

**CUSTOMER SATISFACTION ON SERVICE QUALITY: A CASE STUDY
OF TANESCO EMERGENCY CALL CENTERS**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTERS IN PROJECT
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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania (OUT)), a dissertation entitled: Customer Satisfaction on Service Quality: A Case Study of TANESCO Emergency Call Center in partial fulfillment of the requirements for the award of the degree of Master's in Project Management of the Open university of Tanzania.

.....

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Date

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DECLARATION

I, GambaE Missana, do hereby declare that this study 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.

.....

Signature

.....

Date

DEDICATION

This research is dedicated to my beloved parents, my father Elias Gamba and my late mother Betisheba Gamba.

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The preparation and writing of this dissertation has been contributed by many people, whom I have to say thanks for their contributions. My special thanks go to the Almighty God who on his infinite mercy gave me the grace, strength, health and endurance giving me the strength, courage to pursue my studies and conducting this research study. I would also like to express my gratitude to my research supervisor Dr.Mbowe Ramadhani Kabung'a who worked tirelessly reading and giving comments and constructive criticisms at every turn up to the completion of this work.

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ABSTRACT

Customer satisfaction has been a subject of great interest to organizations and researchers alike. The quality of service has become an aspect of customer satisfaction. It has been proven by some researchers that service quality is related to customer satisfaction. The main purpose of this study was to examine the relationship between customer satisfaction and service quality in service sectors with respect to the service quality dimensions. The study also went further to find out the challenges faced TANESCO Emergency Call Center as well as to determine the customer perceptions toward TANESCO. The study showed distinctive results for the relationship between service quality dimensions and service quality/customer satisfaction. Empathy and Customer Satisfaction had significant relationship between service quality and customer satisfaction. Meanwhile the group result showed that: 'responsiveness', empathy' and reliability' were significantly related to service quality; 'reliability' and 'empathy', were significantly related to customer satisfaction but 'responsiveness' was not significantly related to customer satisfaction; meanwhile service quality was significantly related to customer satisfaction. So in order to provide total satisfaction to customers, the service sectors need to improve on the other factors that were given as reasons for satisfaction. This study contributes to existing theories by confirming or adding value to the relationships that are involved in customer satisfaction, service quality and SERVQUAL dimensions. It provides results that could be useful to managers in business organizations for strategic planning.

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LIST OF ABBREVIATIONS

ATM	Automatic Teller Machines
B2B	Business to Business
CSCs	Customer Service Charters
EC	Emotional Competence
ECSI	Existing Customer Satisfaction Indexes
EEC	Employee Emotional Competence
EWURA	Energy Water Utility Regulatory Authority
GCC's	Guest Comment Cards
KP	Kenya Power
MDA	Management Discussion and Analysis
MEM	Ministry of Energy and Minerals
OUT	Open University of Tanzania
PSMEP	Public Service Management and Employment Policy
PSRC	Parastatal Sector Reform Commission
REP	Rural Electrification Program
SERVQUAL	Service Quality scale/model
SERVPERF	Service Performance scale/model
SPSS	Statistical Package for Social Science
TANESCO	Tanzania Electricity Supply Company
TQM	Total Quality Management
USA	United State of America
WOM	Word of Mouth

CHAPTER ONE

1.0 INTRODUCTION

1.1 Overview

This chapter includes background information, statement of the problem, research objective split into main objective and specific objectives, research questions, scope and limitations of the study, significance of the study, and organization of the study.

1.2 Background Information

Studies on customer behavior have undergone remarkable developments in the past few decades. For example, during the 1970s and 1980s they focused on the role of customer satisfaction in determining consumer behavior (Oliver, 2009). Recently, researchers have expanded this conceptualization beyond satisfaction into the areas of customer commitment and customer loyalty. This new interest is underscored by the long-held view that mere acquisition of new customers and getting them satisfied cannot guarantee sustainable business, and that a loyal customer base is the only assurance which firms have against possible losses (Justus, 2010).

Because of the changing trends in competition, companies are investing more in seeking to create a devoted foundation of customers. In view of this, Oliver (2009) has called for a paradigm shift to the pursuit of customer devotion as a strategic business goal is becoming prominent. Services vary in the extent to which customers interact with employees (Chase, 2008). In high-contact services, interactions between customers and employees are characterized by intimacy, the exchange of content-rich information, long interaction times, and sometimes, intense emotions. In this type of service, customer emotions on the one hand, influence their

evaluations of the encounter and on the other hand provide employees with useful information about their needs and wants (Brown & Lam, 2008). The understanding of quality of the interaction between employees and customers introduced the concept of rapport. Rapport, which is defined as a “*personal connection between the two interactants*”, directly affects important outcomes such as customer satisfaction and loyalty (Hennig-Thurau *et al.*, 2006) which are two key variables ultimately related to company profitability (Cecile et al., 2013).

To remain competitive, the management must facilitate high-quality interactions so that the ability of employees to deal with customer emotions or their emotional competence (henceforth EC) will be highly addressed. In this regard, Cartwright) present a potential driver of interaction quality. EC “captures many of the key competencies involved in creating and maintaining an appropriate atmosphere for service,” and the development of EC among service employees may “serve to reduce some of the emotional problems inherent in high levels of interpersonal interactions” (Cartwright & Pappas, 2008).

However, employees vary substantially in their capacity to build relationships with customers and understand their emotional needs. Because high-contact service managers must ensure that employees possess appropriate competencies for a better understanding of the roles of rapport and employee emotional competence (henceforth EEC) in high-contact service sector this is important (Cecile et al, 2013). In order to serve external customers, it is not enough to focus on the product sold and external customer service only. More importantly, for external customers to enjoy the products and services, the entire process must be in order. Internal customer

service is a component of this entire process. When the process of internal customer service is in order, the end customers as well will get products and services that meet their expectations and needs and the vice versa (Kekkonen, 2010). The organization continuous improvement of processes based on the management responsibilities, resource management, and product and/or service realization and analysis, and improvement measurements is mandatory (Summers, 2009).

Tanzania Electric Supply Company Limited (TANESCO), as a parastatal organization, intends to establish customer devotion and maximum satisfaction. The Company's mission is to generate, transmit, distribute and supply electricity to its esteemed customers in the most effective, competitive and sustainable manner. Up to May 2014 the Company had almost 1,240,000 customers in the country; among whom Dar es Salaam Region had customers constituting 32 percent. In TANESCO, the business plan, among other issues, still emphasizes eradicating shortfalls related to customer services. Excellent customer services are achieved when the organization constantly and consistently exceeds the customer expectations. If TANESCO is going to exceed the customer expectations, then it should know that every aspect of business has an impact on customer service. Improving customer service involves making a commitment to learn customers' needs and satisfaction for quality service, and then develop impact customer constancy.

1.3 Statement of the Problem

Most of the companies nowadays operate in a competitive environment and provide quality services to customers, which is an important factor to consider. In that regard such companies have shifted from product/service-centric to a customer-centric

position (Saha & Zao, 2005).

Overtime, power utility customers have been complaining about the poor services which they receive from TANESCO employees. The causes of client dissatisfaction may include problems with staff reliability, reliable power quality and supply, limited range of services available, shortage of technical skills among staff, unwelcome language by employees, and empathy from service providers, delays in attending emergencies, not responding to complaints, wrong bills, poor recording, inadequate communication, leisure affairs and shortage of manpower. Customers lodge complaints formally and informally, for which undue services may result in customer dissatisfaction and loss of trustworthiness to TANESCO. This study therefore intends to investigate more information on the customers' viewpoints about satisfaction in services obtained from TANESCO emergency call centre employees, and boost expected trustworthiness to the organization.

1.4 Research Objectives

1.4.1 Main Objective

The main objective of this study was to assess customer satisfaction in the quality of the services provided by TANESCO emergency call centers.

1.4.2 Specific Objectives

The study intended to achieve the following specific objectives:

- i) to determine challenges facing TANESCO emergency call centers in realization of quality services to customers.

- ii) to determine the relationship between customer satisfaction and service quality attained from emergency call centers.
- iii) to identify customer perceptions on the services rendered by TANESCO emergency call centers.

1.5 Research Questions

The study was guided by the following research questions:

- i) What are challenges facing TANESCO emergency call centers in providing quality services to customers?
- ii) What is the relationship between customer satisfaction and service quality attained from emergency call centers?
- iii) What are the customer perceptions on the service quality rendered by TANESCO emergency call centers?

1.6 Scope and Limitations of the Study

The scope of this study was accessing TANESCO customer satisfaction on the service rendered by TANESCO emergency call centers, but confined only to Dar es Salaam City customers. Limitations of the Study were lack of relevant studies on particular power generation industries within Tanzania as well as Africa in general. Most studies were based on banking and telephone sectors, and mostly in developed countries. Additionally, another limitation relates to limited intellectual interactions in this crucial case in project management of TANESCO. Consequently, very few constructive criticisms from my colleagues were forthcoming. Lastly, insufficient finances in facilitating data collection and presentation were other bottlenecks in pursuing this study.

1.7 Significance and Justification of the Study

High quality service delivery is correlated with factors that have a direct and measurable effect on profit growth and maintenance of company reputation. The findings of this study will assist TANESCO management in identifying challenges of their organization and enabled management to plan for better strategy in the improvement or maintain quality of services rendered to customers where by improving customer service delivery, TANESCO can make significant and sustainable achievement in the market.

Stakeholders and consumers were able to air the problems they face with the Organization and gave a better way of improving such services. The findings of the study would assist not only TANESCO but other public organizations in ascertaining their weakness in customer care. It highlights the way of handling customer complaints resulting in winning and retaining them in enjoying the services while the organization enhancing productivity, profit and business growth, and then maintain TANESCO's reputation. By identifying the challenges associated with customer satisfaction, the Organization can be at a better position in taking important measures to improve the quality of services for winning reputable customer satisfaction and perception as well.

Additionally, the study has exposed the TANESCO customer service charter to customers on their rights and obligations to TANESCO so that emergency call centers could be utilized efficiently. Furthermore, the findings of the study also served as a stepping stone for future research on similar topics by suggesting areas that need further research. As such the findings of the study are useful for academic

purposes, and will help policy makers as well.

1.8 Organization of the Study

This study is organized in five chapters. Chapter one has presented the general introduction, back ground information to the study, providing the general overview of problem, statement of research problem, research objectives split into main and specific objectives. Other sections include research questions, significance of the study, followed by the scope, the justification of the study, and limitations of study, and finally the structure of the thesis. The second chapter reviews the relevant literature. It includes three sub-sections, namely literature review, policy review, empirical review, and other two sections which are conceptual framework and the research gap.

The first part of this chapter provides a theoretical understanding of customer relationship management, the business model concept, and how both are related to each other. The second part provides an in-depth theoretical understanding of what customer loyalty and customer satisfaction are, and how they could be measured. The third part provides an in-depth theoretical understanding about service quality and how to measure service quality. Lastly, the literature review chapter draws on a conceptual model in different relations between the elements of this research become clear.

Chapter three is about research methodology, and it includes three sub-chapters. Firstly, it provides the research design (including the research environment, the research population, the sample size and the procedure for the questionnaire).

Secondly, it presents different variables and items, and shows how this research deals with the methods of data analysis.

Chapter four is about findings, data presentation and discussion. It consists of four sub-chapters. The first subchapter presents the challenges facing TANESCO emergency call centers. The second is about the relationship between customer satisfaction and service quality, and the third provides customer perceptions on services rendered by TANESCO emergency call centers. The fourth subchapter presents a detailed discussion on the findings.

Chapter five is about conclusion and recommendations. It reviews the current challenges of TANESCO, the relationship between customer satisfaction and services quality as well as the customer perceptions by translating the findings presented in Chapter 4 into a business model for TANESCO. It also presents the conclusions by answering the main research questions, and it further presents a list of the main recommendations for TANESCO. Hence it reflects the managerial relevance, the practical relevance and the research limitations. Additionally there are some suggestions for future research presented.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Overview

This chapter comprises literature review which is divided into three main sections including; theoretical review, policy review and empirical review. The consistency, contrast theory, negativity theory, disconfirmation theory and models of customer satisfactions were presented under the theoretical reviews. In addition to these theories also SERVQUAL models of customers' satisfaction measurement was also discussed.

Under policy review the following subsections were discussed; conceptual definition, quality management, scholar's principals, Deming the contemporary quality pioneer, Management Practices in Tanzania Environment, The Public Management and Employment Policy and Customer Service Charter's by Management. Moreover this section include also Customer role in service, classification of services, service quality and customers loyalty, perceived customer value and customer loyalty, customer satisfaction and customer loyalty, customer satisfaction and service quality.

Also under empirical review the following subsections were discussed starting with global view, African view, and East African view and in local Tanzania view. The empirical subsections were such as customer perception and satisfaction, management of customers, customer satisfaction and service quality relationship, conceptual framework as well as the research gap.

2.2 Theoretical Review

2.2.1 Consistency Theory

Consistency theory is categorized into four approaches which are assimilation theory, Contrast theory, assimilation-Contrast theory and negativity theory, in this study only three theories; contrast, negativity and disconfirmation (i.e. Assimilation theory) were discussed as per the specific objectives of the study. Consistency theory of customer satisfaction suggests that when the expectations and the actual product performance do not match the consumer will feel some degree of tension. In order to relieve this tension the consumer will make alterations either in expectations or in the perceptions of the products or services on the real. This theory guides the study to identify the customer's satisfaction and perception on service rendered by TANESCO emergency call centers.

2.2.1.1 Contrast Theory

Murali, (2007) and Dawes et al (2002) define contrast theory as the tendency to magnify the discrepancy between one's own attitudes and the attitudes represented by opinion statements. According to the contrast theory, any discrepancy of experience from expectations will be exaggerated in the direction of discrepancy. If the firm raises expectations in his advertising, and then a customer's experience is only slightly less than that promised, the product/service would be rejected as totally un-satisfactory. Conversely, under-promising in advertising and over-delivering will cause positive disconfirmation also to be exaggerated.

This theory guides the study to identify the challenges facing TANESCO emergency call centers in relation to quality of services rendered to customer. Also the theory

will be linked when comparing what customers will tell on the services in previous and what services are offered currently. Several studies in the marketing literature have offered some criticism for this theory. The contrast theory of customer satisfaction predicts customer reaction instead of reducing disagreement; the consumers magnify the difference between expectation and the performance of the product/service.

2.2.1.2 Negativity Theory

This theory developed by Cartwright and Pappas (2008) suggests that any discrepancy of performance from expectations disrupts the individual, producing 'negative energy. Negative theory has its foundations in the disconfirmation process. Negative theory states that when expectations are strongly held, consumers respond negatively to any disconfirmation. "Accordingly, dissatisfaction occurs if perceived performance is less than expectations or if perceived performance exceeds expectations". Affective feelings toward a product or service are inversely related to the magnitude of the discrepancy.

2.2.1.3 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'. Petrick (2004) found in the meta-analysis that the disconfirmation paradigm is the best predictor of customer satisfaction. Ekinici et al, (2004), Oliver, (2010:25) updated definition on the disconfirmation theory, which states;

“Satisfaction is the guest’s fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or over-fulfillment”.

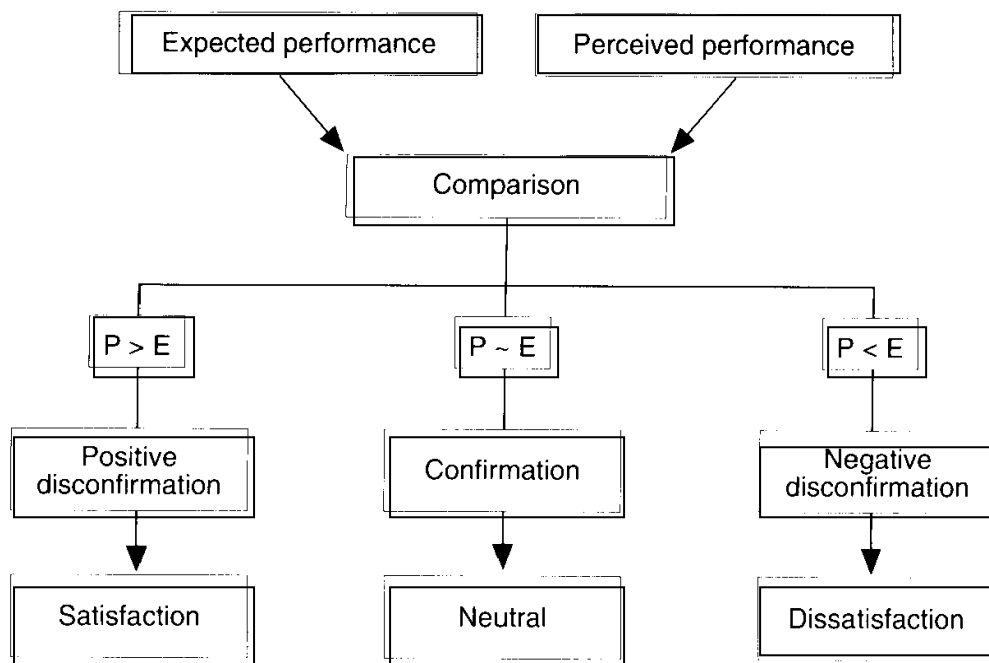


Figure 2.1: Disconfirmation Theory Model

Source: Ekinci et al (2004)

2.2.2 Models of Customer Satisfaction

Many models exist in the area of client or consumer satisfaction. One of the models is the disconfirmation theory, which proposes that a client should compare a standard they have before using a service (usually their expectations) to their perceptions after use (Newsome & Wright 2009). The difference between the two becomes the disconfirmation and its size and direction define the extent of satisfaction. It suggests that when all things are constant, the higher ones expectations are, the harder it will be for the service to meet them, thus less satisfaction or negative disconfirmation.

Another model is the zone of tolerance theory (Magi & Julander, 2006). It proposes that consumers expect service provision to vary but there is a certain range within which they are willing to accept this variation, depending on the type of service. The range in which customers do not particularly notice service performance is the zone of tolerance. When performance falls outside this (either very high or very low) the customer is satisfied or dissatisfied. Other models have also been described (Hom, 2000). These include the multiple process models which imagine that consumers use more than one standard of comparison to judge an experience with a service, while affective models imagine that satisfaction with a service is influenced by emotion, liking and mood.

According to the equity models, satisfaction is influenced by the consumer's belief that they have been fairly treated in return for their efforts or in comparison to other consumers' experiences. Although client satisfaction may not only rely on expectations and perceptions, both articles cited emphasize that the disconfirmation theory is the most widely used in this area. Also the foundations of service quality were viewed from two widely accepted perspectives- the SERVQUAL model. SERVQUAL, (Parasuraman et al, 2008), offers five dimensions of service quality to be evaluated in any service setting; reliability, responsiveness, assurance empathy and tangibles.

SERVQUAL assumes that customers can articulate both their expectations of the general characteristics of quality service and also their perception of the actual service quality by a specific service provider. This model is appropriate to this study as the above mentioned dimensions were used in determining customer-service

provider relationship, satisfaction, perception and any other challenges in the provision of service rendered by TANESCO emergency call centers.

2.2.3 SERVQUAL Models of Customer Satisfaction Measurement

The theory was developed by Oliver (2009), who proposed that satisfaction level is a result of the difference between expected and perceived performance. Satisfaction (positive disconfirmation) occurs when product or service is better than expected. On the other hand, a perceived performance is worse than expected results with dissatisfaction (negative disconfirmation). A number of researchers have applied the SERVQUAL model to measure service quality. The most widely accepted conceptualization of the customer satisfaction concept is the expectancy disconfirmation theory. The five customer satisfaction measurements is important in this study to establish the facts on the relationship between customer satisfaction and service quality attained from emergency call centers. Those measurements are reliability, assurance, responsiveness, tangibility and empathy.

A range of studies have described customer satisfaction differently and have used a variety of tools and dimensions to measure customer satisfaction with health services (Nyangweso et al. 2014). Many studies in both developed and developing countries have successfully used the SERVQUAL tool / framework, created by (Parasuraman et al, 2008). Providing services those customers prefer is a starting point for providing customer satisfaction – A relatively easy way to determine what a service customer prefers is simply to ask them. Summers D, (2009) advocate that guest Comment cards (GCCs) are most commonly used for determining hotel guest satisfaction. GCCs are usually distributed in hotel rooms, at the reception desk or in

some other visible place.

However studies reveal that numerous hotel chains use guest satisfaction evaluating methods based on inadequate practices to make important and complex managerial decisions. In order to improve the validity of hotel guest satisfaction measurement practice. Saunders, *et al.* (2009) proposed a new sampling procedure that is “Quality Sample”. It reduces non-responsive bias by offering incentives for completing the questionnaires. The components of their questionnaire are based on disconfirmation paradigm and expectancy-value theory.

In this manner guests can indicate whether service was above or below their expectations and whether they considered a particular service important or not. Schall (2003) discusses the issues of question clarity, scaling, validity, survey timing, question order, and sample size. According to the SERVQUAL model, service quality can be measured by identifying the gaps between customers’ expectations of the service to be rendered and their perceptions of the actual performance of service. SERVQUAL is based on five dimensions of service Tangibility, Reliability, Responsiveness, Assurance and Empathy. The SERVQUAL tool is used to measure service quality by assessing five dimensions of a service provided, that can influence client satisfaction which is;

1. Tangibility: refers to the physical characteristics associated with the service encounter. The physical surroundings represented by objects (for example, interior design) and subjects (for example, the appearance of employees).
2. Reliability: The service provider’s ability to provide accurate and dependable services; consistently performing the service right.

3. Responsiveness: A firm's willingness to assist its customers by providing fast and efficient service performances; the willingness that employees exhibit to promptly and efficiently solve customer requests and problems.
4. Assurance: Diverse features that provide confidence to customers (such as the firm's specific service knowledge polite and trustworthy behavior from employees).
5. Empathy: The service firm's readiness to provide each customer with personal service".

The model although originally developed as a marketing tool, it has been adapted by many authors for use in assessing customer satisfaction. Generally, a diversity of areas of market services has been studied using SERVQUAL. Overall, SERVQUAL has been demonstrated as an important tool in assessing services' quality and customer satisfaction in the market service.

2.3 Policy Review

2.3.1 Conceptual Definitions

Key words: Customer, Satisfaction, Customer perception, service quality, Call centre
Satisfaction -"Satisfaction is the consumer's fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or over-fulfillment" (Oliver, 2010).

Customer -is the recipient of a services or idea obtained from a seller, vendor, or supplier for a monetary or other valuable consideration

Customer perception -A concept that encompasses a customer's impression, awareness and/or consciousness about a company or its offerings

Service quality- Features of services that meet customers' needs and thereby provide customer satisfactions (Kenneth, 2005).

Call center- is a physical place where customer and other telephone calls are handled by an organization, usually with some amount of computer automation.

2.3.2 Quality Management

Many approaches to quality management exist, taking a broader view three elements of quality management are described which are quality planning, assurance and control. Quality management processes include all the activities of the performing organization that determine quality policies, objectives and responsibilities so that to satisfy the needs of customers (Kenneth, 2005)

2.3.2.1 Total Quality Management Scholar's Principles

Total quality management (TQM) is a management approach to long-term success through customer satisfaction. It is a way of managing the future, and is far wider than just assuring product or service quality. It is a way of managing people and business process to ensure complete customer satisfaction at every stage, internally or externally.

Quality is delighting the customers by fully meeting their needs and expectations, which are thus summarized as the dimensions of quality that include; performance, appearance, availability, delivery, reliability, maintainability, cost-effectiveness and price. In fact "failure to understand the internal customer desires". The management

of a company does not exactly know their customer's demands. This can be a result of insufficient use of market information, too little contact between the management and customers or too many hierarchical layers, which holding back information, between the salesman and the management.

In addition, having identified them, the organization must understand and measure its own ability to meet them. TQM is an approach to improving the competitiveness, effectiveness and flexibility of an organization for the benefit of all the stakeholders. It ensures leaders adopt a strategic overview of quality and focus on prevention, not detection of problems. Generally, the extent TQM has been implemented by the TANESCO is not yet known by the general public.

2.3.2.2 Deming the Contemporary Quality Pioneer

Deming is perhaps is the best known quality pioneer since his approach to quality was statically based but focused on management responsibilities while others focused on details. Demings never established a short, single theory of quality, instead he developed list of fourteen goals or also known as fourteen points for management (Kenneth, 2005) which are:

- i) Create constancy of purpose for improvement of product and services
- ii) Adopt the new philosophy
- iii) Cease dependence on mass inspection
- iv) End the practice of awarding business on the price tag alone
- v) Improve constantly and forever the system of production and service
- vi) Institute training
- vii) Adopt the institute leadership

- viii) Drive out fear
- ix) Break down barriers between the staff areas
- x) Eliminate slogans, exhortations, and target for the work force
- xi) Eliminate numerical quotas for the work force, eliminate numerical goals for people in management
- xii) Remove barriers that rob people of workmanship.
- xiii) Encourage education and self-improvement for every one
- xiv) Take action to accomplish the transformation

Basing on this pioneer and linking to this study it is truly that customer satisfaction and service quality is the major role of the management to strengthen it and give outmost support to employees who gives services. Wrong service guidelines perhaps provide the failure in most of the organizations. Even if the management knows the needs of their customers, it is not obvious that strategic principles are properly converted into specifications for the employees which provide the service. Possibly it is due to insufficient commitment to improve the quality of service or lack of confidence of the feasibility of service improvement. Besides an insufficient standardization of tasks or a lack of service objectives can be a barrier that should be investigated.

2.3.2.3 Management Practices in the Tanzania Environment

Management of organization in Tanzania is characterized with number of inefficiency such bureaucracy, lack of transparent, unaccountability, corruption, mismanagement of funds etc. It is due to these weaknesses that state owned organizations have been undergoing reforms in restructuring policy under umbrella

of Parastatal Sector Reform Commission (PSRC). Under these reforms, organizations are put under private ownership; others are put under joint venture-ship while others are still under Government ownership like TANESCO. For those organization under joint venture or wholly owned by the Government, the emphasis has been to change their management so as to tackle the inefficiency.

The organization that are well managed and operate like business entities are mostly private ones. There also organizations that claimed to continue facing problems even after taker over of new management. The problems include mismanagement of funds, inaccessibility of management, by clients and by the employees themselves, lack of transparency, inability to deliver to the expected level etc. Apart from that, still there are organizations where the relationship between top management and employees is not harmonious to induce better working environment which could read to poor customer service. Thus the public opinion is that, the restructuring process has not done much in improving the way the organization are managed in the country (Ahmed, 2005).

2.3.2.4 The Public Service Management and Employment Policy

The Public Service Management and Employment Policy (PSMEP) were developed in 1999 as later revised in 2008 respectively. In the first edition the policy outlined problems; new challenges; and objectives of the policy which aimed at introducing principles, philosophy and practices which shall guide the transformation of the Public Service of Tanzania to a highly performing and dynamic meritocracy. The policy further developed shared vision, mission and core values which will ensure

each Public Institution delivers quality services to the people of Tanzania, with efficiency, effectiveness and highest standard of courtesy and integrity. In order to realize the above the management of public service had to be guided by several core management principles.

The most significant principle which laid the foundation for developing Customer Service Charters was the Client-focus principle (Ngowi, 2013). Ministry of Mineral and Energy formulated Customer Service Charters for use including its institution TANESCO being one of them. In describing its CSC, the MEM (2011:12) states that;

“This charter is a social contract between MEM on one hand and its clients and stakeholders on the other. The purpose of this Client service charter is to inform our clients, stakeholders and the public at large about the types and standards of services that we provide; the approach that we use in order to meet our clients’ needs and expectations, the relationship that we seek to cultivate between ourselves and our clients; and the rights and obligations with respect to the services that we provide”

2.3.2.5 Customer Services Charter’s by Management

Customer Services Charter’s (CSCs) are seen as tools for enhancing accountability. This is because, inter alia, they set standards of services which Public Servants and their Public Institutions are expected to work on to deliver public goods and services as promised. Public servants are expected to be more responsive, disciplined and responsible towards their customers. CSCs provide a mechanism for customers to complain if the services delivered are below standard.

The complaints handling mechanism provides room for remedies in form of service recovery. The need for public institutions to report on implementation of their charters provides a basis for the public to hold the institutions accountable for service delivery results. Failure of TANESCO to fulfill her promises as given in Customer Service Charter. There are promises that could not be delivered. This gap is often caused by insufficient communications between the employees or advertising style and customers.

Sometimes the capabilities of the serving processes are overestimated. Failure to deliver the service commitments and service remedies is supposed to impact negatively on the MDAs' image and reputation, hence compelling them to improve on their quality and work (Ngowi, 2013). Having a Customer Services Charter's in place like TANESCO open the knowledge of its esteemed customers as their company responsibility and obligations. Lastly it is used to establish customer and client business relationship as they are in position to determine if the quality of the service is good or bad in meeting customers' perceptions and satisfactions.

2.3.3 Customer Role in Service

Customers are important for many reasons in total quality management. Customers buy products and services, if satisfied they buy repeatedly and tell others and define needs for new products or services. They indicate interest in or a lack of interest in, or even opposition. And most important of all, they complain and give valuable information and insight for improving products or services (Kenneth, 2005). Customer role falls into four parts:

- i. Provision needs and requirements- customers are important because they are the

source of requirements that are important to the organization or project.

- ii. Define standards- beyond requirements, customers describe how well a product or service should perform. They provide measureable targets
- iii. Evaluate products or services- customers will accept or reject products or services based on the degree to which the product or service meet their expectations.
- iv. Provide feedback- customer comments, complain, recommend or purchase a product or service again.

2.3.4 Classification of Services

According to Brown & Lam, (2008) there different service environments and situations bring about different types of employee-customer interactions of differentiates services as follows; Services exerted physically on a person (e.g. physiotherapy, transportation, and hospitality services), services exerted on a person's belongings and tangible assets (e.g. cargo shipping, computer repair, and window cleaning services), services performed on people's minds (e.g. schooling, broadcasting, and entertaining services), Performed on intangible assets (e.g. banking, legal, auditing services).As far this study is concern only services exerted on services performed on people's minds and physically on a person was applied since the study is about customers' satisfaction in service quality (Zeina, 2012)

2.3.5 Service Quality and Customer Loyalty

Researching on service quality advocates that the relationship between service quality and customer loyalty require further empirical validation and elaboration (Bloemeret *al.*, 2009)because the results so far remain contradiction. However,

Zahorik and Rust (2002) believe that modeling perceived service quality as a predictor of customer loyalty will provide significant diagnostic results. Some previous research has confirmed this argument, for instance, De Ruyter *et al.* (2008) who studied the relationship between perceived service quality and service loyalty in five different service industries and categorized service loyalty into three dimensions: preference loyalty, price indifference loyalty and dissatisfaction response have found the same results as those of Zahorik.

2.3.6 Perceived Customer Value and Customer Loyalty

Extant literature has presented various and sometimes conflicting views of perceived customer value (Yang and Peterson, 2004). One stream of scholars views customer value from the firm's perspective and the other stream views customer value from the perspective of the customer (Maas and Graf, 2008). We, however, follow the concept of value from the perspective of the customer. In this regard, value involves the consideration of sacrifices by customer versus the benefits obtained in return. Customer perceived value emanates from rewards and sacrifices associated with purchase decisions.

The sacrifice is the monetary and non-monetary costs such as time consumption, energy consumption and stress experienced by the customers (Yang and Peterson, 2004), while rewards are the benefits derived from the purchase decisions such as satisfaction, in customer value is a trade-off between total benefits received to total sacrifices made, taking .Literature indicates that perceived customer value is important for organizations. Perceived customer value is a critical element in all marketing activities because it can help the organization to penetrate existing market

segments, develop new markets, create new products and services and more importantly enhance customer patronage.

Here the customer has a difference between expectations of the service quality and the reality of the quality. Research has shown that perceived customer value enhances customer loyalty toward a particular product or service as long as such exchanges provide superior value (Yang & Peterson, 2004). The value which determines customer expectations, which in turn form comparison standards for evaluating satisfaction levels also varies and likewise the level of satisfaction then determines the customer loyalty as well. Scholars have argued that customers may remain loyal to a company if they feel that they receive a higher value than they would from competitors.

2.3.7 Customer Satisfaction and Customer Loyalty

Customer satisfaction is the most researched construct in customer behavior literature (Lin & Wang, 2006). Customer satisfaction is a person's feelings of pleasure or disappointment that result from comparing a product's perceived performance to their expectations (Kotler & Keller, 2006). Thus, a customer is considered dissatisfied if the outcome of the interaction falls short of expectations, satisfied if it matches expectations and delighted if it exceeds expectations. Customer satisfaction is an overall evaluation based on the purchase and consumption experience with a product or service over time (Oliver, 2009). There is widespread agreement on the important role of customer satisfaction in establishing customer loyalty; some scholars argue that it is not automatic that customer satisfaction will lead to customer loyalty because it is possible to find situations

where customers switch their patronage despite high degree of satisfaction. (Daniel, 2013)

2.3.8 Customer Satisfaction and Service Quality

Since customer satisfaction has been considered to be based on the customer's experience on a particular service encounter, (Ekinci, 2004) it is in line with the fact that service quality is a determinant of customer satisfaction, because service quality comes from outcome of the services from service providers in organizations. Another author stated in his theory that:

“definitions of consumer satisfaction relate to a specific transaction (the difference between predicted service and perceived service) in contrast with ‘attitudes’, which are more enduring and less situational-oriented,” (Lewis,2006:20)

Regarding the relationship between customer satisfaction and service quality, Oliver (2009) first suggested that service quality would be antecedent to customer satisfaction regardless of whether these constructs were cumulative or transaction-specific. Some researchers have found empirical supports for the view of the point mentioned above where customer satisfaction came as a result of service quality. In relating customer satisfaction and service quality, researchers have been more precise about the meaning and measurements of satisfaction and service quality. Satisfaction and service quality have certain things in common, but satisfaction generally is a broader concept, whereas service quality focuses specifically on dimensions of service. (Wilson et al, 2008).

Although it is stated that other factors such as price and product quality can affect customer satisfaction, perceived service quality is a component of customer satisfaction (Wilson et al. 2008). This theory complies with the idea of Wilson et al. (2008) and has been confirmed by the definition of customer satisfaction presented by other researchers.

2.4 Empirical Review

Generally the context in which the presented findings of the studies that have been conducted by these researchers differ from that of Tanzania where technology is limited, awareness and knowledge seems to be low compared to developed world in which most studies have been conducted. Such important aspect, necessitate for investigating on the relationship exists between customer satisfaction and service quality provided by the parastatal organizations (TANESCO).

2.4.1 Customer Perception and Satisfaction

Different studies have come up with findings that customer satisfaction is an important determinant in the service industry. However, confirmation about the relationship between customer perception and customer satisfaction in other sectors remain ambiguous (Lam, 2004). Some studies have shown that customer satisfaction affect key indicators of customer perception (For instance, a satisfied customers' attitude toward a service provider could motivate the customer to make repeat purchases from the service provider and even recommend the service provider to other customers (Lamet al., 2004) this is positive perceptions. Research in hotel industry by Ekinci and Sirikaya, (2004) found significant positive effect of customer satisfaction on customer perception.

A study entitled online customers by Yang and Peterson (2004) indicated that customer positive perception can be generated by improving customer satisfaction. Another study by Lam *et al.* (2004) using structural equation modeling on B2B service context; it was found that there is a significant positive relationship between customer satisfaction and customer loyalty which signify positive perception. Muraliet al.(2007) studied a large organization engaged in B2B service in both USA and Canada by using prohibit model and found a strong positive relationship between customer satisfaction and perception.

Research by Zeina, (2012) on commercial airline industry using structural equation modeling also found customer satisfaction as an important predictor of customer loyalty. Satisfaction can be defined as the extent of the emotional reaction from a service experience (Oliver, 2010). Bloemer (2009) said “the positive feelings of contentment results from the satisfaction of felt or unfelt need of the individual”. It can also be defined as an evaluative summary of (direct) consumption experience, based on the discrepancy between prior expectation and the actual performance perceived after consumption.

Lin and Wang (2006) explored that product knowledge and product involvement all has a significantly positive effect on consumer’s purchase decision. Meanwhile product evaluations based on direct experience are strong predictors of behavior. Satisfaction is based on direct past experience; it is likely to be accessible and to affect behavioral intentions independent of other considerations. However, little empirical evidence had shown that customer satisfaction actually translates into loyalty (Oliver, 2010).

Newsome and Wright (2009) claimed that corporate image is related to the physical and behavioral attributes of the firm, such as business name, architecture, variety of products/services, and to the impression of quality communicated by each person interacting with the firm's clients. A seller's reputation effects the perceptions of the quality of the products sold by that seller (Saha, 2005) confirmed this hypothesis in his study of product stretching. Lam et al. (2004) depicted consumer familiarity and confidence significantly depend on brand of the products and a company's sales history.

In general, familiarity is created when there are long sales history, strong brand images of a company and previous satisfaction of using the product (Kenneth, 2005). Confidence was also derived from consumers' attitudes that directly influence their purchasing intentions. According to Saha (2005) corporate image, perceived service quality, trust and customer switching costs are the major antecedents of customer loyalty, and loyal customers may buy more, accept higher prices and have a positive word-of-mouth effect. Consequently, corporate image as an attitude must affect behavioral intentions such as customer loyalty. Wilson et al (2008) demonstrated that corporate image relates positively with customer loyalty in three sectors (telecommunication, retailing and education).

2.4.2 Management of Customers

Lam, et al, (2004) found that, the customer might be uncertain about the service provider's offered price compared to the market. Consequently irregularity occurs because the service providers possess information on service quality and price level that the customer does not have. To overcome this information irregularity, service

providers can send indications such as brand names and best-rate-guarantee. One of the central questions that service providers face when sending indications is whether their indications successfully reduce customers' perceived uncertainty.

Providing excellent service quality is widely recognized as a critical business requirement (Magi et al, 2006). It is 'not just a corporate offering, but a competitive weapon' (Patrick, 2004) which is 'essential to corporate profitability and survival'. However, service quality, particularly within the Services sector, remains a complex concept and there is little consensus as to the drivers for effective delivery (Voss et al, 2004). The service profit chain provides one of the most powerful and widely supported perspectives on this issue. Within the service profit chain, service quality is driven, primarily, by employee satisfaction, which, in turn is influenced by HR practices. The overall chain sees service quality driving customer satisfaction, which creates customer loyalty leading to growth and profit.

The original propositions were based on research in 20 large service organizations and subsequent research has broadly supported the proposed linkages (Ahmed, 2005). The specific relationship between employee satisfaction, service quality and customer satisfaction has been the subject of a number of empirical studies. The relationship is often described as the 'satisfaction mirror' reinforcing the idea that business success results from employee satisfaction being 'reflected' in terms of customer satisfaction whilst Saunders et al (2009) cast some doubts on the strength of the relationship, the balance of evidence suggests that employee satisfaction is a key driver of service quality. Voss et al (2004), for example, find that 'employee satisfaction directly affects both service quality and customer satisfaction', whilst

Zeina (2012) are so convinced about the fit that they recommend changes to one of the existing customer satisfaction indexes (ECSI) to recognize the “cause and effect relationship between employee behavior and customer satisfaction”.

Ekinci *et al.* (2004) take up this challenge using data from a large sample of American Banks, they analyzed amongst other issues, the relationship between process performance and customer satisfaction. Their findings suggest that consistent process performance is critical to customer satisfaction. Moreover, banks with good, consistent processes enjoy higher financial performance. Critically, it is the performance of the overall ‘basket’ of processes, rather than performance of one or two individual processes, which determines satisfaction levels. Subsequent research by Zahorik & Rust (2002) reinforces the importance of effective process performance in driving service quality.

Their analysis of customer dis-satisfaction data in the US Airline industry leads them to conclude that ‘reduction of customer dissatisfaction depends upon improvement in process quality.’ Wilson *et al* (2008) argues that an increasing number of companies are focusing on process management in order to ensure effective performance on hard quality dimensions. He cites the recent explosion of Six Sigma initiatives as evidence that companies are taking dissatisfaction seriously and suggests that the emphasis within Six Sigma on defect free processes is seen as a welcome balance to the prevailing focus on softer attributes.

Such thinking resonates with a growing body of literature exploring the re-birth of process management. Following the widely reported demise of Business Process

Reengineering a number of authors are now reporting cases where companies are revisiting process, albeit from a different perspective. Parasuraman et al (2008) for example, found that processes are now viewed as 'strategic assets', which require companies to 'take a business process orientation'. Processes are considered 'a generic factor in all organizations. They are the way things get done'.

Process is not simply the 'management fad' of reengineering, but a more pervasive issue, requiring serious attention. 'Process thinking has become mainstream ' (Schall, 2003). This new focus on processes is predicated on the view that it is the horizontal linkages between key activities that impact the customer. Managing these 'end to end' processes is an ongoing requirement if a company is to meet customer requirements. Process capabilities and execution determine critical aspects of the customer encounter such as speed, accuracy etc. Performance on these dimensions form an important part of the customer evaluation of service. Business Process Management (BPM) is a new phenomenon and there is little empirical evidence to support this key assumption.

GHANA, researchers have attempted to make distinctions between service quality and customer satisfaction, even if the terms, service quality and customer satisfaction are used interchangeably in practice. The most common explanation of the difference between the two is that perceived service quality is a form of attitude (the customer's relatively enduring affective orientation), a long-term overall evaluation, whereas satisfaction is an emotional reaction, a transaction-specific. Patrick (2004) clarified in detail some distinctions between the meanings of quality and satisfaction.

First, the dimensions underlying quality judgment are rather specific, whether they are cues or attributes; yet satisfaction judgment can result from any dimension, quality related or not. Secondly, quality perceptions do not require experience with the service or provider; satisfaction, in contrast, is purely experiential. Third, Rust & Oliver note that quality has fewer conceptual antecedents, but satisfaction is influenced by a number of cognitive and affective processes including equity, attribution, and emotion. Given a premise that only customers judge quality, service quality can also be defined as “a judgment about a service’s overall excellence or superiority” (Justus, 2010).

On the other hand, satisfaction can be defined as “a judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasure level of consumption-related fulfillment, including levels of under- or over-fulfillment” (Oliver, 2009). That satisfaction is more related to a judgment of how the service emotionally affects the customer and customer’s experiences, while service quality is related to a judgment of the service product itself and is not necessarily tied to these experiential processes.

KENYA, the demographics’ results indicated that 85% of the employees had Diploma level of education. A few employees had degree level of education and still many employees had secondary level education. The respondents were asked to state the number of years they had been customers of KP. The results indicated that majority of the customers (40.2%) have had electricity for less than 5 years and 29.4% have had it for between 5 and 10 years. This could be due to the rapid

Rural Electrification Program (REP) and availability of stigma loan. On the consumption category customers belonged to the results indicated that 79.3% of the respondents were domestic consumers, while 20.7% were commercial consumers. This could be due to the fact that REP targeted domestic households (Nyangweso, et al 2014).

The research sought to find the extent to which the customers agree with the various attributes of service quality of Kenya Power. The attributes were measured using a five point Likert scale ranging from 1(strongly disagree) to 5(strongly agree). The respondents were asked to tick against the number which represented the extent of satisfaction on the individual factors. The results obtained indicated that the factors identified by the respondents as major attributes of service quality were; the well-designed forms and other documents, the knowledge and skills employees possess in offering services, attractiveness of the office facilities and infrastructure, as well as security of organization's offices. This implies that these attributes contributed to their satisfaction.

The customers were "undecided" on; credible treatment of customers by the organization, the dressing code of employees, fast and professional handling of mistakes by the employees implying dissatisfaction with this service attributes. The research further noted that the least factors that contributed to service quality were dependable and accurate reception of promised services as well as prompt and timely service delivery. The Results indicated the factors identified by the employees as major attributes of service quality were; the error-free records, possession of knowledge and skills to perform services and provision of promised services

dependably and accurately. These are the critical attributes the company has catered for efficiently. Other notable factors were; prompt and timely service delivery, courteous and credible treatment of customers.

The factors that contributed minimally to service quality as perceived by the employees were; willingness to help customers and provision of prompt services as well as responding to customer queries promptly without consultations. This implies that the management ought to keenly address these attributes to improve on service quality. When making comparisons, there were only four attributes in which customer and employee perceptions' on service quality attributes converged. These were on well designed documents, how to handle and recover from mistakes, how customers are treated by employees and willingness of employees to serve customers better. There seemed to be divergent views on the remaining ten attributes whereby employees rated five of them quite highly while the customers were undecided on the remaining five.

The research sought to find the extent to which the customers agree with the various variables reflecting customer satisfaction at reliability were rated as “satisfactory” with weighted means of 3.32 and 3.21 respectively. There was a “satisfactory” overall rating of KP; since this had a weighted mean of 3.28. This implies that the customers perceive service quality of KP as satisfactory. The results indicated that the customers were most satisfied with the service quality attributes tangibility, technology and responsiveness with the weighted mean of 3.67, 3.62 and 3.59 respectively. They were rated as “good”. Service assurance and reliability were rated

as “satisfactory” with weighted means of 3.32 and 3.21 respectively. There was a “satisfactory” overall rating of KP; since this had a weighted mean of 3.28. This implies that the customers perceive service quality of KP as satisfactory (Nyangweso, et al 2014). This study will try to see how the management also is committed in enhancing customer quality and satisfaction in TANESCO.

2.4.3 Customer Satisfaction and Service Quality Relationship

Saha, *et al* (2005) in their study of customer satisfaction and service quality, found out that; these two variables (customer satisfaction and service quality) are related, confirming the definitions of both variables which have always been linked. They also dictated that service quality is more abstract because it may be affected by perceptions of value or by the experiences of others that may not be so good, than customer satisfaction which reflects the customer’s feelings about many encounters and experiences with service firm (Saha, et al, 2005).

The SERVQUAL literature, on the other hand, takes a rather different perspective on service quality. Parasuraman (2008), the originators of SERVQUAL, argue that much of the confusion surrounding the service quality concept has its legacy in the dominance of traditional manufacturing definitions of quality which are not appropriate in the service context. Services are different from goods in three critical dimensions: As a result of these differences, service quality is more difficult for the customer to evaluate than goods quality. Evaluations are not based solely on the outcome of the services, the technical quality; they also involve the process of service delivery or functional quality.

These distinctions enabled Parasuram (2008) to develop an instrument for measuring Service quality, SERVQUAL, which has subsequently dominated academic and practitioner perspectives (Robinson,2009). SERVQUAL measures perceptions of service quality across five dimensions: tangibles; reliability; responsiveness; assurance and empathy. A 22 item scale assesses the gap between customers' expectations of the service and their perception of the actual service received. Positive scores show better than expected service; negative scores suggest poor service.

An overall service quality score can be calculated based on average performance across the five dimensions, although later versions include weightings to reflect the relative importance which customers may attach to each dimension. SERVQUAL has been subject to a number of criticisms including the theoretical base of the disconfirmation model the dimensionality, the purpose, the format and validity. Nevertheless, it remains the most widely applied measure of service quality today (Sivadas & Baker-Prewitt, 2000).Indeed Woodall (2001) considers that 'service quality has effectively become SERVQUAL and vice versa.'

Recently, a number of researchers have begun to question the priority afforded to the softer factors in the SERVQUAL analysis. For example, Johnston (2005) accepts that customers are concerned with many aspects of the service package and broadly supports the SERVQUAL approach, albeit with some changes on the particular dimensions. However, he argues that fully understanding service quality requires a distinction to be made between satisfiers and dis-satisfiers. Both these constructs inform the customer evaluation. Critically, the failure to remove the source of dis-

satisfiers may be more significant than efforts to enhance the satisfiers. He uses the example of the popular 'smile' campaigns which, when implemented without addressing fundamental sources of dis-satisfaction such as extended cycle times, and failure to meet promises, often lead to customer cynicism.

Such thinking builds upon the ideas of Kano et al (2004) who identified three types of customer requirements: 'must be'; 'one dimensional' and 'attractive'. 'Must be' requirements are simply taken for granted by the customer. Failing to meet these types of requirements will guarantee dis-satisfaction. With 'one dimensional' requirements, customer satisfaction is proportional to the level of fulfillment. 'Attractive' requirements provide the greatest opportunity to 'delight' the customer. Other researchers have adopted the terminology of 'hygiene factors'; 'enhancing factors' and 'dual threshold factors.

Anderson & Mittal (2000) have modeled the satisfaction relationship in terms of asymmetry and non-linearity. Asymmetry recognizes that changes to the drivers of satisfaction will not influence actual satisfaction equally, both in terms of direction and size. For example, a one day extension in delivery time may have a greater negative impact, than the positive impact arising from a one day improvement. Nonlinearity reflects the idea that there may be diminishing returns from progressive units of improvement. A reduction in delivery time from ten(10) days to eight (8) days may have a greater impact than a subsequent reduction to six (6) days.

Newman's analysis of a SERVQUAL implementation in a large UK Bank reinforces the idea that 'delivering the promise' is critical to service quality (Newsome, 2009).

Whilst the SERVQUAL focus on 'soft' issues such as empathy and assurance, resonate strongly with the Service marketing community, his findings suggest that effective delivery on hard factors is a necessary pre-condition for overall service quality. 'Where hard quality, especially reliability of service delivery, is low, then 'soft' quality cannot compensate'. Similarly, Lassar et al (2000) in a study of Private Banking customers, find a much stronger relationship between technical quality and satisfaction than functional quality and satisfaction. Woodall (2001) argues that SERVQUAL has so captured the imagination that it has led researchers to over emphasize the functional or soft aspects of service quality at the expense of the technical or hard issues.

The recognition that hard factors are critical to service quality has led some researchers to explore what determines performance on these dimensions. Here, process management seems to play an important role. Roth & Jackson (2001), in an investigation into the strategic determinants of service quality, find that business process management has a significant impact on service quality. Indeed, they report that 'business process capabilities had a larger impact on service quality than did people capabilities' and conclude that 'the area of robust business process capabilities requires greater scrutiny in service management'.

Daniel et al., (2013) pointed out that basic implementation of the standard has no influence on supply chain management practices. Martinez et al., (2008) in their study of Spanish companies on simultaneous consideration of TQM on performance and motivation established mixed results. They concluded that internal motivation for certification is associated with high performance while external motivation is not.

Through this study the relationship between the standard service qualities attained from emergency call centers will be determined as to how customer preferences are being met by TANESCO.

Nyangweso, et al (2014) in their study conducted on Kenya Power (KP) found that the Company ranked 58th out of 138 in performance by the majority of state corporations indicated with dissatisfaction for public and government power users. The outcry related to long unexplained power blackouts, poor response time to emergencies and queries, long reconnection time and account closure and refund time, which are an indication of poor service delivery standards. It is with this view that the study sought to assess the attributes that influence KP customer satisfaction on service quality which ought to be addressed in order to meet and exceed their satisfactions.

However, Dorothy (2008) conducted a study on customer satisfaction on the reliability and efficiency provision of power by TANESCO in which case complaints were leveled against the quality of power supply. The findings were that customers showed high level of pessimism. Most customers agreed that the Company is inefficient in many areas like lack of quality and competitive service delivery, power fluctuations, and power outage, to name but a few.

SERVQUAL in the relationship between customer satisfaction and service quality has articulated to cement the fact that customer satisfaction and service quality are important variables in business research on customers, Ngowi (2013) investigated the link between service quality, value, satisfaction and behavioral intentions in a

public sector bank in India and one of their results states that “service quality was found to significantly impact on customer satisfaction and value perceptions”

2.5 Conceptual Framework

The general idea from the past literature is that there is a relationship between customer satisfaction and service quality. Additionally, service quality can be evaluated by using five service quality dimensions, and the most useable is the SERVQUAL scale, the dimensions being reliability, assurance, tangibility, responsiveness and empathy as described in Figure 2.1. Following the two clarifications about the different views of customer satisfaction of a customer of either being transaction-specific or cumulative (Andreassen, 2005), therefore in this study of mine will consider theoretical frame work treats customer satisfaction as transaction-specific.

Thus, customers in this paper are those who consume the services, satisfaction denotes customer’s desire to maintain a business relationship with the organization and it is also the feelings of the customers towards the services provided to them by the organizations; while customer satisfaction in this study is the pleasures obtained by customers for the services provided to them by the employees of the organizations. The conceptual framework in Figure 2.2 shows the various service qualities attributes that affect customer satisfaction in TANESCO. Customer satisfaction is further complicated by human resource practices, and performance measurement tools which comprise the moderating variables. These factors (independent variables) need to be credibly addressed in order to realize customer satisfaction. An adaptation of the SERVQUAL framework, established by

Parasuraman *et al.* (2008) was used. The main dependent variables were customer satisfaction and perception of service quality provided by TANESCO emergency call centre". These variables are influenced by various predictors (independent variables), namely, reliability of services, assurance of staff, tangibles of call centre facility, staff responsiveness and empathy.

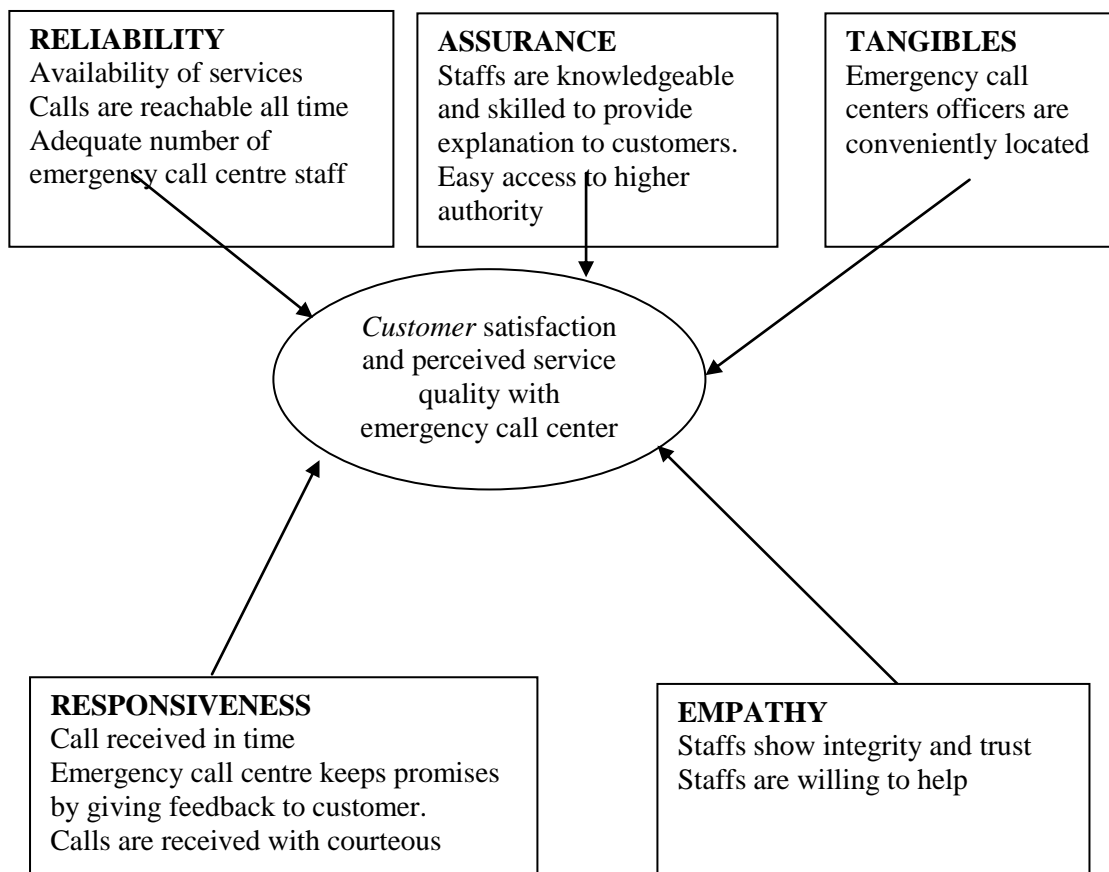


Figure 2.2: Summary of Conceptual Framework

Source: Adaptation of SERVQUAL, developed by Parasuraman et al. (2008)

These predictors influence the outcome as well as each other sometimes. For example, when emergency call employees properly and timely receive calls made (reliability) this may show that they are knowledgeable and skilled (assurance) and

they attend the calls with polite language (empathy) and give feed back to the customers who called them (responsiveness). The general idea from the literature review is that there is a relationship between customer satisfaction and service quality. Additionally, service quality could be evaluated with the use of five service quality dimensions and the most useable is the SERVQUAL scale.

2.5.1 Description of Adapted Conceptual Framework (Servqual Mode)

This study is guided by conceptual framework in Figure 2.2 as synthesized from the literature review. The conceptual framework of current study was derived from theoretical concepts of customer satisfaction theories and services quality theories. Customer satisfaction and perceived service quality with TANESCO emergency call centers in this study has been analyzed in five aspects which are reliability of services offered, assurance of employee knowhow, responsiveness of TANESCO emergency call center staffs, tangibles(convenient of office locations) and empathy(willingness to deliver beyond at customers expectation level).Through this conceptual framework, the study has responded to all the three research questions accordingly. First in determining challenges facing TANESCO Emergency Call centers in their attempt to render quality service by determining their assurance, responsiveness and reliability of services, the study questionnaire has targeted to find out what challenges led to be the major shortfalls to the staff in their regular operations.

Second objective of determining the relationship between the customer satisfaction and service quality had well been addressed with conceptual framework by dealing with both customer perceptions toward the services offered by the TANESCO

Emergency Call centers employees as well as the factors which enhance the willingness of the employee to satisfy customers effectively. In third objective, the perceived customer expectations on the services offered by TANESCO emergency call centers had analyzed with multiple regression analysis.

2.6 Research Gap

The literature review through policy and empirical revealed contents in which the previous studies on the relationship between customer's satisfaction and service quality have been attained. However most of these studies have been conducted in the developed world with very few studies in the developing countries where technologies are limited, awareness and customer's knowledge on service quality aspects seems to be marginalized or very low. Moreover, the quality of the services have been linked to various aspects like customer's loyalty, perception, management control and company/firm competitions in the market which lead to customer satisfaction. In fact, the mix and complex nature of these aspects make the basis for new investigation on a single and simple nature of the aspects relationship to the service quality and customer's satisfaction.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Overview

This chapter presents the overall research design, area of the study which is Dar es Salaam, sample of the study, sample size, sampling techniques used to select respondents, nature of the study, data collection techniques that were used to collect relevant information and data analysis as well as sources of data collection techniques.

3.2 Research Design

According to Churchill (2002), the research design helps the researcher to obtain relevant data to fulfill the objectives of the study. There are three types of research designs namely; exploratory, descriptive and causal research designs. Exploratory research design is good for studies which emphasize formulating a problem for more precise investigation from an operational point of view.

This study used case study research design because in a case research designs, major emphasis is on discovery of ideas and insights, which in this study was to discover insights on the extent to which customers of TANESCO are satisfied with emergency call centers services, contributing factors for customer satisfaction and measures taken by TANESCO to ensure that customers are satisfied. The approach enabled the researcher to collect data by using methods of data collections such as questionnaires and interview (face to face) that helped in understanding better the problem and had enabled to address the research questions that are in the introductory part of this study.

This has worked through selection of a sample from a large population that responded to the questionnaires in order to get the real information from the respondents. The respondents were selected from 70 individuals (customers) who sometime tried to utilize the emergency call services; the emergency call centers employees (20 respondents) and four (4) in charge managers. It was assumed that the responses would provide a broader insight of the impact on customer satisfaction towards this mobile related emergency call centers services. The questionnaires were designed in such a way that they were simple and easily understood by the respondents in both Kiswahili and English. It was also given the respondents' time to organize themselves on their responses and therefore enable to give comprehensive views.

The research used other means of data collection such as literature survey, interviews and observations due to some reasons. Literature survey was not preferred because the researcher wants to understand the current situation and therefore it was better to have current views from the practitioners that would give the real picture. Telephone interviews could not be possible as it was difficult to get telephone numbers for the intended sample. Therefore the main method to be used was questionnaires that were distributed to the respondents by hand. The questionnaires weren't channeled to respondents through their postal addresses for the purposes of minimizing low responses.

The research design in this study was a case study of TANESCO which is non experimental designs (Saunders et al, 2009). The research being a case study is aimed at to determine customer satisfaction on the services quality offered in

Tanzania, TANESCO Emergency Call centers. The motive for choosing a case study is due to the following merits as outlined by Kothari (2006); it is a fairly exhaustive method which enabled the researcher to study deeply and thoroughly different aspects of the phenomenon, it is flexible in data collection and save both time and cost. The rationale to choose TANESCO as case study was its maturity and being large public company with many offices all over the country serving the citizen with electric power which is essential service for daily life. The use of case study is due to the fact that the study was expected to collect both qualitative and quantitative data, and thus use both qualitative and quantitative methods of data analysis as it is argued by Locke, et al (2004).

3.3 Area of Study

This study was conducted in Dar es Salaam City in four TANESCO regions of Konondoni North, Kinondoni South, Temeke and Ilala. The regions were selected due to population and users of emergency call centres services as the report reviewed from the Head Office of TANESCO where the researcher got data and information on the study.

3.4 Study Population

Population refers to an entire group of individuals, events or objectives having common observable characteristics. It is the aggregates of all that conforms to a given specification (Mugenda and Mugenda, 2005). The targeted population for this study was divided into three groups of people namely customers; emergency call centers employees and managers. Clients gave useful information about emergency call centers response on how they satisfy and try to meet their needs as customers

preferences and expectations, staffs/emergency call centers employees provided useful information about their service rendered to customers and efforts being made to strength the service and challenge being raised by customer and how are overcome aiming to satisfy their customers while the managers gave relevant appraisal on the performance done by their employees against the goals to be attained.

3.5 Sampling Techniques

3.5.1 Sample

The sample which was used under this research involved users of TANESCO emergency call centers where as the reliable information/data collected used to make conclusion on the research problem. Flexibility was considered so as to represent best judgment on the result. According to Cohen et al (2000), the knowledge gained from the sample is of the total population under study. A total number of 70 users of emergency call centers took part in the study, 20 staffs from emergency call centre employees and 4 managers questionnaires' were used by the researcher to determine the relationship of customer satisfaction and service quality on the use of this TANESCO emergency call centers.

3.5.2 Sampling Procedure

An important issue influencing the choice of a sampling procedure is whether a sampling frame is available, that is, a list of units comprising the study population. During the study, the researcher had employed the use purposive sampling method to select respondents from among the population. Purposive sampling enabled the researcher to select cases that best answered the research questions and objectives.

3.5.3 Sample Size

The research involved a total of 94 respondents which includes; 20 members of staff of TANESCO emergency call centers employees who was purposely selected from among members of staff of TANESCO, 70 TANESCO customers who regularly use emergency call centres services, who were randomly selected from four regions centres of Kinondoni North, Kinondoni South, Ilala and Temeke outlets located in the City of Dar es salaam and 4 managers one from each region Ilala, Temeke, Kinondoni North and Kinondoni South.

Table 3.1: Expected Number of Respondents

S/N	Group of Respondents	Number of Respondents	Percentage
1	Managers	4 each from one region	4.25 %
2	TANESCO Emergency Call Centre employees	20 purposely	21.28 %
3	Customers	70 randomly	74.47%
	TOTAL	94	100%

Source: Field data (2014)

3.6 Data Collection Methods

During the study, both primary and secondary data collection methods were applied. Primary data collection methods included; questionnaires and interviews where secondary data collection method used was documentation method. Documentation method was used because it helped the researcher simplify the researcher's task by providing information recorded in form of numbers and percentages and presented by using tables, charts and graphs.

3.6.1 Primary Data

The primary data were collected through questionnaire and personal interviews. The questionnaires were distributed to TANESCO clients who had ever used emergency call centers services. The clients were required to mention how they were served by the emergency call centers employees so as to determine their satisfaction on service quality rendered.

3.6.2 Secondary Data

Secondary data were obtained from TANESCO Emergency Call Centers department and Managers of three regions offices. These were data on the number of occasions being experienced in a specified period and trend growth of the market information. Another source of secondary data was from the company's website and from various literature and reports prepared by the companies (both EWURA and TANESCO).

3.7 Research Instruments

3.7.1 Questionnaires

In order to get good results for the study, the researcher surveyed the area to get information by using questionnaires that were distributed to sample selected and also used a face to face interview to gather the information. The questionnaires were administered in four TANESCO regions (Temeke, Illala, Kinondoni North and Kinondoni South). The interview was done to those who were not able to respond on their own due to some reasons such as time constraint and literacy factors.

3.7.2 Interviews

This method employed especially for the illiterate who could not write and read well as to those were hurry and very busy. This was used to probe and get the required

information. The interviewees were made to give the information freely and objectively for the study to be fulfilled.

3.8 Data Analysis and Presentation

After data to be collected, the analysis was done so as to get the full interpretation and content of the data by the use of descriptive and explanatory techniques. Explanations were given to give the full understanding of the data, since the researcher was exploring an existing situation i.e. Customer satisfaction on Services' Quality. The analysis was supported by Microsoft Excel which is a computer application package, Regression analysis and Statistical Package Social Science (SPSS). Microsoft excel utilized the data in table format of independent(horizontal values) and dependent variable(vertical values)and output of the data analysis was presented in figures/ charts within which regression coefficients were determined. Statistical package social science in this study, helped the cross tabulation of so related variable such as relationship between education and professionalism toward service quality rendered.

Unit of analysis was at individual level rather than at corporate level since the data was collected from individual customers, individual employees and individual managers whom had a reasonable time in the subject matter of the study. This helped to reveal the new findings in this study of relationship between the customer satisfaction and services quality. So collectively they assisted to expose the challenges facing TANESCO, the relationship between customer satisfaction and service quality attained as well as identification of customers' perceptions on TANESCO's services.

3.9 Chapter Summary

This chapter described the methodology used in this study. It outlined the research design adopted, the population surveyed, and data collection method applied. It also highlighted area of interest with the reasons that led to the choice of the areas. Further explanation of the instruments used to collect data during the research had also been given so as to put the reader in the picture of how data were collected.

CHAPTER FOUR

4.0 DATA PRESENTATION, FINDINGS AND DISCUSSION

4.1 Overview

This chapter involves data presentation, study findings based on the questionnaires of the study and discussion of the study findings based on the specific objectives of the study. Validity of data it was collected from the exactly targeted respondents who had been in the regular department of Call Emergency centre for a reasonable time and customers who have ever used the services of TANESCO for several events. Reliability of data was well addressed as the time of collecting information from the respondents it was the time of working at the particular departments.

4.2 Challenges facing TANESCO Emergency Call Centers to provide Quality

Services to Customers

The data collected from the respondents shows the challenges which do face the TANESCO Emergency Call Center Employees are main three which are Abusive language from customers, miscommunication, not accepting directives, wrong information, failing Calls due to credit and complaints as indicated in the Figure 4.1 below. Among these three major challenges were abusive language (60%), miscommunication (30%) and complaints (25%) from open ended questionnaire.

The findings from TANESCO Emergency Call centers employees above, 12 respondents (60%) revealed that when customers do call give abusive language as the way to react in expressing their dissatisfaction on the services offered by TANESCO employees. While 6 respondents (30%) of Emergency Call Center employees told that there was miscommunication between both parties due to some

reasons such as network, telephone problem and sometimes calling customers went out of airtime before their messages are well received.

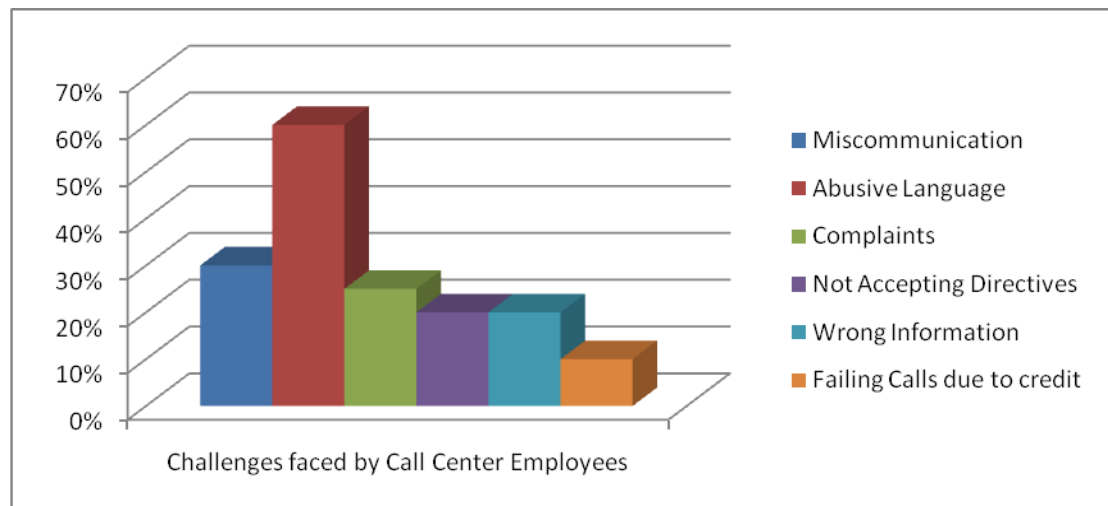


Figure 4.1: Challenges Faced by TANESCO Emergency Call Center Employees

Source: Field work (2014)

Furthermore 5 respondents (25%) reported some of calling customers they didn't give factual information rather than complaining. The first question that this study set to answer was what challenges facing TANESCO emergency call centers to provide quality services to customers. The question is important because researchers and practitioners need to know the real challenges facing TANESCO in their commitment to deliver quality services. After that it may be easier and possible to link the relationship of service quality and customer satisfaction from critical challenges observed and addressed.

Lam, et al, (2004) found that, the customer might be uncertain about the service provider's offered price compared to the market i.e. challenge of information irregularity, while this study found the information irregularity might be related to

lack of awareness of TANESCO Customer Care Charter. Also different from (Lam, 2004) this study found the major challenges to be abusive language, miscommunication and abusive language. Also this study found that all the major challenges have significant influence on customer satisfaction while indirectly relates with what was found by (Magi et al, 2006) who found providing excellent service quality is widely recognized as a critical business requirement. It is ‘not just a corporate offering, but a competitive weapon’ (Patrick, 2004) which is ‘essential to corporate profitability and survival’

The data about education level and professionalism relatively to the challenges observed were presented in Figure 4.2 and 4.3 respectively and then were used in cross tabulation as Table 4.1.

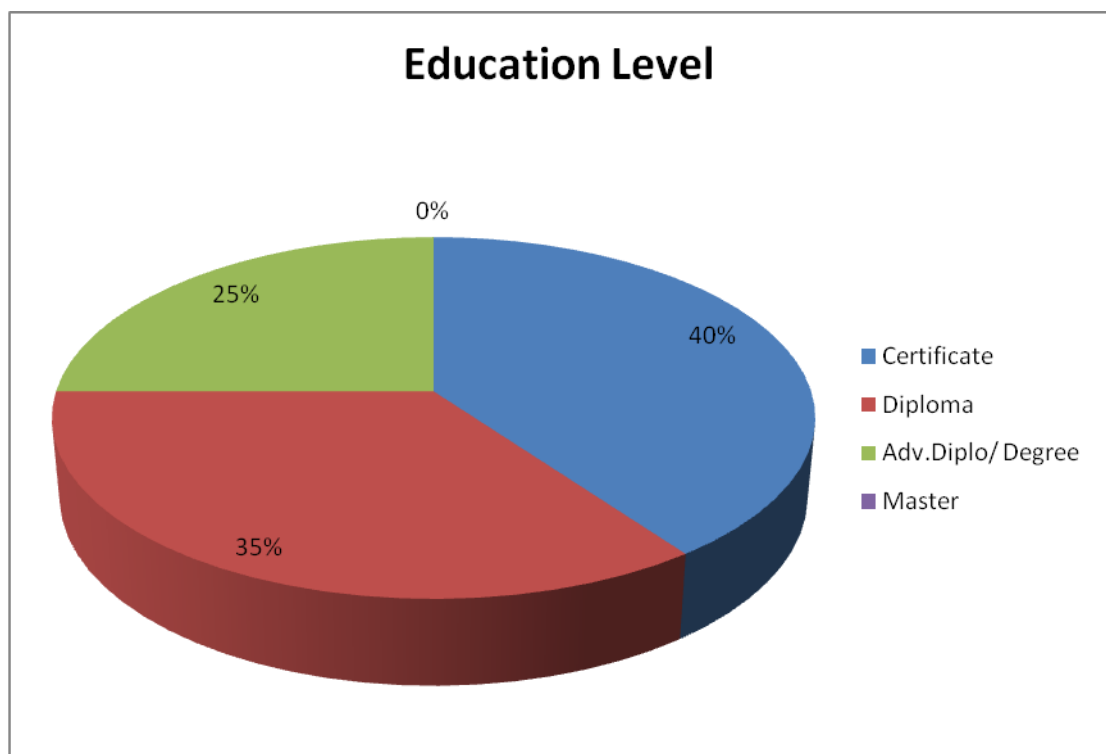


Figure 4.2: TANESCO Emergency Call Centre Employees' Education Level

Source: Field work (2014)

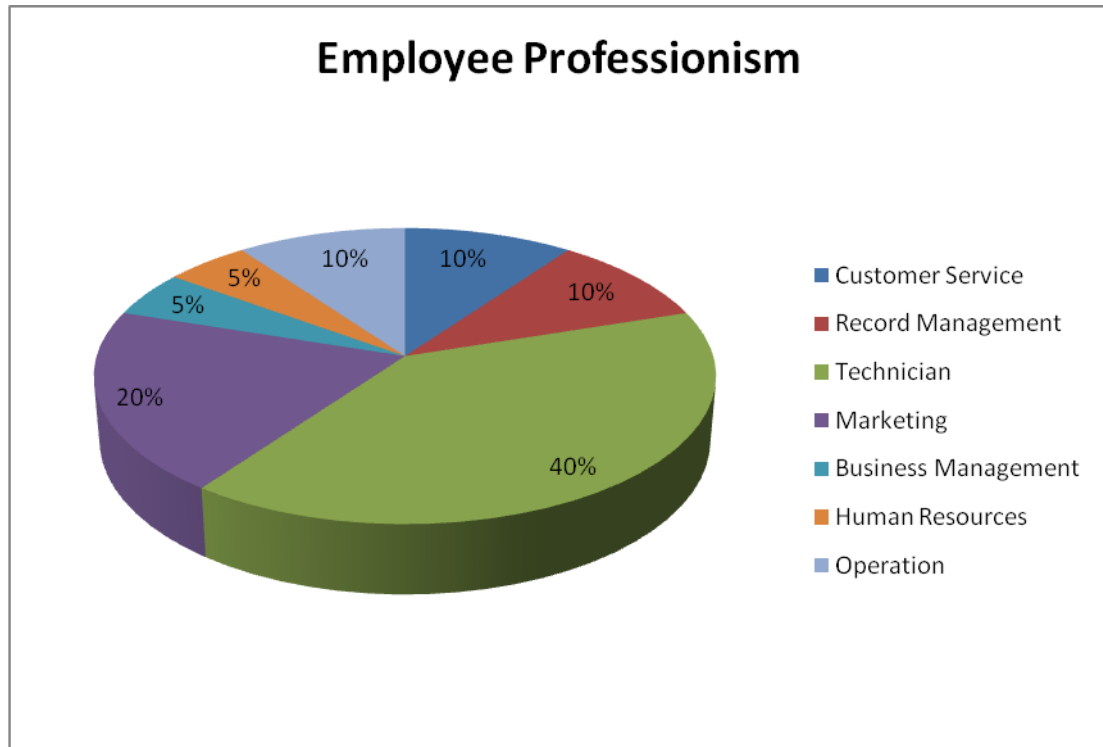


Figure 4.3: TANESCO Emergency Call Centre Employees' Professionalism

Source: Field work (2014)

Table 4.1: Education Level on Professionalism Cross Tabulation

Professionalism	Education Level				Total
	Certificate	Diploma	Advanced Diploma/degree	Master's degree	
Electrical Technician	3	4	1	0	8 (40%)
Marketing	0	1	3	0	4 (20%)
Telephone operators	2	0	0	0	2 (10%)
Customer Care	1	1	0	0	2 (10%)
Records Management	2	0	0	0	2 (10%)
Human Resource	0	1	1	0	2 (10%)
Total	8(40%)	7(35%)	5(25%)	0	20 (100%)

As the study was conducted to Emergency Call Centre Employees different professionals were found, which are Electrical technicians, Marketing, Telephone Operators, Customer Care, Records Management and Human Resources. From the Table 4.1, majority of the employees seem to having certificate and diploma which

make 75% of all available employees in the particular TANESCO Emergency Call centers. Only 25% hold advanced diploma and degrees, these findings show the more employees should be recruited or trained to higher level so as to shape the image of TANESCO to its esteemed customers.

Further the distribution of various professionalism such as Marketing and Customer care have very low percentages across all available employees at almost 20%, Human resources (10%), Record Management(10%) and dominated with Electrical technicians(40%).This reflects the major challenges facing TANESCO in related to miscommunication, abusive language and complaints, could not be well managed since most of Emergency Call Employees are not trained in customer care field as indicated in the Table 4.2 and in Figure 4.4.

Table 4.2: Customer Care Trainings Attended by Emergency Call Center Employees

Type of Training/Seminar	Number of Employees	Percentages
More than five(5) seminars	2	10%
2-5 Seminars	3	15%
1 Seminar	10	50%
Not attended any seminar	5	25%
TOTAL	20	100%

Source: Field work (2014)

Within period of three years consecutively, the company indicated with less effort in developing emergency call centre employees career since a big number of them(50%) had attended only one customer care training seminar while 25% of all Emergency Call Centre Employees have never attended any customer care training

seminar. As only those whom had attended a single seminar dominate the TANESCO Emergency Call Center employees with 50% while the desired employees who had attended at least five seminars have just 10%, this means TANESCO has to facilitate more customer care trainings seminars to its employees so as to improve the service rendered.

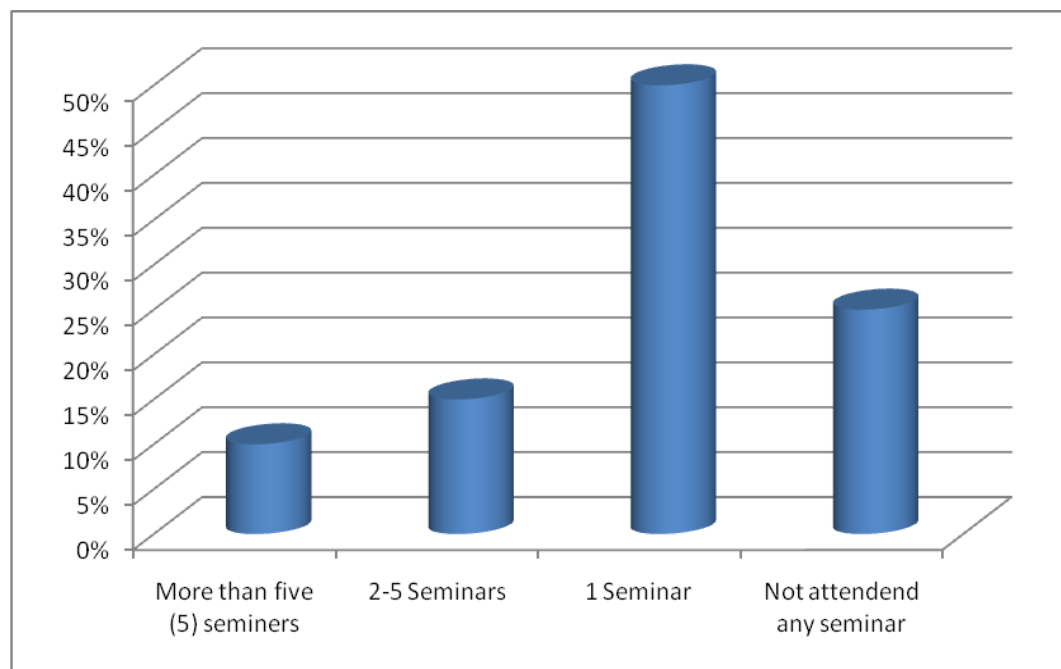


Figure 4.4: Trainings Attended by Emergency Call Center Employees

Source: Field work (2014)

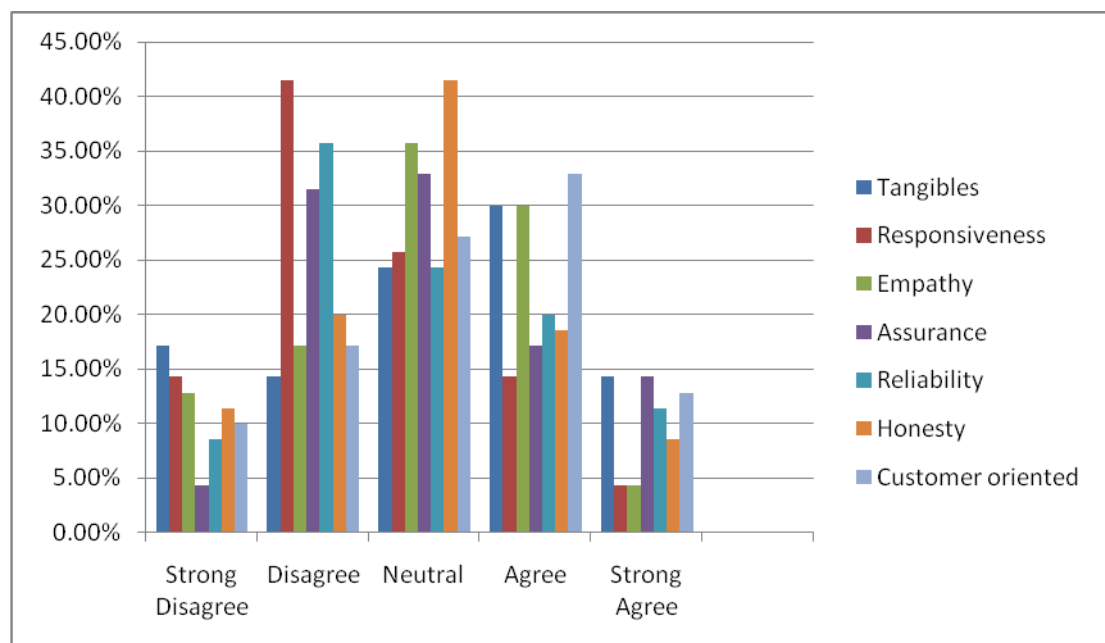
4.3 Relationship between Customer Satisfaction and Service Quality

The relationship between customer satisfaction and service quality in this study was on service convenience, keeping promises(responsiveness), empathy, reliable and honesty/ integrity where customer were asked whether to agree, disagree, neither agree/disagree, strongly disagree or strongly agree about customer satisfaction on service quality rendered by TANESCO Emergency Call Center Employees.

Table 4.3: Customer Satisfaction on Service Quality

Customer Satisfaction	Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly disagree	Total
Service convenience/Assurance	14	28	15	7	6	70
Empathy	3	10	18	29	10	70
Keeping Promises (Responsiveness)	2	5	24	33	6	70
Reliable	15	20	16	13	6	70
Honesty/ Integrity	10	19	20	17	4	70
Availability of prompt (Tangibles)	15	15	35	2	3	70
Total	59	97	128	101	35	

Source: Researcher (2014)

**Figure 4.5: Quality of Service provided by TANESCO Emergency Call Centers**

Source: Field Work 2014

From the Table 4.3 and Figure 4.5 the customer satisfaction on TANESCO Emergency Call Centers services were analyzed using five dimensions of service quality which are tangibility, reliability, responsiveness, assurance and empathy. Further the relationship between the customer satisfaction and service quality were analyzed using linear regression analysis as shown below. Where in this

it was found the majority of customers/ respondents almost 75% were mainly not satisfied with the responsiveness and empathy on services rendered from TANESCO Emergency Call Centers. Due to this fact multiple regression of dissatisfaction on two variables: responsiveness and empathy was used to determine the appropriate relationship that could articulate TANESCO to address relevant measures on those. In attempting the regression analysis the dependent variable will be taken from Overall Evaluation on Satisfaction of TANESCO Emergency Call Centers' Services in the Table 4.4.

Table 4.4: Overall Satisfaction of TANESCO Emergency Call Centers' Services

	Very Satisfactory	Satisfactory	Average	Poor	Very Poor
Rate	9.59%	25.51%	34.08%	18.57%	12.25%
Decimals(y)	0.1	0.26	0.34	0.19	0.12

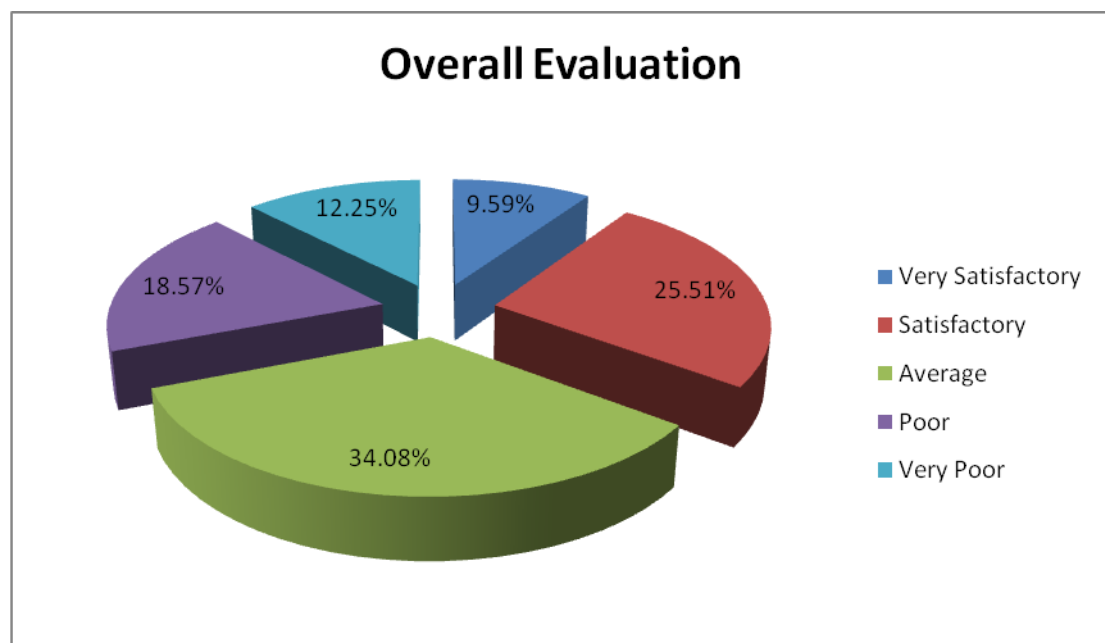


Figure 4.6: Overall Evaluation of TANESCO

Source: Researcher (2014)

The findings of this study on overall evaluation of customer satisfaction on TANESCO services in respective five quality dimensions as seen in Table 4.4 and Figure 4.5 above, revealed that there was no significant difference between those who were satisfied and those were not satisfied as those who seemed to be satisfied were about 35.1% (very satisfactory and satisfactory) and those who were dissatisfied about 30.8% (very poor and poor) while the remaining 35% of the respondents were neutral.

The second question that this study set to answer was the relationship between customer satisfaction and service quality. This question is significant because after finding out the major challenges facing TANESCO is vital to identify how service quality addresses the major challenges in a way to improve the customer satisfaction. The results conform to those established by Justus, (2010) who found that customer satisfaction acts as a mediator in the influence of firm service quality on purchase intentions. However, the mediation effect of customer satisfaction on their study was partial accounting. In this regard also, the results conform to that obtained by Nyangweso, et al (2014). who showed that service quality is an antecedent of customer satisfaction. Furthermore, the study findings are consistent with those documented by Saha, et al, (2005), Parasuram, (2008), Robinson, (2009) and Nyangweso, et al (2014).

Together with establishing the casual order between service quality and customer satisfaction, the service quality has been found to exert a significant influence on purchase intentions. However the findings here do not support those established by Anderson & Mittal (2000) who did not observe a significant direct relationship

between perceived service quality and purchase intentions. The fact that Anderson & Mittal (2000) concluded that they did not find significant impact service quality has on behavioural intentions is a question of interpretation given the objective of their study. Their consideration of the relationship between overall service quality, customer satisfaction and purchase intentions was thus undertaken to only emphasize the importance of the measurement issues relative to service quality (Anderson & Mittal,2000).

This imply that there is potential opportunity for TANESCO to capitalize on improvement their services so that the big percentage of neutral customers will turn to pay more through being more satisfied by more efforts from TANESCO. At the same time is an alert for TANESCO to put more efforts on improving its services so as to protect its image which seem to be in a hectic market condition by failing to have a distinguishable or significant difference between the satisfied percentage and that of the unsatisfied customers.

Table 4.5: Regressive Variables of Empathy, Responsiveness and Satisfaction

	Empathy	Decimal(X_1)	Responsiveness	Decimals(X_2)	Overall Satisfactory(y)
		Independent		Independent	Dependent/Predicted
Strong Agree	3	0.05	2	0.03	0.1
Agree	10	0.14	5	0.07	0.26
Neither Agree/Disagree	18	0.26	24	0.34	0.34
Disagree	29	0.41	33	0.47	0.18
Strongly Disagree	10	0.14	6	0.09	0.12
Total	70	1	70	1	1

Source: Field Data

Table 4.6: Multiple Regression Table of Satisfaction on Responsiveness and Empathy

Units	Responsiveness(X_1)	Empathy (X_2)	Satisfaction (Y)	X_1Y	$X_1 X_2$	$X_2 Y$	X_1 -Squ	X_2 -Squ	Y-Squ
1	0.05	0.03	0.1	0.0005	0.0015	0.0003	0.0025	0.0009	0.01
2	0.14	0.07	0.26	0.0098	0.0098	0.0182	0.0196	0.0049	0.0676
3	0.26	0.34	0.34	0.0884	0.0884	0.1156	0.0676	0.1156	0.1156
4	0.41	0.47	0.18	0.0738	0.1937	0.0846	0.1681	0.2209	0.0324
5	0.14	0.09	0.12	0.0168	0.0126	0.0108	0.0196	0.0081	0.0144
Σn	1	1	1	0.1893	0.1903	0.2295	0.2774	0.3504	0.24

Source: Field Data (2014)

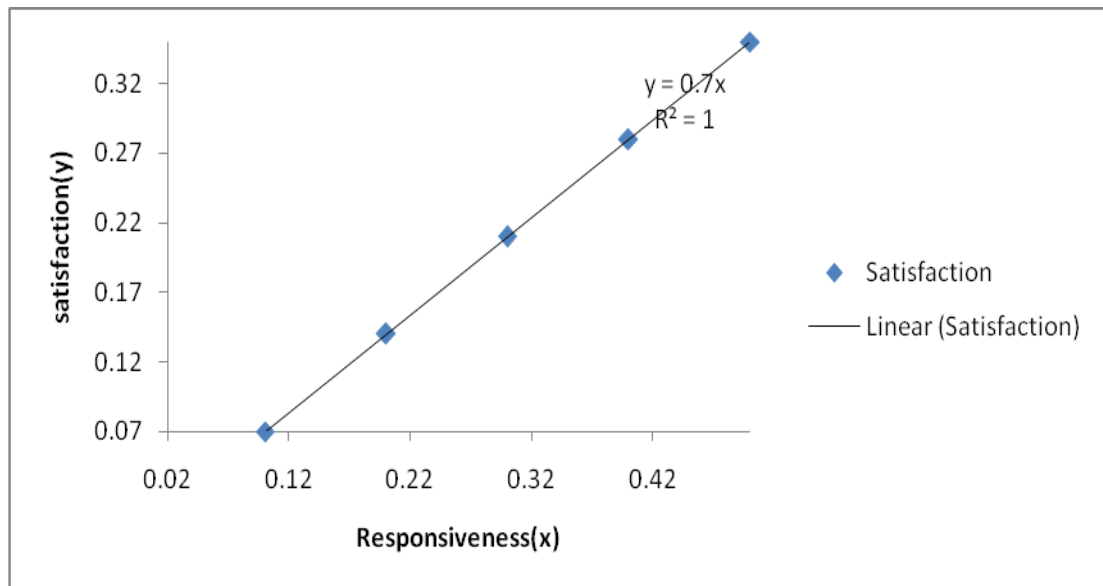
This reveals that there is no multi collinear relationship between the predicted customer satisfaction and the responsiveness as well as the empathy of TANESCO services. If the multiple regressions could exist the coefficient determination supposed to be between -1 and +1. The fact that there is consensus among researchers regarding the positive and significant effect customer satisfaction has on behavioral intentions gives two implications;

- a) It is an indication of a high and significant relationship between customer satisfaction and behavioral intentions.
- b) It helps to explain situations where researchers fail to demonstrate significant relationship between service quality and behavioral intentions. This is so because customer satisfaction is a construct in between service quality and behavioral intentions. Since there is very strong relationship between customer satisfaction and behavioral intentions, most of the effect service quality has on behavioral intentions is mediated through customer satisfaction as indirect impact.

Table 4.7: Linear Regression Table of Satisfaction on Responsiveness

Units	Responsiveness(X)	Satisfaction (Y)
1	0.05	0.1
2	0.14	0.26
3	0.26	0.34
4	0.41	0.18
5	0.14	0.12
Σn	1	1

Source: Field Work (2014)

**Figure 4.7: Customer Satisfaction on Responsiveness of TANESCO's Services**

Source: Field Work (2014)

Since regression line was; $y = 0.7x$ and $r^2 = 1$ that imply $r = 1$

This means the coefficient of correlation($r = 1$) there is a very strong positive relationship between customers' satisfaction and responsiveness of TANESCO services.

Coefficient of Determination; $R = r^2 = 1 = 100\%$

This implies that 100% in expected customer satisfaction depends on the actual responsiveness of services delivered by TANESCO. This exposes the potential which TANESCO employees have to utilize or improve on responsiveness in delivering their services to their esteemed customers as an attempt to address the major challenges facing the company at the same time to improve its image to the public.

Table 4.8: Linear Regression Table of Satisfaction on Empathy

Units	Empathy (X)	Satisfaction (Y)
1	0.1	0.03
2	0.26	0.07
3	0.34	0.34
4	0.18	0.47
5	0.12	0.09
$\sum n$	1	1

Source: Field Work (2014)

Since regression line was; $y = 0.833x$ and $r^2 = 0.966$.

This coefficient of correlation($r = 0.98$) reveals that there is a very strong positive relationship between customers satisfaction and service's empathy of TANESCO while the Coefficient of Determination; $R = r^2 = 0.966 = 96.6\%$, implies that 97% in variations of customer satisfaction expected depends on the actual empathy delivered by TANESCO services while just 3% of variations of the customer satisfaction are determined with other factors such as assurance, tangibility and reliability.

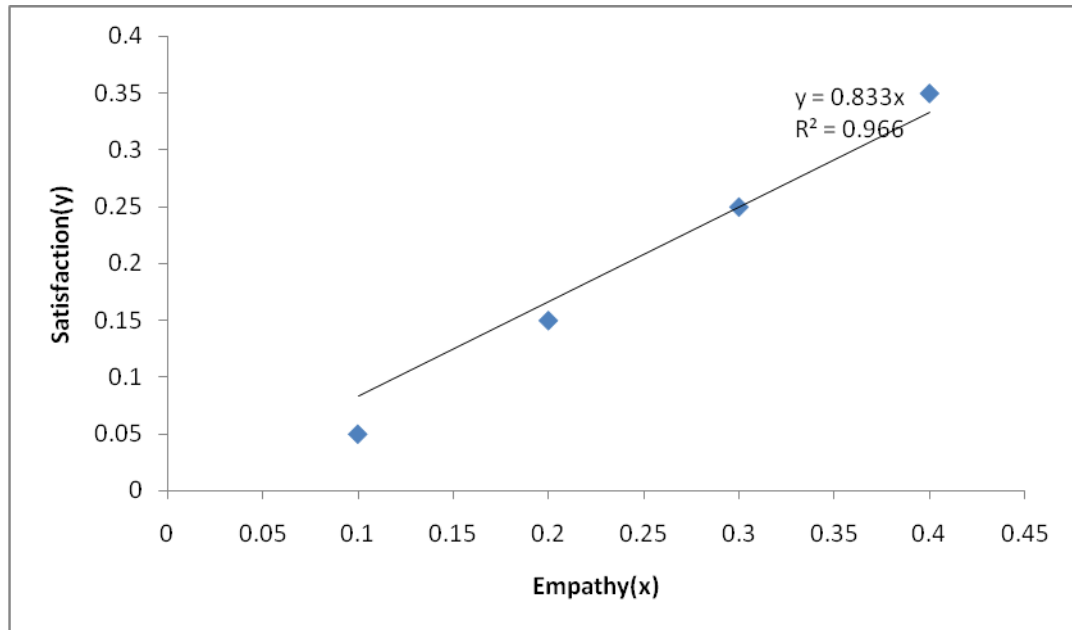


Figure 4.8: Customers' Satisfaction on Empathy of TANESCO's Services

Source: Field Work (2014)

These findings correlate with the facts that major three challenges observed were largely basing on the poor management of both responsiveness as well as empathy. In other words this study addresses the major areas which should be addressed by TANESCO in order to have a reputable image by satisfying large population of its customers through showing the actual efforts and delivery on these two concerns of responsiveness and empathy. In implementing the efforts to deliver significantly responsiveness and empathy apart from being solving the major challenges to TANESCO operational services but also will add value to be well perceived by the existing and new customer from the actual efforts to improve the better responsiveness and empathy on services.

This study also found that convenience/assurance in terms of knowledge and skills of the customer care are very significant in realizing the quality services of

TANESCO as indicated in Table 4.8 and Figure 4.8. Basing on the findings of this study through data collected from both customers and TANESCO Emergency Call Centers Employees, the managers addressed new measures of their services' quality as well as the new strategy which ensured that customer satisfaction and services quality is the real milestone of daily operations.

Table 4.9: Linear Regression Table of Satisfaction on Assurance/Convenience

Units	Convenience/ Assurance(x)		Satisfaction(y)
1	14		0.1
2	28	0.4	0.26
3	15	0.2	0.34
4	7	0.1	0.18
5	6	0.09	0.12
Total	70	1	1

Source: Field Work (2014)

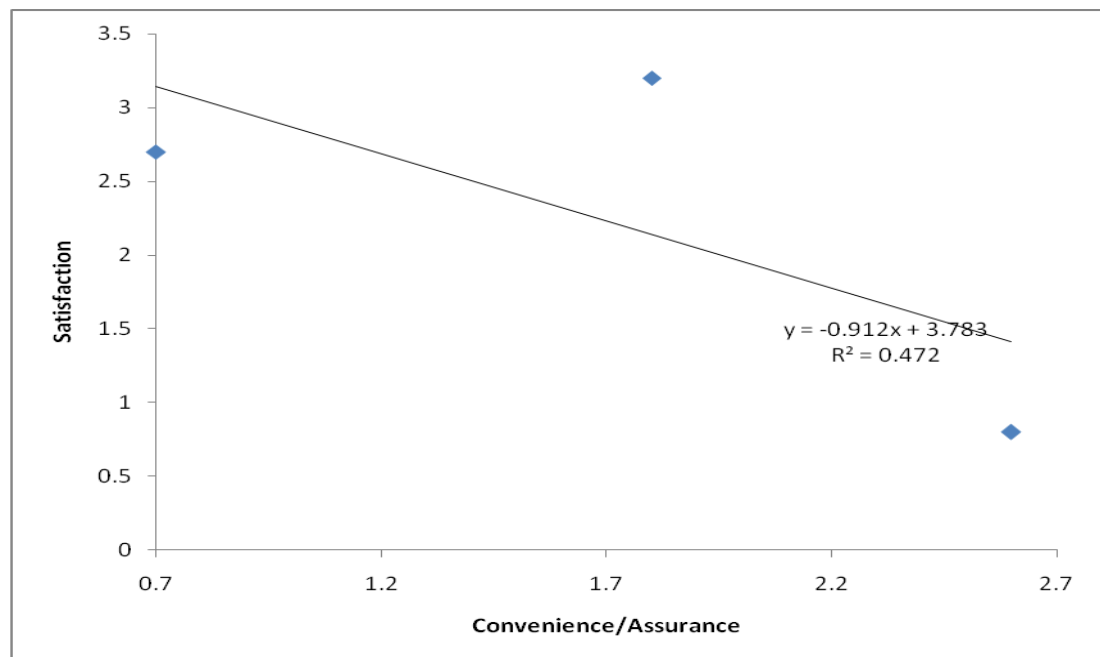


Figure 4.9: Customers' Satisfaction on Convenience of TANESCO's Services

Source: Field Work (2014)

From the Table and Figure 4.8 it implies that there is promising customer satisfaction

on service convenience as majority agreed.

Linear regression equation, $Y = -0.912X + 3.783$ where Coefficient determination, $R = 0.472$ that means correlation coefficient, $r = 0.69$

This means with this ($r = 0.69$) there is a very strong negative relationship between customers' satisfaction and service assurance of TANESCO.

Coefficient of Determination; $R = r^2 = 0.472 = 47.2\%$

This implies that 47.2% in variations of customer satisfaction depends on the actual assurance delivered by TANESCO Emergency Call Centers while 52.8% of variations of the customer satisfaction are explained with other factors.

4.4 Customer Perceptions on the Services Rendered by TANESCO Emergency Call Centers

In this study customer perceptions found have been originated from challenges observed as well as the customers' satisfaction. The determined efforts to deal with the existing challenges and the improved service quality with the higher customer satisfaction would be expected to influence positive customer perceptions to TANESCO services while the weakness in addressing the solutions for existing challenges as well as poor customer satisfactory services could possibly articulate negative customer perceptions to TANESCO. In this study since our major concern is to show how customers of TANESCO can be having positive perceptions to the corporation, we have based on identifying the complaints reported at TANESCO Emergency Call Centers as shown in Table 4.9.

Table 4.10: Perceptions and Complaints reported on Calling Emergency

Complaint	Frequency	Percent
Total	24	100.0
Delay of service	4	16.7
Key change tokens	4	16.7
Loose connections	4	16.7
Falling of Poles	2	8.3
Key change of new customers	2	8.3
M-Pesa not dependable transaction	2	8.3
Power outage	2	8.3
Low Voltage and Un planned Power Outage	1	4.2
Luku rejection inquiries	1	4.2
Sparks on the pole	1	4.2
Transformer breakdown	1	4.2

Source: Researcher (2014)

From the Table 4.9 the negative customer perceptions are influenced with the major three complaints which are delay of service, key change tokens and loose connections. While technical defaults such as low voltage and unplanned power outage, LUKU rejection inquiries and sparks on pole and transformer breakdown seem to have a low negative influence on the customer perceptions. So TANESCO has to focus on reducing or solving those major complaints which mostly have the impact on the assurance, responsiveness and empathy (integrity) of TANESCO. Generally most of complaints in regard to customers' perceptions are technical problems which present the weakness of convenience of TANESCO services. In matter of facts most common factors of perceived service quality in TANESCO Emergency center appear to be "reliability", "empathy, and "assurance" as indicated in Table 4.11.

Table 4.11: Customers' Perceptions on Services rendered by TANESCO

Perception	Number of Respondents	Perception	Service Quality(neutral)
TANESCO employees to learn on customer care(Assurance)	14	0.2	0.14
Company restructuring(Tangibles)	11	0.157	0.26
Promptly responding on the problems(Reliability)	20	0.286	0.24
Responsiveness(allow competition)	5	0.0714	0.10
To collect customers views regularly, Integrity (Empathy)	20	0.286	0.26
TOTAL	70	1	1

Source: Field Work (2014)

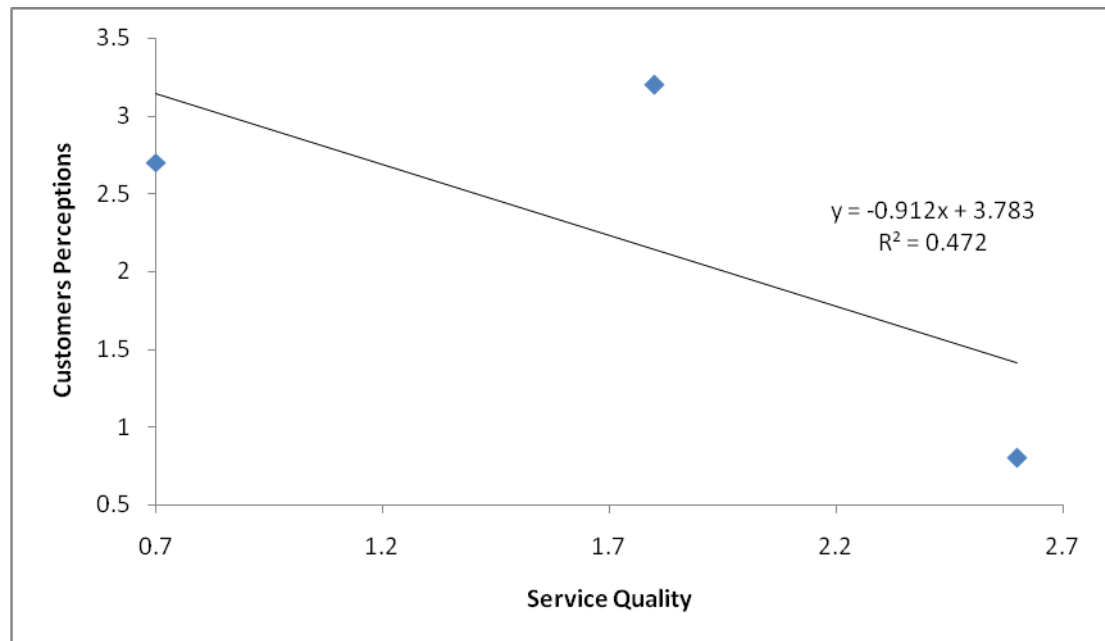


Figure 4.10: Customers' Perception on TANESCO's Services Quality

Source: Field Work (2014)

From the Table 4.10 and Figure 4.10 it implies that there are poor customer perceptions on service quality as majority agreed.

From Figure 4.9 above Linear regression equation, $Y = -0.912X + 3.783$ where Coefficient determination, $R = 0.472$ that means correlation coefficient, $r = -0.69$

This means with this ($r = -0.69$) there is a very strong negative relationship between customers' perceptions and service quality of TANESCO. This may be due the big number of complaints observed as indicated in Table 4.9 above. It might be better to address those challenges found in order to boost customers' satisfaction which at the end of the day will possibly turn a positive relationship between perceptions and services rendered after being tangibly improved.

Coefficient of Determination; $R = r^2 = 0.472^2 = 47.2\%$

Another question of this study was designated to answer what are customer's perceptions on the service quality rendered by TANESCO emergency call centers. One of the unresolved issues in the research of perceived service quality is whether customer satisfaction leads to perceived service quality or vice versa. Maas and Graf, (2008) compared these constructs and conceptualized perceived service quality as long-run overall evaluation about a service, whereas customer satisfaction as a transaction-specific evaluation.

In this study since our major concern is to show how customers of TANESCO can be having positive perceptions to the corporation, we have based on identifying the complaints reported at TANESCO Emergency Call Centers. Research has shown that perceived customer value enhances customer loyalty toward a particular product

or service as long as such exchanges provide superior value (Yang and Peterson, 2004) .The value which determines customer expectations, which in turn form comparison standards for evaluating satisfaction levels also varies and likewise the level of satisfaction then determines the customer loyalty as well. These differences allow someone to argue that when perceived, quality and customer satisfaction are regarded as overall assessments, as defined in this study perceived quality appears to be an antecedent of customer satisfaction.

This implies that 47.2% in variations of customer perception depends on the actual service quality delivered by TANESCO emergency call centers while 52.8% of variations of the customer perception are explained with other factors. This fact is much related to the findings between the customer satisfaction on assurance/convenience of TANESCO as shown on Table 4.8 and Figure 4.9 due to the facts that satisfaction has an influence on perceived performance of that particular service. The perceived performance which was predicted against expected service quality variable could be taken as dependent variable and the expected reliability was treated as the independent variable from the internal service organization of TANESCO. Also the perceived performance which was predicted against expected service empathy could be taken as dependent variable and the expected empathy was treated as the independent variable from the internal service organization of TANESCO.

4.5 Discussion

This section provides discussions on the research findings on the objectives of the research. The study was guided by the following specific objectives:

- i) To determine the challenges facing TANESCO emergency call center in realization of quality services to customers
- ii) To determine realization between customer satisfaction services and Quality attained from TANESCO Emergency Call centers
- iii) To identify customers perceptions on the services rendered by TANESCO emergency call centers.

The results from the study showed that the respondents shows the main challenges which face the TANESCO emergency call centers employees are main three abusive languages (60%), miscommunication (30%) and complaints instead of facts (25%). These have been contributed with poor services quality from TANESCO staffs regarding responsiveness, assurance and reliability.

TANESCO should put appropriate strategies and focus on how to deliver on these four dimensions as a proactive attempt to address the challenges which faces the company lately. Additionally, customers emphasize the need for improving customer relationship seminars between TANESCO and her esteemed customers. Also the challenges of assurance and empathy were observed due the low level of customer care oriented approach from the TANESCO employees to the customers as well as from few customer care trained staff and untrained electricians.

In determining the relationship between customer satisfaction and service quality the regression analysis was employed significantly. For the company in case, relative attitude and repeat patronage behavior are important outcomes. Within this study, customer satisfaction is investigated in respect to services quality dimensions. This study fills in a theoretical gap by testing the relationships between service quality,

customer satisfaction and customer's perceptions in the TANESCO. This study proves the positive correlation between service quality and customer satisfaction (loyalty) with a sample of 70 customers in respect to Empathy where there is strong positive relationship between customer satisfaction and services' empathy of TANESCO and positive relation with assurance of services.

This study has brought new concept that the challenges facing the organization play the great role in determination of the attitude of customers in respect to service quality dimensions on the relationship between customer satisfaction and service quality. This has led to the extent that service's empathy and responsiveness both have positive relationship with customers satisfaction though the responsiveness greater coefficient of determination($r=1$) than that of empathy ($r=0.98$). It also presents other weak positive relation customer satisfaction on convenience and on reliability which means there is positive mutual relationship between customer satisfaction and the quality of services provided by TANESCO. The results of this research are useful for TANESCO in improving its services to customers. TANESCO Emergency call centers have problems with customer satisfaction as well as customer perceptions. The management of TANESCO already knows that a customer care strategy is an opportunity to increase customer satisfaction and customer perception likewise.

Also the SERVQUAL model was an effective tool in assessing customers' perceptions of service quality of TANESCO together with simple regression analysis. A shortcoming of the model is that users need to be aware that the model is only focusing on the process of service delivery and does not contain any focus on

the outcome of the service. This illustrates that for the management of TANESCO the service quality items are the most important to focus on (reliability, responsiveness and empathy), and that there are no remarkable differences between the different type of customers. It is also for TANESCO management to establish the environments where only electricians and engineers will be highly recognized, and to be the major tool of improving customer satisfaction by using various techniques such as WOM.

The study found that customer perception is based on the expected response of TANESCO to the alarmed case. In other words, apart from being professionally balanced, and with well-equipped customer care, customers are curious to see how responsiveness is being exercised or given priority, a thing which will make them feel satisfied and appreciated as well. For TANESCO to realize customer satisfaction through quality services the study suggests the involvement of various professionals in each relevant field for instance, in a strategy to win a positive image and strong customer, the well trained customer care of reasonable educational achievement such as first degree should be the limit line, the number of well-trained operators who daily have to research on and investigate what are current perceptions and preferences of their clients so that they can proactively deal with them in order to improve satisfaction, and the value they deliver to them.

CHAPTER FIVE

5.0 CONCLUSIONS AND RECOMMENDATIONS OF THE STUDY

5.1 Overview

This chapter aims at concluding the whole work undertaken in this study. Chapter one defined the problem under study while the second chapter reviewed the literature relevant to the problem under the study. Chapter three highlighted on the research methodology whereas chapter four presented data, findings and discussion for the study. It is therefore the aim of this chapter to discuss the conclusions, recommendations and suggest areas for further study.

5.2 Conclusions of the Study

The current dissertation sought to determine the challenges facing TANESCO emergency call centers in realization of quality service using a sample of four regions (Temeke, Ilala, Kinondoni North and Kinondoni South) within the city of Dar es Salaam. In this research, challenges facing TANESCO were determined through questionnaires which were filled by 20 Emergency Call centers employees randomly. Three major challenges found are abusive language from customers (60%), miscommunication (30%) and the complaints instead of facts (25%). These challenges were related to percentages trends comparison of service quality collected from questionnaires filled by 70 customers.

Therefore TANESCO should focus on training its employees on how to respond and serve customers that is customer care as the results revealed that as empathy

increases the customer satisfaction increases and the vice versa is also true to customer satisfaction. The research report also sought to determine the relationship between customer satisfaction and services quality attained by TANESCO Emergency Call Center to benefit the consumer of this service both personal and corporate. The study found that there were no multi-collinear relationship between customer satisfaction and two service variables responsiveness and empathy. Rather there was linear regression between customer satisfaction and services' empathy which showed the very strong positive ($R=0.966$) between what were predicted customer satisfactions and to what exactly is the confidence of customers on empathy from TANESCO.

Likewise, the study found an absolute strong positive relation between satisfaction and responsiveness, which reveals that the very crucial service quality variable which marks the image of TANESCO to majority of esteemed customers is responsiveness. This concludes that efforts made on improvement of empathy and responsiveness produced the desired results in winning the customers preferences and perceptions toward the TANESCO emergency call center services.

Additionally, the study found a negative relationship between customer perception and the services quality variables which exposed the differences between the expected performances against the perceived performance. This concludes that the major challenges facing TANESCO are originated from these negative customer perceptions on services rendered by Emergency call center in all the four regions. This study found ($r = - 0.69$) very strong negative relationship between customers' perceptions and service quality of TANESCO. This may be due the big number of

complaints observed as indicated in Table 4.9. It might be better to address those challenges found in order to boost customers' satisfaction which at the end of the day will possibly turn a positive relationship between perceptions and services rendered after being tangibly improved.

TANESCO should find the appropriate means to win the positive customer perceptions as a means to address its major challenges. Also there are possibilities of other errors in regard with accuracy of the inputs which contributed to these negative perceptions which showed that the efforts could be inversely proportional to the results.

5.3 Recommendations of the Study

TANESCO has to adopt more entrepreneurial approach so that all these challenges facing the emergency call centers staff will be utilized as the special opportunities to be utilized. In utilizing these challenges the customers' perceptions and expectation should be the focus so that the added value will enable TANESCO to benefit and to make a unique difference as well.

Also TANESCO should make sure its customer service charter is well known to both the employees as well as to customers.

The main recommendations for TANESCO are:

- i) Continue with the TANESCO customer service charter concept .Fast supply of services within two or one hour and offering a wide product range will ensure a high level of reliability and responsiveness.
- ii) Use more professional and individual approach towards customers. This is a

tool for sales representatives to ensure more empathy to customers. Therefore the input of this need to be continually updated so as to capture dynamic customers' desires and perceptions.

- iii) Offer the same value proposition to each market segment there are no big differences visible in customers' expectations about service quality. Despite a small difference in empathy and assurance between individual and corporal customers, the average expectations are still high.
- iv) Contract Customer Care representatives. Most current customers are only visited on request while individual attention is preferred. A new task of customer representatives is to gain more feedback about the expected and delivered service quality. Therefore TANESCO need to contract new customer care representatives in order to visit more customers and pay more attention.
- v) Use the SERVQUAL model. The model gains response of expected and delivered service quality. TANESCO should carefully monitor feedback to their business model and if necessary improve.

5.4 Limitations of the Study

The current research has led to some useful conclusions for TANESCO. However, it has also uncovered some areas that have limitations, and perhaps need additional study. The purpose of this sub-chapter is therefore to identify the limitations. The study has been carried out in the city of Dar es Salaam within four TANESCO regions with as ample of only 94 respondents. There is a need to conduct some research basing on a large number of people and also extending the area to the whole country in order to get some views from different angles in the country. Behavior

and relative attitude according to the theory of Dick and Basu (2004).

There still could be some other reasons for lack of loyalty. Examples of these reasons could be located in the personal or ethical field. The reliability of this study will grow when, under the same respondents and circumstances, a future questionnaire will be administered. Another limitation is that the managerial advice is on a broad strategic level. There is a need for future research about how to implement the suggestions made in this study.

An example would be the question of how a sales representative should offer more individual attention to the clients. Jeff Hicks, a researcher from the University of Twenty, suggested four different types of consultancy methods: expert consulting, advisory consulting, co-manager consulting and co-constructive consulting (Hicks, 2010, p. 202). Research is needed for clarifying which type of approach is preferred by different customer segments. This study was based on small a sample size owing to resource constraints. It is recommended that further study on the same topic but by use of longitudinal survey encompassing a larger sample size from varied regions of the country be done to corroborate these findings.

5.5 Areas for Further Study

Further research can be done to determine other variables of service quality and customer satisfaction not covered by the research. Any future research should reflect on the effect of intervening variables as shown in the conceptual framework that include; human resource practices of the organization, the impact of citizen service charters and performance contracting.

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APPENDICES

Appendix I: Research Questionnaire for Manager’s

Dear respondent

This survey aims at accessing **customer satisfaction on the services quality provided by TANESCO emergency call centers**. This is an academic study conducted in a partial condition for completion of masters in Project Management of the Open University of Tanzania.

The results of this study will be available at the Open University of Tanzania for academic purpose and TANESCO so as to assist in improving services quality.

1. How long have you been working with TANESCO?.....

What is your position?.....

2. Have you ever observed complaints from customers raised against emergency call centre? Yes or No.....

If Yes, what were the complaints about?.....

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

3. Customers expect customer care from emergency call centre services, why do you think to be the cause of a customer dissatisfaction.....

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

4. Why did TANESCO decide to lunch customer service charter in recent years?.....

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

5. What will be the impact of TANESCO customer services charter introduced recently?.....

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

6. What are future strategies to enhance customer services?.....

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

7. Do your customers know of the existence of Customer Service Charter?

Yes/No

How do you make the charter known to

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

Appendix II: Research Questionnaire for Emergency Call Center employees

Dear respondent

This survey aims at accessing **Customer satisfaction on the services quality provided by TANESCO emergency call centers**. This is an academic study conducted in partial condition for completion of masters in Project Management of the Open University of Tanzania.

Results of this study will be available at the Open University of Tanzania for academic purpose and TANESCO so as to assist in improving services quality.

- 1. Sex male () female ()
- 2. Education: certificate () Diploma () Advanced diploma/degree () Masters ()
- 3. Mention your profession.....
- 4. How many customer care seminars/trainings have you attended within period five (5) consecutive passed years? (tick one)
 - More than five (5) seminars ()
 - 2-5 seminars ()
 - 1 seminar ()
 - Not attended any seminar ()

5. What are the challenges which you face from customers when they make calls?
 (mention).....

6. Are you satisfied with working environment? Yes or

No.....

If not please outline the reasons.....

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

7. What are the most common complaints reported from customers when calling emergency?.....

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

8 . At what time are callsmostlymade? (tick one)

Any time ()

During working hours ()

During night hours ()

Appendix III: Research Questionnaire for customers

THE OPEN UNIVERSITY OF TANZANIA
FACULTY OF BUSINESS MANAGEMENT
Customer Perception Survey Questionnaire

Dear Respondent

This survey aims at accessing your **satisfaction on the services quality provided by TANESCO emergency call centers**. This is an academic study carried out in partial condition for completion of masters in Project Management of the Open University of Tanzania.

The results of this study will be available at the Open University of Tanzania for academic purpose and TANESCO so as to assist in improving their services quality.

Please tick what described you better

1:1 Gender: Male () Female ()

1:2 Categories of Customer i. Personal/individual () ii. Corporate ()

2. Please tick which services/report you were looking/making for today or last time you visited or contacted emergency call front desk

2.1. Reporting on house power problems ()

2.2. Reporting emergency occurred on TANESCO infrastructures ()

2.3. Reporting on theft/sabotage incidents ()

2.4. Reporting on complaints for not attended well ()

2.5. Asking directive ()

2.6 Asking for LUKU services ()

2.7. If any other services not listed above you were looking please list them (at least three (3) of them

- 1.....
- 2.....
- 3.....

3. The following statements indicate the level of customer perceived service quality. Please indicate the extent to which you agree or disagree with the following statements concerning TANESCO emergency call centers services. Please put one tick on your response for each statement using the following scale.

	Strong Disagree	Disagree	Neither agree nor disagree	Agree	Strong Agree
TANESCO emergency call centers offices are conveniently located					
Staff keep their promises					
Staff are always willing to help					
TANESCO emergency services are dependable					
The company always meet your expectations					
Services are reliable					
Honesty and Integrity is high to TANESCO emergency employees					
I have confidence in services being offered by TANESCO					
The company understands customer needs					

4. The following statements indicate the level of Satisfaction which customers have to TANESCO emergency call center services. Please indicate the extent to which you agree or disagree with following statements concerning TANESCO emergency call center services. Please put one tick on your response for each statement using the following scale.

	Very satisfied	Satisfied	Neither Satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Reliability of services					
Availability of services					
Quality of supply					
Competence of employees					
Responsiveness of employees					
Availability of prompt and emergency services					
Easy access to Higher authorities					

5. What is the response after making a call to emergency call centre? (Put the numbers according to preference, 1 being the highest ranked)

5.1 Call received with positive response ()

5.2 Calls not received ()

5.3 Call received with negative response ()

5.4 Call not reachable ()

5.5 Call very busy ()

6. How do you compare TANESCO services provided in the last two (2) years? (tick one)

6.1. Service improved ()

6.2. Service not improved ()

6.3. Service is the same ()

7. What do you think TANESCO should do in order to improve customer care and increase customer satisfaction?

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

8. Have you seen the TANESCO customer service charter? Yes/ No,

If yes where did you see it?

At TANESCO office ()

Given by market agents ()

From a private ()

Other place.....

Appendix IV: TANESCO Customer Service Charter

TANZANIA ELECTRIC SUPPLY COMPANY LTD



"We Light Up Your Life"

CUSTOMER SERVICE CHARTER

Final Version April 2009

VISION STATEMENT OF THE COMPANY

To be an efficient and commercially focused utility supporting the development of Tanzania and to be the power house of East Africa.

MISSION STATEMENT OF THE COMPANY

To generate, transmit and supply electricity in the most effective, competitive and sustainable manner possible

GENERAL

This customer Service Charter may be reviewed from time to time when the need arises as well as depending on stake holders' views on customer satisfaction

GENERAL CUSTOMER'S RIGHTS AND OBLIGATIONS

1. Customer's Rights

A customer has the rights to:-

- a.* Accurate measurement of consumption
- b.* Error free bills
- c.* Be treated with respect
- d.* Experience excellent treatment on service delivery
- e.* Be dealt with promptly and efficiently
- f.* Be treated fairly
- g.* Confidentiality of their information
- h.* Quality of supply.

- i.* Be involved in issues affecting them
- j.* Complain

2. Customer's Obligations

A customer shall be obliged to:-

- a.* Pay promptly the energy consumed
- b.* Take good care of TANESCO equipment installed at their premises.
- c.* Act in the manner to protect any TANESCO installations from physical and technical harm.
- d.* Report immediately at TANESCO office before shifting to new premises.
- e.* Request the land lord to clear any outstanding bills of the new premises before shifting in (TANESCO will not connect power to plots with debts even to new customers other than the former users unless the debt is cleared).
- f.* Inspect every five years using a registered electrical contractor, installation at his/her premises to find out whether there is any deterioration or defect and subsequently take appropriate remedial measures.
- g.* Protect his or her wiring system and all appliances connected after electricity meter.

TANESCO OBLIGATIONS TO CUSTOMERS

- a.* Customers are consulted on TANESCO services that are provided;
- b.* Inform customers about service delivery standards and what to expect from TANESCO as a service provider;
- c.* *servicing the customer;*

- d.* Provide our customers full and accurate information about our services provided;
- e.* Being honest and transparent in dealing with our customers
- f.* Continually improve service by promoting innovation and learning;
- g.* TANESCO's responsibility ends at the meter and consumer's responsibility starts after the meter.
- h.* TANESCO shall be obliged to compensate its customers where electrical fault has caused loss or damage to customers or customer's belongings, and the cause of the fault has been proved beyond reasonable doubt that has not been caused by the customer in any way.

CUSTOMER COMPLAINTS, ENQUIRIES AND REQUESTS

1. Customer Complaints.

- a.* Written customer complaints should be responded to in writing within 3 working days and the problem should be resolved within 1 month. If the problem cannot be solved within 1 month the customer shall be informed.
- b.* In case service provided by TANESCO is perceived by the customer as not satisfactory, the customer may finally refer the complaints to EWURA after having contented himself or herself that TANESCO cannot help

2. Customer Queries

- a.* Where investigative work is required, all telephonic queries or queries received in person should be responded to within 5 working days
- b.* Written queries should be responded to within 5 working days

- c.* Unless there is a prior explanation, queries should be resolved within one week.

3. Customer Requests

All written customer requests (for example moving of meters, changing of meters, pole movement, change of mode of supply), should be replied to in writing by TANESCO within 2 weeks of receipt of a written request. The reply should include information on the cost to the customer, the customer's obligations and the time frame for the carrying out of the request.

TELEPHONE SERVICES

Provision of Essential Telephone Services

- a.* A 24 hours telephone service shall be provided for the reporting of faults and emergencies.
- b.* TANESCO shall provide a telephone service for complaints, requests and queries. This service shall be available during normal office hours.