

**CUSTOMER CARE IN PUBLIC ORGANISATIONS, FACTORS CONTRIBUTING TO  
INEFFECTIVE CUSTOMER CARE SERVICE DELIVERY IN PUBLIC  
ORGANIZATION,  
A CASE STUDY OF TANZANIA REVENUE AUTHORITY (TRA)**

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## DECLARATION

I, Anna Yassin, declare that, this research report 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 or Award.

Signature Anna Yassin .....

Date 29/08/2013 .....

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## DEDICATION

I dedicate this work to my beloved parents, my sisters, and relatives. Also those who inspired me to learn about the world and teach others, my teachers and professors who taught me into what I am today and who has given me a new level of inspiration support and motivation.

## ABBREVIATIONS

**TRA** – Tanzania Revenue Authority

**PR** - **Public relation**

**URT** – United Republic of Tanzania

## ABSTRACT

This research study was about factors contributing to ineffectiveness of customer care service delivery in public organizations, having Tanzania Revenue Authority (TRA) as the area of study. The study mainly focused on TRA customers and service providers towards assuring customer satisfaction.

Customer care was a crucial element of business success. It involved putting systems in place to maximize your customers' satisfaction in the organization. It was a prime consideration for every organization which provided services for profit realization. In this regard the researcher assessed the effectiveness of customer service management in the appropriate case study area.

In conducting this study the researcher employed various methodologies such as questionnaires, interviews, observations, and documents to collect the required data. Probability and non-probability sampling techniques were used to select the sample of the study.

Both qualitative and quantitative data were analyzed by using some devices such as tables, numbers and percentages. On completion of the study, the researcher positioned to draw a conclusion and make recommendation based on the findings so as to bring about an effective customer service management.

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## CHAPTER ONE

### INTRODUCTION

#### 1.0 Introduction

This chapter defines and describes customer care service delivery in revenue authorities on a global perspective and then zero down to the factors that hinder effective customer care service delivery in Tanzania Revenue Authority TRA. It also covers the statement of the problem, hypothesis and research design.

#### 1.1 Background of the Study

Customer care service delivery occurred daily in public organizations globally as well as in country wise, due to the fact that most people didn't pay attention to this department, it led to most of the organizations' reputation to have damages. According to Michael Turney (2000), he emphasizes how image is synthetic because it is planned and created to make certain kind of impression to the public.

Typically, customer care service delivery originated with the specific purpose of designing on how to enhance the level of customer satisfaction this means the product or services have met the customer expectation, failing to meet the customer satisfaction results in effectiveness of customer care service delivery.

##### 1.1.1 Customer care Defined

Customer care service delivery is the sum total of what an organization does to meet customer expectations and produce customer satisfaction. (Patrick D. McCarthy). Today one of the most important departments is customer care; that has to ensure that the organization should have systems in place that find out what their customers expect of as an organization to make them as customers happy. Using Singapore- Inland Revenue Authority as an example they have managed to improve their technology in order to meet their customers' needs on time. They use Microsoft JET which helps the high performance of service delivery. It has simplified their working process by the using the new technology, which helps to work at many customers at a time.

Since customer care is not given adequate attention especially in Africa most of the public institutions are not performing very well for instance URA (Uganda Revenue Authority) had a lot of problems in service delivery, on 30<sup>th</sup> October 2009 the organization set the content and scene for the transformation. There were various plans that were determined so as to improve the operation system in order to satisfy customers and increase the organization productivity. URA has recently been transformed; improvement has been done example services that were offered by Diamond Trust Bank only, are now given by any Kampala Domestic Tax service offices. Also customers can now declare instruments online platform through <http://ura.go.ug> which is easier instant and convenient process. Due to the transformation URA was given an Award on 26<sup>th</sup> April 2013 by balanced scorecard institute, as recognition of strong commitment, to engaged leadership, performance analysis and continuous improvement. This shows how transformation in the customer care service systems of an organization can lead to improvements in the smooth meaning of organization.

### **.1.2 About Tanzania Revenue Authority**

Tanzania Revenue Authority is an autonomous institution dealing with revenue collection. Established in 1995, with twenty two branches in various regions within the country. Working under the ministry of finance its mission is to set out the main purpose of its existence by being effective and efficient.

The major function of TRA is to assess, collect and account for all central government revenue and it also covers other functions such as to improve the quality of services provided to tax payers and to advice the government on all matters relating to fiscal policy.

## **2 Statement of the Problem**

Customer care department is not given adequate attention in most of the public institution. However little has been done to examine the factors that contribute to ineffective customer care service delivery, and its impact to the organization.

Over period of time, customer care service delivery has not been excellent enough in its operations, thus creating a need to know the factors that contribute to ineffective customer care,

considering the fact that customers are important because they contribute to the existence of the organization.

TRA being the area of the study, a series of customer care problems raises, such as harsh language to customers, service delay and many others, therefore strategies should be planned in orders to improve the image and functionality of the revenue.

If customers care service delivery is not considered as one of the major important departments in public organizations, the image of the organization will be poor as a result the public will lack confidence about the organization.

### **1.3 Purpose of the study**

The purpose of the study is to investigate the factors that contribute to ineffectiveness of customer care service delivery.

### **1.4 Objectives of the study**

The study objectives are categorized in two parts, general objective and specific objectives.

#### **1.4.1 General objective**

To assess the factors contributing to ineffective customer care service in Public organization.

#### **1.4.2 Specific objective**

- i) To assess the quality of service provided to customers at TRA
- ii) To identify factors that contributes to effectiveness of customer care services delivery in TRA.
- iii) To explore measures to boost customer care services to be effective at TRA.

### **5 Research questions**

- i) What quality of service, should the organization provide to the customers to make them satisfied?
- ii) What are the factors contributing to ineffective of customer care services delivery at TRA?

iii) What measures should be taken by the public organizations, specifically (TRA) to boost customer care services delivery, to be effective in the public sector?

## **1.6 Scope of the study**

### **a) Content scope**

The study was on the factors contributing to ineffective customer care service delivery in public organization mainly TRA.

### **b) Geographical scope**

The research was carried out at Tanzania Revenue Authority (TRA).

## **1.7 Significance of the study**

The study assisted the organization regulators to recognize the importance of customer care service delivery department, thus increasing the organization creditability to its public.

The study added knowledge to the literature on the importance of customer care service delivery and its effectiveness that will lead to high quality of the organization.

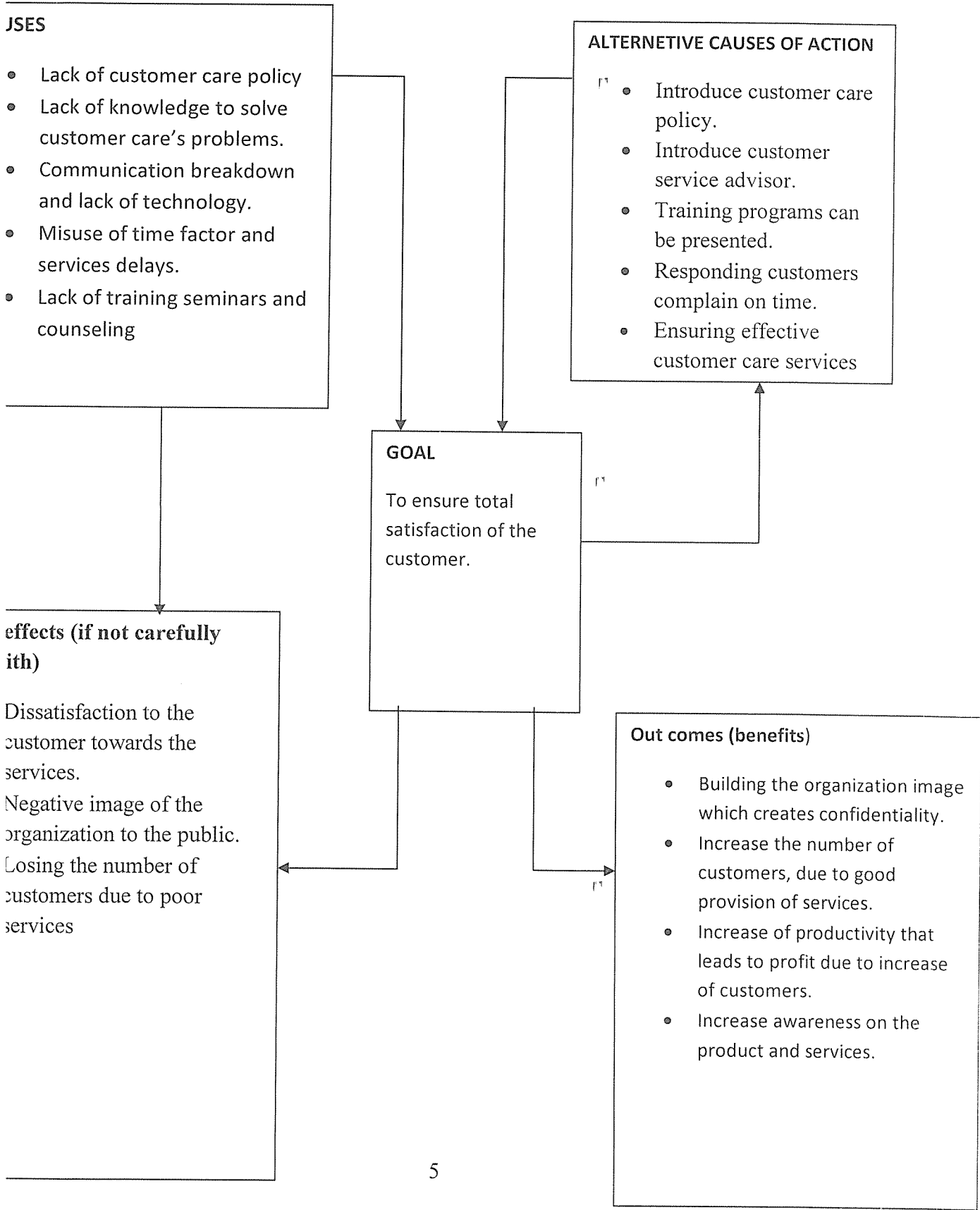
Moreover this study enabled TRA to know the factors that cause dissatisfactions to their customers on services they provide to them.

## **1.8 Conceptual framework**

The conceptual framework defined the topic of the research through the explanation of variables and their relationship between each other.

The independent variable determines and influences the dependent variables. The dependent variables are prone to be controlled by the independent variable

CONCEPTUAL FRAMEWORK





## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter reviews and explores other books findings, observations and opinions related to the study.

Public relations are the management function which evaluates public attitudes, identifies the policies and procedures of an individual or an organization with the public interest, and executes a program of action to earn public understanding and acceptance. This implies that a public relations is based with all about maintenance of favorable public image by an organization. Image, both positive and negative creates the perception of the company which exists in the minds of its publics and how they view it. However image changes from person to person and from time to time. (Robert L.Heath)

Image building is an important aspect in any public organization because the image is the first perception of the organization. It is proved that customers prefer services and products of responsible organizations, due to the fact of their image sustainability and the brand they acquire. According to Michael Turney (2000) he emphasizes how image is synthetic because it is planned and created to make certain kind of impression. More over Van Riel (1995) identifies mix which includes symbols like originations logo, type of face, font, and color building stationary and visiting cards through which an organization consciously or unconsciously sends a message.

Reputation being one of the important aspect to any public organization, because it carries a sequence or series of events; the events covered in an organization can determine the image of the organization. Public relation is the discipline which looks after the reputation with the aim of earning, support, and influencing opinion behavior. It is planned and sustained effort to establish

and maintain good will and mutual understanding between an organization and its public. (David Weerman)

Customer cares have elements of public relations to it. Every touch point when dealing with customers have potential to either build loyalty or breed dissatisfaction. Customers may have different factors to consider when they need a particular service to meet their needs. Quality customer service and public relations can help to make the best decision so as to get what is best for them. Public relations creates understanding in order to serve the customer better, customer care consultants must be flexible, positive and understanding. Negative ideas about customers' desires should be avoided, sometimes customers may feel angry regarding the service, and customer care department is there to make them clear on various services.

Reassuring customers is very important, customers must feel their issues have actually been solved. It's important to reiterate to the customer that his issue is understood, and explain how the actions will resolve any problem.

Public relations should be used as a tool that ensures the general image of the organization is positive by interacting with customers. Anything positive that an organization does to help others can increase customer base.

## **2.1 Concept of customer care service**

According to Sehary,[ 1984] defined customer service as system to provide a continuity link between the time that an order is placed and the time that goods are received with an objective to satisfying client needs on a long term basis.

Also the Wikipedia website, customer care is defined as someone who purchases or rents something from an individual or organization. The word historically derives from "custom", meaning "habit" a customer is someone who frequented a particular shop, who made it a habit to purchase goods of the sort the shop sold there rather than elsewhere, and with whom the shopkeeper had to maintain a relationship to keep his or her "custom", meaning expected purchases in the future.

A **Customer** is a person to whom you are delivering services, depending on the type of a business; Customer is also a client. Kotler (1994:216) said, customers are individual or companies with demand for goods or services. He continued customers are focal point in the entire mix; they are like the hub of the bicycle wheel.

According to MacMillan dictionary customer care is defined as the activity of looking after customers, and helping them with their complaints or problems meaning putting office system in place to maximize or optimize customers' satisfaction. Therefore, office system needs to aim at satisfying customer needs optionally

Traditional definition of a customer is a person/ department/unit/organization that purchase or buys goods or service from another person/ department/ organization/units.

Modern definition of customer is a person/organization that acquires goods and services from another (not necessary for some payments)

There are two categories of customers, internal and external customers. Internal customers include departments/individuals within the organization that requires office services. (Anybody who depends on receiving output from someone else in order to function is a customer).

Berry (1992) describes internal customers as employees and he describe/refer job as internal products. Organization need to sell job to the employees before selling its service to external customers. Selling of good services to the employees satisfying the needs of internal customers and upgrades the capacity to satisfy the needs of external customers.

External customers include individual, independent departments/organization that requires services from a particular organization. Glynn (1995) Customer care for external requires an organization to pay attention to its products or service delivery system, delivery environment, technology and employees. One of the major aims of the establishment of customer care services is to ensure the customer satisfaction in the service provided.

## **2.2 Customer Satisfaction**

his is what all the organization are looking for to provide to their customers, it refers to an evaluation of perceived discrepancy between prior expectations and the actual performance of the product or service (Harif et al, 2010:6).

Delighted customers are not the peak of satisfaction; there various levels of customer satisfaction, others are higher levels above this to strive for in order to remain competitive.. Dissatisfied customers occur as usage outcome by customers themselves after they make evaluation of the product or service during product use or consumption (Sheth and Mittal 2004: 302).

Dissatisfied customers are the outcome of negatively confirmed expectations, satisfaction is conceived as a post-consumption evaluation that a chosen alternative at least meets or exceeds expected expectations (Engels et al, 1990:545).

Therefore, for customers to be satisfied, the goods, services, organizations, people, places and places should support or patronize to fulfill their expectations (Evans, 1990:10).

The main duty of customer care department is to ensure the satisfaction of the customer, there are various factors that can be used so as to make customer effective in public organizations. Some of these factors are to ensure that the product /service produced is matching customer needs, in order to reach her satisfaction. Secondly professionalism, skills, knowledge, and expertise required to solve problems, should be required to the person providing these services. . Efficiency in fulfilling customer needs, reliability in providing services, friendliness-attitude and behavior, timeliness and accessibility and flexibility are factors that should be considered when providing customer care services. Failure of customer care satisfaction leads to customer complaints.

### 2.3 Customer complaints

Albretch K (1995) said, customers' complaints are the result of the customers dissatisfactions to the quality of services offered by the organization to the customers, that is to say the customers' expectations are not met. When customers are not satisfied they will actually complain to an organization offering the services, and its manager's duty to make sure that they handle the complaints carefully and to assure that its customers receives quality services as long as they pay for it, despite of that the customers will stop buying the services offered by organization and join

other substitute firm that they are sure of getting quality services than the previous. Therefore the firm may lose the customers and eventually die.

Customer complaints is the result of various issues, According to Tetralink Toglor and associated East Africa (2009), complaints of the customer is caused by various issues such as, poor quality of services, miscommunication between a customer and a service provider, and lack of training personnel.

When such problem occurs, Albrecht (1995) with his book *How Your Company Can Join the Customer Service Revolution* said all good managers want to hear about every complaint their customers have. Only when a complaint has been expressed can the appropriate corrective action be taken. Without customer complaints management often assumes that everything is okay.

It is estimated that for every customer complaint received, there are at least 26 complaints that are never expressed. What is the implication of this statistic? Furthermore, a customer with a complaint is likely to tell 20-25 other customers and potential customers about his complaint. Therefore, every organization needs a procedure for resolving customer complaints.

In handling customer complaints an organization can use easy and tricky procedure that can be helpful in solving the customer's problem, using polite language will create freedom to the customer. It's also important to provide for customers with the opportunity to explain, while she or he is explaining full attention should be given to him.

Kotler P (1997:481) states, studies of customer dissatisfaction show that customers are dissatisfied about 25% of time, only 5% complain, and the rest either feel that it is not worth to complain, or that they do not know how and to whom to complain.

#### 4 Service

Service is similar to a product but the difference is that the service is an intangible attribute; it can't be touched, smelled. Service production may not be tied to that of the physical product that what makes it to be called service. Kotler (1991:455).

Services are divided into two namely, material services and personal services. Material services include quick technical and administrative responses to customer enquiries, provision of correct

and timely information to customers, easy ways of accessing services as well as easily understood procedures such as timelines, accuracy and responsiveness (Coates and Samson 2001:4), Whereas personal services include attention to customers, respect and regard of a customer as a “King”, ability to listen, being kind and polite to customers and concentration on customer problems and issues (ibid).

According to William Martin (2001:12) he described, even though service is intangible and often elusive, it can be seen heard and experienced. What counts is what customers see, hear and experience. As it is intangible.

Intangibility being one of the characteristics of service cannot be touched, seen or tested as a physical attribute (product), for sure the value of service can only be perceived. Meaning the customer is the one who see or test the value of service provided to him/her but he/she can touch it.

More over another characteristic of service is inseparability; meaning production and consumption of a service are done at the same time, for that matter services cannot be segregated from a person who sells it, the one who manufactures it, is the one to sell it out that is to say to get a service there should be simultaneous effect, the presence or interaction of a manufacturer and buyer/ customer who buys the service.

### **1.5 Customer Care theoretical framework**

According to Daniel Chandler (1976) customer care services is necessary to establish the organizations image and reputation in the society. It's not only a means of communication between people but also creates a sense or feeling of belonging and togetherness among both the internal and external publics of the organization.

### **1.6 Uses and Gratification Theory Model**

Abraham Maslow (1970) suggested that the Uses and Gratification Theory is concerned with how people can satisfy their needs. The basis for his argument was that people actively looked to satisfy their needs based on a hierarchy that is, biological physical etc

The theory of uses and gratifications suggests that the media plays an active role in the life of the audience so is it to customers and consumers of a particular organization. It states that people

actively search out for good customer care services in organizations in order to fulfill their needs. Ruggiero does note that “what mass communication scholars today refer to as the uses and gratification approach is generally recognized to sub tradition of media effects research” (ruggiero, 2000, p.3)

### **2.7 Spiral of silence Theory Model**

The theory is derived from Elisabeth Noelle- Neumann, whose idea was based on individuals who perceive their own opinion accepted while expressing their ideas. This is a reason to why the media publicies opinion that is main stream. This theory can be applicabla with customers expressing their opinions and views on the services that are provided so as to become satisfactory.

### **2.8 Review of related literature basically on the role of customer care in an organization.**

These are the various reports and findings that explains what other writers and viewers discussed, relating to this study.

According to Gama (2002) he assessed practicability of the customer care service delivery at the TTC he discovered that the degree of the customer service at TTC is high which is justified by the large number of respondent who show a great level of satisfaction with the service provided at the center. On the other hand, the researcher discovered that there is less effectiveness in some other aspect such as missing of training to the department of customer care service. Also the lack of motivation to employees, a shortage of staffs and delay in decision-making were problem areas.

Recommendation; they should provide professional training to its employees on how to deal with customers in order to boost morale and consequently. .

Also Fred Ungani (2002) in his study on evaluation on customer services a case study of Tanzania Postal Bank in Dar es Salaam, he argued that for any public organization to improve, it could establish customer service department, which will be dealing with customer complaints effectively. By this method, customers will be submitting all of their complaints as to the service quality provided to them by organization. Then in turn, the organization should work on these complaints by providing a feedback to the customers in order to improve the service quality complained by the customers. By doing so the organization will actually retain and keep her

potential customers, this is possible because customer complaints have been taken and changed into tangible solutions by improving the quality of services which lead to customer satisfaction.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter describes the methods used in conducting the research. It outlines the understanding research design, sample size that will be employed, and data analysis tools used.

#### **3.1 Research design**

According to Martin E. Amin (2005) a research design is the plan which the researcher will follow. He continued to explain that it is a stated structure and process of conducting a research project, detailing the plan and method for systematically and scientifically obtaining the data to be used.

In conducting this research, the researcher will use Case study design, in comparison with other researchers design a Case study design is intended to study only one organization, which is Tanzania Revenue authority (T.R.A)

#### **3.2 Area of the study**

The single area of study was T.R.A for the purpose of accessibility to the researcher in terms of data collection. The researcher chose the area because the organization is working and delivering services to the public.

#### **3.3 Research population**

The target population of the study was 100 respondents from which the sample size was drawn from. It constituted of the male and female from the top management, employers and customers.

#### **3.4 Sampling techniques**

Sampling procedure are the various techniques and methods which the researcher used to get sample size from the sampling frame. In this study the researcher used both non probability and probability random sampling to get sample size. The researcher chose purposive or judgemental sampling and simple random sampling.

3.4.1 Simple random sampling

Simple random sampling techniques employed to obtain the data from external customers to have their views concerned about factors contributing to ineffective customer care services delivery. This procedure will be applied in getting only 20 respondents out of 40 customers.

3.4.2 Purposive/ Judgmental sampling

Judgmental sampling was adapted to approach 50 respondents out of 60 from top management and other staffs due to their capacity in their organization since researcher bounded to obtain some information from specific authority.

3.4.3 Sample size.

The sample size of 50 among 60 of top management and employees from different department and select sample size of 20 among 40 customers. Therefore 70 sample sizes selected from top management, staffs and customers suit because the researcher could easily collect the information from them due to the time limits

Number of participants selected from the population.

Participant	Population size	Sample size
Top management	10	5
Employees	50	45
External customers	40	20
Total	100	70

### **3.5.0 Methods of data collection**

#### **3.5.1 Questioner**

The procedures used to collect data influenced research instruments used. According to Kombo and Tromp (2006) he defines as gathering specific information is aiming at proving or refuting some facts. There are two major sources of data, which the researcher used, these are the primary data and complementally with secondary data from a source. Primary data and secondary data will be collected using Questionnaires, observation, interview and documentary.

According to WHO/International Development Centre (2003), a questionnaire is considered as series of questions both open and closed questions, each one providing a number of alternative answers from which the respondent can choose. The researcher prepared questionnaires as tools to get information. The schedule of questions which respondents were asked by the researcher and the researcher filled in what had been said by respondent. This was done so as to reduce the number of unfilled questionnaires. The contents of the questionnaires were based on the issue that the researcher thinks to be related with the study. The questionnaires were both open and close ended i.e. multichotomous- where the researcher needed the respondent to express freely, and dichotomous where quick answers were required and there was no need of free expression answers from the respondent.

#### **3.5.2 Observation**

In order to oversee Customer Care service delivery, the researcher used participation as a tool to obtain data. In participation the researcher observed the movement of customers who came at TRA offices for any service such as complains, clarification, on the services offered. This helped the researcher to observe the real situation in the context of the services offered to TRA customers.

#### **3.5.3 Interview**

The interviews with the key informants were made; this includes the staff of TRA, and customers to gather information about ineffective of customer care services delivery at TRA. By using both open and closed-ended approach, through interview a researcher had completed with details on understanding this matter.

### 3.5.4 Documentary Sources

Researcher collected the written document within the organization such as rules, laws, regulation and requirement of customer care policy, on the different books, journals, public records and statistics based on customer care in the public organization.

### 3.6 Data analysis

Researcher used both qualitative and quantitative methods .Qualitative method arise from data of nterviews, observation and questionnaire, which are through explanations, and description. Quantitative methods the researcher used questionnaire replies which were used to analyze by using table and percentages.

**Focus group discussion:** This is another method the researcher used, gathering people together with similar backgrounds or experiences so as to discuss the topic of customer care service delivery. The group participants are guided by the moderator who introduced the topic for discussion and help the group to participate in a lively and free way of expressing views regarding the topic.

## CHAPTER FOUR

### PRESENTATION AND DISCUSSION OF RESEARCH FINDINGS

#### 4.0 Introduction

Research findings evaluated and interpreted in relation to the objectives of the study and the research questions. Therefore this chapter presents and interprets the study findings which were achieved by using detailed information collected through questionnaires, interviews, documentation sources, focus discussion groups and observation.

Section one of this chapter covers the quality of service provided to customers by TRA, the second section covers second research question which is about the factors that hinder effectiveness of customer care services at TRA, the third section covers specific research question which is suggested measures that can be used to boost customer care services to be effective.

For the purposes of clarity and precision the researcher presented and discussed findings of the study as follows;

65 questionnaires were distributed to customers and others to employees from different departments such as administrative and personnel, Finance and Accountant, Community development, and external customers. 40 questionnaires were returned and their respondents are as shown on table 2 below

**Table 4.1 Distribution of questionnaires to different departments**

Category of department	Sample size	Response	Percentage
Administrative and personnel	10	7	70%
Agriculture	7	6	85.7%
Community development	6	5	83.3%
Education	10	8	80%
External customers	15	10	66.6%
Finance	3	2	66.6%
Planning	4	2	50%
TOTAL	55	40	72.7%

Source: Data from TRA (2012)

#### 4.1 Assess the quality of services provided to customers

The question was put forward and the researcher initially demanded to know how the internal customers/TRA employees, assess the quality of the service provided to their customers.

**Table 4.2 Quality of service provided to customer**

Quality of services provided by employees to customers	Good	Poor	Total
No. Of respondents	9	21	30
Percentage	30%	70%	100%

Source: data from field study (2012)

Among 30 respondents (staff and top management) 21 (70%) of TRA employees said that, the services provided to customers were of poor quality, due to the following

-They have received many complaints from the customers about the quality of service provided to them through suggestion box that the service they receive were of poor quality and they did not respond on time those complains.

-Employees' team that is specifically dealing with employees and customers' were not able to report the complaints to the top management in order for the management to solve customers' problems on time.

9 respondents who were 30% of TRA staff said that, they were provided services of high quality to their customers through listening to the customers' needs also directing customer to the right place where his or her problem could be solved.

**Table 4.3 Quality of services customers received**

Quality of service	No of customers	Percentage
Poor	7	70%
Good	3	30%
Total	10	100%

(Source: Data from field study 2012)

From the findings more than half of TRA customers and staff (70%) disagreed with the quality of services they received. This means that more than a half of TRA customers are dissatisfied with services provided to them. The result in table 4 shows clearly that 70% of respondents disagreed with the attention paid to them by TRA employees, availability and patience (empathy) of TRA representatives.

The following are the common complaints from the customers:

- The delaying of services and long procedures which took one to two weeks to be accomplished. Most of customers sent their problem to specific departments but those

who were in charge put aside until further follow up. Example late responds from the administrators.

- 70%, who disagreed with the quality of services they received, said that misunderstanding between services providers led them to receive services which did not comply with their needs/requirement. Example making the customer to wait for a long time without any information.
- The other complain was about the language which was used by service providers, example the of use harsh and informal language when the customers seek for assistance of the services.
- Other customers complained that their secrets are not safe to those who provide services.

Also, the finding showed that 40% of TRA customers agreed with the Quality of service they received.



**4.2.0 Factors that hinder effectiveness of customer care services at TRA.**

**Response through questionnaires**

Respondents were required to agreed, disagreed or no opinions with the factors as explained at the table below.

**Table 4.4 Factors that hinder effectiveness of customer care services**

Factors that hinder effectiveness of customer care services.	Agreed	Disagreed	No opinion	Total
Lack of training, seminars and counselling	25(62.5%)	13(32.5%)	2(5%)	40(100%)
Lack of customer care policy	27(67.5%)	9(22.5%)	4(10%)	40(100%)
Lack of knowledge to solve customers' problems	30(75%)	6(15%)	4(10%)	40(100%)
Technology problem and communication breakdown	25(62.5%)	10(25%)	5(12.5%)	40(100%)
Misuse of time factor and services delays	36(90%)	4(10%)	0(0%)	40(100%)

**Source: Data from field study at TRA (2012)**

Therefore the findings shows that factors mentioned above are the ones that hinder customer care services at TRA as respondents responded and the following is the summary from the table above

#### **4.2.1 Lack of training, counseling and seminars to the employees**

Findings exposed that 25(62.5%) of respondent agreed that staff lack training, counselling, and seminars program to effect customer care services, 13(32.5%) of respondents disagreed that lack of training and seminars to staff hinder effectiveness of customer care services and also 6% of respondents who did not have opinion about lack of training as one of the factors that hinder customer care services

#### **4.2.2 Lack of customer cares policy.**

Respondents who agreed about lack of customer care policy in the organization can hinder customer care services to be effective were 27(67.5%), also 9(22.5%) disagreed and those who did not have opinion about lack of customer care services in the organization can hinder effectiveness of customer care services were 7(14%).

#### **4.2.3 Lack of knowledge to solve customers' problems.**

Despite the fact that there were qualified Human Resources who had knowledge of (customers and staff) findings revealed that 30(75%) respondents agreed that lack of knowledge of services providers on solving customers' problems hinder effectiveness of customer care services, also respondents who disagree were 6(15%) and those who did not have opinion concerning lack of knowledge of services provides on solving customers problems were 4(10%)

#### **4.2.4 Technological problems and communication breakdown.**

The findings reveal that 25 respondents who are 62.5% agreed that technological problems such as computers knowledge to service providers hinder effectiveness of customer care services. And those who disagree are 10 who were 25% also for those who have no opinion are 5(12.5%).

#### **4.2.5 Misuse of time factor and services delays.**

Despite that there are laws that regulate time management to employees, Finding shows that 36 who were 90% agreed that misuse of time factor and services delay through keeping customers waiting or delays from services providers hinders effectiveness of customer care services while 0 who were 25% disagreed with the point that misuse of time factors and delays hinder effectiveness of customer care services.

4.3 To explore measures to boost customer care services to be effective.

The study was conducted to explore measures to boost customer care services to be effective. The finding from staff, top management and customers suggested measures which should be taken by TRA so as to boost effectiveness of customer care services. The table 6 below shows the response through questionnaires

Table 4.5 Measures to boost customer care services to be effective

MEASURES	FREQUENCE	PERCENTAGE
Ensuring effective customer care services department	22	55%
Training programs can be presented	25	62.5%
Introduce customer service advisor	18	45%
Responding customers complains on time	30	75%
Introduce customer care policy	28	70%

Source: Data from field study (2012)

The study found that respondents mentioned the above points as the measure that should be used to boost effectiveness of customer care services at TRAC. As explain below

4.3.1Ensuring effective customer care services department

The finding showed that 22(55%) suggested that customer service department should be more effective in TRA in order to provide quality customer care services.

4.3.2 Training program can be presented

Respondent who were 25(62.5%) responded that, training program on customer care services should be as ongoing process; new methods and techniques should be formed organizations. Training helps employees to understand how to measure and track customers' satisfaction also helps employees to deal with customers complains.

4.3.3 Introducing customer services advisor

The researcher discovered that respondents who were 45% agreed that an organization should introduce customer services advisor who interact with customers and provide information in

response to services enquires. Also customer services advisor communicate with clients/ customers in variety of ways such as telephone, face to face, e-mails and fax so as meet their satisfaction.

**4.3.4 Responding customers complains on time**

30(75%) of respondents measured that, good responds to customers and responding customers complains on time would help to boost the services in the organization, by doing so customers will be satisfied with the services they receiving and will build a good image of the organization.

**4.3.5 Introducing customer policy**

Respondents who were 28 (70%) measure that introduction of customer policy will boost customer care services and regulate day to day activities also policy binds employees when they provide services. Therefore it’s important for the organization to establish customer care policy and should be well implemented.

**4.4.0 Interview Method**

The researcher faced both staff and customers to probe the reality on measures which organization should used to boost customer services.

**Table 4.6 Interviewees’ Response**

	No. Interviewees
Customers	10
Staff	05
TOTAL	15

**Source: Data from field study at TRA Council 2012**

15 respondents from staff and customers of TRA were interviewed. Interviewees suggested measures that can be used to boost effectiveness of customer care services as follows

**4.4.1 Formulation of by laws in an organization concerning good customer care services**

30% of interviewees suggested that formulation of organizations’ by laws which will regulate individual behaviors and bind services providers to provide good of services to customers. As

said that *“bad behaviors of service providers of not responding and solving customers problems on time will be reduced or eliminated through those by laws of organization also service provider will follow ethic of work to avoid punishment”*.

#### **4.4.2 Introduce good planning system in an organization.**

Interviewees suggested that good planning in an organization will result in good image of an organization through recruitment, training, promotion, and selection of qualified employees or staff. Finding showed that 66.6% of interviewees said that “respective VEO/WEO should be well trained in order for them to deliver services that would satisfy villagers (customers) also VEO/WEO will be able to solve customers’ problems”

#### **4.4.3 Responding customers complains on time.**

40% of interviewees suggested that services providers should respond to customers complains as interviewees said that “staff should report complains to the top management early in order to solve those complains and return feedback to respective complainers by doing so customer care services will be improved”.

## CHAPTER FIVE

### CONCLUSION, SUMMARY AND RECOMMENDATIONS,

#### 5.0 Introduction

This is the last chapter; it is divided into three main sections. The first section is the brief summary of study.

The second section concludes the study by recalling the hypothesis showing the extent to which they have been approved and the last section comes out with a list of recommendations in line with the objectives of study.

#### 5.1 Summary

The study was about factors contributing to ineffective customer care services as an approach towards, quality maintenance, development and improvement of organizational performance the study has come out with five chapters with appendices.

The introduction part of this report includes the background to the problem; statement of the problem together with the objectives of the study and the research questions as well as the significance, delimitations, and limitations of the study and the definitions of terms.

The report also included theoretical and empirical literature review which intended to add knowledge and familiarize the researcher with the relevant information about the problem studied.

Moreover the report comprised the research methodology part which included procedures and methods employed in data collection and analysis for this study.

The study has also considered the presentation of the research findings and discussion in chapter four whereby the collected data were carefully processed, analyzed and presented by using qualitative and quantitative.

And the following last part covers this summary which is followed by a conclusion and recommendations together with the appendices.

## 5.2 Conclusion

The main objective of this study was to assess the factors contributing to ineffective customer care service in Public organization

Customer care services in TRA is seen to be not active whereby customer care services programs are not conducted and implemented well, with the management team in collaboration with other staff members.. Also TRA does not have customer care services policy which regulates organization activities. The findings show that customer services delivery at TRA is ineffective due to the number of factors such as lack of training to staffs, delays of customer's problems, misuse of time and lack of knowledge to solve customers' problems.

## 5.3 Recommendation

In the light of this study the researcher noted factors contributing to ineffective customer care services at TRA.

**Therefore the researcher recommends the following to be worked out**

Organization should create awareness to the external customers through handling their claims Management, staff and customers should be in good relationship and interaction in order work comparatively.

TRA should establish customer care policy so as the staff to follow and work on them, more over

TRA should have the system of visiting external customers such as Village Executive Officers and Ward Executive Officers in order to check out how they serve their customers that are villagers and rural areas.

Management should provide professional training to its employees on how to deal with customers in order to boost morale and consequently build good organization image.

Conducting meetings with the internal and external customers in order to express their views and opinions on the services provided, and if there are any changes to be made effective actions should be done immediately.

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## APPENDIX I: QUESTIONNAIRES:

To be responded by customers

Dear respondent:

My name is Anna Yassin from Kampala International University, pursuing bachelors in mass communication.

Provided below is asset of questions that requires your response.

The questions are designed to meet the academic objectives:

Your cooperation is highly appreciated to help the researcher meet those

### **Objectives.**

Qn1. (a) As a customer do you have any idea of what customer care is?

Yes (b) No

13

o) If yes shortly explain what customer is all about.

.....  
.....

Qn2. Do you think customer care services are important to you?

a) Yes    b) No    c) I don't know

13

Qn3. (a) is there any practice of customer care in TRA?

(Yes or No).....

(b)Outline those practices

.....  
.....

(c)Are you satisfied with the services being provided?

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

.Qn4.Where do you send your complains concerning the service you receive?

.....

Qn5. What can the organization do so as to improve customer care services?

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

Qn6.What are some of the factors that contribute to the ineffective customer care in the organization?

.....  
.....

Qn7.What should be done so as to have effective customer care service delivery in the organization?

.....  
.....

**THANK YOU FOR YOUR COOPERATION**

8. Is there any procedure laid down by TRA in dealing with customer complaints? If yes mention at least 3

- a) Yes      b) No

What should be done to improve the services offered to customers?

.....

.....

.....

10. Do you think customer care services are important to this organization?

- a) I agree      b) I disagree      c) I don't know

11. What quality of service should the organization provide to the customers to make them satisfied?

12. What do you advice the management of TRA so as to be the best in monitoring the taxpaying services provided to its customers?

.....

.....

.....

.....

.....

**THANK YOU FOR YOUR COOPERATION**

c) If yes explain shortly why

.....  
.....

Qn4) How does the organization benefit from customer care department?

.....  
.....

Qn5 Do you think the organization can survive without the existence of customer care department?

.....  
.....

Qn5 (a) As management do you think the services provided are satisfactory to your customers?

(a)Yes (b) No

c) Give reasons to support your answer

.....  
.....

Qn6 what can be done by the management to improve customer care service in the organization?

.....  
.....

**THANK YOU FOR YOUR COOPERATION**