicated that customer dissatisfaction arises from service failure which included overall poor service, employees socializing and not paying attention to customers, slow services and rude employees. They concluded that identification of variables can aid managers to develop strategies to prevent their occurrence.

Rwekaza (2004) studied factors that influence customers' satisfaction in mobile phone services. According to him the most common factors impacting customers' satisfaction were readiness of customer service providers to solve complaints promptly, friendliness of customer service providers and their competence .Other variables included costs and charges, area coverage, and connectivity.

The above studies explicitly did not deal with customer satisfaction and the quality of the service provided in bonded warehouse operations and this is the gap the proposed study will attempt to fill.

2.7 Conceptual Framework

A theoretical framework is a conceptual model of how one theorizes or makes logical sense of the relationship among the several factors that have been identified as important to the problem (Sekaran, 2003).

2.7.1 The Variables

A research variable is a factor or a characteristic of interest that a researcher would like to handle, investigate or manipulate in the research process so as to establish relationships between variables (Adam and Kamuzora, 2008). The variable of primary interest to this study is the dependent variable of customer satisfaction with their independent variables which service quality, employees' behaviours, and customer expectations.

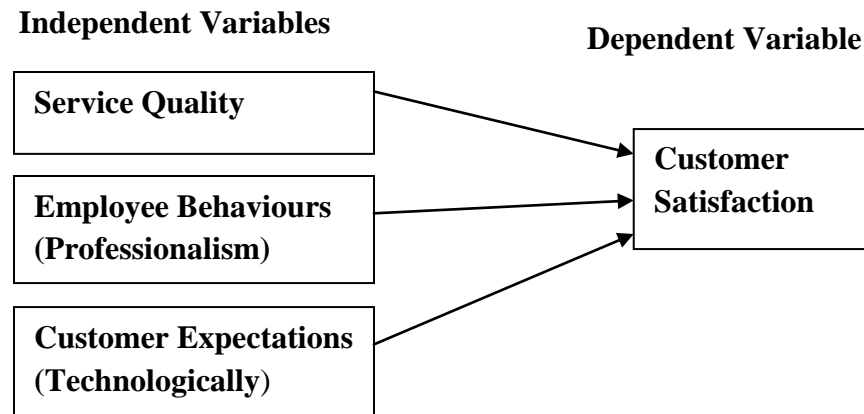
The conceptual model has been developed by the author of this study after consideration of other models in regard to customer satisfaction. It recognizes that effective operations of bonded warehouses is a function of many factors which are independent variables on leading customer satisfaction, such as when the higher the degree of service quality, the higher is likely to be the level of customer satisfaction i.e. if the services are provided in clean environment and customers are getting proper information, reliable and accessible services, the level of customer satisfaction is likely to increase. Alternatively, if they are not getting proper information about the services, the service are rendered in dirty environment, services are not reliable and accessible the level of customer satisfaction is possible to decrease.

Studies have shown that high quality customer service is linked to cost saving, which in turn is influenced by customer identification and loyalty (Chieh-Yu Lin, 2007). In the modern business environment of just in time production and delivery, it has become even more important that traders are guaranteed fast and predictable time release of their goods. Delays in release of goods increase processing costs (WCO, 2005).

In addition, the behaviours expressed by employees who are rendering services improve, the level of customer satisfaction is possible to increase i.e. the higher the level of friendliness, courtesy, honest, professionalism and a responsive service

expressed by employees, the higher is likely to be the level of satisfaction expressed by the customers whereas improper conduct of employees is possible to decrease the level of customer satisfaction. Similarly, as customer expectations increases beyond the ability of organisations, the level of customer satisfaction is possible to decrease. The conceptual framework derived and summarised thereof is shown in Figure 2.4 below

Figure 2.4: Conceptual Framework



Source: Developed by Author from Literature Review (2013).

2.7.1.1 Explanation of Conceptual Framework

From the framework derived above in figure 2.4, basing on the aforementioned arguments, it is proposed that there would be positive relationship between the level of customer satisfaction and each of these variables which are service quality, employees' behaviours and customer expectations. This means that the higher the degree of service quality the higher the satisfaction expressed by customer; the good the conduct of employees to the customers can results the positive satisfaction expressed by customers; and finally as customer expectation met or increase beyond the ability of organisation performances then the level of customer satisfaction increase.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter three researches methodology is presented and subsequent processes were adopted in the study. The research methodology comprises research design, approaches, data types, data collection tools, population and sampling of study, research area and data analysis.

3.2 Research Design

The study adopted descriptive research design. Descriptive research design is very useful in describing an accurate profile of persons, events or situation (Saunders et al., 1997). The methods involved range from survey which describes the status quo, the correlation study which investigates the relationship between variables, to development studies which seek to determine changes over time (Key, 1999). Since the design was used to obtain information concerning the current status of the phenomena, it is considered to be appropriate for assessing the factors for customer satisfaction in bonded warehouse operations.

Cross-sectional survey was used as a research technique for gathering data. Under this technique, survey was undertaken at a particular time as opposed to longitudinal study that takes a diary perspective (Saunders et al., 1997; Adam and Kamuzora, 2008). However, Sandy and Anderson (2004) pointed that the technique is prone to Common Method Variance i.e. systematic method error due to use of a single ratter or single source. Despite such shortcoming, the technique was preferred due to limitation of resources (time and financial resources) and the technique was likely to produce unbiased response as opposed to longitudinal approach in which there is a possibility of respondent biasness when approached for the second time.

3.3 Approaches to the Study

The study employed both qualitative and quantitative approaches due to the nature of the study. The study adopted qualitative approaches in order to provide an in-depth investigation and analysis of individual experience on bonded warehouse operations. The quantitative approach was employed with simple measures such as percentage of responses on determining the factors influencing customer satisfaction in bonded warehouse operations.

3.4 Area of the Study

The study was conducted in Unguja City only, which according to current data by TRA (2006) in Zanzibar this is the only City which comprises the licensed bonded warehouse operators and that it has a direct access to the imported goods. In view of that, it was considered that data from Zanzibar-Unguja would be sufficient to address the research questions of this study.

Furthermore, this selection has taken on board the financial and time constraints of the researcher.

3.5 Study Population and Sample

The targeted population of this study was all bonded warehouses in Zanzibar and their customers. Using Judgement Sampling technique, sampling units were selected out of the bond licensee and clearing and forwarding agents who are the main customers and they are dealing with the logistic issues of clearing goods from the customs so as to solicit information on their opinion on the issue of bonded warehouse operations. Other key informants who in this case were comprised are officials from the TRA together with heads of TRA custom units who were purposively selected on the merits of their positions.

As per TRA Customs Department data, there are 5 bonded warehouses operating in Zanzibar, out of that 2 has been suspended. Therefore, as per Stutely's (2003) rule of thumb, a sample of at least 2 bonded warehouses by considering bond operators as the customers of TRA in the bonded warehouse shall be a good sample to represent a population of 3 bonded warehouses for the study. Considering the ratio of one bonded warehouse is served by 2 custom officials, then 6 official from TRA shall be a good sample to represent a population of 3 bonded warehouse available for the research from custom department, and 50 Clearing and Forwarding agents who are the main customers in the bonded warehouse operations was selected using judgement sampling technique, since this technique it allow the researcher to select all customers included in the research sample who have sufficient knowledge and skills on the issues of bonded warehouse.

3.6 Types of Data

The study utilized both primary and secondary data derived from relevant information sources on the subject. The primary data was collected from the customer's premises areas while the secondary data was obtained through the authority's records, journals, internet materials, magazine, and government records. These two types of data were used because they are complimentary to each other.

3.7 Tools of Data Collection

In this study the researcher used research instruments to collect both primary and secondary data; these include questionnaires, interviews and documentary reviews.

Data collection was done in Zanzibar. Clearing and forwarding agents, bonded warehouse operators and officials from TRA custom department were requested to give their views on the factors influencing customer satisfaction in bonded warehouse operations and the quality of service offered in bonded warehouse operations.

3.7.1 Questionnaire

Is a form containing a series of questions either structured or unstructured to be filled by respondents. The primary data was collected by the use of a questionnaire to sampled respondents and was visited physically in their premises areas. This method was preferred mainly because it saves both time and resources (Kothari, 1990). In order to gain more insight of the factor for customer satisfaction, the questionnaire was given to the people who have direct contact with TRA, thus the sampled respondents were involve bond licensees, clearing and forwarding agent and officials from TRA.

Questionnaires have been chosen due to their advantages such as; they permit wide coverage for a minimum expense of money and effort; they reach persons who are difficult to contact otherwise and they elicit more candid and more objectives replies because of their impersonality (Qure, 2005). Additionally, Qure (2005) has pointed that questionnaires technique allows greater uniformity in the manner in which the questions are posed and thus ensure comparability in the answers. However, questionnaires suffer a number of weaknesses such as problems of non-returns which decreases the size of the sample and possibility of misinterpretation of the questions.

Since questionnaires were used as a method of data collection, a number of strategies were applied to overcome the above mentioned weaknesses in order to minimize the effect of non-returns. For the purpose of minimizing the problem of misunderstanding of the research questions, questions have been constructed carefully to avoid ambiguities and a pilot survey was conducted before embarking into actual data collection procedure. Pre testing the questionnaire helps to rectify any inadequacies in time before administering the instrument orally or through questionnaire to respondents and thus reduce biases (Sekaran, 2003).

3.7.2 Interviews

This is the most obvious and sensible way of discovering the feeling o people towards a scenario in question (Adam and Kamuzora, 2008). A face to face interview was administered to the TRA officials head units, TRA officials who are dealing with bonded warehouse, bond operators and some of the clearing and forwarding agents. This tool was used in order to get information which could not be obtained from other research instruments. The use of this tool simply, facilitates data collection and minimizes biasness that could be encounter in other tools. The respondents were free to answer and explain what they know which enable the researcher to extract more ideas and information about the study.

3.7.3 Documentary Sources

According to Adam and Kamuzora (2008), documentary provides background knowledge of any study in question. Thus, this tool was expected to provide a lot of information about the service quality and the level of customer satisfaction in bonded warehouse operations in Zanzibar. However, the tool encountered a number of limitations including inadequate local research works. Secondary data were obtained from various published reports, internet, and records from TRA. The tool was used to supplement the information or data collected by other research tools such as questionnaire and interviews.

3.8 Data Management and Analysis

For the purpose of data management each completed data form was edited to ensure eligibility and accuracy. Coding was done by assigning numerical value to each variable of interest for each question within the provided questionnaire for quick and easy input. Later on the data were entered into the computer using SPSS software for the purpose of running analysis. The software has been chosen because it provides a broad range of capabilities for the entire analytical process. For an

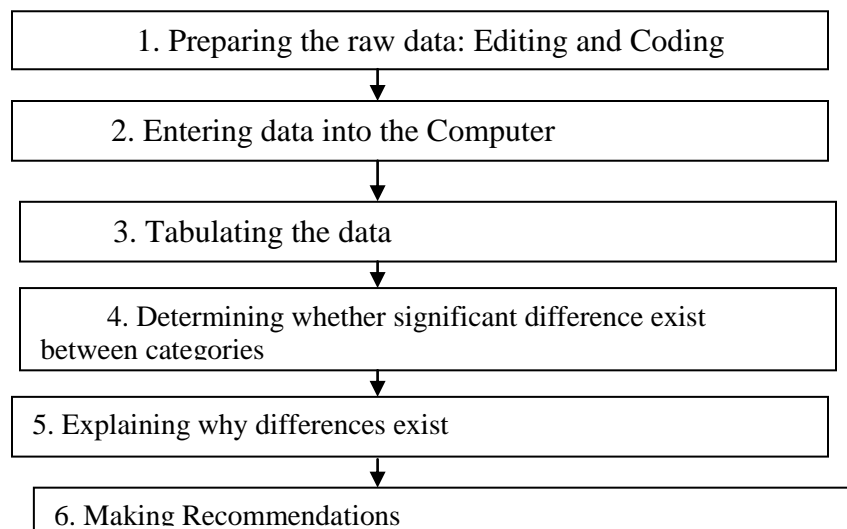
accurate purpose of the research, the majority of data originated from primary source and minimal level of secondary data.

For the purpose of this study, data analysis was taken to mean the process of computing certain measures with an aim of searching for patterns and/or relationships that exist among data groupings (Brian, 2000). As Kothari (1990) asserts, it is simply a systematic process involving working with data, organizing and dividing them into small manageable portions. As already pointed out earlier in this chapter, both qualitative and quantitative kinds of information are expected in this study.

In that regard, data was analyzed using both descriptive and inferential statistics. After completion of data processing, frequency distributions tables for examination of patterns of response for each variable under investigation was constructed and some cross tabulation was also be done.

The following six steps as recommended by Boyd et al., (2002) were followed to analyze Data as presented in Figure 3.1

Figure 3.1: Overview of Tabulation and analysis



Source: Adopted from Boyd et al., (2002)

Data was explored to find any pattern that explains the relationships between dependent and independent variables aimed in this study. Furthermore, the researcher was interested to obtain different summaries based on the planed questions using descriptive statistic through frequency tables.

3.9 Measuring customer satisfaction

Many techniques can be used to detect satisfaction and dissatisfaction about service. While questionnaire are commonly used, critical incidences technique can also be used.

Kotler (2004) suggests three tools or systems for measuring and tracking customer satisfaction.

Firstly, Complaint and Suggestion System, under this system a customer centered organization makes it easier for customers to register suggestions and complaint. Organisation can establish hot lines with toll- free numbers. Organisation may also use websites and e-mail for quick two way communication. Secondly, Customer Satisfaction Survey System, under this system studies show that although customers are dissatisfied with one out of four purchases, less than 5 % will complain. Most customers will buy less or switch suppliers (Kotler 2004).

Responsive organisations measure customer satisfaction directly by conducting periodic surveys. While collecting customer satisfaction data, it is also useful to ask additional questions to measure repurchase intention and measure the likelihood. Finally, Ghost Shopping System, likewise under this system organisation can hire people to pose as potential buyers to report strong and weak points experienced in buying the organisation's and competitors' products.

Furthermore, Lovelock in 1999 identified three tools of incidents to detect satisfaction and dissatisfaction with services which are; firstly, employee response to service delivery failure; secondly, employee response to customer needs and requests; and thirdly, unprompted unsolicited employee action. For the purpose of

this study, the employee response to customer needs and request tool were used on the detecting the level of customer satisfaction for the existing customers from bonded warehouse who are dealing with logistic issues of clearing goods on it.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter presents the research findings and thereby analysing and interpretation the findings.

The results are based on the analysis of the service quality, TRA official's behaviours, customer's expectations and drivers of customer satisfaction in bonded warehouse operations at Zanzibar. The analysis is based on findings of the primary data gathered through the use of questionnaire and secondary data in line with the objective of the study.

4.1.1 Response Rate for Questionnaires and Interview

During the data collection process, 50 questionnaires were distributed to different respondents including clearing and forwarding agents, bond operators and officials from TRA. Out of 50, 40 questionnaires were filled in and returned.

The remaining 40 filled questionnaires were edited and cleaned before subjected in the analysis process; out of those 40 questionnaires 6 were filled by officials from TRA. The overall response rate for questionnaires was higher by 80 percent.

4.1.2 Respondent's Characteristics

The study was categorized into three groups of respondents which are thirty one clearing and forwarding agents, three bonded warehouse operators, and finally six TRA officials from customs departments.

In analyzing data, general features of the respondents were considered so as to get a reflection of the characteristics in terms of gender, age and level of education.

The respondent's characteristic for gender was one of the basic information obtained from the research particularly for bonded warehouse operators and clearing and forwarding agents. However this gender did not influence the level of customer satisfaction. Age and level of education had an influence on it.

4.1.3 Gender

It was found that 92.5 percent of the respondents from bond operators and clearing and forwarding agents were male and 7.5 percent were female (Table 4.1).

Table 4.1: Analysis of Gender

Gender	Frequency	Percent
Male	37	92.5
Female	3	7.5
Total	40	100

Source: Survey Data (2013)

However, all 6 respondents from official of TRA were male as observed.

4.1.4 Age

It was found that majority of the respondents from this study conducted specifically in bond operators and clearing and forwarding agent were at age category between 41 – 55 years followed by 25 – 40 years old as presented in the Table 4.2 bellow.

Table 4.2: Analysis of Respondents by Age

Age Group	Frequency	Percent
25 – 40	3	7.5
41 -55	37	92.5
Total	40	100

Source: Survey Data (2013)

Indeed, all 6 respondents from officials of TRA were aged at 41 – 55 years old. The aim of this analysis was to find out whether age has an influence on the level of

customer satisfaction and the quality of service provided on the bonded warehouse operations.

4.1.5 Academic Background

Secondary education, ordinary diploma, undergraduate degree and postgraduate degree were used as a relevant to academic background. This was one of the respondent's profile that were obtained from the study conducted to analyse whether academic background of the respondents has any influence on the level of customer satisfaction from the bonded warehouse operations. Based on the respondents selected, Table 4.3 below describes the distribution of education background in percentages.

Table 4.3: Analysis of Academic Background

Level of Education	Frequency	Percent
O/A Level	19	47.5
Ordinary Diploma	17	42.5
Undergraduate	3	7.5
Postgraduate	1	2.5
Total	40	100

Source: Survey Data (2013)

From the results it is observed that majority of bond operators and clearing and forwarding agents have secondary education followed by ordinary diploma. The analysis also revealed that all 6 TRA officials have ordinary diploma. The study revealed that those who have ordinary diploma have a better specialise on bonded warehouse operations as compare with those have secondary education.

4.2 The Service Standards/Guidelines to be met by Employees in Bonded Warehouse Operations

This section addressed the first objective of the study on service standard/guidelines to be met by employee in bonded warehouse. These are tools that can help innovation and increase productivity in the organization, and make organization more successful and customers organization everyday lives easier, safer and healthier (Habets, 2004).

In the context of bonded warehouse service guidelines are important as the targeted collected revenue and trade facilitation in general can be more successful, and even the level of customer satisfaction can be higher in bonded warehouse operations. On it bonded warehouse operators, TRA officials and clearing and forwarding agents were asked if there are service standard set.

The study found that there were services guidelines in bonded warehouse in Zanzibar as described below.

Firstly, bonded warehouse had guideline concurring with frequency of stock verification which entails the officers to undertake the verification of stock on annual basis to ensure stock balance and at the end of the day to control the leakage of government revenue.

Secondly, it was revealed that employee of bonded warehouse had to provide enough information to customer in a right and appropriate time about bonded warehouse operations which can results to increase effective operations and the level of customer satisfaction.

Thirdly, bonded warehouse had guideline about time taken after logging for in and ex-warehouse bond goods, and it require within one day the customer of bonded warehouse to get the service on it.

Fourthly, the study revealed that the employee of bonded warehouse had to arrange goods in the bonded warehouse in a proper manner. Proper arrangement of goods in the bonded warehouse it improve the effective operations, this service normally offered whenever the goods enter in the bonded warehouse.

Fifthly, it was revealed that employee of bonded warehouse required to solve the customer problems in a level that will make customer more satisfactory and not make customer in dilemma.

Finally, bonded warehouse had guideline concurring with time taken to clear goods from port to bonded warehouse which requires the TRA officials to offer this service to their customer within one day in order to improve the operations.

4.3 The Extent of which are Employees in Bonded Warehouse Adhere to the Service Guidelines/Standards Set

This section addressed the second objective of this study on the extent of which employee in bonded warehouse adhere to the service standard/guidelines set.

Frequency of Stock Verification

The respondents were asked about the frequency of stock verification, and were revealed that all bonded warehouse operators in Zanzibar got the annual service of stock verification on their bonded warehouse.

This indicates that the stock verification in bonded warehouse done in yearly with employee as per guidelines set.

Access of Information

It was found that out of 34 respondents, from Table 4.4 the study noted that 70.6 percent of the respondents were strongly agreed that they are getting enough information on various matters administered by TRA officials from bonded

warehouse, 23.5 percent of respondents were agreed, and 5.9 percent of respondents were undecided on accessing the enough information from bonded warehouse.

Table 4.4: Analysis of Access of Information

Variables	Frequency	Percent
Undecided	2	5.9
Agree	8	23.5
Strongly agree	24	70.6
Total	34	100.0

Source: Survey Data (2013)

Logging Time

Furthermore, the study revealed that out of 34 respondents, 82.4 percent of respondents said that they were served by TRA officials by taking within 24hrs after logging for in and ex-warehouse bond goods, 11.8 percent of respondents indicated 2 days, and 5.9 percent of respondents said that they took more than two days to be served by TRA officials after logging for in and ex-warehouse bond goods.

Proper Arrangement of Goods

The respondents were asked about the proper arrangement of goods. For the case of proper arrangement of goods in the bonded warehouse, 91.2 percent of respondents accepted that the goods in the bonded warehouse were properly arranged by TRA officials while 8.8 percent of respondents they are not accepted.

Clearing Time

With respect to time taken to clear goods from the port to the bonded warehouse, out of 34 respondents, 82.4 percent of respondents said that they took one day to clear goods from the port to the bonded warehouse, 8.8 percent of respondents took two days, and 8.8 percent of respondents claimed more than two days to clear goods from port to bonded warehouse.

Competency in Solving Problems

The analysis further more indicated that 44.1 percent of respondents said that TRA officials are competence in solving their problems in an excellent manner, 38.2 percent of respondents said adequate, 11.8 percent of respondents said medium, and 5.9 percent of respondents said sufficient, this analysis in summary presented in Table 4.5 below.

Table 4.5: Analysis of Competency in Solving Problems

Variables	Frequency	Percent
Sufficient	2	5.9
Medium	4	11.8
Adequate	13	38.2
Excellent	15	44.1
Total	34	100.0

Source: Survey Data (2013)

The above analysis indicates that the service guidelines/standard set in bonded warehouse operations in general are adherence with employee of bonded warehouse. However, the employees in bonded warehouse need to institute more mechanism in solving the customer problems so as to improve this service standard set which can results the customer of bonded warehouse to be safer and healthier.

4.4 The Quality of Service Offered by Employees in Bonded Warehouse

To determine the quality of service offered by employees in bonded warehouse operations, the respondents were asked about the quality of service offered in bonded warehouse operations in terms the way their complaints handed and work performance on various matters and issues.

It was revealed that out of 34 respondents who were asked about handling their complaints, 55.9 percent of respondents strongly agreed that employee from bonded warehouse deal with their complaints very promptly, 35.3 percent of respondents just agreed, 5.9 percent of respondents were undecided, and 2.9 percent of

respondents were disagreed that employees from bonded warehouse were not dealing with their complaints in a promptly manner (Table 4.6).

Table 4.6: Analysis of Dealing Customer Complaints

Variable	Frequency	Percent
Disagree	1	2.9
Undecided	2	5.9
Agree	12	35.3
Strongly agree	19	55.9
Total	34	100

Source: Survey Data (2013)

Furthermore, the study revealed that out of 34 respondents, 58.8 percent of respondents said that the quality of work performance of TRA officials from bonded warehouse are very excellent, 26.5 percent of respondents said adequate, 11.8 percent of respondents said medium, and 2.9 percent of respondents said that the quality of work performance on various matters and issues from bonded warehouse are sufficient as presented in Table 4.7 bellow.

Table 4.7: Analysis of Work Performance

Variable	Frequency	Percent
Sufficient	1	2.9
Medium	4	11.8
Adequate	9	26.5
Excellent	20	58.8
Total	34	100

Source: Survey Data (2013)

The above analysis it indicates that the quality of service offered by employees in bonded warehouse operations has higher chance to be accepted by customers since the service offered by these employees it indicated that are in a good standard level.

4.5 The Extent of which are Customers Satisfied with the Quality of Service Offered in Bonded Warehouse Operations

Based on the performance relating to service quality offered by TRA officials in the bonded warehouse operations, the researcher intended to determine the extent of which are customer satisfied with the quality of service offered in bonded warehouse operations and this was addressed the fourth objective of this study.

The study revealed that 82.4 percent of the total respondents strongly agreed that they were satisfied with the quality of the services offered in bonded warehouse, and 17.6 percent they agreed that they were satisfied with the quality of service offered in bonded warehouse operations and there is no customer who was neutral or not satisfied with the quality of service offered in bonded warehouse as its summary presented in Table 4.8 bellow.

Table 4.8: Analysis of Customer Satisfaction on Service Quality

	Frequency	Percent
Agree	6	17.6
Strongly Agree	28	82.4
Total	34	100

Source: Survey Data (2013)

From above analysis it indicates that the customer of bonded warehouse they are satisfied to a larger extent with 82.4 percent of respondents strongly agreed that the quality of service offered in bonded warehouse is characterized by timeliness, consistency, accuracy and cleanliness and which end up to be more satisfactory.

4.6 Employee Behaviours in Bonded Warehouse

With respect to TRA officials behaviours in bonded warehouse, 100 percent of the respondents they said that they are satisfied with the behaviours of TRA officials in bonded warehouse by argued that TRA has a competent and qualified employee who follow the procedures of bonded warehouse operations as per TRA

requirements, and eventually this leads to show good behaviours in terms of professionalism and honesty when they are dealing to them.

4.7 Customer Expectation

Based on customer’s expectations (technological) on the performance of TRA officials in bonded warehouse operations, 29.4 percent of the respondents were satisfied with the way TRA officials in bonded warehouse they meets their expectations, while 70.6 percent of respondents were not satisfied on it by argued that in bonded warehouse operations there was a frequent system network breakdown, this results summarized in Table 4.9 below.

Table 4.9: Analysis of Customer’s Expectations

Variable	Frequency	Percent
Yes	10	29.4
No	24	70.6
Total	34	100

Source: Survey Data (2013)

4.8 The Drivers of Customer Satisfaction in Bonded Warehouse

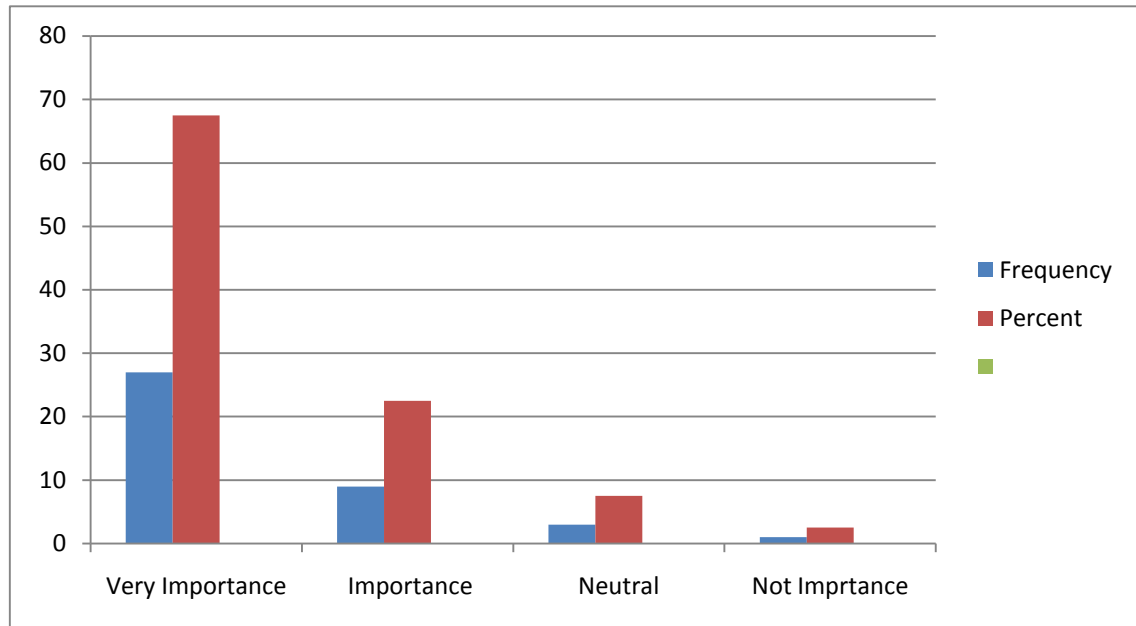
The respondents were requested to tick important factors considered being drivers of satisfaction for operations in bonded warehouse in a scale of 1 to 5, and this was addressed the fifth objective of this study, as to determine the factors influencing customer satisfaction in bonded warehouse operations as summarised below.

4.8.1 Service Quality

It was found that out of 40 respondents, the service quality was one among the factor considered as driver of customer satisfaction to be very important by 67.5 percent of the respondents in bonded warehouse operations, 22.5 percent said important, 7.5 percent were neutral and 3 percent rated this factor not to be

important as the driver of customer satisfaction in bonded warehouse operations as this results summarized in figure 4.1 bellow.

Figure 4.1: Analysis of Service Quality



Source: Survey Data (2013)

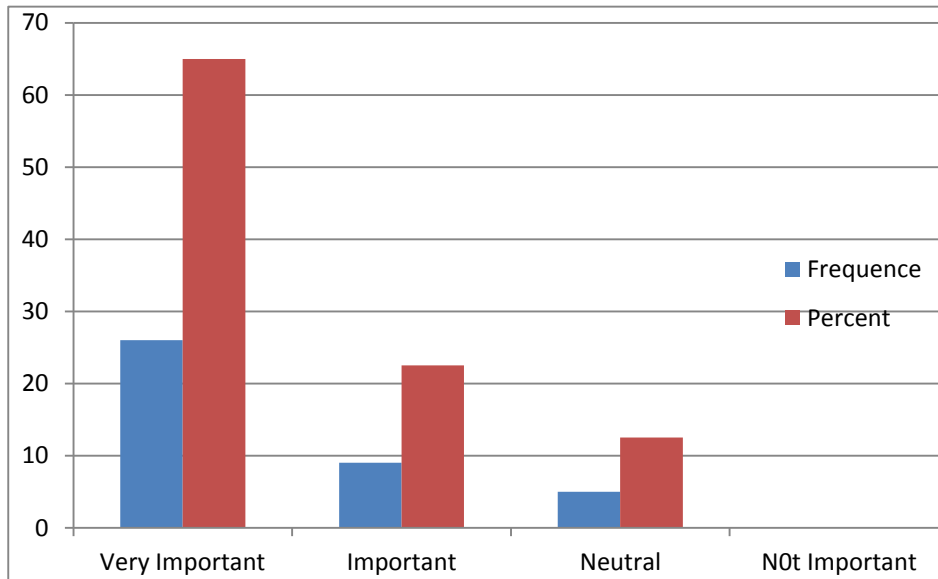
The results indicate the importance of physical facilities, including the equipment, person and involves the ability to perform the promised service dependably and accurately, the willingness to help customers and to provide prompt response, the knowledge and courtesy of employees and their ability to convey, credibility and security and the provision of caring, individualized attention to customers also access, communication, and understanding the customer. TRA custom officials developed procedures, establish standards and administer activities to make sure goods are cleared and escorted to the warehouse and delivered timely in order to keep costs under control, and high quality customer service is linked to cost saving.

4.8.2 Customer Care

Furthermore, out of 40 respondents the customer care was the secondly factor considered as driver of customer satisfaction to be very important by 65 percent of

the respondents in bonded warehouse operations, 22.5 percent said important, 12.5 percent were neutral and no respondents rated this factor not to be important as the driver of customer satisfaction in bonded warehouse operations as this results shown in figure 4.2 bellow.

Figure 4.2: Analysis of Customer Care



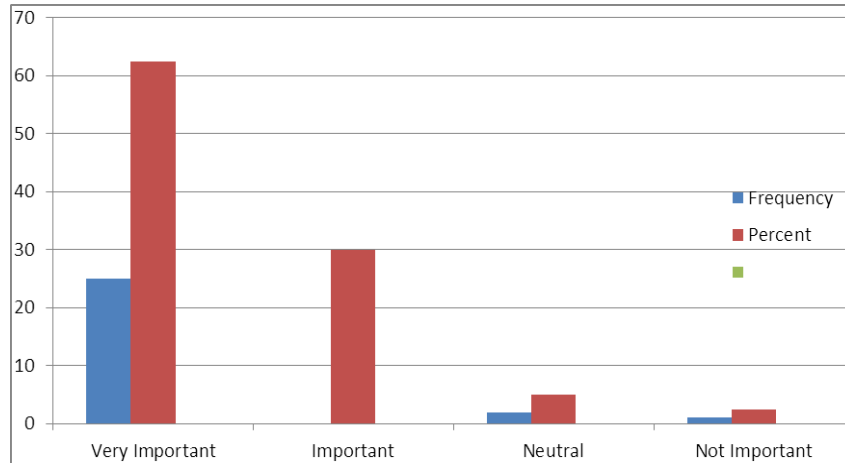
Source: Survey Data (2013)

The above analysis it indicates that customer care service can influence customer satisfaction in bonded warehouse operations as it was considered by more than 50 percent of respondents as the driver of customer satisfaction.

4.8.3 Efficient Time Release System

The study revealed that out of 40 respondents, indicated that efficient time release system can be considered as driver of customer satisfaction in bonded warehouse operations by 67.5 percent of respondents, while 27.5 percent felt it to be important, 2.5 percent were neutral on it, and 2.5 percent considered to be not important as the driver of customer satisfaction in bonded warehouse operations as summary presented bellow in figure 4.3.

Figure 4.3: Analysis of Efficient Time Release



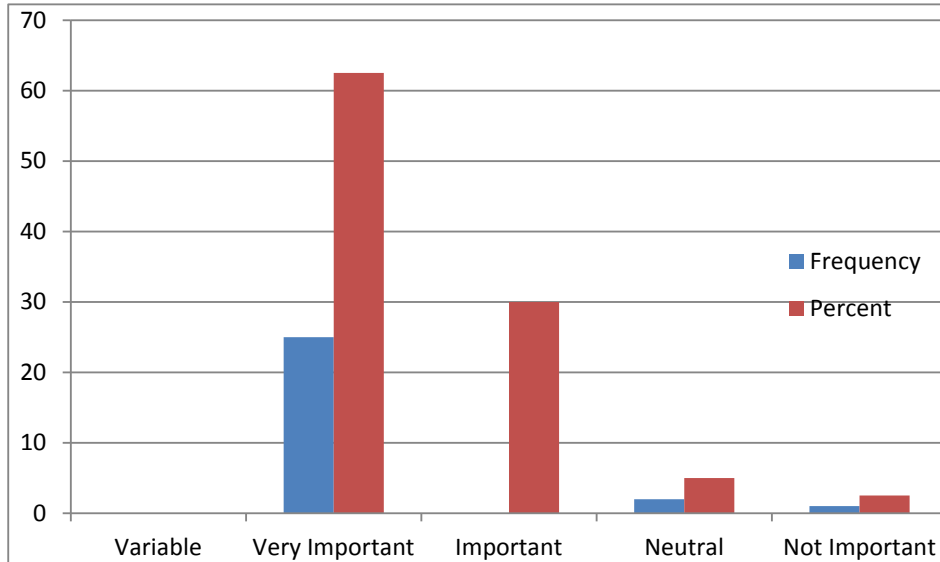
Source: Survey Data (2013)

From the results above those who considered efficient time release system as a driver of customer satisfaction argued that, clearance of goods from the port to bonded warehouse and the duration taken for TRA to provide service to the customers after logging is crucial for effective operations of the bonded warehouse and ultimately revenue collection in general.

4.8.4 System Network Availability

It was found that out of 40 respondents, by 62.5 percent of respondents considered that the availability of system networking is very important to the bonded warehouse operations as driver of customer satisfaction, 30 percent of respondents said it is important, while 5 percent of respondents were neutral, and 2.5 percent of respondents considered the availability of system network to be not important as the driver of customer satisfaction (Figure 4.4).

Figure 4.4: Analysis of System Network Availability



Source: Survey Data (2013)

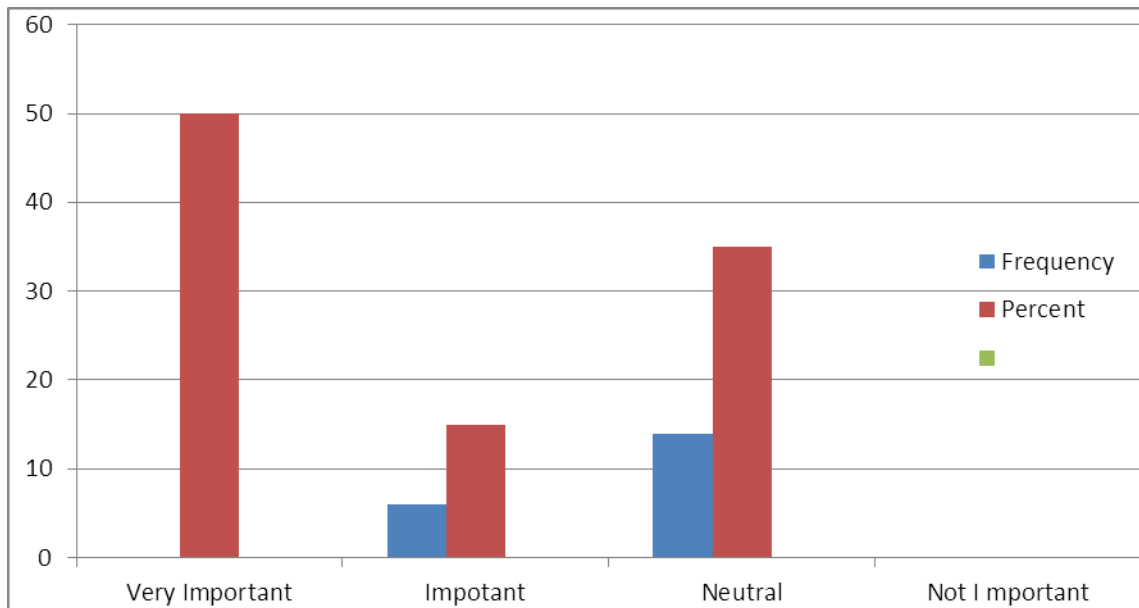
System network availability was considered by most of the respondents from this study as shown above as a driver of customer satisfaction in bonded warehouse by the facts that automated system operations can increase effective operations and eventually will end up to increase the level of revenue collection and trade facilitation in the country in general.

4.8.5 Availability of Bonded Warehouse Officials at all Times

During data collection, the study realised that bonded warehouse officials are not available at all times in the bonded warehouse and normally they are available when there is a transaction it concern on it. Out of 40 respondents, 50 percent of respondents argued that the availability of bonded warehouse officials at all times in the bonded warehouse considered to be very important as the driver of customer satisfaction in bonded warehouse, 15 percent of respondents considered to be important, while 33 percent were neutral on it, and there was no respondents who

consider the availability of bonded warehouse officials at all times in bonded warehouse to be not important. The results above summarised below in figure 4.5.

Figure 4.5: Analysis of Availability of Bonded Warehouse’s Officials



Source: Survey Data (2013)

The above analysis it indicates that service quality and efficient time release are crucial and important factors for effective operations in bonded warehouse and to increase the level of customer satisfaction as the study revealed, however, system network, customer care and, availability of officials at all times are important in a moderate manner as factors influencing customer satisfaction in bonded warehouse.

4.9 Challenges Faced Bonded Warehouse

Despite of being an effective operation in bonded warehouse which can increase the level of customer satisfaction and leads to promote voluntary tax compliance by providing high quality customer service with fairness and integrity through

competent and motivated staff, however some cases make to be challenges in bonded warehouse and eventually failed to operate properly.

The customs officials were asked to mention common problems encountered in bonded warehouse operations and the things which they dislike as regards to services provided by TRA. Respondents identified that some bonded warehouse operators dealing with bonded warehouse and clearing and forwarding operations did not have sufficient skills to run such businesses together, and this causes mostly to made poor declaration of goods on their documents. Likewise, the respondents said that most the bonded warehouse operators and clearing and forwarding agents lacked with transport facility and working tools like computers for monitoring their activities properly.

Furthermore, most of the respondents of bonded warehouse operators said that, a huge capital is required to establish bonded warehouse with requirement from TRA spacious buildings and avail collateral in cash to secure goods subjected to tax and retailing businesses which most of these bonded warehouse operators do not have. This is one of the reasons where some bonded warehouse operators fail to run this business and decide to close their business. Two bonded warehouses two years from now in Zanzibar have collapsed due to this reason.

In addition, the study revealed that different bonded warehouse operators have different formats of recording and management of stocks of goods in their bonded warehouse which results into difficulties in accounting for stock balances. Warehouse registers and bin cards are not properly maintained.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the finding of the study, derive conclusions and draws recommendations. The discussion is based on research findings.

5.2 Summary

The main objective of this study was to assess the factors influencing customer satisfaction in bonded warehouse operations with a specific focus in Zanzibar as the one among the major importing centre in Tanzania in general. Specifically, the study intended to determine the service standards/guidelines to be met by employee; the quality of services offered by employee; the extent of which are customers satisfied with the quality of services offered; and the factors influencing customer satisfaction in bonded warehouse operations.

The study has adopted descriptive research design; likewise, the study employed both qualitative and quantitative approaches. Data was collected from sampled clearing and forwarding agents, bond operators, and TRA employees in bonded warehouse. Tools which were used to collect data were questionnaires, interview, and documentary review. Finally, data were entered in to the computer using SPSS software for running analysis.

The findings show that TRA-Zanzibar has competent and qualified staff maintaining the internal control and avoid collusion, through job rotation which is an influence to the effective operations in bonded warehouse which eventually leads the level of customer satisfaction to be higher. However, majority of respondents to this study they indicated that there is a shortage of manpower and transport facility

to match with number of bonded warehouse available in the city of Zanzibar which resulted to poor logistics.

Furthermore, the findings show that the employee of bonded warehouse at higher extent adhere the services standards/guidelines set by TRA in the bonded warehouse as it took within 24 hours employee of bonded warehouse to serve customer after logging for in and ex-warehouse bond goods, majority of the customer cleared goods from port to bonded warehouse within one day, and the frequency of stock taking verification which normally done by TRA officials took a year as per TRA bonded warehouse guidelines.

Findings show that majority of the respondents agreed that employee of bonded warehouse dealt with them as customer in professional manner through showing a good behaviours. In view of that it is recommended that TRA needs to institute proper mechanism of dealing with the customer's complaints promptly. It also needs to institute proper mechanism of monitoring dishonestly and keeping on soliciting customer feedback throughout the country; this eventually will enable them to identify other factors for customer satisfaction.

Based on the quality of service offered by employee in the bonded warehouse operations it indicates that majority of the customer were satisfied as they agreed that employees were competency in solving their problems and have good quality of work performance. This means improvement of this factor will increase the level of customer satisfaction whereas deterioration of this factor will decrease the level of customer satisfaction in bonded warehouse.

The findings shows that majority of customers were conversant with the Automated System Operations (ASYCUDA ++) but have no frequent specialized training on it which can influence effective operations in bonded warehouse. Through missing the update training made majority of the customer in bonded warehouse to fill their documents in a wrong manner.

One of the objectives of this study was to determine the service quality to customer satisfaction. Results from the survey revealed that customer service is important as a determinant of customer satisfaction. This observation is so crucial since behaviour of other factors will heavily depend on this variable. Positive response to customer needs increases the level of customer satisfaction and effective operations.

5.3 Conclusion

The study revealed that customer satisfaction is a critical organization requirement in increasing the effective operations of the bonded warehouse which can result in increasing the level of revenue collection and trade facilitation. Much of the research into the drivers of customer satisfaction has been based upon cross sectional analysis at a single point in time. Our research has explored the drivers of customer satisfaction for the period.

The analyses of the data obtained from a survey identify service quality, employee's behaviours, system network availability, efficient time release system, and customer care as factors influencing customer satisfaction in bonded warehouse operations. However, the extent to which the identified factors influence customer satisfaction in bonded warehouse varies. The analysis showed that customer satisfaction is significantly and positively influenced by employee's behaviours (professionalism) and service quality.

5.4 Recommendations

Although the study findings show a high level of customer satisfaction, TRA Zanzibar should still invest more in satisfying customers as each customer differs in expectations. From this finding, the study suggests that a long term strategy plan should be established. Areas of high rate of complaints need to be addressed first and fast so as to maintain the good image of this organization. It is recommended that channel members need to plan ahead on motivating its staff so as to boost empathy of employees as it is one of the dimensions in providing service quality.

Likewise, TRA Zanzibar needs to plan to satisfy internal customers by introducing a rewarding system to good performer employees so as to match with the external customer satisfaction.

The study recommends that, the TRA Zanzibar should invest more on the training of the service providers especially the third parties who respond to customer calls on behalf of the organization. Alternatively, TRA should employ well trained personnel to assist in monitoring the crucial factors affecting customer satisfaction which at the end of the day can increase the level of revenue collection and effective trade facilitation in bonded warehouse.

5.4.1 Technical Recommendations

Firstly; Security Bond and tax payable amount should be vetted at the time of issuing Release Order and not when the entries are created as there is a chance of releasing the goods which have no security and ultimately not paying the taxes. Secondly; unique specification codes, the system has to be configured so as to generate unique specification code for each consignment warehoused. The same specification code should be used during ex- warehousing otherwise the system should reject goods with unrelated specification code.

Thirdly; clearing and forwarding agents should be made aware of the control boxes in the TANSAD which control stock so that only correct information is entered in the declaration in relation to the appropriate stock. Fourthly; the Automated System Operations (ASYCUDA++) system should be set in such away whenever there are overstayed goods in the bonded warehouse according to the specified period, to reject any attempt for warehousing of goods until taxes/duties are collected or paid in full. Finally; bonded warehouse operators should submit monthly and quarterly list of overstayed goods to TRA's Controller of Bonded Warehouse for auction.

5.5 Areas for Further Research Works

Additional research considering other license holders of bonded warehouse operators in the other place of the country would help enhance the conceptualization and understanding of other factors/drivers that influence customer satisfaction in bonded warehouse operations in Tanzania.

Another interesting avenue for future research is to focus on internal customer motivation and its influence on customer services.

Furthermore, the researcher suggests the future study of Reengineering Management Process to establish the gaps and remove redundant activities from the bonded warehouse operations.

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APPENDICES

APPENDIX A

Questionnaire for Tanzania Revenue Authority Officials

- A01. Level of education and Academic Qualification (Put a tick)
- a. O level/A level secondary education ()
 - b. Ordinary Diploma ()
 - c. Undergraduate Degree/Advanced Diploma ()
 - d. Postgraduate Degree/Diploma ()
- A02. For how long have you been in Customs Department in TRA? (Put a tick)
- a. Less than a year ()
 - b. Two years ()
 - c. Three years ()
 - d. Above three years ()
- A03. Where is your current work station?.....
- A04. Indicate the position you hold.....
- A05. Have you ever been transferred to other work stations? (Please Tick)
- (a) Yes () (b) No ()
- A06. If the answer to A05 is yes how many times?.....
- A07. Do you have any specialized training in customs matters? (Please Tick)
- (a) Yes () (b) No ()
- A08. How frequent do you monitor bonded warehouse operations? (Put a Tick)
- a. Weekly ()
 - b. Once per month ()
 - c. Twice per month ()
 - d. After 3 months ()
 - e. After 6 months ()
- If you do not (state the reasons).....

A09. How frequent is the stock verification and reconciliation done in bonded warehouse? (Please Tick)

- a. monthly () b. quarterly () c. yearly() d. none ()

A10. How often are you escorting goods to the bonded warehouse? (Please Tick)

- a. daily () b. occasionally () weekly () d. . not at all ()

If you do not escort at all, give reasons for not doing

A11. Is there any service standards/guidelines/procedures set to be met on the delivery of service to the Customers you serve? (Please Tick)

- (1) Yes () (2) No ()

A12. How frequent are you attending to customer complaints on quality of service delivery? (Please Tick)

- (1) Monthly () (2) Quarterly () (3) Yearly () (4) Weekly () (5) Not done ()

A13. Under Normal circumstances and on average how long do consignments of goods stay in the bonded warehouse? Please Tick

- (1) 1-3 months () (2) 6months () (3) One year () (4) Above one year ()

A14. From your experience are there cases of revenue leakage in Bonded Warehouses? (Please Tick)

- (1) Yes () (2) No ()

A15. If your answer to A14 is yes, Please mention the common sources of leakage of revenue:

i).....

ii).....

A16. Please give your own opinion on what should be done to improve effective operations in bonded warehouses in general.

i.....

ii.....

iii.....

A17. Please mention 3 things that YOU LIKE most in regard to services provided by TRA in regard to Bonded Warehousing operations

(a).....

(b).....

A18. Please mention 3 things that YOU DISLIKE most in regard to services provided by TRA in regard to bonded warehouse operations

(a).....

(b).....

(c).....

A19. Circle important factors do you consider to be drivers of satisfaction for customers in bonded warehouse operations?

1- Not at all important, 2- Important, 3- Neutral, 4-Important, 5- Very Important

	1	2	3	4	5
Service Quality					
Customer Care					
Efficient Time Release system					
System Network availability					
Availability of Bonded warehouse officials at all the times					
Any other factor(Please mention)					

“THANKS FOR YOUR COOPERATION”

APPENDIX B

Questionnaire for Licensee holders of bonded warehouse

- B01. Gender: Male () Female ()
- B02. Age Group (Put a tick)
- i 25-40 years ()
 - ii 41- 55 years ()
 - iii 55- and above ()
- B03. Level of education and Academic Qualification (Put a tick)
- i. O level/A level secondary education ()
 - ii. Ordinary Diploma ()
 - iii. Undergraduate Degree/Advanced Diploma ()
 - iv. Postgraduate Degree/Diploma ()
 - v. None of the above ()
- B04. When did you registered for bonded warehouse?
Date.....Year.....
- B05. Where is your office located?
.....
- B06. Which custom bonded warehouse do you operate? (Please Tick as appropriate)
- i General Custom Bonded Warehouse ()
 - ii. Private Bonded Warehouse ()
- B07. What is the total amount you have secured for the bonded warehouse?
TShs.....
- B08. Is there any service standards/guidelines/procedures set to be met on the delivery of service by employee of bonded warehouse to you? (Please Tick)
- (1) Yes () (2) No () (3) I don't know ()
- B09. How do you rank TRA services on bonded warehouse management? For each Statement please put a tick in appropriate box.

1- Inadequate, 2- Sufficient, 3- Medium, 4- Adequate, 5- Excellent

	1	2	3	4	5
a) Competency in solving problems					
b) Quality of work performance					

B10. Are you conversant with the bonded warehouse procedures? (Please Tick)

a. Yes () b. No () c. I don't know () d. If no why

.....

B11. Are the goods in the bonded warehouse properly arranged and fully recorded in the appropriate register by TRA officer after the arrival of goods? (Please Tick)

(1)Yes () (2) No ()

B12. Are you sending notification letter at right time to TRA officer confirming the availability of space in the bonded warehouse? (Please Tick)

a. Yes () b. No () c. If no why.....

B13. How long is it taking to clear goods from the port to the bonded warehouse?

(Tick) a. 1 day () b. 2 days () c. More than 2days ()

B14. How frequent is the stock verification done in your warehouse? (Please Tick)

a. monthly () b. quarterly () c. yearly () d. none ()

B15. Are you conversant with the ASYCUDA ++? (Please Tick)

a. Yes () b. No ()

b. If No why.....

B16. How long does it take for TRA to serve you after logging for in and ex-warehouse bond goods? (Please Tick)

a. Within 24 hours () b. 2 days () c. More than 2days ()

B17. Bonded warehouse's employees are dealing with you as a customer in a professional manner? (Please tick as appropriate)

(1) Yes () (2) No ()

(3) If answer in B16 YES, state reason.....

B18. As a customer, you are satisfied with the way TRA bonded warehouse meets your expectations (technologically)? (Please Tick)

(1) Yes () (2) No ()

(3) If answer in B17 YES, state reason.....

B19. Are you satisfied with the services provided by TRA? (Please Tick)

a. Yes () b. No () c. I don't know ()

d. If no why

B20. The following are among the common causes of ineffectiveness and hindering of drivers of customer satisfaction in bonded warehouse. For each of the cause indicate by putting a tick in appropriate box.

1-Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly Agree

Causes	1	2	3	4	5
a) Poor logistics and infrastructure					
b) Inadequate manpower					
c) Corruption					
d) Inadequate monitoring of the warehouses by TRA					
e) Poor reliability of services					
f) Poor responsiveness of services					

B21. Generally what can you say about the TRA bonded warehouse services in connection with your business?

.....

B22. In line with your experience with bonded warehouse services, please rate by circling appropriate number in each statement.

1=Strongly Disagree, 2= Disagree, 3= Undecided, 4= Agree and 5 = Strongly Agree

No.	Statement	Rankings				
i	Bonded warehouse employees are not responsive you in meeting your needs and request as a customer.	1	2	3	4	5
ii	The service offered in bonded warehouse it is easier for you to access as a customer.	1	2	3	4	5
iii	As a customer, you are getting enough information on various matters administered by bonded warehouse employees of TRA.	1	2	3	4	5
iv	Bonded warehouse employees dealing with your complaints as a customer promptly.	1	2	3	4	5
v	Overall, as a customer you are satisfied with the quality of service offered by TRA in bonded warehouse.	1	2	3	4	5

B23. Circle important factors do you consider to be drivers of satisfaction for customer in bonded warehouse operations?

1- Not at all important, 2- Important, 3- Neutral, 4-Important, 5- Very Important

	1	2	3	4	5
Service Quality					
Customer Care					
Efficient Time Release system					
System Network availability					
Availability of Bonded warehouse officials at all the times					
Any other factor(Please mention)					

“THANKS FOR YOUR COOPERATION”

APPENDIX C

Questionnaire for Clearing and Forwarding Agents

C01. Gender: Male () Female ()

C02. Age Group (Put a tick)

i 25-40 years ()

ii 41- 55 years ()

iii 55- and above ()

C03. Level of education and Academic Qualification (Put a tick)

i. O level/A level secondary education ()

ii. Ordinary Diploma ()

iii. Undergraduate Degree/Advanced Diploma ()

iv. Postgraduate Degree/Diploma ()

v. None of the above ()

C04. When did you registered for Clearing Agent?

Date.....Year.....

C05. Where is your office located.....

C06. Have you worked with the customs department before going into clearing and forwarding business? (Please tick) a) Yes () b) No ()

C07. Is there any service standards/guidelines/procedures set to be met on the delivery

of service by employees of bonded warehouse to you? (Please Tick)

(1) Yes () (2) No () (3) I don't know ()

C08. How do you rank TRA services on bonded warehouse management? For each Statement please put a tick in appropriate box.

1- Inadequate, 2- Sufficient, 3- Medium, 4- Adequate, 5- Excellent

	1	2	3	4	5
c) Competency in solving problems					
d) Quality of work performance					

- C09. Are you aware with the clearing and forwarding activities in relation to the bonded warehouse operations? (Please tick)
 a. Yes () b. No ()
- C10. How long is it taking to clear goods from the port to the bonded warehouse? (Put Tick) a. 1 day () b. 2 days () c. More than 2days []
- C11. How many times have you been penalized by TRA customs department for wrong declaration? (Please Tick)
 a. once () b. twice () c. thrice () d. none ()
- C12. How long does it take for TRA bonded warehouse to serve you after logging for in and ex-warehouse bond goods? (Please Tick)
 a. Within 24 hours ()
 b. 2 days ()
 c. more than 2days ()
- C13. Bonded warehouse's employees are dealing with you as a customer in a professional manner? (Please Tick)
 (1) Yes () (2) No ()
 (3) If answer in C13 Yes, state reason.....
- C14. As a customer, you are satisfied with the way TRA bonded warehouse meets your expectations (technologically)? (Please Tick)
 (1) Yes () (2) No ()
 (3) If answer in C14 Yes, state reason.....
- C15. Are you satisfied with the services provided by TRA? (Please Tick)
 a. Yes ()
 b. No ()
 c. I don't Know ()
 d. If no why?.....
- C16. Do you benefit from bonded warehouse operations? (Please Tick)
 a. Yes () c. If Yes, How?.....

b. No ()

C17. The following are among causes of ineffectiveness and hindering of drivers of customer satisfaction in bonded warehouse .For each of the cause indicate by putting a tick in appropriate box.

1-Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly Agree

Causes	1	2	3	4	5
a) Poor logistics and infrastructure					
b) Inadequate manpower					
c) Corruption					
d)Inadequate monitoring of the warehouses by TRA					
e)Poor reliability of services					
f)Poor responsiveness of services					

C18. Generally what can you say about the TRA bonded warehouse services in connection with your business?

.....

C19. Are the goods in the bonded warehouse properly arranged and fully recorded in the appropriate register by TRA officer after the arrival of goods?

(Please tick)

1. Yes () 2. No () c. I don't know ()

C20. Do you or your supporting staffs have specialized training in Customs procedures and or automated systems operations? (Please Tick)

a.Yes () b. No ()

C21. In line with your experience with bonded warehouse services, please rate by circling appropriate number in each statement.

1=Strongly Disagree, 2= Disagree, 3= Undecided, 4= Agree and 5 = Strongly Agree

No.	Statement	Rankings				
		1	2	3	4	5
i	Bonded warehouse employees are not responsive you in meeting your needs and request as a customer.	1	2	3	4	5
ii	The service offered in bonded warehouse it is easier for you to access as a customer.	1	2	3	4	5
iii	As a customer, you are getting enough information on various matters administered by bonded warehouse employees of TRA.	1	2	3	4	5
iv	Bonded warehouse employees dealing with your complaints as a customer promptly.	1	2	3	4	5
v	Overall, as a customer you are satisfied with the quality of service offered by TRA in bonded warehouse.	1	2	3	4	5

C22. Circle important factors do you consider to be drivers of satisfaction for customers in bonded warehouse operations?

3- Not at all important, 2- Important, 3- Neutral, 4-Important, 5- Very Important

	1	2	3	4	5
Service Quality					
Customer Care					
Efficient Time Release system					
System Network availability					
Availability of Bonded warehouse officials at all the times					
Any other factor(Please mention)					

“THANKS FOR YOUR COOPERATION”