

**FACTORS INFLUENCING CUSTOMER SATISFACTION ON THE
WEIGHTS AND MEASURES AGENCY SERVICES:
A STUDY OF MBEYA CITY IN MBEYA REGION**

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WEIGHTS AND MEASURES AGENCY SERVICES:
A STUDY OF MBEYA CITY IN MBEYA REGION**

By

Mhoja Hussein

**A Dissertation Submitted in Partial Fulfillment of the Requirements for the Award
of the Master's Degree of Business Administration in Corporate Management
(MBA_CM) of Mzumbe University**

2017

CERTIFICATION

We, the undersigned, certify that have read and hereby recommend for the acceptance by Mzumbe University, a dissertation entitled “factors influencing customer satisfaction on the Weights and Measures Agency services: a case of Mbeya City, Mbeya Region” in partial fulfilment of the requirements for award of the Master’s Degree of Business Administration – Corporate Management **(MBA_CM)** of Mzumbe University, Tanzania.

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Major Supervisor

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Date

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Internal Examiner

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Date

Accepted for the Board of School of Business
Signature

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DEAN - SCHOOL OF BUSINESS

DECLARATION AND COPYRIGHT

I, **Mhoja Hussein**, declare that this thesis is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

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The research work always requires different supports towards its accomplishment. I am therefore expressing my sincere to and heartfelt gratitude for whoever helped to accomplish this work.

I am indebted to express my sincere gratitude to almighty God for giving me courage and strength throughout my life. I have seen his blessing and spiritual power.

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For all these, I am forever grateful and may Almighty God bless them.

DEDICATION

I dedicate this work to my beloved late mother Bernadtha Diyu, my lovely wife Mrs. Mary Mhoja and my daughters Bernadeta Deo Mhoja and Lucy Deo Mhoja, for their calmness and patience, prayers plus efforts which they put on me just to encourage all along the entire time of my studies at Mzumbe University, May God Bless them.

ABBREVIATIONS AND ACRONYMS

Cap	-	Chapter of the law
EWURA	-	Energy and Water Utilities Regulatory Authority
ITV	-	Independent Television
KSF	-	Key Success Factors
MITI	-	Ministry of Industry, Trade and Investment
MP	-	Member of Parliament
MSEs	-	Micro and Small Enterprises
N	-	Number of respondents
NBF	-	National Basket Fund
NBS	-	National Bureau of Statistics
PO-PSM	-	President's Office Public Service Management
PSRP	-	Public Service Reform Program
R. E.	-	Revised Edition of the law
Rt.	-	Retired
SP	-	Strategic Plan
SPSS	-	Statistical Package Social Science
TBS	-	Tanzania Bureau of Standards
TCCIA	-	Tanzania Chambers' of Commerce, Industrial and Agriculture
WMA	-	Weights and Measures Agency
WMA - SP	-	Weights and Measures Agency – Strategic Plan
WMB	-	Weights and Measures Bureau

ABSTRACT

This study investigated on the factors that influence customers' satisfaction towards services rendered by the Weights and Measures Agency. The specific objectives were: (i) to assess whether verification of measuring instruments was a factor determining customers' satisfaction, (ii) to examine if inspection of packed goods influenced customers' satisfaction, (iii) to determine whether WMA human resource was a factor influencing to customers' satisfaction, (iv) to find out whether corruption in WMA influenced customers' satisfaction and (v) to examine whether budget to run WMA activities influenced customers' satisfaction.

A case study design was adopted, involving a total of 92 respondents of whom 80 were customers of WMA (traders using measuring instruments) and 12 of them were WMA staff and management who identified through purposive sampling. The study population comprised both males and females aged 18 years and above.

Generally, findings showed that, customers' satisfaction was influenced by awareness of weights and measures services which the results showed that 28% of respondents had maximum level of awareness while 72% of respondents had a good level of understanding WMA services. Customers' satisfaction was influenced also by the regular conducts of verification of measuring instruments where results showed that 66% of respondents had a maximum satisfaction on verification of measuring instruments while 34% had a good level of satisfaction, satisfaction level on inspection of packed goods results showed that majority of respondents were satisfied by inspection of packed goods i.e. 49% good level and 45% maximum level of satisfaction. Also low level of corruption practices influenced customers' satisfaction; the results showed that 100% of respondents had never experienced any example of corruption practices within WMA services. But short period of notice of verification given to customers to prepare for verification of their measuring instruments and payment of verification fees contributed to low customers' satisfaction. Results revealed that period of notice to verify measuring instruments had 48% of low level of satisfaction while 52% was moderate level of satisfaction. On the side of payment of verification fees results revealed that 37% had high capacity of affording to pay fees, 48% had a moderate

capacity and 15% had a low capacity to pay verification fees. Furthermore, WMA shortage of inspectors of weights and measures plus inadequacy of budget to run activities contributed to low customers' satisfaction because the WMA failed to protect consumers around all corners of the country and to perform all activities as required. Results revealed that 75% WMA had a minimum number of inspectors of weights and measures while 17% and 8% had moderate and fair level on adequacy number of inspectors to perform WMA activities. On budget to run WMA services results revealed that 50% by 50% had moderate and fair scale of accommodating all costs required to run WMA activities. Conclusively, more education should be provided to all kinds of customers so as to increase awareness on importance of using correct measurements which will also reduce unnecessary complaints from customers on the services provided by the WMA hence customers will continue to be satisfied.

TABLE OF CONTENTS

CERTIFICATION	i
DECLARATION AND COPYRIGHT	ii
ACKNOWLEDGEMENT	iii
DEDICATION	iv
ABBREVIATIONS AND ACRONYMS	v
ABSTRACT	vi
LIST OF TABLES	xi
LIST OF FIGURES.....	xii
CHAPTER ONE	1
BACKGROUND INFORMATION AND PROBLEM STATEMENT	1
1.1 Background of the study	1
1.2 Statement of the problem	5
1.3 Research questions	6
1.3.1 Main Research Question	6
1.3.2 Specific Research Questions	6
1.4 Research Objective.....	7
1.4.1 General Objective.....	7
1.4.2 Specific Objectives.....	7
1.5 Conceptual Framework	7
1.6 Scope and limitation of the study	10
1.7 Significance of the study	10
CHAPTER TWO	11
LITERATURE REVIEW.....	11
2.1 Theoretical Literature Review.....	11
2.1.1 Definition of terms and concepts	11
2.1.1.2 The meaning of satisfaction	11
2.1.1.3 The meaning of customer satisfaction	12

2.1.1.4 Model of Customer Satisfaction Measurement.....	13
2.1.1.5 A service.....	15
2.1.1.6 Customers and customer service	17
2.1.1.7 Characteristics of a service	18
2.1.1.8 Service Quality.....	20
2.1.1.9 Dimension of Service Quality	20
2.1.2 Satisfaction and Service Quality in Theory	22
2.1.2.1 Disconfirmation Theory	22
2.1.2.2 Negative Theory.....	22
2.1.3 The Effect of Service Quality toward Customer Satisfaction.....	23
2.1.4 Components of customer service	24
2.1.5 Factors influencing customer service satisfaction.....	25
2.1.6 The importance of customer service	26
2.1.7 Measuring service performance	27
2.1.8 Conceptual framework definitions.....	28
2.2 Empirical Literature Review	30
2.3 Research Gap	33
CHAPTER THREE.....	34
RESEARCH METHODOLOGY	34
3.1 Research Design.....	34
3.2 Area of Study	34
3.3 The study population and unit of analysis.....	35
3.4 Sample Size and Sampling Techniques	35
3.5 Methods of data collection.....	36
3.5.1 Primary Data	36
3.5.2 Secondary Data Collection Method	36
3.6 Data Analysis	37
3.7 Validity and Reliability	37

3.7.1 Validity.....	37
3.7.1.1 Internal validity	37
3.7.1.2 External validity	38
3.7.2 Reliability	38
3.8 Ethical Consideration	38
CHAPTER FOUR.....	39
RESEARCH FINDINGS, ANALYSIS, AND DISCUSSIONS.....	39
4.1 Introduction	39
4.2 The sample size and its characteristics.....	39
4.3 Findings.....	40
4.3.1 Customer satisfaction towards services rendered by WMA	40
4.3.2 Findings on factors influencing customers’ satisfaction.....	42
4.3.2.1 Verification of measuring instruments.....	42
4.3.2.2 Inspection of packed goods.....	47
4.3.2.3 Corruption	51
4.3.2.4 Human resources	55
4.3.2.5 Budget to run WMA services.....	59
CHAPTER FIVE.....	64
SUMMARY, CONCLUSION AND POLICY IMPLICATION.....	64
5.1 Summary	64
5.2 Conclusion	65
5.3 Policy Implications	66
REFERENCES	68
APPENDICES.....	73
APPENDIX I: QUESTIONNAIRES FOR WMA STAFFS AND CUSTOMERS...73	
APPENDIX II: FIELD PHOTOGRAPHS	78

LIST OF TABLES

Table 1.1: Variables and their measurements	9
Table 2.1: Levels of Expected Satisfaction	13
Table 3.1: Number of Respondents	36
Table 4.1: Summary of the characteristics of the respondents	40
Table 4.2 Summary of WMA Strategic Plan implementation	63

LIST OF FIGURES

Figure 1.1: The Study's Conceptual Model	8
Figure 2.2: The Kano Model of Customer Satisfaction	14
Figure 4.1 Customers understanding level of WMA services	41
Figure 4.2 Level of Customers satisfaction towards WMA services	42
Figure 4.3 Level of Customers awareness towards verification of measuring instruments	43
Figure 4.4 Extent of verification of measuring instruments in various areas	44
Figure 4.5 Level of period of notice for verification of measuring instruments	46
Figure 4.6 Degree of customers to afford to pay verification fee	47
Figure 4.7 Level of customers' awareness on inspection of packed goods	48
Figure 4.8 Extent of inspection of packed goods in different customers' areas	50
Figure 4.9 Conformity extent of packed goods to its quantity	51
Figure 4.10 Degree of existence of corruption towards WMA services	52
Figure 4.11 Level of awareness on corruption issues towards WMA services	54
Figure 4.12 Practice examples of corruption issues towards WMA services	55
Figure 4.13 Level of adequacy of number of Inspectors within WMA	56
Figure 4.14 Training extent of inspectors on customers' satisfaction	57
Figure 4.15 Competence extent of Inspectors of weights and measures	59
Figure 4.16 Adequacy scale of WMA budget	60
Figure 4.17 Effect degree of 15% contribution to treasury of WMA budget	61
Figure 4.18 Sustainability of sources of revenue for WMA budget	62

CHAPTER ONE

BACKGROUND INFORMATION AND PROBLEM STATEMENT

1.1 Background of the study

Customer satisfaction is considered important in defining organizational performance. Enhancing customer satisfaction is critical because it is a key to business success of any agency operating in a businesslike manner. In the competitive economy, customer's satisfaction has come under limelight due to stiff competition where organizations are trying to take competitive advantage through the human factor and customers (Singh et al., 2011). Business environment in developed and developing countries has changed due to globalization and free trade and global competition is increasing with exploding. Because of these reasons, to stay in a competitive environment and deliver acceptable services, managers must know how to handle changes which are unexpected by cementing on customers' satisfaction (Naseem et al., 2011).

In developing countries customers' satisfaction has become important to business success of any institution. Suggested reasons for this apparent trend include flexible employment, higher mobility and competition in any industry (Panda, 2003). In this context one may wonder how measurements institutions in Tanzania like Weights and Measures Agency (WMA) and Tanzania Bureau of Standards (TBS) survive in the mentioned environment by cementing on customers' satisfaction. Hence, understanding customers' satisfaction in measurements institutions is important not only from economic perspective but also from creation of good image of measurements institutions for organizational and staff development.

According to Monitoring and Evaluation Unit of PO-PSM Report (2005), since independence, Tanzania government through various organizations committed itself to the provision of a wide range of goods and services in such a way that, the government was the director of the development, protector of manufacturing industry, the owner of enterprises, subsidy provider, and major employer. It was further noted that, consequently, this situation overburdened and over centralised the public sector leading

to its inefficiency and ineffectiveness in public service delivery due to declining ability of the government to manage all economic activities and core services and therefore necessitated the need for public service reform with the aim of improving efficiency and effectiveness in service delivery.

To exercise protection of fair trade in measurements among suppliers and consumers, Tanzania formed an organization to regulate the said function. This organization is the Weights and Measures Agency (WMA). The Weights and Measures Agency through its services has its importance in that, every day, consumers, traders, government regulators and industry make decisions based on measurement results. These measurements affect economic and personal wellbeing. A well-functioning society has confidence in all measurements, with transparency for consumers, businesses and regulators. WMA as a metrology body which deals in units of measurement, methods of measurement and measuring instruments in relation to technical and legal requirements (WMA-SP (2013 – 2018)).

The objective of the WMA as stipulated in its Strategic Plan 2013 – 2018 is to provide the citizen of Tanzania and consumers in general with the assurance that correct measurements are carried out, consistently and reliably in fields related to trade, safety, health, and environmental protection. It ensures national and international uniformity and accuracy of measurements, and is a function managed by the state through the Weights and Measures Agency. A measurement has legal consequences if its results concern the rights or legal interests of citizens or legal entities. This is especially so when the result of measurements are used to assert quality or quantity to determine the worth of a service. WMA stems from the need to ensure fair trade, and has grown to encompass a wide variety of fields that affect the whole wellbeing of society. Confidence in the accuracy and reliability of measuring equipment is essential for fair competition and consumer protection (WM – SP (2013-2018)). This confidence is achieved through legal metrology services.

The Weights and Measures Agency in pursuance of the Weights and Measures Act No. 20 of 1982 (Chapter 340 of the Tanzania laws) is responsible for legal metrological

control which contributes to the assurance of accuracy and reliability of measuring instruments and systems used in trade, health, safety and environment. Generally legal metrology activities includes Legal control of measuring instruments through type approval, verification, re-verification and calibration of measuring instruments used or intended to be used in trade, health, safety and environment.

The Weights and Measures Agency is an Executive Agency formed in 2002 in pursuance of the Executive Agencies Act Number 30 of 1997, the WMA replaced the former Weights and Measures Bureau under the Ministry of Industry and Trade. The move was part of the Public Service Reform Program (PSRP) to increase efficiency and effectiveness of public service delivery. The Weights and Measures Agency (WMA) operates as a semi-autonomous Executive Agency within the ambit of the Ministry of Industry, Trade and Investment (MITI). It is a national body responsible for enforcing the Weights and Measures Act No.20 of 1982 (Chapter 340 of the Tanzania Laws).

Legal metrological controls are exercised in respect of the manufacture, import, installation, use, maintenance and repair of measuring instruments. This also includes checking the correctness of quantities indicated on and contained in the prepackages; and metrological expertise in relation to all operations for the purpose of examining and demonstrating, for example to testify in a court of law, the condition of measuring instrument and to determine its metrological properties, amongst others by reference to the legal metrology law requirements.

Generally the functions of WMA as stipulated under the Weights and Measures Act (Cap 340) R.E. 2002 and the Executive Agencies Act (Cap 245) R.E. 2002 are to:

- a) Protect consumers in trade, health, safety and environment in relation to legal metrology;
- b) Protect society from the consequences of false measurements in public and private transactions, safety, health and environment sectors;
- c) Control the use of measuring equipment in Trade, Environment, Health and Safety sectors;

- d) Control pre-packaging of products; liaise with regional and international organizations with similar objectives;
- e) Give effect to decisions and recommendations of the Council and Committee with regard to legal metrology;
- f) Provide information on legal metrology in general; and
- g) Ensure that legal metrology measurement standards are traceable to National and International measurement standards.

In addition to aforementioned roles, the agency focuses on achieving the following current six main strategic objectives as stipulated in WMA's Strategic Plan (SP) for the period of five years starting from fiscal year of 2013/2014 to 2017/2018;

- (i) Consumer protection in relation to weights and measures improved;
- (ii) WMA's public image improved;
- (iii) Human resources management improved;
- (iv) Planning, financial management, and accountability improved;
- (v) WMA's good governance, ethics, gender, and environmental issues strengthened and;
- (vi) HIV/AIDS infections reduced and supportive service to people living with HIV/AIDS improved.

In order to achieve the aforementioned strategic objectives, WMA faces the challenges on improving customer service provision and creating customer-focused culture to cope with competitive business environment. In order for the agency to overcome these challenges, the following are its core values as put in WMA- Strategic Plan (2013 – 2018), reflecting what WMA considers important:

- (i) Result-Oriented: All WMA staff shall be motivated by the production of results in terms of service delivery;
- (ii) Team work: WMA employees shall demonstrate highest level of commitment, by working together, collaborating and coordinating in discharging their duties;

- (iii) Professional Excellence: WMA staff shall strive to achieve the highest standard of work efficiency and actively look for opportunities to improve those standards through competence and skills training;
- (iv) Customer focus: WMA staff shall demonstrate high level of respect, impartiality, courtesy, timeliness in the course of discharging their duties to their customers.
- (v) Transparency: WMA staff shall exercise openness, impartiality, accuracy and promptness in sharing the information with all the stakeholders and
- (vi) Accountability and Responsibility: WMA employees shall be accountable for exercising due diligence and responsible for their actions to duty and optimum use of resources.

1.2 Statement of the problem

In spite of WMA being in place to protect consumers and suppliers, complaints are rampant. For example, Hon. Mtutura A. Mtutura MP for South Tunduru complained on the use of mechanical scales for the procurement of farm produces especially cashew nut crop (Parliament Hansard, 2013). Hon. Mtutura further argued why the government should not make an emphasis on the use of digital scales for measuring cashew nuts crop as it did on the cotton crop.

Hon. Saumu Sakala (MP) complained on the performance of the Weights and Measures Agency to fail to prevent illegal packaging of farm produces known as lumbesa which amount to farmer's exploitation and fail to collect properly government levies (Parliament Hansard, 2016). She further questioned the government which measures will be taken to combat problems of lumbesa packaging and unauthorized measuring instruments which have been existed for a long time without solution. Also, Hon. Brigadier General (Rt) Hassan Ngwilizi (MP Lushoto) complained on the illegal measurements in the process of procuring farm produce (Parliament Hansard, 2006). He then added that traders forcing farmers to sell their crops by using lumbesa sacks which is extremely exploitation to farmers.

The survey conducted by the ITV/RadioOne on 22/02/2017 to viewers and listeners on the performance of the Weights and Measures Agency services showed that 88% of 68 respondents were highly dissatisfied with the services provided by the Agency. Likely the article by Kishweko (2011), described that cotton growers in Lake Zone regions including Mwanza, Shinyanga and Mara regions are complaining that cotton buyers temper with their measuring instruments where in some cases, a 550kg bale of cotton weighs 500kg with short weight of 50kg. Therefore this study aimed to bridge the existing knowledge gap particularly on the factors that contribute to the customers' low satisfaction with the services provided by the Weights and Measures Agency.

1.3 Research questions

The research attempted to answer the following questions;

1.3.1 Main Research Question

What contributes to low customer satisfaction of services rendered by the Weights and Measures Agency?

1.3.2 Specific Research Questions

- a) To what extent is verification of measuring instruments is a factor influencing to customers' satisfaction?
- b) To what extent is inspection of packed goods is a factor influencing to customers' satisfaction?
- c) To what level human resource in WMA is a factor influencing to customers' satisfaction?
- d) To what degree corruption in WMA is an influencing factor to customers' satisfaction?
- e) To what scale does budget to run WMA activities influence to customers' satisfaction?

1.4 Research Objective

1.4.1 General Objective

The main objective of this research was to assess factors influencing customer satisfaction towards services provided by the Weights and Measures Agency in Mbeya City.

1.4.2 Specific Objectives

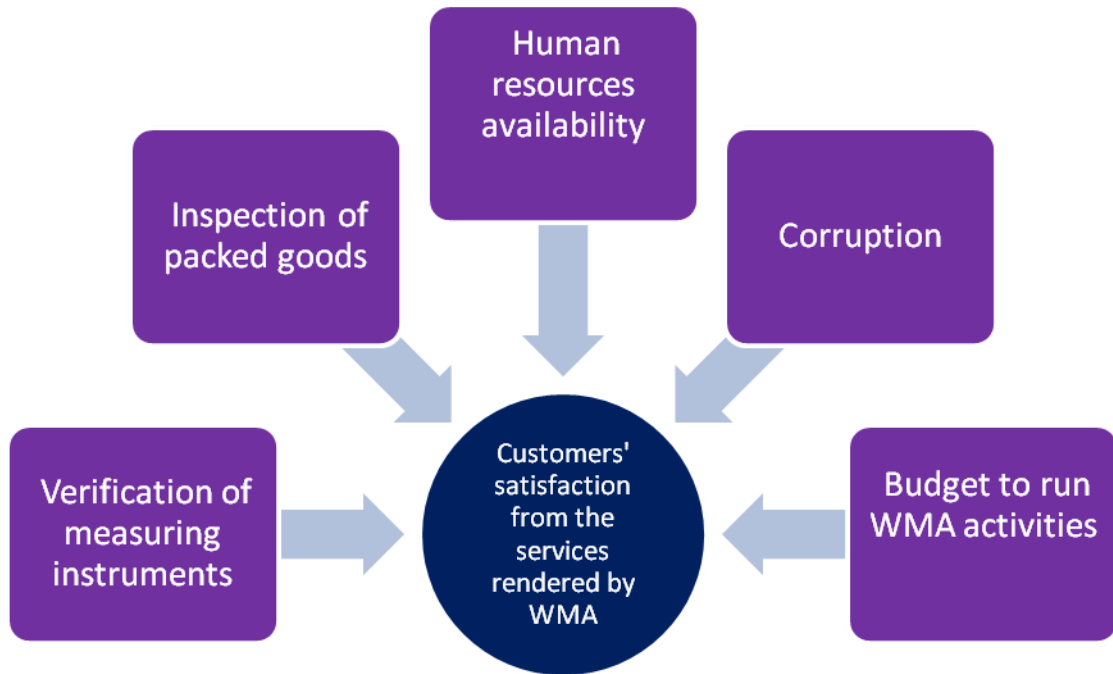
The research was intended to achieve the following specific objectives;

- (i) To assess whether verification of measuring instruments a factor influencing to customers' satisfaction.
- (ii) To assess whether inspection of packed influencing to customers' satisfaction.
- (iii) To assess whether WMA human resource availability a factor influencing to customers' satisfaction.
- (iv) To find out whether corruption in WMA an influencing factor to customers' satisfaction.
- (v) To examine whether budget to run WMA activities influencing to customers' satisfaction.

1.5 Conceptual Framework

The conceptual framework (Figure. 1.1) describes the interrelationship between dependent variables and independent variables. In this study model's the dependent variable is customer satisfaction from services rendered by WMA and the independent variables are verification of measuring instruments, inspection of packed goods, human resources availability to conduct WMA services, corruption and budget to run WMA services. The model suggests is that, the more of these variables are applied, the more customers were satisfied with the services rendered by the Weights and Measures Agency

Figure 1.1: The Study's Conceptual Model



Source: Author's construction, 2017

Table 1.1: Variables and their measurements

Variables	Measurements	Data collection tool	Source of data
Customer satisfaction from services rendered by WMA	(A) Features -Level of customers satisfaction -Perception on services quality (B) Measurements -Likert scales with category 1 -5	-Structured questionnaires	-Target group of customers
Verification of measuring instruments	(A) Features -Whether customers are aware of verification -Whether verification of instruments are conducted - Capability of customers to pay verification fees (B) Measurements -Likert scales with category 1 -5	-Structured questionnaires	-Target group of customers
Inspection of packed good	(A) Features -Awareness of inspection of packed goods -Whether inspection of packed goods is conducted (B) Measurements -Likert scales with category 1 -5	-Structured questionnaires	-Target group of customers
Human resources	(A) Features -Number of inspectors of WMA in Mbeya region - Training on inspectors on customer satisfaction (B) Measurements -Likert scales with category 1 -5	-Structured questionnaires	-WMA management -Inspectors of weights and measures
Corruption	(A) Features -Level of corruption in WMA services -Corruption practices in WMA services (B) Measurements -Likert scales with category 1 -5	-Structured questionnaires	-Targeted group of customers
Budget to run agency activities	(A) Features - Adequacy of budget allocated to WMA - Sustainability of revenue for WMA budget (B) Measurements -Likert scales with category 1 -5	-Documentary interview -Semi-structured questionnaires	- WMA management -Inspectors of weights and measures

Source: Researcher's own construct (2017)

1.6 Scope and limitation of the study

This research was limited to only one executive agency for the meaning of Weights and Measures Agency in the group of those which are revenue collecting agencies and which are therefore required to operate in a business-like manner. However, the research focussed to only one group of customers (i.e., those MSEs that use measuring instruments in their business transactions). In the context of this research, customers who use measuring instruments in their business transactions include retail shops using measuring instruments and filling stations. Therefore the researcher conducted the study in Weights and Measures Agency - Mbeya office in which MSEs in Mbeya City using measuring instruments in their business transaction were included.

1.7 Significance of the study

In any organization customers are vital determinants of the survival and success. Attraction and retaining customers depends on the ability on understanding and satisfying their needs and wants effectively, efficiently, competitively and profitability. However this research mainly focused to see whether the transformation of government departments into executive agencies has succeeded to change the performance in their daily operations so that they are able to improve their efficiency and effectiveness in their delivery of services including services rendered by the Weights and Measures Agency. Findings arising from this research were expected to widen the general understanding and contribute to literature on customers' satisfaction in the Weights and Measures Agency activities.

The methodology adopted provides insight for further learning when one wants to investigate issues regarding to Weights and Measures services and customers' satisfaction. The research findings may spring up further research into similar contexts which address issues related to customers' satisfaction in the legal measurements industry. The study findings could be used to enhance legal metrology policy maker's knowledge in formulating favorable policies for customers' satisfaction.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Literature Review

2.1.1 Definition of terms and concepts

2.1.1.1 The meaning of customers

Customers are valuable assets for any organization. Customer is an individual or group of individuals who select, purchase, use, or dispose of products, services, ideas, or experiences to satisfy needs and desires (Schiffman and Kanuk, 2007). In other words, customers are the eventual destination of any products or services. Furthermore Schiffman and Kanuk (2007) elaborated that organizations are striving to satisfy these customers to be profitable. The term customer refers to two types of consuming units: final customer and organizational customer. The final customer (an individual, a family or a household) differs from the organizational customer (a business organization, a government agency and a nonprofit making organization) in terms of behavior and the factors affecting it. The final customer is any individual that purchases goods or services for either his/her own personal use or for his/her family use. For the case of organizational customer, they mostly purchase goods such as machinery, parts, stationery, furniture, and merchandise. The purpose of purchase is to enable them to perform their functions and to achieve their organizational objectives such as to produce products and deliver services to final customers (Aaker, 1995).

2.1.1.2 The meaning of satisfaction

Kotler (2006) defines satisfaction as a person's feelings of pleasure or disappointed resulting from comparing a product's perceived performance (outcome) in relation to his expectations. 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. The situation of satisfaction or dissatisfaction is more than a reaction to actual performance quality of a product or service. In the context of the measurements industry quality of service offered by their employees which includes timely delivering of

services, good customer service, attend to customer complaints are the things mostly expected by customer to be satisfied. Most of studies have considered the positive correlation between customer dissatisfaction and complaint behavior (Goodman and Newman, 2003)

2.1.1.3 The meaning of customer satisfaction

The concept of Customer Satisfaction is termed as a person's feeling of pleasure or disappointment resulting from comparing a product's perceived performances or outcome in relation to his or her expectations (Kotler, 2003). As a result, satisfaction is a function of performance against expectation. Kotler (2003) argues that companies should aim for high customer satisfaction because customers, who are just satisfied, find it easy to switch when a better offer comes along. High satisfaction creates an emotional bond with brand not just a rational preference for the product or services. Customer satisfaction has been the subject of considerable research and been defined and measured in many ways (Buttle, 1996).

It is either customer is satisfied with the services, which they receive or dissatisfied. Customer satisfaction is a pleasant fulfillment response and dissatisfaction is an unpleasant response. The experience or some part thereof component of the definition suggests that the satisfaction evaluation can be directed at any or all elements of the customers experiences. Further Buttle (1996) clarified that the overall satisfaction is an outcome of customer evaluation of a set of experiences that are linked with the specific service provider, and it is observed that organization concentration on customer expectation result into greater satisfaction. The common way of quantifying satisfaction is to compare the customer perception of experiences, or some part of it, with their expectations. This is known as the Expectation-Disconfirmation Model of customer satisfaction (Buttle, 1996). This can be categorized as the level of customer expectations of services as shown in Table 2.1

Table 2.1: Levels of Expected Satisfaction

Poor Quality	Adequate Quality	High Quality
Dissatisfaction	Satisfaction	Extreme Satisfaction

Source: Brown et al. (1993)

This model of expectation-disconfirmation suggests that if customers perceive their expectation to be met, they are satisfied. If their expectations are underperformed, this is a negative disconfirmation and they will be dissatisfied. The degree of services expected will be based on the customers understanding of the service that they will receive, such as image and operation. That image will be created by previous experiences, the experiences to other products and the organization marketing efforts (Brown et al., 1993). The way forward to measurements industry should be in position to anticipate the customer expectation and fulfill them at maximum level in order to reach the satisfaction of their customer, because it's true that poor quality lead to dissatisfaction, adequate quality lead to satisfaction and high quality service result into the extremely satisfaction and customer be loyal and continuous trust and use of the services from the Weights and Measures Agency.

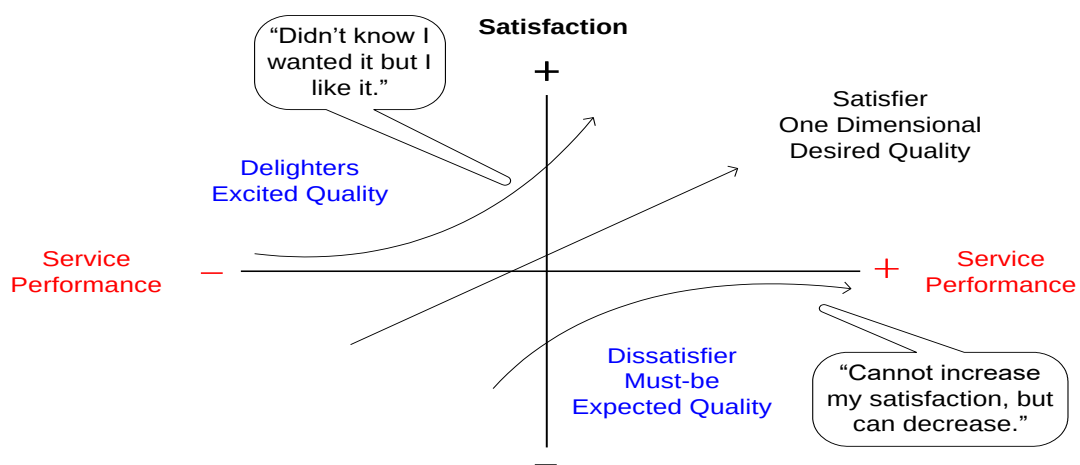
2.1.1.4 Model of Customer Satisfaction Measurement

Since customer satisfaction is the objective of most successful companies, the services quality needs to be measured by how well they in fact satisfy the customers. There have been various efforts to measure overall customer satisfaction (Brink & Berndt, 2008). Many of these models usually contain one or more of the following elements like employee perceptions or satisfaction, customer satisfaction, brand value and image, price or value for money, advocacy and loyalty and competitive benchmarking.

Kano (2004) developed a model of customer satisfaction; this model relates the product development of an organization and the customer satisfaction of the consumer. This model classifies product attributes based on customer perception of these attributes. This model divides preferences into five categories of quality (Bonacorsi, 2010).

- (i) Attractive quality: this category provides satisfaction when fully achieved, but does not cause dissatisfaction when not fulfilled. That is because, this attribute is usually unexpected and adds additional value for the customer and therefore delights them.
- (ii) Must be quality: this category describes attributes which are taken as granted when fulfilled but results in dissatisfaction when not fulfilled. This attribute addresses the essential features of product that are expected and supposed to function, the lack of these attributes or failure create dissatisfaction.
- (iii) Indifferent quality: these attributes refer to aspects that are neither good nor bad and their presence or absence does not result in either customer satisfaction or customer dissatisfaction.
- (iv) One dimensional quality: this attribute results in customer satisfaction when fulfilled and dissatisfaction when not fulfilled. This aspect of the products is communicated by the company and therefore expected, which is why the lack of the attribute creates immediate dissatisfaction.
- (v) Reverse quality: these attributes incorporate the differences among customers, who are different in their preferences and therefore could mean that one customer get satisfied through the attributes while another gets dissatisfied.

Figure 2.2: The Kano Model of Customer Satisfaction



Source: Kano (2004)

2.1.1.5 A service

Service is any act or performance one part can offer to another that is essentially intangible and does not result into ownership of anything (Kotler and Keller, 2006). This definition applies most to WMA that is a purely service organization. Thus, customer service in WMA and particularly in the measuring instruments context refers to a number of services offered to customers including; metrological control on type or pattern approval, testing, certifying, and inspection of weighing scales used or intended to be used for trade and other public services. Therefore, good customer service is realized when the organization provides these services to customers at the specified and accepted standards. In the researcher's point of view, the services provided by WMA therefore, should meet the standards specified in the Weights and Measures Agency's Client Service Charter of 2015 in order to satisfy its customers.

(a) Service Product

According to Rust and Oliver (1994), service product is the service in its designed delivery form and it often entails specific features, which depend on the nature and type of services. They further noted that, the main managerial decision in the service product is identification of relevant feature or specifications to offer, service specifications, and targets. Rust and Oliver (1994) found that employees who complete the service delivery are also part of service product. Customers consume such service product and finally assess the service quality and consuming values. Sometimes, customers are even participants of service production. In such circumstance, there is no chance that employees can correct service failures without customers' awareness. The characteristics of service product are intangibility, inseparability, heterogeneity and perish-ability (Zeithaml and Bitner, 2003). In this regard, bad service product can cause service failures, poor service quality and customer dissatisfaction. Therefore, the concept of service management must also include the component of employee's quality consciousness (Deng and Pei, 2009).

(b) Service Delivery

The service delivery process is synonymous to the role performances. Consumers possess expected sequences of events and provide role expectations with most service encounters. Research into service performances shows that violations of these expectations or the nature of the expectation itself can facilitate or impede critical post encounter behaviours such as re-patronage and complaining (Rust and Oliver, 1994). The organization's management needs to study carefully the service delivery process to monitor the satisfaction of customers. Bitner et al. (1990) stated that the performances of service delivery of frontline employee dramatically affect service quality and customer satisfaction. However, many researchers emphasized the importance of customer-contact employees in creating and providing good service quality (Bitner et al. 1990). Moreover, Ahearne et al. (2007) indicated that salesperson's service behaviours are important in building trust and customer satisfaction. Therefore, when the manager tries to make endeavour of service quality and customer satisfaction improvement, employees' quality consciousness definitely is the critical management topic in today's human resource management and service management.

(c) Service Environment

The service environment includes numerous dimensions classified into two main themes which are internal environment and external environment. Literature on the internal environment primarily focuses on organizational culture and the overriding philosophy brought to service provision by management whereas the external theme focuses principally in the physical ambience of service setting. Bitner et al. (1990) stated that, correct workplace conditions are important factors for health and performance and are profitable and beneficial in every way. Moreover, Rust and Oliver (1994) stated that, improving workplace conditions and health standards would assure employees' performance. In this view, to create a physical infrastructure to satisfy internal and external customers and to obtain higher workplace performance and profit will have a direct impact on an organization's success and on the wealth of the community.

2.1.1.6 Customers and customer service

Murphy (2000) defines customer as the next user of a good or service. Moreover, Smith (2003) defines customer as an individual or group of individuals to whom you supply one or more goods or services. The study will adopt the definition from Smith Ian to give the meaning of the word customer. For any kind of business, there exist customers who make the business survive. The customer is the end goal of businesses, this is because it is the customer, who pays for supply and creates demand. Consequently, successful existence of a business organization depends on its ability to deliver quality services or goods that meet customer satisfaction. The ways in which organizations strive to meet customer satisfaction and where possible to exceed them, is the customer service (Sulle, 2008).

Turban et al. (2002) describes customer service as the sum total of what an organisation does to meet customer expectations and produce customer satisfaction. Thus, an organization encompasses all activities and initiatives that an organization undertakes to facilitate service delivery and meet customer expectations. Furthermore, Turban et al. (2002) noted, customer service is a series of activities designed to enhance the desired level of customer satisfaction that is, the feeling that goods or services have met the customer expectations.

Gamba (2003), define customer service as providing what the customer wants at an acceptable price and value, within the operating constraints of the business. They emphasise that, customer service is not a smile campaign; it is a way of corporate life, a process by which every member of the organization from the gatekeeper to the apex becomes committed and dedicated to providing customer services of high quality at all time. Moreover, Zeithaml and Bitner (2003), define customer service as the services provided in support of company's core products.

Also Valarie and Mary (2006), define customer service as those activities that occur at the interface between the customer and the corporation. They further noted that, these

activities enhance or facilitate the sale and use of corporation's products or services into the following temporal sequence; pre transaction, transaction, and post transaction.

For the matter of the weights and measures services, pre transaction is the time when a customer brings to an inspector of weights and measures his measuring instrument for testing, verification and certification or the way the inspector handles the customer through telephone or other means of communication. Transaction could involve the whole process the inspector takes to examine, test, and make decision on whether the instrument is fit for use for trade or not. Meanwhile post-transaction could also involve inspection of the verified instrument in the users' business premises to see if the instruments is still performing within the prescribed limits of errors or not and give professional advice accordingly. In all definitions there is a common thing, that is, customer service is the phenomenon in which all organization's resources are committed to meeting or where possible exceeding customer expectations in the services delivered.

2.1.1.7 Characteristics of a service

The special characteristics of a service result in challenges in managing, marketing or even studying and measuring a service quality. The characteristics presented here, apply to the service directed to both internal and external customers. The most common approach in defining services has been the comparison of differences between physical products and services. Palmer (1994) elaborated that, services have five characteristics when compared to products. These characteristics of services are; intangibility, ownership, variability, inseparability and perish ability.

Intangibility of a service means that services do not have tangible properties customers can observe before consuming the service. Customers cannot feel, smell, taste, touch, or otherwise study the properties of the service before the purchase. This intangible characteristics of the service, e.g. reliability, personal care, attentiveness of the staff, their friendliness can only be verified when a service has been purchased and consumed.

The intangibility, i.e. lack of physical evidence makes it difficult for customers to evaluate competing services in advance (Palmer, 1994).

A service has no ownership, which relates to intangibility and perish-ability of a service. When purchasing goods buyers generally acquire ownership of the goods. However, in services no transfer of ownership is from the seller to the buyer after purchase. In the service production, the buyer merely buys a right to a service process, e.g. for the use of a car park (Palmer, 1994).

Because of the variability, services are difficult to standardize. The variability depends on the customers, as they always are part of the service production and the outcome. In service delivery, it is impossible for pre-delivery inspection and rejection, i.e. quality control to ensure consistent standards for the service. Moreover, the employees of the same company may provide services that are quite different from each other's (Palmer, 1994).

For the service to be inseparability, it means that we cannot separate service from its means of production. Typically, Production and consumption of service occur simultaneously. Producers and consumers must normally interact during service production process and the consumers must be present during the entire production process. The inseparability occurs regardless the producer is human or a machine such as the case of a bank Automatic Teller Machine (Palmer, 1994).

Perish ability of a service refers to the fact that services cannot be stored, and its consumption occurs during the production process. The life span of a service tends to be very short and if service providers are not able to estimate the demand of a service accurately, they will then suffer unnecessary costs due to unused service employees and facilities. Because of the perish-ability of services, service providers should pay attention to scheduling service production to follow peaks and troughs in the service delivery demand (Palmer, 1994).

2.1.1.8 Service Quality

Service quality is the gap analysis or the gap of the customer expected service and the real service provided by the particular organizations (Hernon and Whitman, 2001). Gronroos (2000) postulated several criteria of perceived service quality; such as professionalism and skills, attitudes, reliability, trustworthiness, service recovery, behavior, accessibility and flexibility, reputation, credibility and atmosphere.

Also Hanson (2000) suggest that service quality shows the organization ability to meet customer desires and needs, so organization must improve their service to meet customer want and requirement. It found that customer perception of services quality is very important for managers to make competition in the market (Hoffman and Bateson, 2002).

2.1.1.9 Dimension of Service Quality

Parasuraman (1985) tried to investigate the different service industries and explored ten dimension of service quality i.e. tangibility, responsiveness, reliability, courtesy, access, credibility, communication, competence, understanding and security. They continued their research to purify the dimension of service quality and developed a widely used research instrument call SERVQUAL. It is equally applicable in different service industries including measurements industry. They refined these dimension and summed up into five as summarized in the next few sections.

(a) Tangibility

According to Parasuraman (1985) the service quality is a multidimensional concept. Tangibility is one of this. Tangibility is tangible element of the service organization, the appearance of the physical equipment, the machineries, the tools, facilities, the personnel etc. Tangibility refers to the physical services that a customer can find in a service firm when customer gets into the organization. Tangibility is known as physical quality of the service.

(b) Reliability

Parasuraman (1985) defines the reliability that as not only the outcome of a service but it is the actual creation and execution of the service. Reliability is that assurance that customers expect that service firm will take necessary steps for their support that they promise to provide. According to Walker (1990) suggest that reliability is very important determinant of service quality beside good personal service, knowledge and skills.

(c) Responsiveness

Parasuraman (1985) discuss about the responsiveness in their article. That marketing communication serves value to the customer. This communication contains relevance and medium acceptance. Relevance relates to the content of the message and the medium acceptance is when and where the consumers receive the information. Responsive means in generally that customer will get the service from the service organization very cordially. Employee of the firm will give them service willingly. It assures that the consumer will not face any hassle for the service. In other words we can say that the service will be delivered without any excuse when it is needed.

(d) Assurance

The assurance service quality refers to company or firm employees. Are the employees skilled workers that are able to gain the trust and confidence of the customer? If the customer are not comfortable with the employees, there is rather a chance that the customers will not return to do further business with the company. Parasuraman (1985) have revealed that assurance dimensions is important to the consumer utilization of banking services.

(e) Empathy

Tettegah and Anderson (2007) provide empathy as a moral emotion that exists in many societies universally. It is a phenomenon that acts as a support of a victim of violence or accident. It could also be associated with the feelings of joy, fear, excitement and sadness. Empathy is sometimes a feeling as encounter feelings. In an organization it

means to listen to individual customer. In a service oriented firm empathy is to give the support to the individual customer. If any organization can assure the empathy to its customers the reliability of the customer can increase the satisfaction.

2.1.2 Satisfaction and Service Quality in Theory

2.1.2.1 Disconfirmation Theory

Disconfirmation theory argues that ‘satisfaction is related to the size and direction of the disconfirmation experience that occurs as a result of comparing service performance against expectations. Mattila and Neill (2003) found in the meta-analysis that the disconfirmation paradigm is the best predictor of customer satisfaction. Rust and Oliver (1994) updated definition on the disconfirmation theory, which states “Satisfaction is the guests fulfillment response. It is a judgment that a product or services feature or the product or service itself, provided a pleasurable level of consumption related fulfillment, including level of under or over fulfillment”. Furthermore Mattila and Neill (2003) discuss that “Amongst the most popular satisfaction theories is the disconfirmation theory, which argues that satisfaction is related to the size and direction of the disconfirmation experience that occurs as a result of comparing service performance against expectations.

2.1.2.2 Negative Theory

This theory developed by Carlsmith and Aronson (1963) suggest that any discrepancy or difference of performance from customer expectations will disrupt the individual, producing negative energy. Negative theory has its foundation in the disconfirmation (Satisfaction) process. Negative theory states that when expectations are strongly held, consumers will respond negatively to any disconfirmation. So WMA has to provide the quality service which can cater the need or reach the expectation of customers in order to have satisfaction to them. Satisfaction increases customer retention. Furthermore Carlsmith and Aronson (1963) examine the importance of service recovery in

determining overall satisfaction, arguing that a company is more likely to retain a customer by encouraging complaints and then addressing them, than by assuming that the customer is satisfied. Moreover Carlsmith and Aronson (1963) elaborate that satisfied and properly served customers are more likely to return to an organization than are dissatisfied customers who could choose simply to go elsewhere.

2.1.3 The Effect of Service Quality toward Customer Satisfaction

Customer satisfaction and service quality are interlinked and these create value for customer and help him/her to make a decision whether the service justifies the cost of the service. All elements of customer satisfaction have direct bearing on customer satisfaction and value of service (Chau & Kao, 2009). Some studies identified four dimensions of contents and speed of the connection. A positive relationship was found between service quality and the satisfaction of the customer.

According to Sureshchandar et al. (2002) customer satisfaction should be seen as a multi-dimensional construct just as service quality. Therefore it means it can occur at multi level in an organization and that it should be operational along the same factors on which service quality is operational. According to Negi (2009), the idea of linking service quality and customer satisfaction has existed for a long time. He carried an investigation of the relevance of customer- perceived service quality in determining customer overall satisfaction in the context of mobile services. He found out that reliability and network quality are the key factors in evaluating overall service quality but also highlighted that tangibles, empathy and assurance should not be neglected when evaluating perceived service quality and customer satisfaction. Fen & Meillian (2005) found that both service quality and customer satisfaction have a positive effect on customer re-patronage intentions showing that both services' quality and customer satisfaction have a crucial role to play in the success and survival of any business in the competitive market.

(a) Customer Expectation

Heartline and Ferrell (2008) describes customer expectation as, the degree to which a service or product can meet or exceed the customer expectations. It is more important to understand those customer expectations from a certain product or service, and how they are formed. This expectation of a customer can vary on a situation and also differ from customer to customer. Expectation can be very high where there are a lot of alternatives to meet the need. From the firm's point of view, they look about two factors related with the product or service.

Firstly, is the product strategy, and secondly is firms track on the expectation and performance over time. It will help the firms to have the strategic planning and management in order to satisfy their customers. This will help the firm to develop a new product or service and also to improve the customer satisfaction over time. It seems to be impossible to separate the expectation from the satisfaction. Satisfaction is involved with the quality and the value which is coming from the expectations. Customer holds an expectation about value of a product and evaluates the product or service with the broader issue of value. Customers usually consider satisfaction based on his or her expectation.

(b) Service Performance

Lovelock et al. (2010) defined service performance by the tangible aspects, that is, features and quality, which are the case of service intangible. In general, services are activities, benefits, or satisfactions that are offered for sale, they are intangible, variable, and perishable. As a result they normally require more quality control, supplier credibility and adaptability.

2.1.4 Components of customer service

Whilst many organizations have some good practices and facilities in place, most appear to lack synchronization of endeavour. As Murphy (2000) notes, the customer service integration framework facilitates this essential synchronization and systemization. He

listed six factors to consider, which when integrated together result in excellent service delivery. The first is customer focus, which refers to an extension of understanding customers and emphasizes the logic of developing and fostering customer relationships. The second is process and systems. This underpins the absolute importance of formalization of activities to ensure consistency of performance. Third is involvement of employees, as service excellence is largely dependent on employees' activities, the active involvement of employees is vital (Murphy, 2000). The fourth component is employee training whereby employees must be constantly motivated and informed thereby demonstrating the need for education and training. The fifth is measurement. Measuring is an essential practice for qualification of performance and continuous improvement. The sixth is continuous improvement which itself should be an on-going philosophy. In many organizations, the integration process will affect or change the organizational culture (Murphy, 2000). However, Payne et al. (2001) notes that organizational culture is a critical determinant of organizational ability to deliver superior service and quality to its customers.

2.1.5 Factors influencing customer service satisfaction

Factors influencing customer service satisfaction differ depending on nature of business an organization is undertaking. These factors are those referred to as key success factors (KSF). Aaker (1995) maintains that, key success factors are assets and skills that provide the base for effective customer service. A KSF may be either a strategic necessity or strategic strength. A strategic necessity is that asset or skill which does not necessarily provide an advantage because it must be there and its absence will create a significant weakness. In WMA for example, it includes skills of testing, adjusting, and certifying traders' measuring instruments. On the other hand, strategic strength includes those assets or skills at which an organization excels, that are superior and provide a base of advantage.

Furthermore, Aaker (1995) elaborates that, KSF can serve as the cornerstone on which to build business strategy, and that to build effectiveness of customer service an

organization should concentrate on one or several KSFs and performing them in a manner that is superior and suffices customer needs and wants. However, as pointed out above KSFs differ from one business to another over a period. It is essential therefore, that an organization must understand KSFs of its business and match with its distinctive competences, so that it develops sustainable customer service relevant to the business it is operating.

2.1.6 The importance of customer service

Aaker (1995) endeavoured to show the significance of customer service by noting that, people who have received poor customer service will, tell ten others on average about bad experience, and ten per cent of those told, will tell twenty other people. They further noted that, unfortunately, good news do not travel as fast as bad news, only about half that number will pass on the good news when they have been exceptionally well treated. They commented that there is significant payback to the service provider who offered good customer service right from the start. He minimizes adverse comments about the company, increases new customers through recommendations from existing clientele.

Similarly, Kotler and Keller (2006) note that, companies need to be specially concerned today with their customer satisfaction level because the internet provides a tool to spread bad words of mouth as well as good words of mouth to the rest of the world. Moreover Payne et al. (2001) comment to the importance of customer service, by arguing that ‘in today’s marketing environment, an increasingly important source of competitive advantage is the way we service customers’. Many organizations recognize that one of the most powerful means of achieving differentiation over competitors is through the quality of customer service.

Generally, if an organization provides satisfactory or good customer services all the time, it gains the following benefits:

- i) To retain large number of loyal customers hence reduce cost of serving them
attracting new customers is thought to be five times expensive than retaining existing ones.

- ii) To create new demand for alternative products in the sense that some customers will make decision to buy other services provided by the organization (cross selling advantage)
- iii) To boost or increase repeated business from existing customers. This is because a satisfied customer will come to get service from you more frequently
- iv) A good customer service can increase morale and satisfaction to staff because most of the customers will be happy and there will be fewer complaints from customers.
- v) To become a source of competitive advantage for the organization a necessary tool used to compete against other companies in the same business
- vi) Good customer service enhances overall positioning and image of the company i.e., the public develop positive perception on the organization.

By providing good customer service, WMA will be able to improve public image as it is desired in its strategic objectives as stipulated in its SP (2013/14 – 2017/18).

2.1.7 Measuring service performance

Valarie (2001) described that performance of service especially those with a high labour content often differ among employees, among customers, and from day to day. However, formulated operational procedure and standards set within the organization can help to control performance of employees. On the other hand, the service experience customers have with contact personnel determines customers' expectations. That is why in most services, quality occurs during service delivery, usually in an interaction between the customer and contact personnel of the service firm (Valarie, 2001).

The service quality improvement and customer satisfaction survey determine the way how the customer thinks you are doing. Internally you must measure the service performance of your employees by looking into work procedures, and developed objective standards (Valarie, 2001). While providing a product or service that meets the needs of a mass market, they must also be effective on one to one, and marketers must

be able to elicit information on the specific needs and preferences of their customers. Therefore, their performance criteria will thus need to shift from internal to external measure. Customer awareness, satisfaction, and quality of relationships should gain preference in evaluating the performance of the sales force. Therefore, the organizational structure should change to an inverted structure, where customers are at the top of the pyramid, followed by employees who serve them with the management at the bottom (Valarie, 2001).

2.1.8 Conceptual framework definitions

a. Verification of measuring instruments

Verification of measuring instruments can be termed as confirmation by examination and provision of objective evidence that specified requirements have been fulfilled.

Also in connection with the management of measuring instruments, verification of measuring instruments provides a means for checking that the deviations between values indicated by a measuring instrument and corresponding known values of a measured quantity are consistently smaller than the maximum allowable error defined in a standard, regulation or specification peculiar to the management of the measuring instruments. The result of verification leads to a decision either to restore to service, or to perform adjustments, or to repair, or to downgrade, or to declare obsolete. In all cases it is required that a written trace of the verification performed be kept on the measuring instrument's individual record.

b. Inspection of Packed goods

Inspection of packed goods mean; inspection of goods which packed without the purchaser being present and placed in a package of whatever nature, whether sealed or not, so that the product contained therein has a pre-determined quantity; Section 3 of GN No. 415 of 2012 describes that:

1: Goods produced, manufactured or packed locally or otherwise shall be subject to inspections, testing and certification by the Inspector of Weights and Measures at least once in every year.

2: Every imported consignment shall be subject to inspection, testing and certification by the Inspector of Weights and Measures.

c. Corruption

Morris (1991) defines corruption as a form of dishonest or unethical conduct by a person entrusted with a position of authority, often to acquire personal benefit. Corruption may include many activities including bribery and embezzlement, though it may also involve practices that are legal in many countries. Government, or 'political', corruption occurs when an office-holder or other governmental employee acts in an official capacity for personal gain. Corruption can occur on different scales. Corruption ranges from small favors between a small number of people (petty corruption) to corruption that affects the government on a large scale (grand corruption), and corruption that is so prevalent that it is part of the everyday structure of society, including corruption as one of the symptoms of organized crime.

d. Human Resources

William, (2004) defines Human Resources as the people that staff and operate an organization as contrasted with the financial and material resources of an organization. A Human Resource is a single person or employee within your organization. Human Resources is also the organizational function that deals with the people and issues related to people such as compensation, hiring, performance management and training.

e. Budget

Budget is an estimate of income and expenditure for a set period of time. William, (2004) defines budget as a comprehensive numerical plan for the allocation of resources

to achieve corporate goals and objectives. It is a statement of expected results expressed in numerical terms. It determines what resources should be expended by whom and for what (planning) and what resources are being expended where, by whom, and for what (control).

2.2 Empirical Literature Review

In the mid of 1980s, the British Airways had a major programme on staff training investment, calling it “putting people first”. The main objective of that training programme was to assist staffs concentrate on satisfying customers and beating competition. This was done after the British Airways marketing research findings indicated that staffs’ attitude towards and treatment of customers had a strong effect on sales (Nigel et al., 2003).

Sulle (2008) conducted research to investigate customer care improvement of service delivery by Tanzania government agencies in which Tanzania Airports Authority (TAA) was involved as one of the unit of study. The study showed that, lack of knowledge and experience in aspects of marketing, finance, and human resource management among the staffs affected the agency’s performance. The study further showed that, the agency was still under the influence of the ministry whose decisions were politically motivated rather than customer motivated.

Furthermore Sulle (2008) on evaluating performance problems in government agencies studied how the establishment of National Bureau of Statistics (NBS) as a government agency affected service delivery, and came up with the following conclusions;- first, delivery of statistical services was improved in terms of timeliness, accuracy, relevancy and consistency and second, the NBS faced problems in making timely decisions due to semi-autonomous status of the agencies, a situation which, negatively affected customer satisfaction, efficiency and effectiveness in delivering public services.

On the other hand, Kajungu (2014) in his study to evaluate effectiveness of WMB in consumer protection before it became WMA, and came up with the following findings;- first, the law did not guarantee consumer protection and customer care, second, majority of people were not informed about the duties and roles of the bureau, so no customer satisfaction and third, the organization structure that existed did not facilitate internal communication between departments and units. This implies poor internal customer satisfaction and service provision.

A TCCIA Report (20013) on the services provided by the Weights and Measures Agency in Tanzania came up with the following findings;-

- a) The capacity of WMA at both regional and national level in terms of human resources, vehicles and finance is still weak. This weak capacity together with the perception of other stakeholders that weights and measures issues are solely the responsibility of WMA adds to the problem.
- b) Inadequate infrastructure and facilities to facilitate compliance with the weights and measures act, such as poorly developed market centers and the lack of weighing scales in most villages make the problem more serious.
- c) Limited awareness of the standard weight for each crop causes farmers to be deceived by traders and brokers as they weigh their produce using non-standard measures. Lack of sustainability of awareness campaigns has contributed to increasingly limited awareness of weights and measures issues.
- d) The lack of by-laws at district level, despite previous resolutions to set by-laws in every district council, limits the power of councils to take up power delegated by the WMA.
- e) The crop fee charged by local government authorities per sack tempts traders to pack their produce in *lumbesa* as a strategy for reducing the amount of fees

paid. The recent campaigns in some districts to raise more revenue from crop fees have increased weights and measures malpractices.

- f) The low level of participation of local government authorities' agriculture, trade and extension officers greatly adds to the problem. Most local government officers are preoccupied with their own role and do not regard the weights and measures issue as being part of their job.
- g) The urgent needs of farmers and their high degree of poverty encourage them to sell their crops to traders rather than market centers and established warehouses.
- h) The Government, especially at national and regional level, has been consistently circulating circulars banning *lumbesa*. While this move is positive it has been ineffective in addressing the problem due to the lack of a budget and commitment at local government authority level. As a result, the practice continues despite many circulars.

Furthermore the TCCIA Report (2013) through assessment of the situation indicated that, the weights and measures issue is diverse and requires the combined efforts of various stakeholders at national, regional and local government authority level. Lastly the report came up with policy recommendations as follows;

- a) Strengthen the scope of the awareness-raising campaign and ensure its sustainability at both national and local level.
- b) Speed up amendments to weights and measures act.
- c) Strengthen the capacity of Weights and Measures Agency.
- d) Delegate some WMA functions to local government authorities and the private sector.
- e) Develop an adequate infrastructure at the designated market centers.
- f) Introduce and support the development of a warehouse receipts system.
- g) Promote the National Food Reserve Agency to enhance competition of the crops.

- h) Strengthen Farmers' Associations.
- i) Use the crop fess to discourage the use of non-standard measures.
- j) Promote an integrated approach to enforcing the weights and measures act.

2.3 Research Gap

Despite the fact that very few research studies on Weights and Measures Agency service provision have been conducted as explained in this study, the studies were conducted many years ago which can not reveal the current situation. Most of the researches studies conducted were very general trying to explore multiples issues concerning WMA service provisions, so the previous studies did not focus on finding factors influencing customer satisfaction towards services rendered by WMA. However similar studies were conducted in very few areas of Tanzania i.e. Kigoma, Iringa and Njombe regions. Because of this reason, the researcher thinking it is better now to conduct a research study focused on exploring factors influencing customer satisfaction towards services rendered by the Weights and Measures Agency using a mixed approach (quantitative and qualitative) study design in Mbeya City.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

For the purpose of this study, the researcher used a mixed approach i.e. an approach combining quantitative and qualitative methods. This approach was important in giving an overview of the problem studied and to investigate the factors influencing customer satisfaction in the studied area during the study time only and will not be interested in observing changes afterwards. Creswell (2003) analyzed that the use of qualitative and quantitative methods in combination provides a better understanding of the research problem than either approach alone. Moreover this approach is less expensive in term of time, money and movement.

3.2 Area of Study

This study was conducted in Mbeya City found in Mbeya region which is among the twenty six administrative regions of Weights and Measures Agency in Tanzania Mainland. The rationale for selecting Mbeya City was the fact that it is among of the district in Mbeya region facing many challenges concerning quality of public services delivery including the services rendered by Weights and Measures Agency. The majority of Weights and Measures Agency customers in Mbeya City are owners of Micro and Small enterprises (MSEs) using measuring instruments in their daily business transaction which was a specific group of customers in this research.

Moreover, because of the problem of road infrastructure in the Mbeya region and time limitations, the researcher selected the study in Mbeya City to ensure availability of respondents easily and at minimum cost. Furthermore Mbeya region by history show that the area has experienced the problem of using unauthorised measuring instruments like ndonya, debe, sado lita etc. Apart from being in using unauthorised measuring instruments, Mbeya also faces a problem of illegal packaging of farm produces known as *lumbesa*. For the period from April 2016 to April 2017 the WMA Mbeya office compounded 234 defaulters under the weights and measures act cap 340 (R. E 2002) and

were ordered to pay fine for their offences amounting a total of Tsh. 90,000,000/=. These defaulters included those using unauthorised measuring instruments and those packing farm produces against the law common known as lumbesa (WMA Mbeya lumbesa report, 2017). Beside of selecting Mbeya city, no similar research has been conducted in this area.

3.3 The study population and unit of analysis

In this study the unit of analysis was businessmen getting services rendered by WMA (i.e. those using measuring instruments, manufactures of packed goods etc.). The second group of unit of analysis was WMA Staffs (i.e. inspectors of weights and measures, management etc.).

3.4 Sample Size and Sampling Techniques

The sample size in this study has been drawn from the total number of businesspersons operating businesses using measuring instruments and manufactures of packed goods in four markets within Mbeya City and WMA Staff. According to the data available these four markets had the following population; Soweto had 285, Mwanjelwa had 374, Uyole had 283, Sido had 250 businesspersons and WMA Mbeya Office had 12 Staff which made the total population of 1192 (WMA Mbeya Office, 2017). Generally the sample size in this study estimated from the following equation;

$$n = \frac{N}{1 + (N * e^2)}$$

Where

n = Sample size, N = Total Population, e = Standard error (1-10%) and 1 = constant

In Mbeya City the following values were used to compute the sample size; N = 1192 and e = 10%, giving sample size of 92 respondents. So generally the sample size in this study was 92 people.

(For more clarification see Table 3.1.) The study used purposive sampling (judgmental sampling technique) to select respondents. The method was used to select respondents

based on their knowledge and professional which answered the research questions and objectives.

Table 3.1: Number of respondents

S/N	Group of Respondents	Number of Respondents	Percentage
1	Customers getting services of WMA	80	87%
2	WMA Staff	12	13%
	TOTAL	92	100%

Source: Field data (2017)

3.5 Methods of data collection

During the study, both primary and secondary data collection methods were applied. Primary data collection methods included questionnaires where secondary data collection method was through documentary review method. Documentary review method was used because it helped the researcher to simplify the task by providing information which was recorded in form of numbers and percentages and presented by using tables and graphs.

3.5.1 Primary Data

In this study, the researcher obtained primary data from respondents through **questionnaires**. In order for the researcher to get good results for the study, the researcher surveyed the area to get information by using questionnaires that was distributed to sample selected to gather the information. The questionnaires were administered Mbeya City area.

3.5.2 Secondary Data Collection Method

In this study, the researcher obtained secondary data from respondents through **documentary review**. Various documents in the Agency such as files, circulars, policies, reports, journals, newspaper, WMA-website and various books related to

Weights and measures services that contain useful information for the research was contacted.

3.6 Data Analysis

After data collection, the analysis has done so as to get the full interpretation and content of the data. Explanations is given to give the full understanding of the data, since the researcher was exploring an existing situation of finding factors which influence customer satisfaction on services rendered by the WMA.

The analysis was supported by Microsoft Excel which is a computer application package and Statistical Package Social Science (SPSS). Unit of analysis was at individual and corporate level since the data were collected from customers getting services rendered by WMA, Inspectors of weights and measures and WMA top management whom had a reasonable time in the subject matter of the study. This helped the researcher to reveal the new findings in this research of exploring factors influencing customer satisfaction on the services rendered by WMA.

3.7 Validity and Reliability

In this study in order to reduce the risk of getting wrong answers from collected data, the researcher needed to pay attention to validity and reliability.

3.7.1 Validity

Validity refers as the extent to which data collection methods accurately measure what they were intended to measure. Another aspect of validity concerns the quality of the researcher's evidence regarding the effect of the independent variable on the dependent variable.

3.7.1.1 Internal validity

Internal validity refers the extent to which the findings of a study are a true reflection of reality, rather than the result of irrelevant variables. Efforts were made to reduce the impact of possible irrelevant variables in the study and by so doing increased internal validity.

3.7.1.2 External validity

A study was externally valid to the extent that the sample was representative of the broader population. In this research, efforts to enhance external validity included the random selection of a large sample, which made it more representative, and the comparison of the findings with other studies found in the literature reviewed.

3.7.2 Reliability

Reliability was the accuracy and consistency of information obtained in a study. Also reliability was most associated with the methods used to measure research variables. Assessing reliability followed three questions; will measures yield the same results on other occasions? Will subsequent observers reach similar observation? Is there transparency in how the researcher made sense from the raw data? The use of a structured questionnaire was used as the methods to improve reliability in this research.

3.8 Ethical Consideration

During the study, the researcher avoided infringement of intellectual property rights of business people interviewed. Moreover, the researcher avoided plagiarism, secured permission from relevant authorities such as Regional Manager (WMA), and observed research respondents' rights like obtaining their consent before being interviewed, information confidentiality, and anonymity of participants.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS, AND DISCUSSIONS

4.1 Introduction

The main research objective of the study was to examine the contributing factors to low customer satisfaction of services rendered by the Weights and Measures Agency. The specific research objectives were to examine the extent to which verification of measuring instruments was a factor influencing to customer satisfaction; to determine the level to which inspection of packed goods influenced customer satisfaction; to investigate the degree to which human resources in WMA determined customer satisfaction; to find out if corruption in WMA influenced customer satisfaction; to examine the scale to which budget to run WMA activities influenced to customers satisfaction.

This chapter presents the study findings such that it is organized as follows: firstly, it provides the study's sample and its characteristics and secondly, the findings on specific research questions are presented.

4.2 The sample size and its characteristics

The study sample size was 92 respondents as shown in Table 4.1. The study sample comprised the following characteristics; 51.1% of them were males while 48.9% were females. In terms of age, 50.0% were adults (36-65 years), 48.9% were youth while 1.1% were old aged. The results also showed that, 72.8% of the respondents had primary education; about 20.7% of them had college education, while 6.5% of them had secondary education level. With respect to employment, the majority (87.0%) were self-employed as businesses persons running their businesses in various markets within Mbeya City, 10.9% of respondents were Inspectors of weights and measures while 2.1% of them were WMA management staffs. For the matter of where respondents comes from, Mwanjelwa market had 27.2%, Uyole markets had 20.7%, Soweto market had 20.7%, Sido market had 18.5% while WMA respondents had 13.0%

Table 4.1: Summary of the characteristics of the respondents (N = 92)

Characteristics	Attribute	Frequency	Percent
Sex	Female	45	48.9
	Male	47	51.1
Total		92	100
Age group	Below 18 years	0	0
	18- 35 years	45	48.9
	36-65 years	46	50.0
	65 years and above	1	1.1
Total		92	100
Education level	No formal education	0	0
	Primary	67	72.8
	Secondary	6	6.5
	College	19	20.7
Total		92	100
Organization	WMA	12	13.0
	Sido market	17	18.5
	Mwanjelwa market	25	27.2
	Soweto market	19	20.7
	Uyole market	19	20.7
Total		92	100
Occupation	Businessperson	80	87.0
	Inspectors of w & m	10	10.9
	WMA management	2	2.1
Total		92	100

Source: Field data (2017)

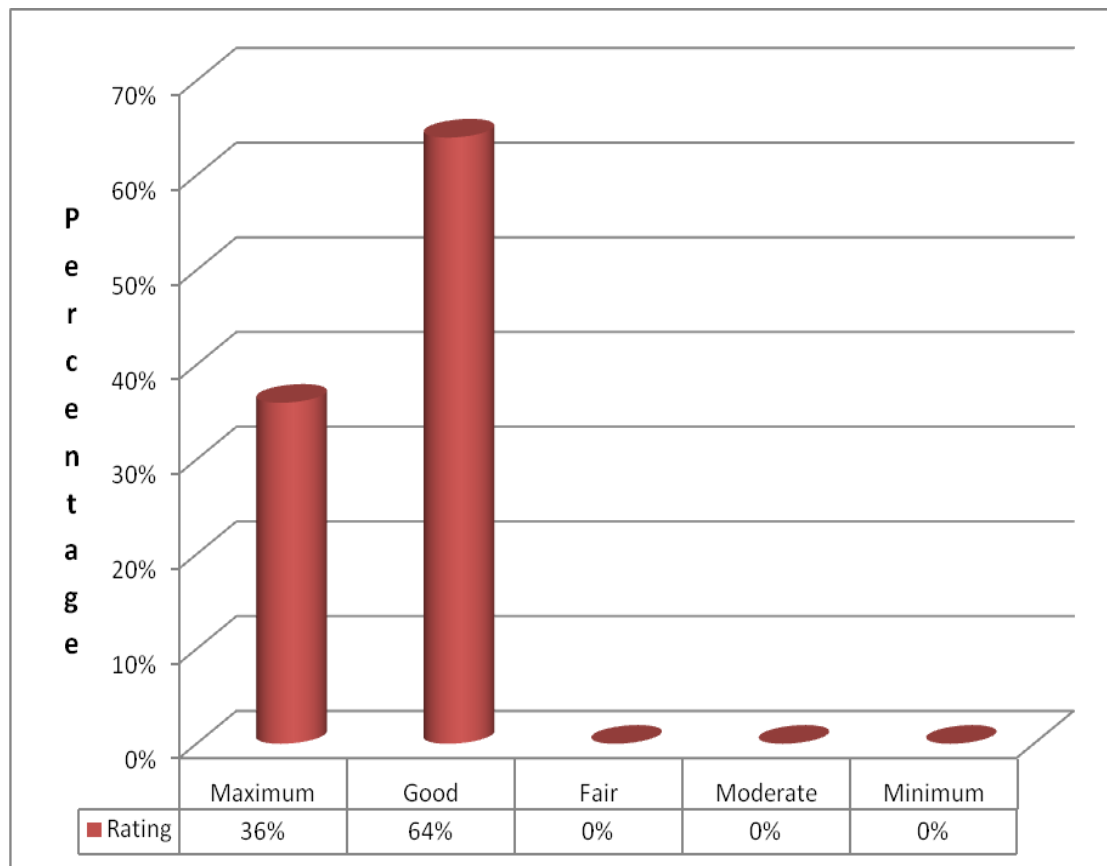
4.3 Findings

4.3.1 Customer satisfaction towards services rendered by WMA

The main objective of the study was to assess the factors that influencing customers' satisfaction towards services rendered by the Weights and Measures Agency. Therefore, it is important to start with customers' general picture of level of customers understanding of weights and measures services followed by the level of satisfaction towards services rendered by WMA with respects of the consumers' protection objectives that were considered in this study. Generally, findings showed that 51 (64%) rated level of good understanding while 29 (36%) showed a maximum understanding of WMA services. On the part of satisfaction, findings revealed that, 57 (71.2%) respondents were in a good level of satisfaction towards services rendered by WMA, 21 (26.3%) respondents showed a maximum satisfaction level while 2 (2.5%) of

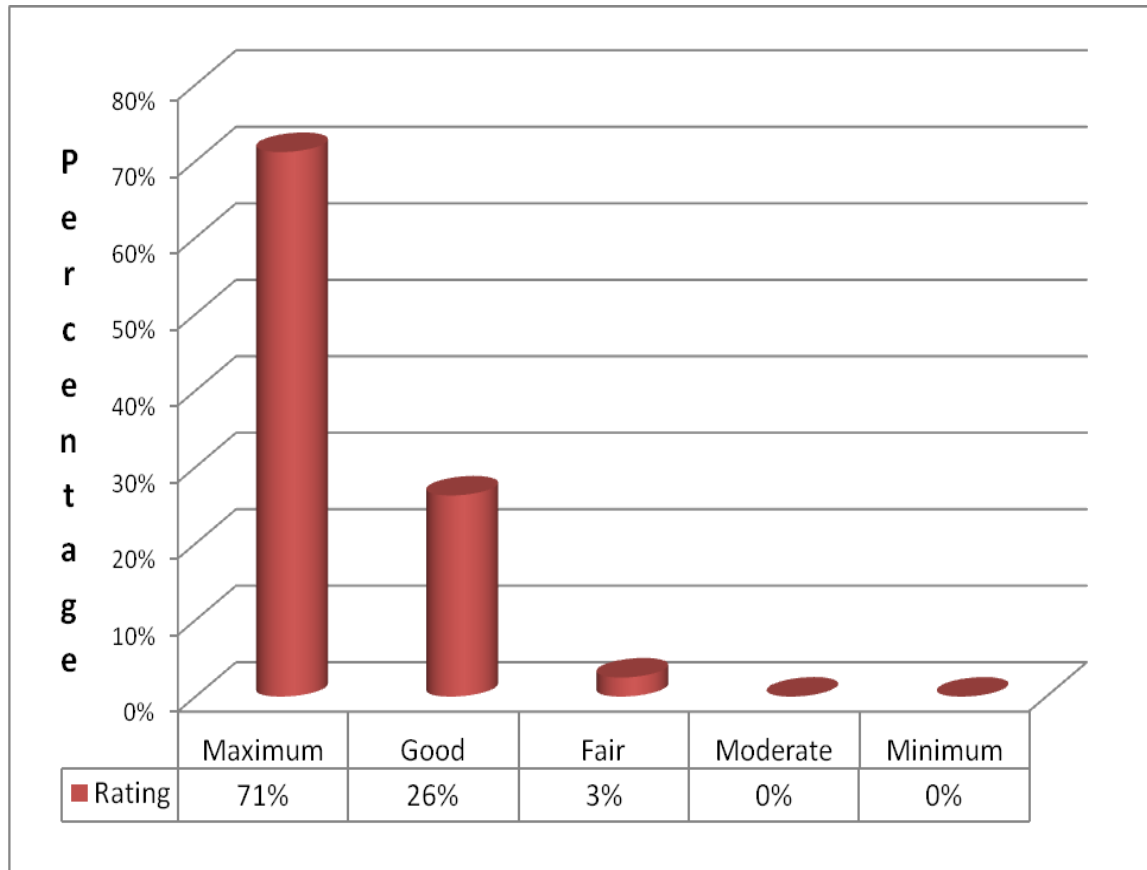
respondents showed a fair level of satisfaction. These results imply that customers' satisfaction level towards services rendered by WMA was not good due many factors which were discussed in this study. Figure 4.1 and Figure 4.2 show these results.

Figure 4.1 Customers understanding level of WMA services (N=80)



Source: Field data (2017)

Figure 4.2 Level of Customers satisfaction towards WMA services (N=80)



Source: Field data (2017)

4.3.2 Findings on factors influencing customers' satisfaction

4.3.2.1 Verification of measuring instruments

As presented in this study, one of the objectives of this study was to assess whether verification of measuring instruments is a factor influencing to customer satisfaction. Findings under verification of measuring instruments are presented under this section.

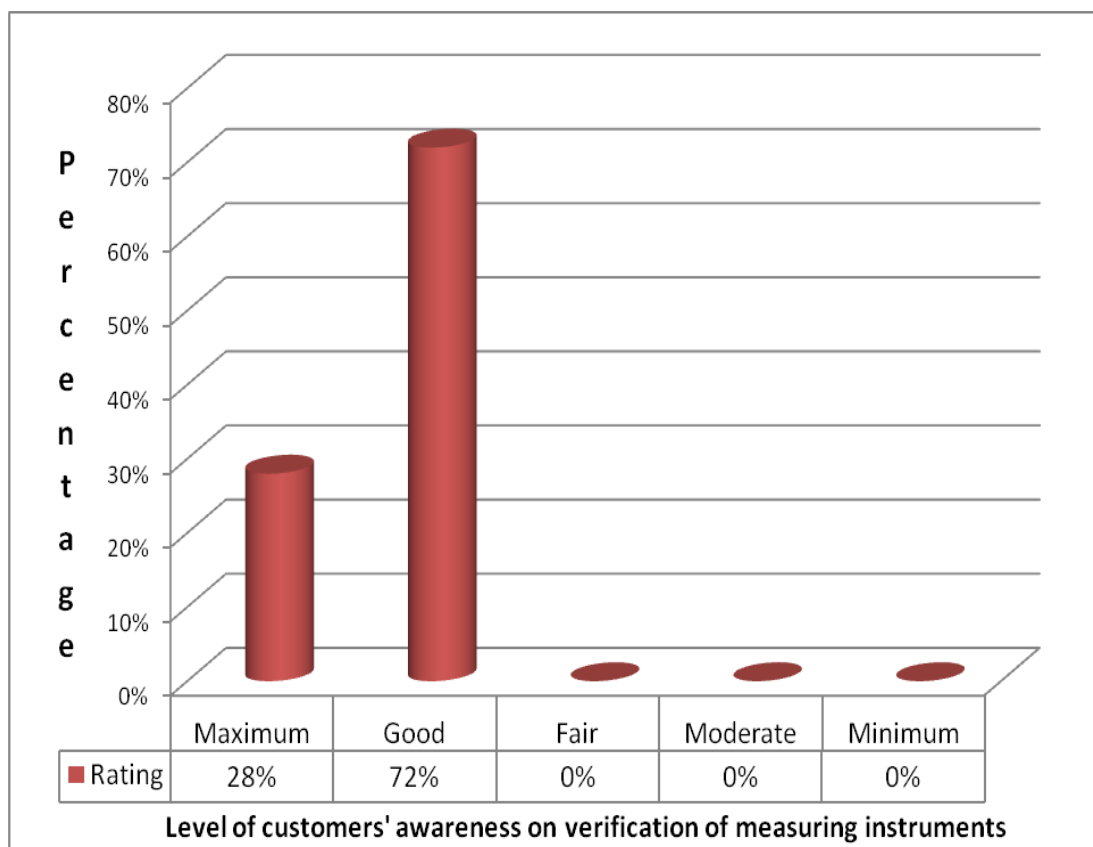
(i) Level of customers' awareness on verification of measuring instruments

The researcher sought to get insight in customers' awareness of verification of measuring instruments from WMA. According to the prevailing theory, if a customer

clearly aware of verification of measuring instruments and its delivery process he/she is likely to be cooperative to service providers. When the respondents were asked to assess the level of awareness of verification of measuring instruments, 72% equal to 58 respondents revealed to be good aware of the verification of measuring instruments and its delivery process, 27% equal to 22 respondents revealed to have maximum awareness on verification of measuring instruments as indicated in figure 4.3. Furthermore, from these findings, it shows that most of respondents had awareness on verification of measuring instruments and services delivery. However the percentage of maximum awareness is small, so there is a need for the agency to provide more education to users of measuring instruments in order to minimize customer complaints and so that to enhance customer satisfaction through services provision.

Figure 4.3

Level of Customers awareness towards verification of measuring instruments (N=80)

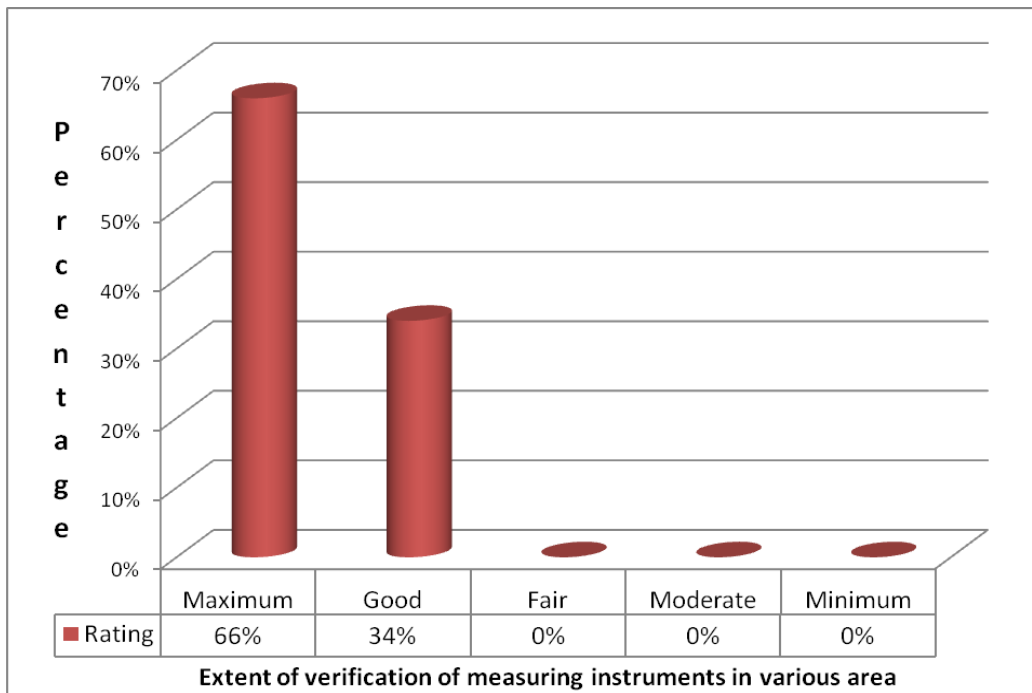


Source: Field data (2017)

(ii) Extent of verification of measuring instruments

The researcher wanted to know from respondents the extent that verification of measuring instruments done in different area as required by the law. The results as appearing in Figure 4.4 indicates that 53 respondents equal to 66% showed that there is a maximum extent of verification of measuring instruments in the studied area while 27 respondents equal to 34% showed a good extent of verification of measuring instruments in the studied area. This implies that as WMA conducts verification of measuring instruments every year, hence instruments become more accurate. These results indicate that verification of measuring instruments used for trade is an important exercise for enhancement of fair trade and customers' protection; furthermore these results implies that customers are satisfied through the extent of verification of measuring instruments in their areas. The essence of verification is to make corrections of all measuring instruments used in trade in order to enable a fair trade between a seller and a buyer. If no one will get a loss through measurements trade that is the one of measure of WMA that customers are satisfied through its services.

Figure 4.4 Extent of verification of measuring instruments in various areas (N=80)



Source: Field data (2017)

(iii) Level of period for notice of verification of measuring instruments

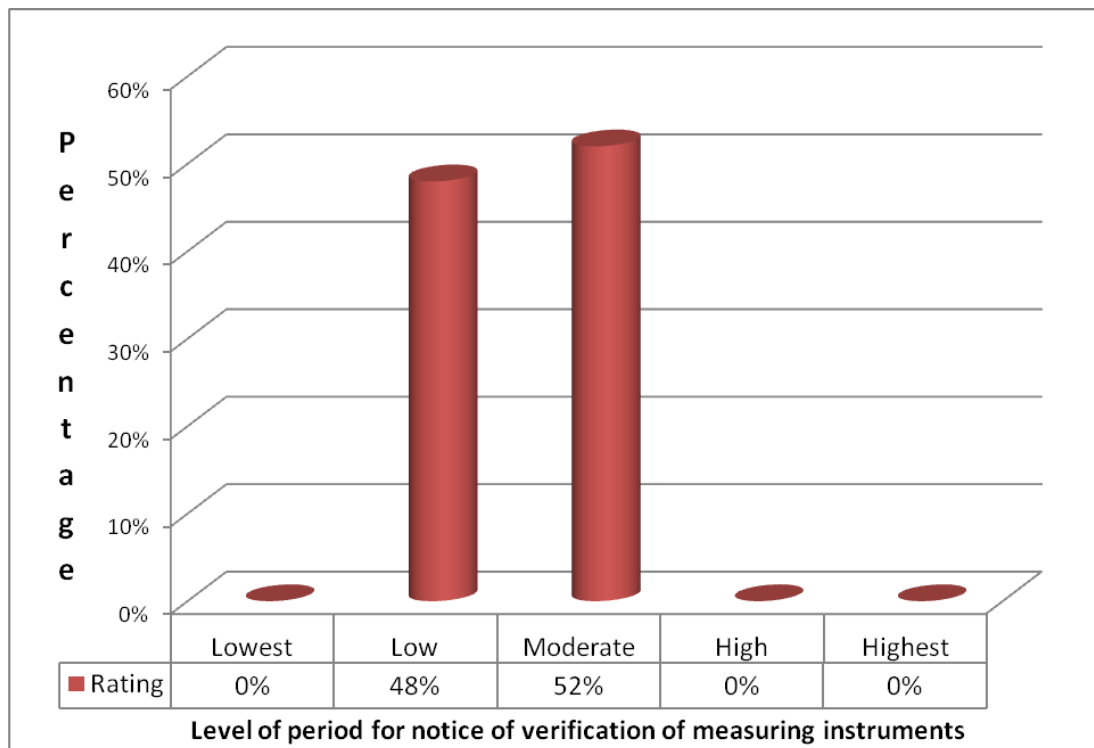
Notice of verification of measuring instruments is a mandatory requirement under section 19 (1) of the Weights and Measures Act Cap 340 (R. E 2002) Tanzania law. The researcher wanted to explore the verification notice period given to the customer using a measuring instrument to see if it influence to customers satisfaction. This notice enable the customer to be prepared with the exercise of verification of measuring instrument. The preparation may include, being present on the day of verification, to find the money needed to be paid as verification fee etc. The results as appearing in Figure 4.5 indicated that, 42 respondents equal to 52% were in a moderate level of the period notice to verify their measuring instruments while 38 respondents equal to 48% showed a low level of satisfaction due to the period of notice to verify their measuring instruments.

These findings show that there is a need for the WMA to give more time their customers to prepare for the exercise of verification of their measuring instruments. A notice period of one to two days was very short period to enable customers to be prepared. Verification of measuring instruments goes together with verification fees which paid to WMA if the instrument passes all required tests. If the instrument will be incorrect the customer will be required to send its measuring instrument to the registered scales technician for maintenance and will also pay maintenance charge to the technician. So by combining the verification fees and maintenance charges the customer needs to be prepared in terms of money. Verification fees and maintenance fees depends on capacity and conditions of the measuring instrument.

Giving customers enough time for preparation will help to avoid unnecessary complaints. However, findings indicate that the services rendered by WMA to customers using measuring instruments are not voluntary. This is because if customers fail to bring their measuring instruments for verification the WMA punishes them. This has adverse effect to the WMA's efforts to satisfy their customers. Conclusively, these results showed that customers were not satisfied by WMA service provision through a short period of notice given to prepare to verify their measuring instruments. Figure 4.6 show the results from field on the level of period of notice of verification of measuring instruments

Figure 4.5

Level of period of notice for verification of measuring instruments (N=80)



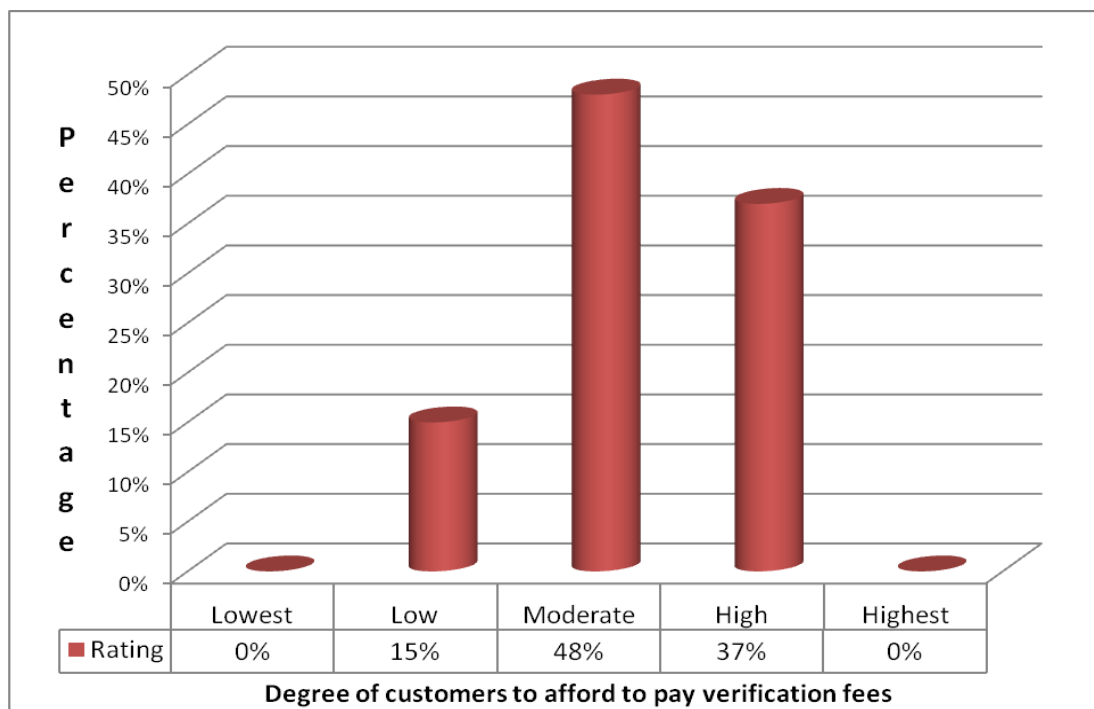
Source: Field data (2017)

(iv) Degree of customer to afford to pay verification fees

Verification fees for measuring instruments is a mandatory requirement under section 19 (5) of the Weights and Measures Act Cap 340 (R. E 2002) Tanzania law. The researcher wanted to explore the customers' degree of affording to pay verification fees to see if it influence to customers satisfaction. The verification fees are arranged according to the capacity of the measuring instrument and not to the capacity of the measuring instrument owner or user. The results as appearing in Figure 4.6 indicated that, 38 respondents equal to 48% were in a moderate degree of affording to pay verification fees of their measuring instruments, 30 respondents equal to 37% showed a high degree of affording to pay verification fees of their measuring instruments while 12 respondents equal to 15% showed a low degree of affording to pay verification fees of their measuring instruments. These findings imply that most of customers are not satisfied with WMA

services including verification fees rates, this customers low satisfaction of fees rates sometimes inspectors of weights and measures thereto to use excess force including to adhere with police officers with guns. So implementing WMA services with police officers cause customer low satisfaction. The WMA should review its fees regulation to enable more customers to afford to pay than now the fees rate can cause customer not present its measuring instrument for verification because he has no money to pay which can lead to criminal offence.

Figure 4.6 Degree of customers to afford to pay verification fee (N=80)



Source: Field data (2017)

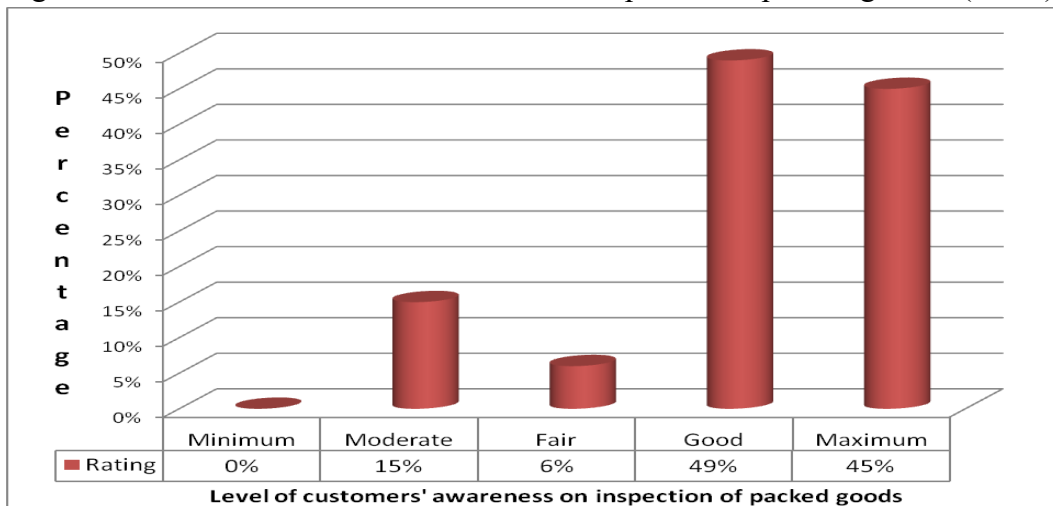
4.3.2.2 Inspection of packed goods

As presented in this study, one of the objectives of this study was to assess whether inspection of packed goods is a factor influencing to customer satisfaction. Findings under inspection of packed goods are presented under this section.

(i) Level of customers' awareness on inspection of packed goods

The researcher sought to get insight in customers' awareness of inspection of packed goods by WMA. The researcher believed that if a customer clearly aware of inspection of packed goods and its delivery process he/she is likely to be cooperative to service providers plus to buy and sell packed goods which conform to its labelled quantity as required by the law. When the respondents were asked to assess the level of awareness of inspection of packed goods in their area, 49% equal to 39 respondents revealed to be good aware of the inspection of packed goods and its delivery process, 45% equal to 36 respondents revealed to have maximum awareness on inspection of packed goods while 6% equal to 5 respondents revealed fair level of awareness of the inspection of packed good as indicated in Figure 4.7. These results imply that customers are aware of inspection of packed goods. Being aware it means that customers can produce, sell and buy packed goods which correspond to what has been declared by the producer or packer. And for the packer/producer will pack goods in accordance with what has been declared. Conclusively, customers being aware will buy, sell or produce packed goods which conform to what quantity has been declared hence will be satisfied. It is not possible for a customer who is aware of packed goods to buy short weight goods with knowledge that what is buying has short weight to what is declared. So for these results customers have a good level of satisfaction through awareness.

Figure 4.7 Level of customers' awareness on inspection of packed goods (N=80)

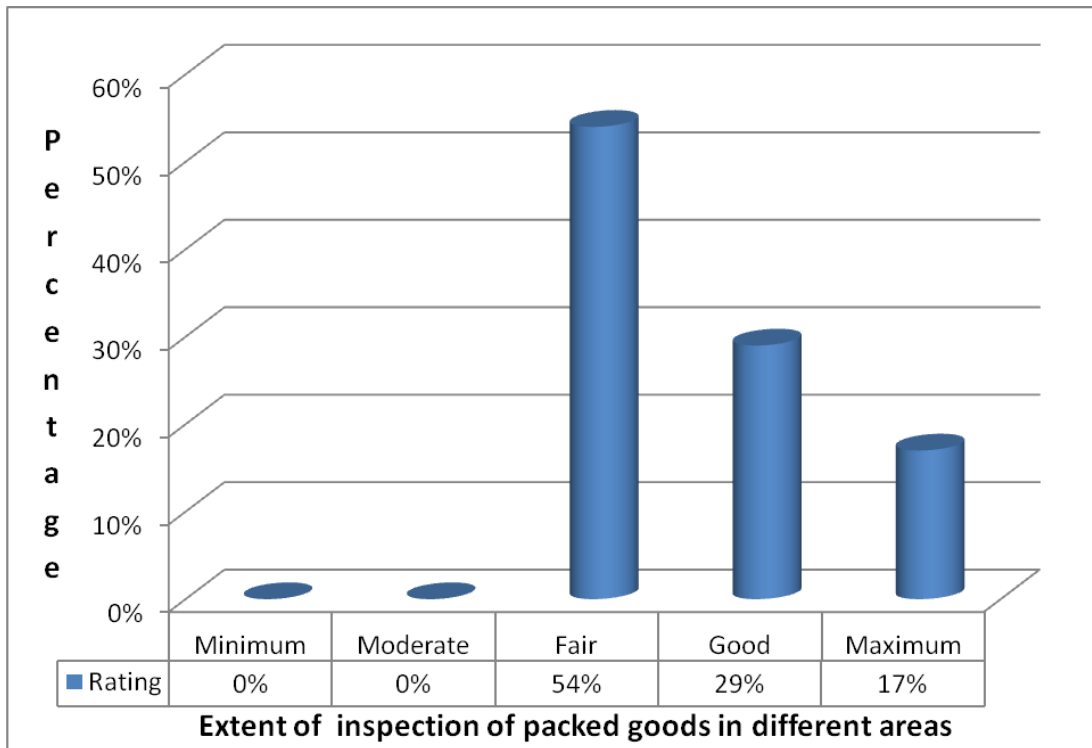


Source: Field data (2017)

(ii) Extent of inspection of packed goods in various customers' areas

The researcher wanted to know from respondents the extent that inspection of goods conducted in different area as required by the law. The results appearing in Figure 4.8 indicates that 54% equal to 43 respondents showed that there is a fair extent of inspection of packed goods in the studied area, 29% equal to 23 respondents showed a good extent of inspection of packed goods in their areas while 17% equal to 14 respondents showed a maximum extent of inspection of packed goods in their areas. This implies that as WMA conducts inspection of packed goods regularly and to a good extent and the packed goods become more conformity. These results indicate that customers are fairly satisfied by WMA services through inspection of packed goods. Inspection of packed goods is an important exercise for enhancement of fair trade and consumer protection. If inspections of packed goods are conducted regularly most of packed goods will be conforming to what has been declared by the packer/producer and hence customers will be satisfied to what are buying or selling. According to section 28 of the weights and measures act Cap 340 R. E 2002 require an inspector of weights and measures to weigh or measure packed goods for any person who has in his possession for sale or deliver any goods of a kind required by the provision of the act to be sold by weight or measure. So inspection of packed goods give customers a trust that what they are buying or selling are conforming to what is declared, the more the extent of inspection of packed goods are conducted the more customers are satisfied. If the extent of inspection of packed goods will be low, the packed goods in the selling centres will be short weight or under fill hence customers will have low satisfaction.

Figure 4.8 Extent of inspection of packed goods in different customers areas (N=80)



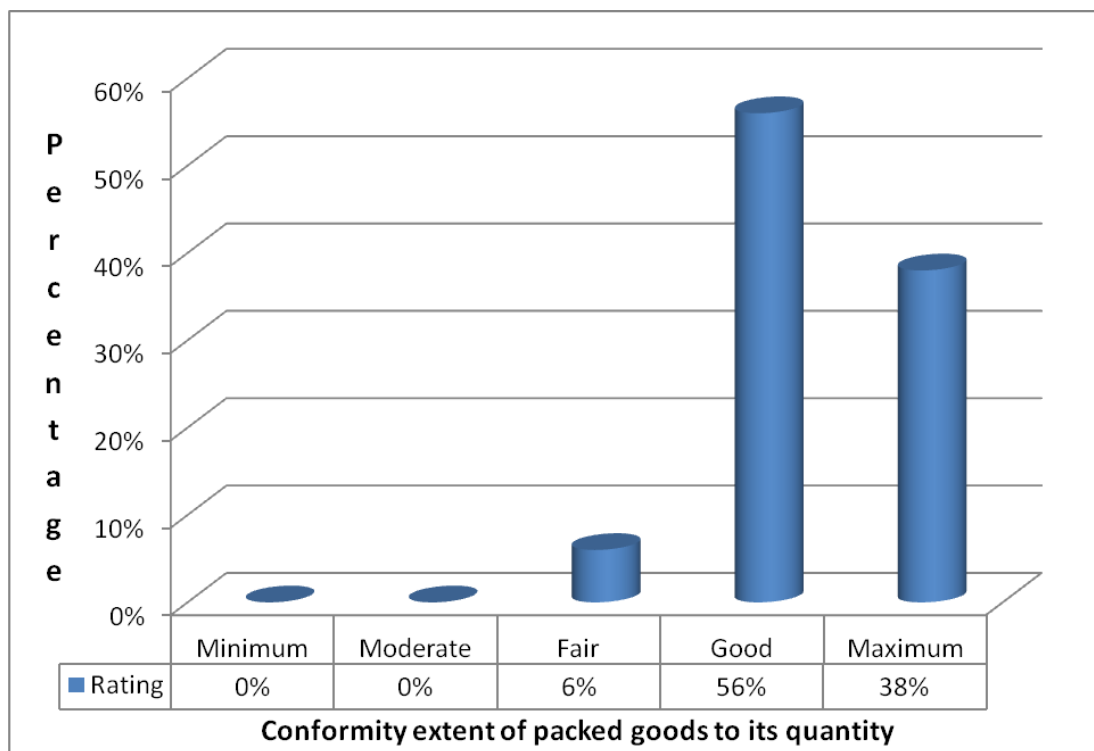
Source: Field data (2017)

(iii) Extent of conformity of packed goods to its quantity

The researcher wanted to know from respondents the extent that packed goods conform to its labelled quantity as required by the law. The results as appearing in Figure 4.9 indicates that 56% equal to 45 respondents showed that there is a good extent of conformity of packed goods in the studied area, 38% equal to 30 respondents showed a maximum extent of conformity of packed goods in their areas while 6% equal to 5 respondents showed a fair extent of conformity of packed goods in their areas. This implies that as WMA conducts inspection of packed goods and manufactures of packed goods comply the law with a good extent of conformity of their products. The results indicate that conformity of packed goods is an important aspect for enhancement of fair trade and consumer protection. Sections 41 and 42 of the weights and measures act Cap 340 R. E. 2002 on packed goods creates offences on conformity of packed goods. Section 41 of the act states the prohibition of giving short weight, measure or number for

any person in selling any article by weight, measure or number to deliver or causes to be delivered to the purchaser a lesser weight, measure or number shall be guilty of an offence. Furthermore section 42 of the act states a false declaration as to true weight by means of words, description or other indication makes any false declaration or statement or misleads any person as to the true weight, measure, gauge, class or grade of any article sold by him shall be an offence. Conclusively, results shows that packed goods had a good extent of conformity to what has been declared by the packers or producer so enhanced customers' satisfaction. If goods sold with required packing conformity customers will be satisfied and which is the requirement of this study.

Figure 4.9 Conformity extent of packed goods to its quantity (N=80)



Source: Field data (2017)

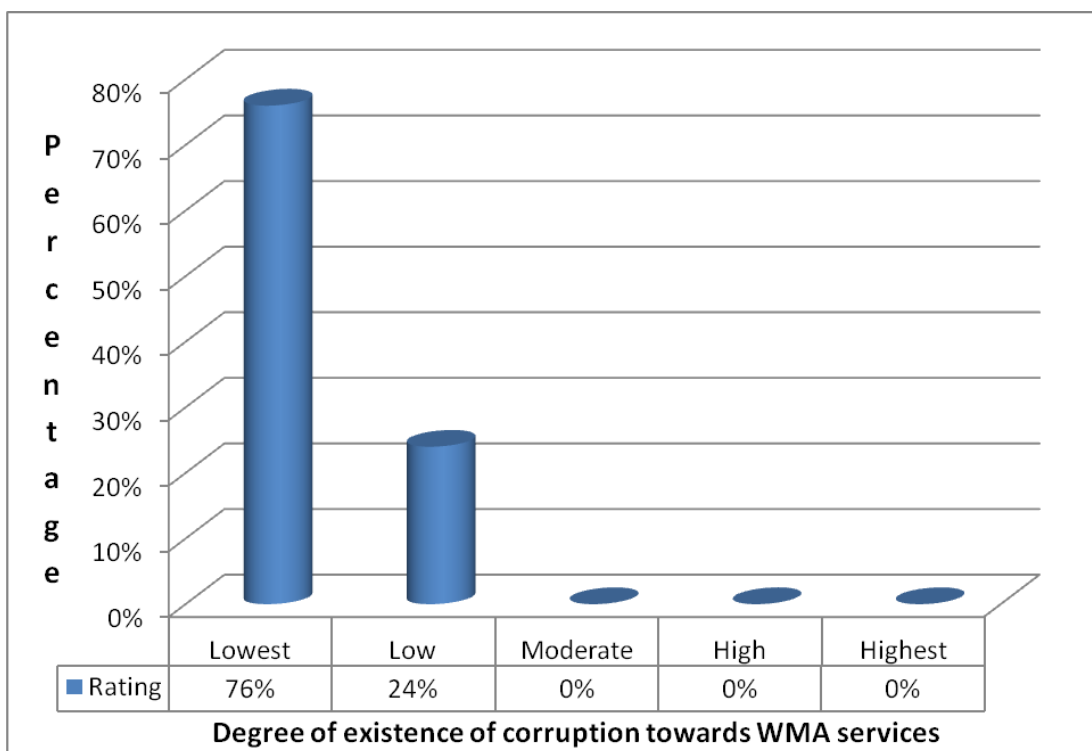
4.3.2.3 Corruption

As presented in this study, one of the objectives of this study was to assess whether corruption towards services rendered by WMA is a factor influencing to customer satisfaction. Findings under corruption issues are presented under this section.

(i) Degree of existence of corruption toward services rendered by WMA

The researcher sought to get insight in customers' perception on corruption existence towards services rendered by WMA. When the respondents were asked to assess the degree of existence of corruption within WMA services, 76% equal to 61 respondents revealed that there is a lowest degree of corruption towards services provision while 24% equal to 19 respondents revealed a low degree of existence of corruption issues towards services provided by WMA as indicated in figure 4.10. That means, the results were in contrary to the assumption since most of respondents who participated did not experienced any corruption practices from inspectors of weights and measures during services provisions. If the situation is this, it implies that customers are served by WMA without bureaucracy which at the end causes corruption. Conclusively, results show that customers had a maximum satisfaction with WMA services through low existence of corruption.

Figure 4.10 Degree of existence of corruption towards WMA services (N=80)

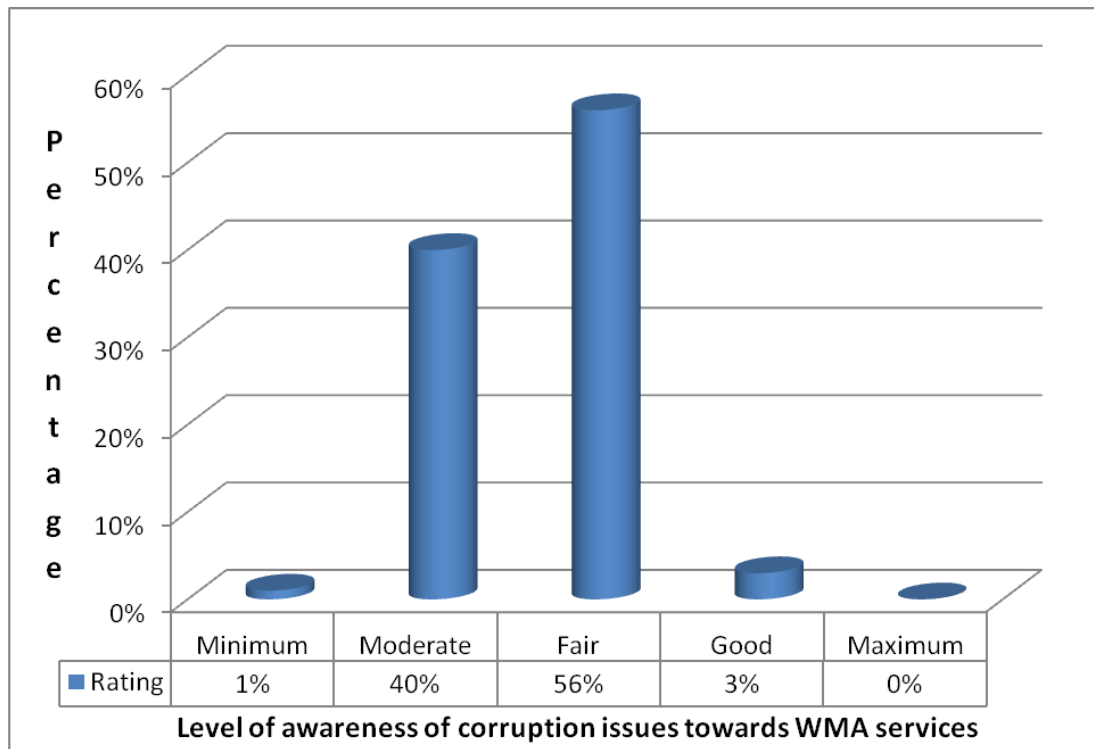


Source: Field data (2017)

(ii) Level of awareness on corruption issues toward WMA services

The researcher sought to get insight in customers' awareness of corruption issues towards services rendered by WMA. The researcher believed that if a customer clearly aware of corruption issues or indicators he/she can't provide bribe to an inspector of weights and measure either by being requested by an inspector or by the customer to convince an inspector to take a bribe in order to tamper a measuring instrument or to wave from the hand of law in case the customer acted against the law. When the respondents were asked to assess the level of awareness of corruption issues towards services rendered by WMA, 56% equal to 45 respondents revealed to be good aware of corruption issues toward WMA services, 40% equal to 32 respondents revealed to have low awareness on corruption issues towards WMA services, 3% equal to 2 respondents showed a high level of awareness while 1% equal to 1 respondents revealed minimum level of awareness of corruption issues towards services rendered by WMA as indicated in figure 4.11. These results imply that the level of awareness on corruption issues towards WMA services is low. Being low level of awareness can cause either customers to deliver bribe to inspectors of weights and measures without their knowledge. For example WMA services goes with payment of fees for particular services, after the customer paid fee, an inspector of weights and measures should issue a government receipt for the fees received from the customer. If the customer is not aware of corruption towards WMA services can forget to demand a receipt or a receipt can be written a lesser money compared to what a customer paid, so if happen the situation like this it will be corruption and the customer will not be satisfied through service provision. Conclusively, customers being in a low level of corruption awareness it imply that situation can lead to low customers' satisfaction.

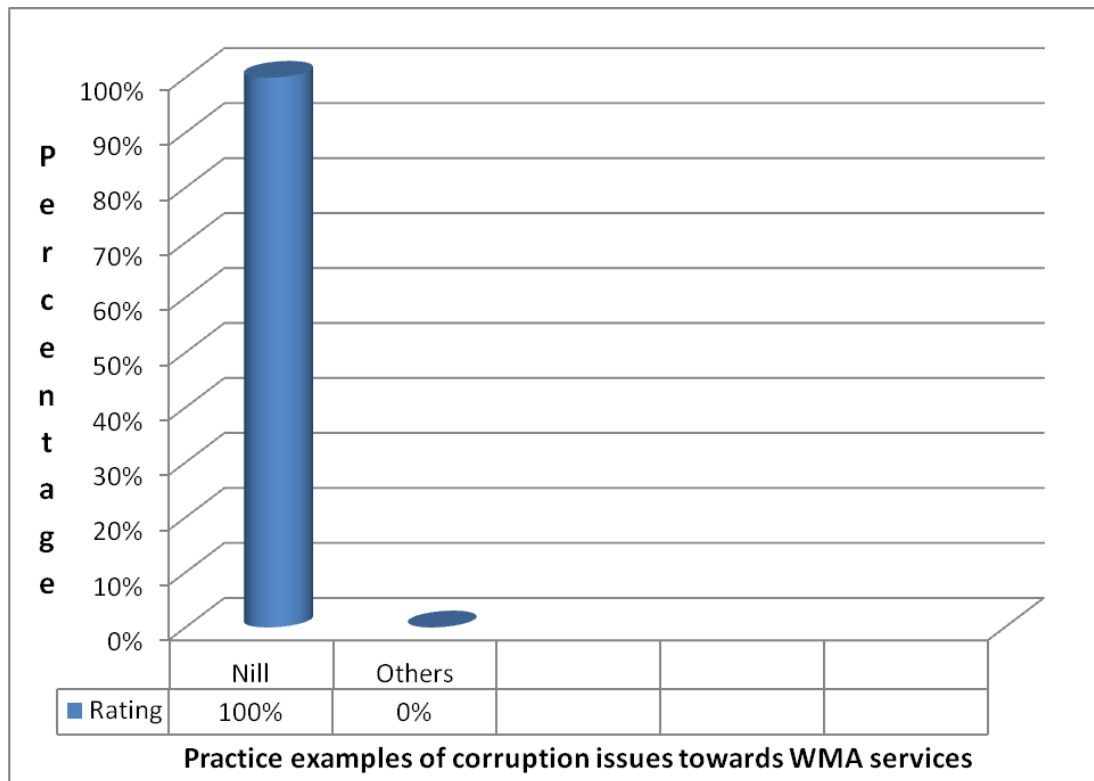
Figure 4.11 Level of awareness on corruption issues towards WMA services (N=80)



Source: Field data (2017)

Also respondents were asked to provide examples of corruption practices when they were being receiving any services rendered by WMA such as verification of measuring instruments, inspection of packed goods, surprise inspection of measuring instruments, *lumbesa* operation, calibration of fuel tanks calibration of petrol pumps and other services, all 80 respondents did not have any example of corruption practices when attended by Inspectors of weights and measures. This implies that WMA staffs are performing their duties without demanding bribe from their customers. Furthermore these results implies that WMA serves customers to the maximum level without bureaucracy which means that customers were highly satisfied by the services provide through the WMA slogan of “Free corruption agency”. Figure 4.12 summarize the results of practical example of corruption issues towards WMA services.

Figure 4.12 Practice examples of corruption issues towards WMA services (N=80)



Source: Field data (2017)

4.3.2.4 Human resources

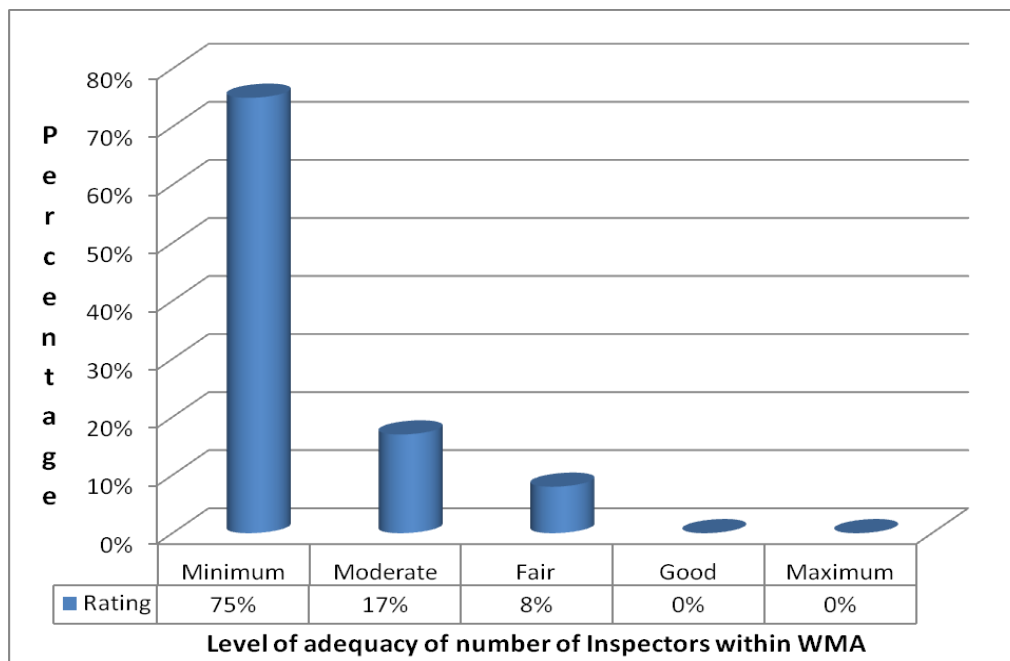
As presented in this study, one of the objectives of this study was to assess whether availability of human resources within WMA is a factor influencing to customer satisfaction. Findings under human resources are presented under this section.

(i) Number of Inspectors of weights and measures within WMA

The researcher wanted to know from respondents the adequacy level of number of inspectors of weights and measures to carry out all activities rendered by WMA as required by the law. The results as appearing in Figure 4.13 indicates that 75% equal to 9 respondents showed that there is a minimum adequacy level of number of inspectors to carry out responsibilities of WMA, 17% equal to 2 respondents showed a moderate level of adequacy of number of inspectors while 8% equal to 1 respondent showed a fair level of adequacy of number of inspectors of weights and measures to carry out all activities

rendered by WMA. These results imply that WMA run its activities with very few inspectors of weights and measure which cause to customers low satisfaction. In Mbeya region there are only three inspectors of weights and measures. These three inspectors are required to work on all seven districts/councils of Mbeya region namely Mbeya City, Mbeya Rural, Chunya, Mbarali, Rungwe, Busokelo and Kyela. These inspectors can't afford to work around all these districts on time and accurately which amounted to some other area have never been visited since independence of Tanganyika in 1961. Failure to visit those areas where also found measuring instruments because of shortage of inspectors of weights and measures causes to customer low satisfaction. Inspectors of weights and measures should be enough to carry out all WMA services without delay. For example a customer can come to the WMA office seeking for an assistance, but he can be told to wait for some days till inspectors return back from other districts where are conducting either verification of measuring instruments or inspection of packed goods or any other services rendered by WMA. So for the customer to wait an inspector for some days at the same time he stopped his business or getting loss cause customer low satisfaction.

Figure 4.13 Level of adequacy of number of Inspectors within WMA (N=12)

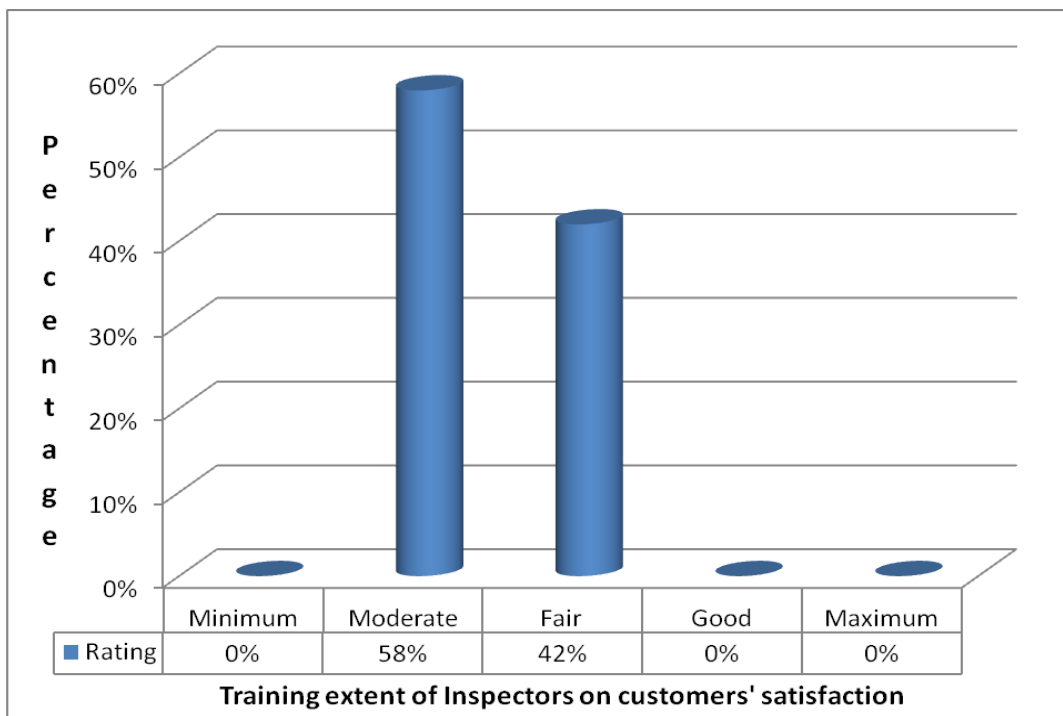


Source: Field data (2017)

(ii) Training to Inspectors on customers' satisfaction

The researcher wanted to know from respondents the extent that WMA management provide training to inspectors of weights and measures on customer services and customers' satisfaction. The results as appearing in Figure 4.14 indicates that 58% equal to 7 respondents showed that there is a moderate extent of training on customer services and customers' satisfaction to inspectors of weights and measures while 42% equal to 5 respondent showed a fair extent of training to inspectors. These findings imply that, the WMA does not have a comprehensive documented training policy to facilitate building skills capacity and career development to enhance customers' satisfaction on service delivery. Lack of both training policy on customer satisfaction and reward policy in the WMA implies that, the service provision environment in WMA is not conducive for inspectors of weights and measures to grant effective services for customer satisfaction. Conclusively, if inspectors of weights and measures are not trained on customers' satisfaction skills the services provided by inspectors can't attain customer satisfaction

Figure 4.14 Training extent of inspectors on customers' satisfaction (N=12)



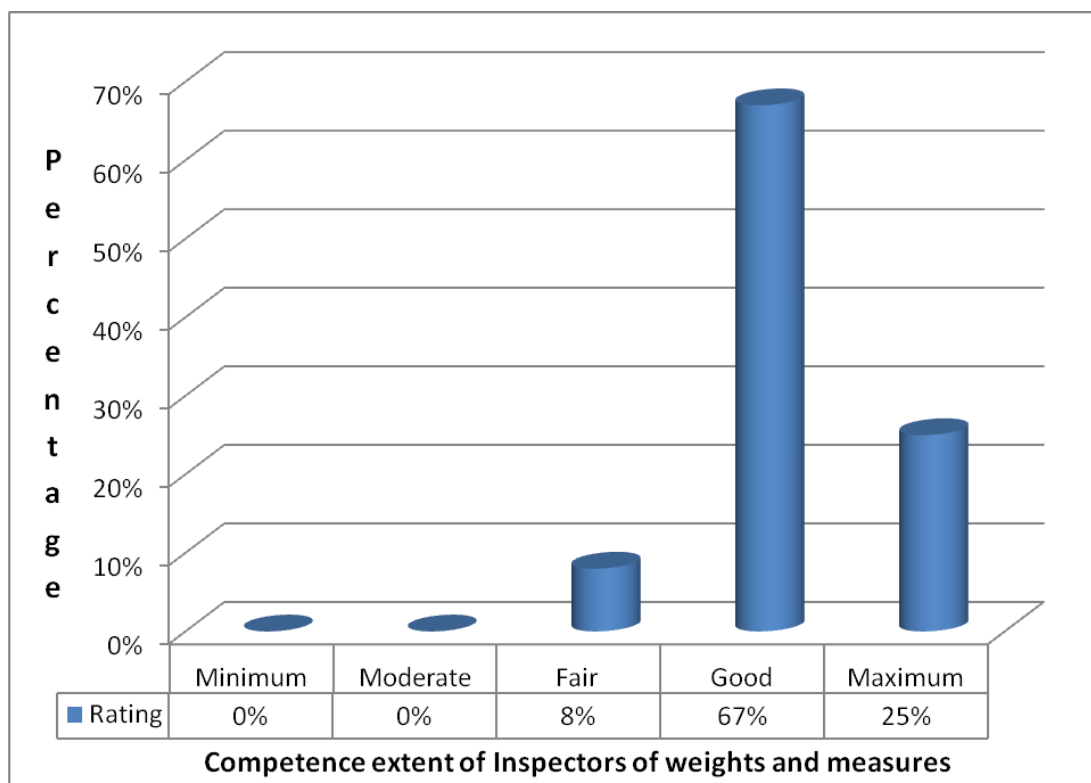
Source: Field data (2017)

(iii) Competence extent of Inspectors of weights and measures

The researcher wanted to know from respondents the extent of competence of inspectors of weights and measures to perform all services rendered by WMA, respect customers and effectively communicate with customers. The results as appearing in Figure 4.15 indicate that 67% equal to 8 respondents showed that there is a good extent of competence to perform all activities rendered by WMA. A 25% equal to 3 respondents revealed that inspectors of weights and measures had maximum competence while 8% equal to 1 respondent showed a fair extent of competence for inspectors of weights and measures to perform WMA services.

These results implies that, inspectors of weights and measures are good competent in their field of services. However the WMA should improve the competence of inspectors of weights and measures in order to acquire more skills globally within their field. Now the world technology has changed, so changes of technology should go with more training to inspectors of weights and measures in order to increase their competence to satisfy their customers. Being competent, inspectors of weights and measures will serve to satisfy customers to the maximum level. It happen a customer bring a complex measuring instrument and want it to be verified and calibrated, so if an inspector will verify and calibrate the customer will be satisfied. If the inspector of weights and measures will fail to verify and calibrate the customers' measuring instrument for lack of competence, the customer will be not satisfied by WMA which is a sole agency in Tanzania responsible for verification and calibration of all measuring instruments. Customers believe on WMA to solve their measurements problems. So it is the responsibility of the agency to equip its inspectors of weights and measures more knowledge and skills in order to carry out all services rendered by WMA and then to enhance customer satisfaction.

Figure 4.15 Competence extent of inspectors of weights and measures (N=12)



Source: Field data (2017)

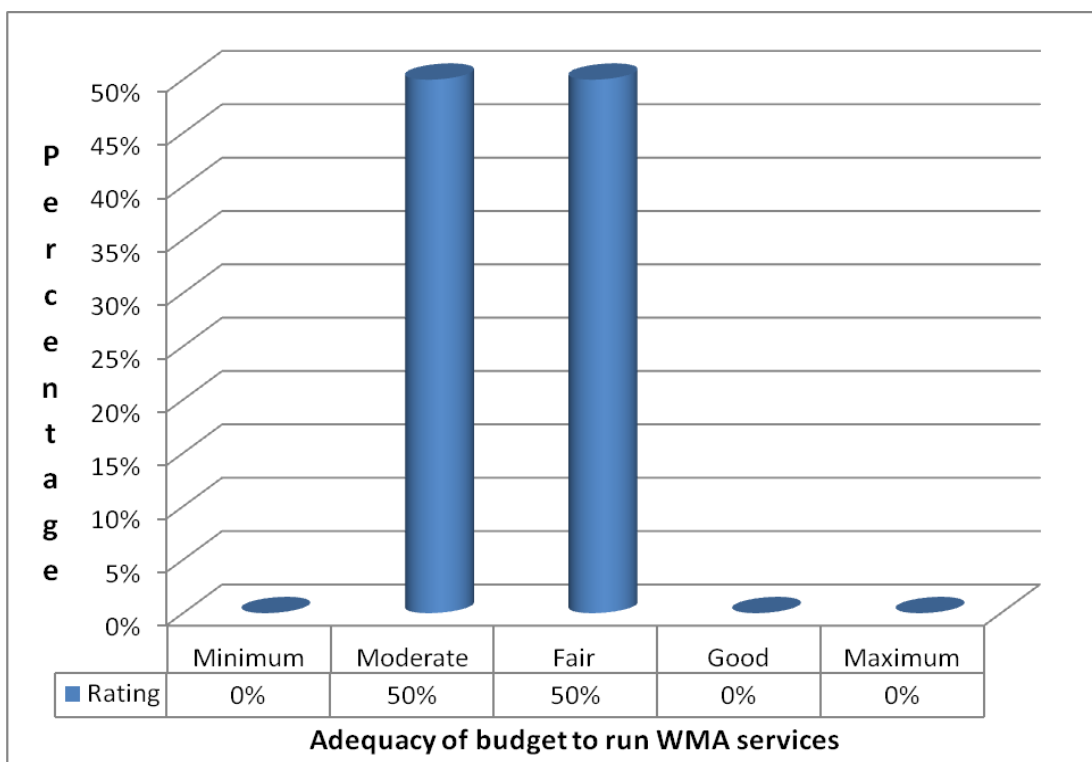
4.2.3.5 Budget to run WMA services

As presented in this study, one of the objectives of this study was to assess whether budget allocated by the government to run WMA services is a factor influencing to customer satisfaction. WMA gets budget to run its activities through the following sources, one; Government subsidy for staffs salaries, two; WMA own sources generated through its services provided and third any other sources like grants from donors if any. For the case of WMA own source fund, it is a mandatory under the finance act to contribute 15% of the revenue to National Basket Fund. The remained 85% is returned to the Agency as other charges for expenditure (recurrent and expenditure).

(i) Adequacy scale of budget allocated to WMA to run services

The researcher wanted to know from respondents the adequacy scale of budget allocated to WMA in order to run its activities. The researcher believed that budget is one of very important variable to be checked because if the budget will be low then many activities will not be done which will imply that customer will not be satisfied from services rendered by WMA. The results as appearing in Figure 4.16 indicates that 50% equal to 6 respondents showed that there is a fair adequacy scale of budget provided by the government to run WMA services also 50% equal to 6 respondents showed a moderate scale of adequacy of budget to run WMA services. These results imply that WMA budget can't cover to the maximum scale all activities which are supposed to be rendered across the country and hence can't satisfy customer. WMA should put more efforts to raise the budget which will enable inspectors of weights and measures to reach every corner of Tanzania for the purpose of consumers' protection. Being low budget

Figure 4.16 Adequacy scale of WMA budget (N=12)

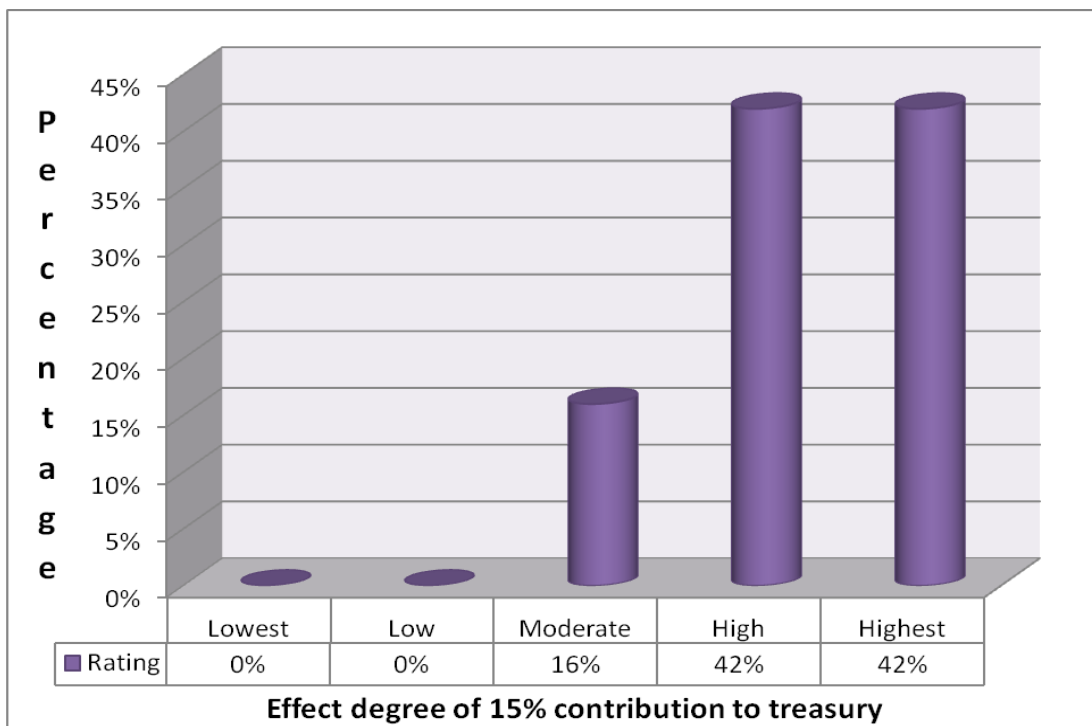


Source: Field data (2017)

(ii) Effect of 15% contribution of WMA budget to National Basket Fund

Here the researcher wanted to know from respondents the effect degree of government order for all government agencies to contribute to the National Basket Fund (Treasury) 15% of their revenues. WMA is one of the agencies required by the finance law to make such contribution. The results as appearing in Figure 4.17 indicates that 42% equal to 5 respondents showed that there is a highest degree of effect for the agency to make such contribution, 42% equal to 5 respondents showed that there is a high degree of effect for the agency to make such contribution while 16% equal to 2 respondents showed a moderate degree of effect for the agency to make such contribution. These results imply that, the contribution to the NBF has a high degree effects to WMA. WMA still depend on most petty sources of revenue which are not sustainable and definite. This system of making contribution to NBF caused some activities which are supposed to be done by the agency to slumber. This effect causes WMA budget to spurious and fail to cover all costs needed to run all activities, if WMA will fail to run its customers that will cause customer low satisfaction.

Figure 4.17 Effect degree of 15% contribution to treasury of WMA budget (N=12)

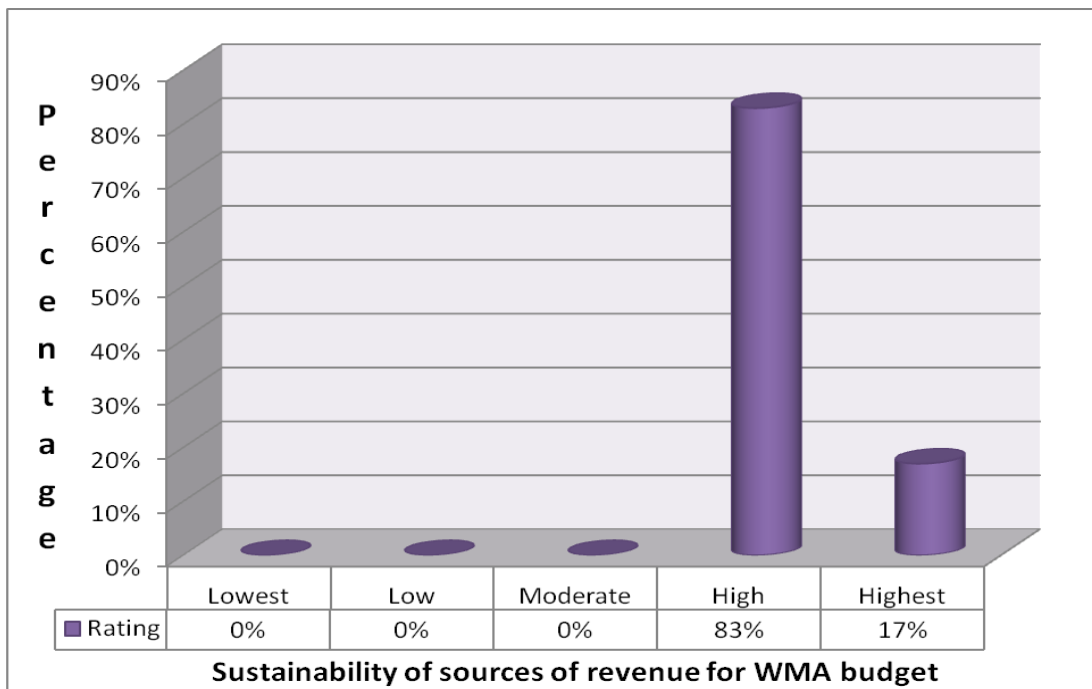


Source: Field data (2017)

(iii) Sustainability of sources of revenue for WMA budget

The researcher wanted to know from respondents the sustainability level of sources of revenue which generate WMA budget. Apart from sustainability of sources of revenue the researcher wanted also respondents to assess if those sources of revenue are definite. The objective of assessing this was to check if they can sustain the WMA budget under any condition including change of law and policy. The results indicates that 83% equal to 10 respondents showed that the sources of revenue for WMA are sustainable and definite while 17% equal to 2 respondents revealed that the sources of revenue for WMA are sustainable and definite. From these findings, the results reveal that WMA sources of revenue are not sustainable and definite. The practical example is the ban of the government to WMA and other agencies of not collecting inspection fees from fertilizer product. In financial year 2016/2017 the WMA collected Tsh. 360,000,000/= as inspection fees for imported fertilizer. So this is a very big gap in WMA budget especially in financial year of 2017/2018. For more clarification of these findings towards sustainability and definite of sources of revenue for WMA see Figure 4.18

Figure 4.18 Sustainability of sources of revenue for WMA budget (N=12)



Source: Field data (2017)

The researcher also wanted to know the WMA budget trend for the period of implementation of the Strategic Plan 2013/2014 – 2017/2018. In this report the researcher presented the implementation of the Strategic Plan for four financial years from 2013/2014 – 2016/2017. The study will cover the estimation available in the Strategic Plan versus the actual implementation in terms of revenues accrued. The implementation of the WMA Strategic Plan is as indicated in Table 4.2

Table 4.2 Summary of WMA Strategic Plan implementation

FINANCIAL YEAR	SP ESTIMATE	ACTUAL REVENUE	VARIANCE
2013/2014	271,900,000/=	219,770,600/=	(52,129,400/=)
2014/2015	299,090,000/=	284,923,500/=	(14,665,500/=)
2015/2016	328,999,000/=	333,365,253/=	4,366,253/=
2016/2017	361,898,900/=	428,632,385/=	66,733,485/=

Source: Field data (2017)

The summary in Table 4.2 shows that the WMA is in a good position of implementation of the Strategic Plan, although it shows that the first two years of the plan the implementation was poor. It is a belief of the WMA management that up to the end of the implementation of the plan the WMA will cover all strategies and objectives as indicated in the Strategic Plan.

CHAPTER FIVE

SUMMARY, CONCLUSION AND POLICY IMPLICATION

5.1 Summary

This study examined the factors influencing customers' satisfaction towards services rendered by the Weights and Measures Agency in Mbeya City. The general objective of the study was to assess the factors that influencing customers' satisfaction towards services rendered by the Weights and Measures Agency. Specifically, the study sought to examine how verification of measuring instruments; inspection of packed goods; corruption; human resources and budget are factors influencing customers' satisfaction. Overall the results showed that there was a good satisfaction from customers towards services rendered by WMA, although the study revealed that 64% out of 80 respondents was good level of satisfaction and 36% out of 80 respondents was maximum level of satisfaction. This level of satisfaction was influenced by various factors included in the study area presented as follows; Based on verification of measuring instruments factor, results revealed that 72% of respondents showed a good level of awareness while 28% of respondents showed a maximum level of awareness of verification of measuring instruments. With respect to the extent of verification of measuring instruments the study revealed that 66% of respondents showed a maximum extent followed by 34% of respondents showed a good extent of verification of measuring instruments in the studied areas. On the side of period of notice given to customers for verification of measuring instruments the study revealed that 52% of respondents showed a moderate level and 48% of respondents showed a low level of period notice. The last part of verification of measuring instruments variable was to assess the capabilities of customers to pay verification fees which the results showed that 48% of respondents was in a moderate capacity of affording to pay verification, 37% of respondents showed a high capacity while 15% of respondents showed a low capacity of affording to pay verification fee which is charged after the measuring instrument has been passed and stamped a verification mark.

Under the inspection of packed goods variable, the results showed that for the case of extent of inspection of packed goods in studied areas 54% of respondents showed a fair extent followed by 29% of respondents showed good extent while 17% showed a maximum extent of inspection of packed goods. For the case of conformity of packed goods, 56% of respondents showed a good extent that packed goods are conforming to what is labeled on the packing material, 38% of respondents showed a maximum extent while 6% showed a fair extent of conformity of packed goods.

For the corruption variable, the results showed that 76% of respondent showed a lowest degree of existence of corruption while 24% of respondents showed a low degree of existence of corruption towards services rendered by WMA. Also the study showed that there was no any respondent who presented an example of corruption practice towards services rendered by WMA. Another variable to be assessed was human resources, the results showed that for the case of number of Inspectors of weights and measures 75% of respondents showed that number of Inspectors is minimum to carry out all activities in order to satisfy customers, 25% of respondents were in moderate and fair level on assessing the adequacy of number of Inspectors of weights and measures. Further data on budget to run WMA services revealed that, 50% of respondents showed a fair level of adequacy of the budget to run WMA services while 50% of respondent showed the fair level of WMA budget capacity to run its activities. In adequacy of WMA budget can led to customers' low satisfaction.

5.2 Conclusion

This study presents new insights on customers' satisfaction towards services rendered by WMA and the factors influencing it. Findings revealed that customers' low satisfaction was mainly influenced by level of period of notice to verify measuring instrument by the customer, degree of customers to afford to pay verification fees, inadequacy of human resources to carry out all activities rendered by WMA and inadequacy of budget to run WMA activities. On the other hand, extent of verification of measuring instruments inspection of packed goods showed a more influence to customers' satisfaction.

5.3 Policy Implications

From the findings and conclusions, the researcher recommended the following for policy implications:

- (i) WMA should improve the provision environments of the services delivery for satisfying its customers, WMA should give the first priority of providing measurements awareness to its entire customers. This will enable the customers to understand the law that govern the use of measuring instruments and inspection of packed goods in business. Being aware of what the law requires them to do regarding verification of their measuring instruments, traders will be cooperative to WMA's service providers and therefore reduce customers' complaints and customers' low satisfaction.
- (ii) The WMA needs to train its inspectors of weights and measures in customer services, customer satisfaction and professional skills. This will enable inspectors of weights and measures to know that their customer is a focal point of the WMA and improve efficiency of the services delivery that will ensure customer satisfaction. However, the WMA should put in place a comprehensive documented customer complaints handling mechanism, which will enable WMA to manage customer complaints from both internal and external customers to meet customers' satisfaction. Furthermore, the WMA should put in place human resource policies, such as recognition policy and rewards, and training policy to enhance professional excellence and motivation of inspectors of weights and measures to be results oriented.
- (iii) The government should improve on the issue of employee compensation. It should look on the issue of balancing "Rights and Responsibilities" The government should be convinced to look at the importance of WMA in the right eyes as it sees other comparable government institutions like TBS and EWURA especial on the issue of salary scale.
- (iv) WMA internally should look more on the issue of motivation and rewards scheme so as to motivate inspectors of weights and measures to be more innovative and hence increase their "**competency**" (To apply personal attributes, professional skills or knowledge in the workplace, and to achieve a standard of performance which contributes to the goals of the organization)

- (v) The government should consider and acts promptly on the issue of releasing recruitment permits of employing inspectors of weights and measures given authenticated needs so that can accommodate all activities rendered by the agency.
- (vi) WMA should revise verification fees charged to customers so that can be affordable for all customers without leaving complaints.
- (vii) Government should consider procurement of technical standards and equipment in more a special manner like the Army' weapons (The same as Indian Government treatment on the same). WMA takes longer time to acquire the same due to procurement procedures limitations.
- (viii) WMA should look sustainable and definite sources of revenue to generate funds for its budget, for now WMA to depend on verification fees, packed goods inspection fees and calibration fees for some instruments can't be sustainable and definite. If happens any changes of policies or laws the WMA budget will be shaken. It is better for the agency to start thing of finding sustainable and definite sources of fund like calibrations of utilities meters such as electricity meters, water meters, natural and liquefied petroleum gas meters, tax meters, communication services (airtime management), inspection of lift facilities in various buildings etc. Apart from generating money from these sources the main objective of the WMA which is consumers' protection will be achieved in a wide range.
- (ix) The government of Tanzania should provide to WMA a grace period of at least five years or more not to contribute a 15% of its own revenue to the National Basket Fund so that the agency can use that period to find sustainable and definite sources of revenue to improve its budget.

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APPENDICES

APPENDIX I: QUESTIONNAIRES FOR WMA STAFFS AND CUSTOMERS

Dear Sir/Madam,

My name is MHOJA HUSSEIN a student of MZUMBE UNIVERSITY pursuing Master's Degree in Business Administration – Corporate Management. As a requirement for the achievement of this program I am required to conduct the study on factors influencing customer satisfaction on Weights and Measures Agency services.

I kindly request you to participate in my research. As one of the participants your opinions are very important to this study. I assure you that all answers given will remain confidential and will only be used for the purpose of this study.

There is no right or wrong answer, BE HONEST!

Questionnaire number

PART I: Background variables (To be filled by all respondents)

1. Please, tick [√] in the appropriate answer and fill empty spaces where necessary

[a] Organization: _____

[b] Gender: [F]/ [M] _____

[c] Please, indicate your: current position _____

[d] Please, indicate your level of education

1. Primary 2. Secondary 3. College 4. No formal education 5. Others, (Specify)

[e] Age of respondent: 1. Below 18 years 2. 18-35 years 3. 36-65 years 4. >65 years

Please, tick [√] the appropriate box or fill in the blanks by giving your views due to the nature of the question.

Note: Rating questions are arranged in rating 1-5 where 1 is the lowest and 5 is the highest.

PART II: To be filled by Customers only

Section A: Customer satisfaction from services rendered by WMA

A1. To what level do you know WMA services?

[] 1 [] 2 [] 3 [] 4 [] 5 Key: 1=Minimum; 2=Moderate; 3=Fair; 4=Good; 5=Maximum

A2. To what level you are satisfied with services rendered by WMA on the objective of consumers' protection?

[] 1 [] 2 [] 3 [] 4 [] 5 Key: 1=Minimum; 2=Moderate; 3=Fair; 4=Good; 5=Maximum

A3. To what extent are the inspectors of weights and measures saves to satisfy customers?

[] 1 [] 2 [] 3 [] 4 [] 5 Key: 1=Minimum; 2=Moderate; 3=Fair; 4=Good; 5=Maximum

A4. Have you ever met with any problem concerning WMA services?

[] 1 [] 2 Key: 1 = Yes; 2 = No;

A5. If yes in A4 did you report to the WMA?

[] 1 [] 2 [] 3 Key: 1 = Yes; 2 = No; 3 = Not applicable

A6. If you reported, does WMA respond to your problem?

[] 1 [] 2 [] 3 Key: 1 = Yes; 2 = No; 3 = Not applicable

A7. What are your suggestions in order to improve service provisions towards services rendered by WMA?

.....

SECTION B: Verification of measuring instruments

B1. To what level you are aware of verification of measuring instruments?

[]1 []2 []3 []4 []5 Key: 1=Minimum; 2=Moderate; 3=Fair; 4=Good; 5=Maximum

B2: To what extent verification of measuring instruments is done in your area?

[]1 []2 []3 []4 []5 Key: 1=Minimum; 2=Moderate; 3=Fair; 4=Good; 5=Maximum

B3: To what level the period of notice to verify your measuring instrument enable you to be prepared?

[]1 []2 []3 []4 []5 Key: 1= Lowest; 2=Low; 3=Moderate; 4=High; 5=Highest

B4: To what degree do you afford to pay verification fees?

[]1 []2 []3 []4 []5 Key: 1= Lowest; 2=Low; 3=Moderate; 4=High; 5=Highest

B5. What happens when the measuring instrument is not correct?

.....

SECTION C: Inspection of packed goods

C1. To what level you are aware of inspection of packed goods?

[]1 []2 []3 []4 []5 Key: 1=Minimum; 2=Moderate; 3=Fair; 4=Good; 5=Maximum

C2: To what extent inspection of packed goods is done in your area?

[]1 []2 []3 []4 []5 Key: 1=Minimum; 2=Moderate; 3=Fair; 4=Good; 5=Maximum

C3.To what extent packed goods conform to its labeled quantity?

[]1 []2 []3 []4 []5 Key: 1=Minimum; 2=Moderate; 3=Fair; 4=Good; 5=Maximum

C4. What are your views regarding improvements of inspection of packed goods?

.....

SECTION D: Corruption

D1. To what degree corruption exist towards services rendered by WMA?

[]1 []2 []3 []4 []5 Key: 1= Lowest; 2=Low; 3=Moderate; 4=High; 5=Highest

D2. To what level you are aware on corruption issues toward WMA services?

[]1 []2 []3 []4 []5 Key: 1=Minimum; 2=Moderate; 3=Fair; 4=Good; 5=Maximum

D3. Give any examples of corruption practices towards services rendered by WMA.

.....

PART II: To be filled by WMA Staffs only

SECTION E: Human resources

E1. To what level does number of Inspectors of weights and measures enough to carry out all services rendered by WMA?

[]1 []2 []3 []4 []5 Key: 1=Minimum; 2=Moderate; 3=Fair; 4=Good; 5=Maximum

E2. To what extent does WMA management provide training to inspectors of weights and measures on customer service and customers satisfaction?

[]1 []2 []3 []4 []5 Key: 1=Minimum; 2=Moderate; 3=Fair; 4=Good; 5=Maximum

E3. To what extent inspectors of weights and measures competent to perform the service, respect the customers and effectively communicate with the customers?

[]1 []2 []3 []4 []5 Key: 1=Minimum; 2=Moderate; 3=Fair; 4=Good; 5=Maximum

E4. What should be done in order to enable Inspectors of weights and measures to save customers to a maximum satisfaction?

.....

SECTION F: Budget to run agency activities

F1. To what scale does budget to run WMA activities is enough?

[]1 []2 []3 []4 []5 Key: 1=Minimum; 2=Moderate; 3=Fair; 4=Good; 5=Maximum

F2. To what degree contribution of 15% of WMA revenue to Treasury affected WMA budget to run its activities?

[]1 []2 []3 []4 []5 Key: 1= Lowest; 2=Low; 3=Moderate; 4=High; 5=Highest

F3. To what level sources of revenue for WMA budget is sustainable and definite?

[]1 []2 []3 []4 []5 Key: 1= Lowest; 2=Low; 3=Moderate; 4=High; 5=Highest

F4. What should be done in order to enhance WMA budget?

.....

F5. How much budget allocated by the government in 2016/2017?

F6: What has been the implementation trend of the budget over the SP (2013/2014 – 2017/2018?

F7. What are sources of revenue to the WMA budget?

F8. What are the practical examples which can cause WMA budget not sustainable or definite?

THANK YOU FOR YOUR KINDLY COOPERATION!

APPENDIX II: FIELD PHOTOGRAPHS

Appendix II (a): Meeting to discuss weights and measures issues



A meeting with Mbeya Regional Commissioner Hon. Amos Makalla discussing approaches to combat illegal packaging of farm produce known as “lumbesa”. First left is the researcher of this study Mr. Mhoja Hussein.

Source: Photograph taken by the researcher (2017)

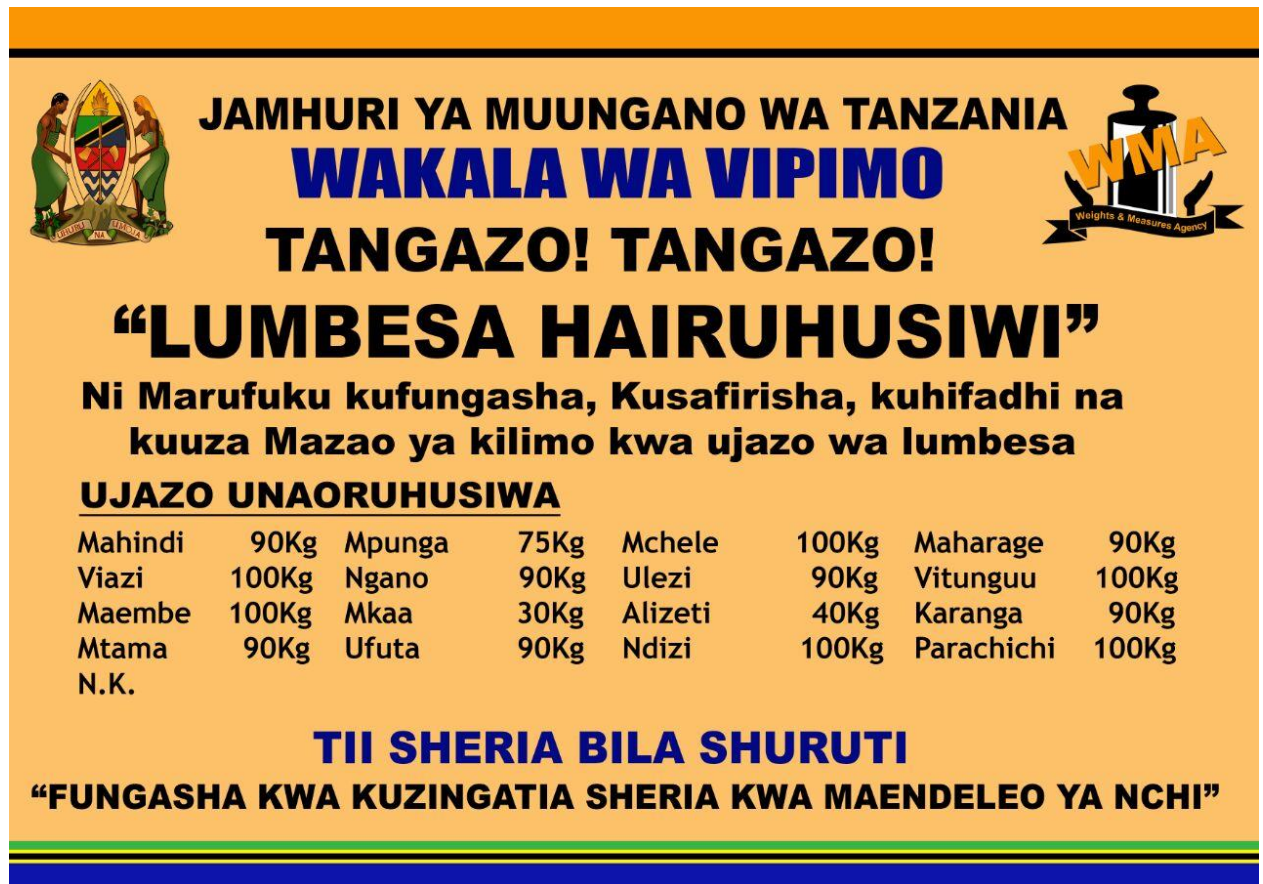
Appendix II (b): Weights and measures awareness at saba saba ground 2017



The Vice President of the United Republic of Tanzania Hon. Samia Hassan Suluhu (right) being briefed by the WMA Technical Director Ms. Stela Kahwa, the importance of using measuring instruments in fair trade as part of public awareness. Standing near the Vice President is Hon. Charles Mwijage, the Minister of Industry, Trade and Investment.

Source: Photograph downloaded by the researcher from www.wma.go.tz (2017)

Appendix II (c): Public awareness



A poster describing the ban of illegal packaging of farm produce known as lumbesa as part of WMA services to protect consumers.

Source: Photograph taken by the researcher from WMA Mbeya office (2017)