

**EFFECT OF CUSTOMER SERVICE CHARTER ON SERVICE QUALITY IN  
LOCAL GOVERNMENT AUTHORITIES IN TANZANIA: THE CASE OF MOSHI  
MUNICIPAL COUNCIL**

**Elias Ezekia Mkuburo**

**REG.NO. MBA/LG/0078/2021**

**Master of Business Administration in Leadership and Governance  
Institute of Accountancy Arusha  
October, 2023**

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**Dissertation Submitted in Partial Fulfillment of the Requirements for the  
Degree of Master of Business Administration in Leadership and Governance  
Institute of Accountancy Arusha  
October, 2023**

**AUTHOR'S DECLARATION**

I, Elias Ezekia Mkuburo declare that this dissertation is my own original work and that it has not been presented and will not be presented to any university for similar or any other degree award.

Signature.....

Date.....

**CERTIFICATION BY SUPERVISOR**

I the undersigned certify that I have read and hereby recommend for acceptance by Institute of Accountancy the dissertation titled: **EFFECT OF CUSTOMER SERVICE CHARTER ON SERVICE QUALITY IN LOCAL GOVERNMENT AUTHORITIES IN TANZANIA: THE CASE OF MOSHI MUNICIPAL COUNCIL** in fulfillment of the requirements for the Master of Business Administration Leadership and Governance.

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## **ACKNOWLEDGEMENTS**

Completion of this dissertation is an achievement contributed by several individuals. First, I express my gratitude to the Almighty God for blessing me with good health to accomplish this work.

Secondly, I would like to acknowledge the support provided by my supervisor in guiding me to write this dissertation. I commend constructive comments of my supervisor that helped to improve this research work.

Thirdly, I express my appreciation to the research panel of the Institute of Accountancy Arusha for examining my research proposal. I am thankful to the constructive advice that helped me to improve the research methodology and data collection tools for this investigation.

Lastly, I appreciate the management of Moshi Municipal Council for permitting me to conduct this research in their organization. Moreover, I thank customers and employees who consented to participate in this research, as they provided data that answered research questions of this study.

## **ABSTRACT**

This study assessed the effect of customer service charter on service quality at Moshi Municipal Council. Specifically, the study examined the extent of implementation of customer service charter, assessed employees' perceptions about the effects of customer service charter on quality of services, identified challenges that inhibit implementation of customer service charter, and determined strategies for improvement of implement of customer service charter at Moshi Municipal Council. The study applied case study design which involved quantitative research approach. The study involved a sample size of 130 respondents who included customers (n=75), and employees (n=55) selected from the department of health at Moshi Municipal Council. Data were collected through a structured questionnaire. Analysis of data was performed through descriptive statistics comprising of mean and standard deviation. The study findings showed that customers were not aware of the existence of customer service charter, and were not involved in the formulation of the charter. The study also found that employees held positive perception regarding the effects of customer service charter as a tool for improving reliability and responsiveness of service quality. The findings of the study also revealed that implementation of customer service charter in Moshi Municipal Council is affected by shortage of employees, finances, and transport facilities, lack of proper orientation of employees and customers regard the customer service charter, and limited stakeholder participation in formulation of the customer service charter. The study identified six strategies for improving implementation of the customer service charter in the department of health at Moshi Municipal Council. The strategies included stakeholder involvement in formulation of customer service charter, provision of customers' awareness regarding the customer service, increasing physical facilities and number of health workers, allocation of sufficient budget in service provision and regular auditing of compliance with the customer service charter. The study concludes that despite lack of customers' awareness, customer service charter has a potential effect on service quality at Moshi Municipal Council.

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## LIST OF ABBREVIATIONS

ACC	Arusha City Council
CAG	Controller and Auditor General
CSC	Customer Service Charter
IAA	Institute of Accountancy Arusha
LGAs	Local Government Authorities
MMC	Moshi Municipal Council
NGOs	Non-Governmental Organizations
SERVIQUAL	Service Quality
SPSS	Statistical Package for Social Sciences
TANESCO	Tanzania Electric Supply Company
TMDA	Tanzania Medicine and Medical Devices Authority
UK	United Kingdom

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

Local government authorities (LGAs) are essential to socioeconomic development. To meet the development demands, LGAs require servant leaders who prioritize development needs while creating supportive environments for employees to serve the public. Therefore, this study assessed the effect of effective implementation of client service on service quality in Moshi Municipal Council. This chapter introduces the research problem by highlighting the background, problem statement, objectives, research question, scope, the significance of the study, and limitations.

#### **1.2 Background to the Problem**

Local government authorities (LGAs) are essential to socioeconomic development. Local government authorities contribute to social development by providing public services such as waste management, water and sewer services, public transportation, health, and education. Local government authorities are crucial in promoting economic development, supporting local businesses, investing in infrastructure, and collecting revenues.

As part of the global movement of service quality management, public organizations, including LGAs, have established customer service charters as governance mechanisms for ensuring commitments to providing quality services to customers (Steen et al., 2018). Customer Service Charters emerged from the New Public Management paradigm of public administration, which sought to address the deficiencies of the traditional bureaucratic service delivery system (Pollitt, 2000). Since the 1990s, the literature on public administration has emphasized the adaptation of market principles in public service delivery (Osborne & Gaebler, 1992).

Client Service Charters (CSCs) started in the 1990s. The United Kingdom (UK) introduced Citizen's Charter in 1991 to improve public service delivery (Pollit & Bouchaert, 2011). Portugal

introduced Public Service Quality Charter in 1992 to restore citizens' public services. France introduced Public Service Charter in 1992 to improve public service delivery. In the United States of America (USA) public service charter started in 1995 when the federal government ordered all public institutions to establish standards for delivering public services (Pollit & Bouchaert, 2011).

Similarly, Asian countries began to implement client service charters in the 1990s. In 1998, the Nepalese government enacted 'The Guidelines for the Efficiency of Government Services, which required government institutions to execute Citizen Charters to enhance service delivery (Gupta, 2021). In the Philippines, local government authorities were the first to introduce Client Service Charters. For instance, in 2001, the Naga City Government published a guidebook for service delivery. Between 2004 and 2007, the City Government of Marikana also formulated Client Service Charters called Factbooks (Saguin, 2013).

African public service ministers endorsed the Charter for the Public Service for Africa at the third Pan African Conference of Ministers in Windhoek, Namibia, on February 5 and 6, 2001. Algeria, Gabon, Swaziland, Tanzania, Uganda, South Africa, Ethiopia, and Algeria are among the nations that have ratified the service charter. The Charter emphasized improving public service delivery in Africa (United Nations, 2001). The government of Tanzania introduced CSCs during the public service reforms of the late 1990s. Such reforms emphasized the improvement of public service delivery by adapting market values such as client service charters (Mshanga et al., 2021). Client Service Charters (CSCs) are guided by principles such as setting standards, transparency, public choice and right to consultation, courtesy, value for money, and accountability (Steen et al., 2018). CSCs are vital for the improvement of public service delivery. They also ensure good governance by promoting accountability, transparency, and effectiveness in public service delivery.

Implementation of CSCs in various countries has not lived expectations. For instance, Nigussa (2014) revealed that during their inception in the 1990s, the CSCs in the UK had vague objectives formulated without adequate stakeholder consultation, involvement, and participation. Moreover, the early CSCs in the UK did not consider the needs of minority groups. In Asia, the implementation of CSCs is relatively low. Saguin (2013) has shown that local government authorities in the Philippines have not succeeded in implementing the CSCs as per the principles of new public management. Similarly, another study by Gupta (2021) has shown that implementing of client service charters in Nepal remains low. Nigussa (2014) has shown that the initial implementation of customer service charters in India lacked stakeholder consultation. Lack of stakeholder consultation in the formulation of CSCs undermines improving the quality of services. Nigussa (2014) has further revealed that government organizations in India do not conduct period reviews of CSCs. In addition to the above, Kundo (2013) has shown that Bangladesh citizens are not aware of the implementation of CSCs.

Nevertheless, studies have shown that public organizations in African countries do not prioritize the implementation CSCs. For instance, a study by Ndege (2018) has indicated that Kirinyaga Water and Sanitation Company in Kenya does not implement CSC to the expected level. The company has not provided customer awareness about CSC. Moreover, the company does not use customer feedback to improve service quality. Nigussa (2014) has conducted a comparative analysis of implementing customer service charters in various parts of the world. In the analysis, Nigussa (2014) showed that implementing customer service charters in Ethiopia lacks stakeholder consultation. Nigussa (2014) further indicated that implementing customer service charters in government organizations in South Africa lacks clear standards and formally written procedures for handling complaints.

Furthermore, several studies have attested that LGAs in Tanzania do not effectively implement CSCs. A study by Likangaga and Josephat (2012) has revealed that Dodoma Municipal Council



does not implement the Client Service Charter (CSC). Since its establishment, the CSC has not been implemented. Along the same line, Mahoo (2016) has shown a low implementation of CSC in Morogoro Municipality. Mahoo (2016) also revealed that customers lacked awareness of the existence of CSC.

Moreover, another study by Hassan (2017) has shown that although Temeke Municipal Council has a written Client Service Charter (CSC), the document is not implemented. The organization does not utilize a customer suggestion box, and there is poor attendance of customer inquiries. Another study by Kanunu (2016) has shown that Tabora Municipal Council does not adhere to its customer service charter. The organization does not provide services to customers on time. Moreover, employees favor internal customers over external customers.

In 2019, Moshi Municipal Council formulated the Client Service Charter as a tool for improving accountability, transparency, and effectiveness in service delivery (Moshi Municipal Council, 2019). With this development, research is needed to understand the effect of the Customer Service Charter on service quality at Moshi Municipal Council.

### **1.3 Statement of the Problem**

Tanzania has made public service reforms to improve quality of public services. Several public institutions in Tanzania have established Customer Service Charters (CSCs) as governance mechanisms for improving service quality. However, several researchers such as Likangaga and Josephat (2012), Kanunu (2016), Hassan (2017) have shown that LGAs in Tanzania do not implement CSCs effectively to meet expectations of customers.

Recently, Moshi Municipal Council has established CSC as a tools for improving service delivery and enhance accountability. The CSC of Moshi Municipal Council was formulated based on agreement between the organization and its customers (Moshi Town Council, 2019). However, previous researchers have focused on CSCs in LGAs such as Temeke Municipality (Hassan, 2017), Tabora Town Council (Kanunu, 2016), and Dodoma Municipality (Likangaga and

Josephat, 2012). Therefore, the current study has expanded the knowledge by assessing the effect of customer service charter on service quality at Moshi Municipal Council.

#### **1.4 General Research Objective**

The general objective of this study was to assess the effect of customer service charter on service quality at Moshi Municipal Council.

#### **1.5 Specific Objectives**

- (i) To examine the extent of implementation of customer service charter at Moshi Municipal Council.
- (ii) To assess employees' perceptions about the effects of customer service charter on quality of services provided at Moshi Municipal Council.
- (iii) To identify challenges that inhibit implementation of customer service charter at Moshi Municipal Council.
- (iv) To ascertain strategies for improvement of implement of customer service charter at Moshi Municipal Council.

#### **1.6 Research Questions**

- (i) To what extent does Moshi Municipal Council implement the customer service charter in delivery of services?
- (ii) What is the perception of employees' perceptions about the effects of customer service charter on quality of services provided at Moshi Municipal Council?
- (iii) What challenges inhibit implementation of customer service charter at Moshi Town Council?
- (iv) What strategies are required to improve implementation of customer service charter at Moshi Municipal Council?

### **1.7 Scope of the Study**

The geographical scope of this study was Moshi Municipal Council located in Moshi Town in Kilimanjaro Region. This study focused on three objectives. They include examining the extent of implementation of customer service charter at Moshi Municipal Council, assessing employees' perceptions about the effects of customer service charter on quality of services provided at Moshi Municipal Council, assessing challenges inhibiting implementation of customer service charter and ascertaining strategies for improvement of implement of customer service charter at Moshi Municipal Council. The time frame of this study was seven months, march 2023 to October 2023.

### **1.8 Limitations of the Study**

The researcher encountered three limitations that affected data collection and generalization of findings.

#### **(i) Research Design Limitations**

This study applied the case study design whose major limitation is lack of ability to generalize findings outside the studied population. Due to limitation, the researcher was not be able to generalize findings outside Moshi Municipal Council. Therefore, further research is required to conduct research in other settings.

#### **(ii) Language Barrier**

The study encountered language barrier during administration of the questionnaires. Most customers were not able to fill the questionnaire in English language. The questionnaire was translated to Swahili language to facilitate customers to provide their opinions.

#### **(iii) Methodological Limitations**

The study anticipated to apply a mixed method approach in data collection. However, the respondents preferred to provide opinions through filling questionnaires. Therefore, interviews

were not applied in data collection. The limitation impacted collection of in-depth perspectives of respondents regarding effects of customer service charter on service quality.

### **1.9 Significance of the Study**

This study's findings provide knowledge, practical and policy contributions to various stakeholders.

The findings of this study will benefit researchers and academicians. This study contributes to the literature of good governance by raising awareness of the role of client service charter towards improvement of quality of services in LGAs in Tanzania. Findings of this study may be relevance to further research on local governance in developing countries like Tanzania.

The findings of this study will benefit the President's Office-Public Service Management in implementation of Public Service Reform Program of Tanzania which emphasize formulation and implementation of customer service charters in all local government authorities, ministries, agencies, departments and regulatory authorities. The study will provide understanding on the extent to which Moshi Municipal Council implements Customer Service Charter as per Public Service Reform Program which aims at improving the quality-of-service delivery.

The findings of this study will benefit Moshi Municipal Council (MMC). MMC may use findings of the study to conduct assessment of the effectiveness of CTC. Furthermore, MMC may use findings of this study to formulate strategic plans for service quality.

### **1.10 Brief Organization of the Dissertation**

This dissertation is composed of five chapters.

Chapter one presents introduction to the research problem. The chapter provides background context of the problem by highlighting the problem of ineffective implementation of Customer Service Charter in public organizations in developed countries like UK, Asia, Africa and Tanzania. The chapter describes the research problem, outlines research objectives, research questions and hypothesis. The chapter presents scope of the study in terms of geographical

area, variables, time scope and theoretical scope. The chapter also presents limitations of the study as well as significance of the study to various stakeholders.

Chapter two provides review of theoretical and empirical literature concerning customer service charter and service quality. The chapter provides definitions of key concepts: customer service charter and service quality. The chapter provides theoretical and empirical literature review of specific objectives of the study. The knowledge gap of the study was identified to indicate scant understanding of customer service charter at Moshi Municipal Council. The chapter provides review of SERVQUAL model which guided formulation of research objectives, conceptual framework and data collection tools of the study. Finally, the chapter presents illustration of the conceptual framework to indicate the relationship between variables of the study.

Chapter three presents research methodology for investigation of effects of customer service charter on service quality at Moshi Municipal Council. The chapter presents description of the study area which is Moshi Town. The chapter presents research design, research approach, population and sample size, sampling techniques, data collection, pilot study, data analysis, validity and reliability and research ethics.

Chapter four provides presentation and discussion of findings based on research objectives and research questions. The chapter is organized into four sections, including introduction, respondents' characteristics, presentation of findings, discussion of findings and summary.

Chapter five offers conclusions and recommendations. The chapter covers three sections, comprising of conclusions, recommendations, and critical evaluation of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Chapter two provides review of theoretical and empirical literature concerning customer service charter and service quality. The chapter provides definitions of key concepts: customer service charter and service quality. The chapter provides theoretical and empirical literature review of specific objectives of the study. The knowledge gap of the study is identified to indicate scant understanding of customer service charter at Moshi Municipal Council. The chapter provides review of SERVQUAL model which guided formulation of research objectives, conceptual framework and data collection tools of the study. Finally, the chapter presents illustration of the conceptual framework to indicate the relationship between variables of the study.

#### **2.2 Theoretical Literature Review**

Theoretical literature presents definitions of key concepts and scholarly discussion about implementation of customer service charters, effects of customer service charters on service quality, and strategies for improving implementation of customer service charters.

##### **2.2.1 Definitions of Key Concepts**

This study was based on two concepts: customer service charter and service quality.

###### **2.2.1.1 Customer Service Charter**

Customer Service Charter or Clients' Service Charter (CSC) has been defined by several scholars. McGuire (2010) define customer service charter as a strategy that is established to transform the culture of public service delivery to focus more on needs and problems of customers. The main objective of CSCs to improve customer satisfaction whilst restore public trust towards public services.

Cole (2019) defines Customer Service Charter as a document that explains how an organization intends to serve its customers. Customer service charters state what customers can expect

from service providers. Thomassen et al. (2014) define customer service charter as a document that describes the level of service that customers should expect from service providers.

Customer service charters provide several contributions to both service providers and customers. CSCs allow service providers to measure the level of customer satisfaction towards services offered. CSCs also allow service providers to strengthen relationships with customers. Customers can gain awareness about their rights and obligations to quality service. Customers can also measure value for money against services received (TMDA, 2020).

In this study Customer Service Charter was defined as the agreement between Moshi Municipal Council and its customers in relation to service provision.

#### **2.2.1.2 Service Quality**

Various scholars have proposed different definitions of service quality. According to Castleberry and McIntyre (2011), service quality is the customers' perception of the degree of excellence of a company's services. It is based on comparing the expected quality and the actual quality. Similarly, Kotler and Armstrong (2017) and Ghotbabadi et al. (2015) consistently define service quality as a measurement tool used by a company to understand the needs and expectations of customers.

Stylidis, Wickman, and Söderberg (2015) broadly distinguish two aspects of quality Value perceived Perceived Quality (VPQ) and perceived quality (TPQ). VPQ focuses on the overall experience of customers about the product. On the other hand, the TPQ focuses on how the technical aspects of the product or service fulfill customers' expectations. Technical aspects can be the product or service's visual and material quality.

According to Harwood and Garry (2008), the concept of service quality has gained attraction since the 1980s following the shift from sales-oriented to service-oriented marketing built by customer relationships.

## **2.2.2 Theoretical Literature Review of Extent of Implementation Customer Service Charter**

Implementation is the process of executing customer service charter in providing services to customers. Extent of implementation of customer service charter is measured by several dimensions. One of the dimensions is customer awareness. Gupta (2021) argues that implementation of the Citizen Charter is determined by the degree of knowledge of service users. Waweru et al. (2019) point out that understanding of the Citizen Charter is a crucial need for its implementation. Hussein and Pallangyo (2013) emphasize that it is essential that clients are aware of a client charter to ensure that they understand the organization's commitment to providing quality service and their rights as customers. By communicating and promoting the client charter effectively, organizations may increase customer satisfaction and develop customer trust.

Another component of CSC is feedback. Juvle (2018) assert that implementation of CSC involves collection of feedback from customers. Feedback can be collected through suggestion boxes or reporting complaints. Sengupta et al. (2015) argue that despite the importance of complaints as a feedback mechanism, some employees may deliberately ignore customer complaints in attempt to avoid negative feedback.

Islam (2020) has discussed five values that are required in implementation CSCs. Such values include trust, collaboration, respect, shared responsibility, and grievance management. Service quality requires mutual trust between service providers and citizens. Collaboration requires cooperation between service providers and citizens in designing CSCs. Respect requires mutual positive attitude between services providers and beneficiaries. Service providers should respect rights of beneficiaries. At the same time, it the duty of beneficiaries to respect authority of service providers.



Islam (2020) further inform that there should be shared responsibility among different stakeholders in planning and implementation of CSCs. Moreover, grievance mechanisms should be in place to allow citizens to report service discontents.

### **2.2.3 Theoretical Literature Review of Effects of Customer Service Charter on Service Quality**

Scholars have discussed how customer service charters provide positive effects to service quality. Kanunu (2016) informs that customer service charter improves customer satisfaction. Effective implementation of CSC helps organizations to meet customers' expectations. As a result, customers' trust towards service providers also improves.

### **2.2.4 Theoretical Literature Review of Challenges Inhibiting Customer Service Charter**

Implementation of CSCs is not a straight forward process. Organizations may establish CSCs but implementation may be challenging. Thomassen, et al. (2014) posit that Implementation of the Client Service Charter may fail owing to the absence of key enablers including lack of participation by employees and senior management, resulting to inconsistency implementation of CSCs.

Another challenge that may constraint compliance with CSCs is shortage of resources. Jacobson and Sowa (2016) have shown that municipal councils in developing countries face the challenge of shortage of human and financial resources to provide public services. For instance, the National Audit Office (2020) has published Controller and Auditor (CAG) report that indicates that LGAs in Tanzania had a shortage of 119,753 employees. Without human sufficient resources, organizations may fail to comply with client service charters.

Another challenge that inhibit compliance with CSCs is weak or absence of social accountability mechanisms such as citizens' panels and social audits. Doja and Duressa (2019) have shown that African countries such as Ethiopia lack solid foundations for social accountability mechanisms. As a result, citizens are not able to demand accountability for poor service

delivery. Various researchers such as Ngairo (2020) have shown that Tanzania is experiencing the problem of closed civic space where NGOs are intimidated, threatened and even establishing restrictive. Consequently, NGOs are not able to provide capacity building to citizens to utilize social accountability mechanisms to demand improvement of services.

Another challenge is lack of citizen involvement and participation in designing Customer Service Charters. Thomassen et al. (2014) has argued that citizens are hardly involved in designing CSCs for service delivery. Without citizen involvement, service providers design CSCs that do not reflect citizens needs. Haque and Ahsan (2016) have argued that CSCs fail to work in Bangladesh due to lack of citizens' consultation in decision making.

#### **2.2.5 Theoretical Literature Review of Strategies for Improving Customer Service Charter**

Scholars have discussed several strategies for improving implementation of customer service charter. Jela (2015) suggested that client service charters require performance management systems and frameworks. Performance management frameworks should stipulate standards for measuring service quality, and monitoring and evaluation of service quality. Ndege (2018) also suggest that client service charters should be supported by organizational monitoring mechanisms that are established to track performance of employees in service delivery.

Another strategy for improving implementation of client service charters is stakeholder engagement. Client service charters should be developed with several stakeholders including service providers, employees, citizens, citizens' representatives, suppliers and customers. Stakeholder engagement is important to ensure that client service charters reflect needs of different stakeholders. On the contrary, Saguin (2013) asserts that clients service charter in public organizations are top-down in nature such that views of customers are not incorporated during formulation of such charters. Consequently, client service charters may not help to improve service delivery where service users are not aware of their rights and obligations.

Another strategy is building organizational culture. Nigussa (2014) suggests that government organizations should not rush to formulate CSCs without building the culture of total quality management. Total Quality Management (TQM) management culture requires building customer focused culture, engaging in continuous improvement of services, leadership commitment, empowering employees and engaging customers in review of service quality.

## **2.3 Empirical Literature Review**

The empirical literature review presents previous research work related to the specific objectives of this study. This sub-section presents empirical review of extent of implementation of Customer Service Charters (CSCs), effects of CSCs on service quality, challenges inhibiting implementation of CSCs and strategies for enhancing CSCs for service quality.

### **2.3.1 Empirical Review of Extent of Implementation of Customer Service Charter**

The empirical literature has provided understanding of the extent of implementation of CSCs. Tamrakar (2010) assessed the impact of citizen charter on service delivery in Kathmandu Administrative District in Nepal. The study has shown that implementation of CSCs involves procedural clarity. Upon arriving at public offices, citizens are provided with names of officials that are required to offer services. Tamrakar (2010) further noted that procedural clarity also involves complaint handling. Where citizens have complaints, they are directed to send their feedback to compliant officers.

Rajakaruna et al. (2022) assessed effective implementation of citizen charter at the Directorate of Regional Health Services in Sri Lanka. The study revealed that implementation of citizens' charter involved creation of customer awareness, complaints mechanisms, awareness in advance of documents required along with a service request. The major strengths of the study is based on the methodology. The use of mixed method design allowed the researchers to generate both general and detailed understanding of the perspectives of service users about implementation of citizens' charters.

Mwania (2015) investigated influence of customer service charter on service delivery at Nairobi City Water and Sewerage Company in Kenya. The study revealed that implementation of customer service charter involved courtesy and respect, professionalism in serving customers, equity distribution of services.

Kanunu (2016) assessed customer service charter at Tabora Municipal Council. The study assessed the extent of customer service charter by focusing on workers ethics, customers' awareness of client service charter. Customers' awareness was assessed by customers understanding of existence and objectives of customer service charter and customers' satisfaction with client service charter. Employees' ethics in customer service was measured by integrity, political neutrality, excellence, stewardship, transparency and team work.

Kinyenje et al. (2022) assessed the status of CSCs in primary health care in Tanzania. The study revealed that implementation CSCs involved displaying customer service values on notes board for customers to see. The study also revealed that customers are allowed to share feedback by dropping suggestions in the suggestion boxes, client help desk and sending text messages.

Mshanga et al. (2021) assessed the role of governance in promoting client service charter in Arusha City Council (ACC). The study showed that ACC implements CSC charter by distributing copies to stakeholders, and broadcasting in the media. However, the study has not shown that whether CSC is displayed in the notes boards for the public.

### **2.3.2 Empirical Review of Effects of Customer Service Charter on Service Quality**

The effects of Customer Service Charters (CSCs) on service quality has been investigated by several researchers. In Asia, studies have established the effects of CSCs on service quality. Islam (2020) analyzed performance of CSCs in India. The study has shown that CSCs empower citizens' participation in public service delivery through transparency and accountability. CSCs allow service providers and citizens to develop a mutual agreement on how services will be provided. Transparency empowers citizens to demand accountability from service providers.

Tamrakar (2010) assessed the impact of citizen charter on service delivery in Kathmandu Administrative District in Nepal. The study has shown that CSCs procedures such as complaint handling and procedural clarity have helped citizens to access services to the right officers, leading to increase in service satisfaction. The strengths of the study by Tamrakar (2010) is noted in data analysis. The use of cross tabulation has helped the researcher to compare responses of employees (agents) and responses of customers (principals). The major limitation of the study by Tamrakar (2010) is that it focused on one organization. Hence, the study findings are limited to the study study area.

Ullah and Rahman (2018) assessed effectiveness of citizens' charter in service quality at Trishal Municipality in Bangladesh. The study findings have shown that citizens' charter have helped citizens to access public services on time. The major limitation is the study by Ullah and Rahman (2018) is its methodology. While the study claimed to collect data using both surveys and interviews, only survey data was presented. Another methodological limitations of the study by Ullah and Rahman (2018) is in sample size. The study involved a sample size of only 4 respondents whose opinions were not representative.

Rajakaruna et al. (2022) assessed effective implementation of citizen charter at the Directorate of Regional Health Services in Sir Lanka. The study has shown that the citizens' charter has helped to improve efficiency of provision of services by reducing wastage of time and increasing customer satisfaction. Despite the significance knowledge, Rajakaruna et al. (2022) conducted the research in health sector. Hence, findings may not explain the impact of citizens' charter on service quality in LGAs.

Ndege (2018) assessed the role of customer service charter on public service delivery at Kirinyaga Water Sanitation Company in Kenya. The study revealed that customer service charter has ensured efficiency in public service delivery by reducing time wasted in accessing services. The major strength of the study by Ndege (2018) is in methodology. The sample size

of the study involved both clients and service providers. Hence, the researcher was able to triangulate data and enhance validity of findings. The major limitation of the study by Ndege (2018) is that it was done in water sector. Hence, its findings may not explain the effects of CSCs in municipal councils.

Gakobo et al.(2019) investigated the effect of customer service charter on improvement of quality of services among public universities in Kenya. The study applied regression analysis and revealed that customer service charters have helped to improve quality of services provided in public institutions in Kenya. The major strength of the study by Gakobo et al. (2019) is application of regression analysis which helped to test the effect of CSCs on service quality. The current study will also apply linear regression analysis to test hypothesis. However, the limitation of the study by Gakobo et al.(2019) is that it was done in higher education. Hence, its findings may not provide understanding of implementation of CSCs in the context of LGAs.

In the context of Tanzania, studies have investigated effects of customer service charter on service quality. Kanunu (2016) assessed the effects of customer service charter on service quality at Tabora Municipal Council. The study revealed seven effects of customer service charter: improvement of quality, bridging service gap, reducing corruption, openness, customers' understanding of rights, responsiveness and equality in service provision.

On the contrary, Mastai (2017) investigated impact of CSCs on quality service delivery in higher learning institutions in Tanzania, and revealed that presence of CSCs may not necessarily guarantee improvement of quality of services. Effectiveness of CSCs is influenced by several factors such as stakeholder attitude towards service quality and availability of resources.

Mshanga et al. (2021) assessed the role of governance in promoting client service charter in Arusha City Council. The study showed that CSC was implemented to improve ability of management and customers to demand quality services from employees. Moreover, the study has shown that CSC was necessary to improve relationship between customers and

employees. The major limitation of the study by Mshanga et al. (2021) is that it did not involve opinions of customers.

### **2.3.3 Empirical Review of Challenges Inhabiting Compliance of Customer Service Charter**

Several studies have identified challenges that limit compliance of Customer Service Charters. Ferdous (2021) assessed citizen charter in Bangladesh. The study has identified several challenges that inhibit implementation of CSCs. Such challenges include shortage of employees, limited awareness, shortage of budget, nepotism and favoritism, weak accountability and lack of leadership commitment.

Rahman et al. (2021) assessed the status of implementation of citizens' charter among public offices in Bangladesh. The study has identified several challenges such as lack of public awareness about citizens' charters, lack of proper knowledge among service providers, communication gap between service providers and customers, and lack of proper monitoring of compliance and lack of proper feedback mechanisms for services. Despite the knowledge generated, the study by Rahman et al. (2021) has not provided strategies for addressing challenges that inhibit implementation citizens' charters.

Similarly Haque and Ahsan (2016) have investigated failures of implementation of citizens' charter in Bangladesh. The study has identified several challenges such as low level of citizens awareness about citizens' charters, shortage of resources for delivery of public services, lack of citizens' involvement in formulation of citizens' charters, and lack of government willingness of providing citizens' awareness. Additionally, Ahsan (2022) has shown that implementation of citizens' charters is inhibited by challenges such as lack citizens' participation in decision making, lack of citizens' awareness about citizens' charters, lack of citizens' monitoring of performance of service providers, lack of employee orientation about citizens' charter.

Kyengo (2011) assessed factors affecting the quality of customer service in Mavoko Municipality in Kenya. The study revealed that customer service is affected by shortage of human and physical resources and low employee motivation. The strength of the study by Kyengo (2011) is that it involved management and support staff that engage directly in service provision. Hence, the study generated reliable data which reflect opinions of service providers. The limitation of the study by Kyengo (2011) is that it only applied quantitative research approach. Hence, the researcher could not generate in-depth perspectives of respondents.

Mastai (2017) assessed implementation CSC in higher education institutions in Tanzania. The study has revealed that implementation CSCs is constrained by challenges such as shortage of materials and resources to meet needs of customers, limited incentives for employees and corruption among employees.

Tesha (2013) assessed the role of CSC in complaint handling at Tanzania Electricity Supply Company (TANESCO). The study identified several challenges that constraint compliance to customer service charter. The challenges included shortage of materials and vehicles, and rigid bureaucratic procedures involved in procurement of materials. The study by Tesha (2013) was however limited to CSC in the energy sector. Hence, its findings may not provide understanding of CSC in LGAs.

#### **2.3.4 Empirical Review of Strategies for Improvement of Implementation of Customer Service Charter**

Studies have provided numerous strategies for improving implementation of CSCs. Thomassen et al. (2014) investigated implementation Customer Service Charter (CSC) in health care in Netherlands. The study showed that implementation of CSC requires informed customers. CSC should be communicated to customers. Customers should gain understanding of how CSC can enable them to access quality services. Thomassen et al. (2014) further noted that



implementation of CSC requires employee commitment in serving customers. Moreover, organizations should allocate resources to implement CSCs.

Mwania (2015) investigated influence of customer service charter on service delivery at Nairobi City Water and Sewerage Company in Kenya. Effective implementation of customer service charter requires staff consultation, staff training, internal meetings, internal communication and access of copies of the charter to customers.

In addition to the above, Ndege (2018) assessed the role of customer service charter on public service delivery at Kirinyaga Water Sanitation Company in Kenya. The study recommended that implementation of CSC can be improved through provision of customer awareness, proper utilization of customer feedback mechanisms on service provision, provision of relevant training to employees, and periodic review of CSC.

## **2.4 Knowledge Gaps**

The empirical literature review reveals that several studies have attested that Customer Service Charters (CSCs) are importance for improvement of service quality (Tamrakar, 2010; Kanunu, 2016; Mastai, 2017; Ndege, 2018; Ullah and Rahman, 2018; Gakobo et al., 2019). However, most of the studies were done in water sector (Ndege, 2018), public universities (Mastai, 2017; Gakobo et al., 2019), health sector (Rajakaruna et al., 2022). A few researchers such as Kanunu (2016), and Ullah and Rahman (2018) investigated the effects of CSCs in LGAs. There is limited research regarding customer service charters in LGAs in Tanzania. Therefore, the current study has expanded the knowledge of CSCs in LGAs by assessing the effects of CSCs on service quality at Moshi Municipal Council in Tanzania.

## **2.5 Theoretical Frameworks**

This study was guided by two theories: the principal agent theory and the SERVQUAL theory.

### **2.5.1 The Principal-Agency Theory**

The principle agent hypothesis examines the accountability relationships between service providers known as agents and customers/citizens or service beneficiaries known as principals. The theory assumes that the public (as principals) delegates authority to politicians and service providers (as agents) to provide public services. However, due to information asymmetry the agents tend to manipulate authority for self interests. The limitation hinders principals from holding agents accountable effectively.

Various accountability mechanisms are developed to address the information asymmetry and help principals to demand the right to quality services from the agents. One of the accountability mechanisms is use of contracts such as Customer Service Charters (CSCs). CSCs allow principals to enter into an agreement on how services should be provided as per expectations. Hence, CSCs is a formal mechanism which is established to protect interests of citizens in accessing quality services.

Therefore, the current study has applied the Principal-Agent theory to examine the effect of Customer Service Charter as a mechanism to hold Moshi Municipal Council in providing quality services to the public.

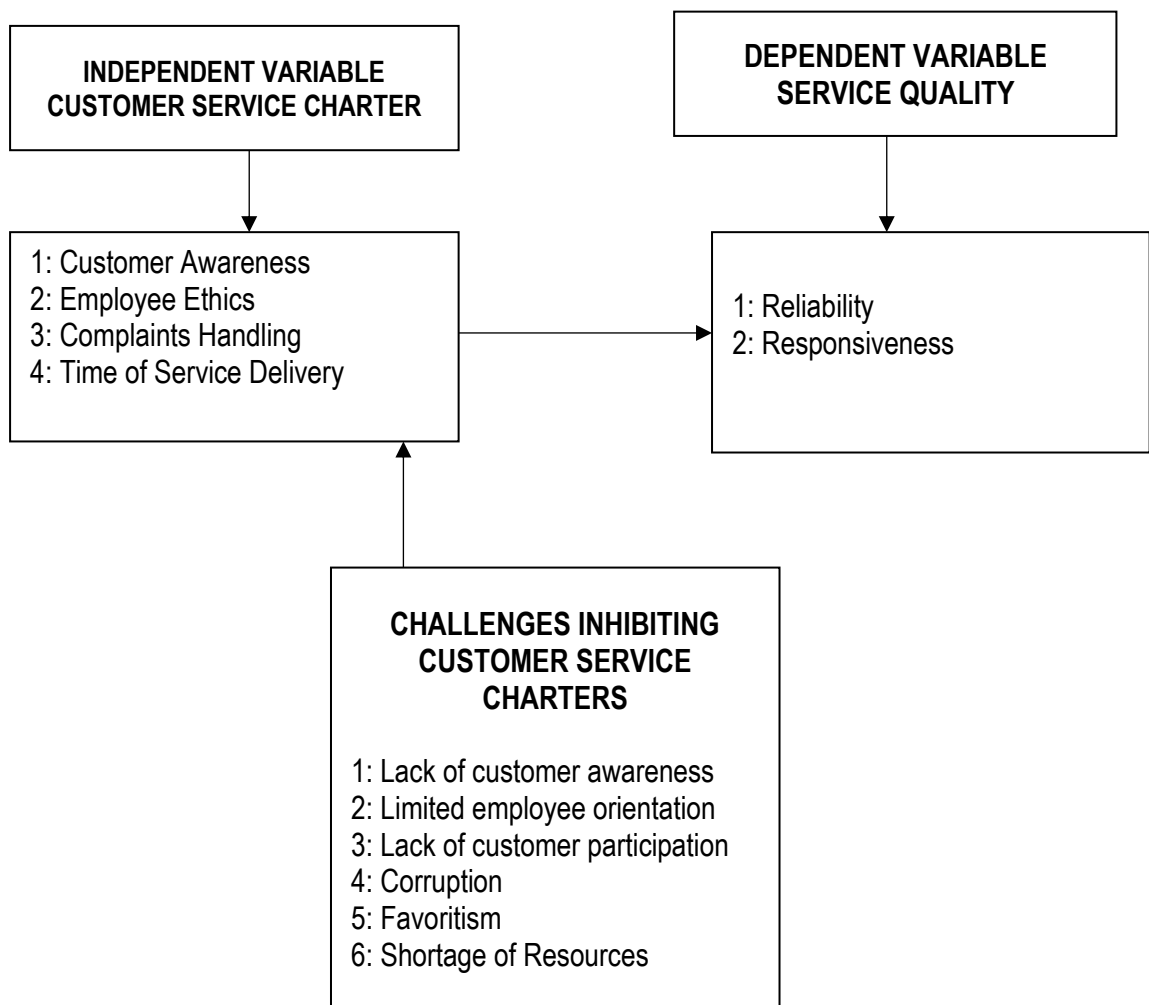
### **2.5.2 The SERVQUAL Theory**

The SERVQUAL Model is a technique for assessing customer service quality expectations and perceptions. A. Parasuraman, Valarie Zeithaml, and Leonard L. Berry created the concept to ease the measurement of service sector quality. The model suggests five dimensions for assessing the quality of service. These characteristics include Reliability, Responsiveness, Empathy, Assurance, and Tangibles. Physical facilities, equipment, and staff appearance are examples of tangibles. Reliability is the capacity to accurately provide the promised outcomes. To be responsive is to be eager to assist clients and deliver quick services. The expertise and civility of personnel, as well as their capacity to inspire trust and confidence, comprise

assurance. Empathy entails offering considerate and personalised care to clients (Parasuraman et al., 1985).

The SERVIQUAL theory was relevant in this study because it guided analysis of service quality indicators. Moreover, previous researchers such as Mastai (2017) and Gakobo et al. (2019) have applied SERVIQUAL model to assess the effect of customer service charter on service quality in public higher learning institutions in Tanzania and Kenya respectively.

## 2.6 Conceptual Framework



**Figure 2.1 Conceptual Framework**

**Source: Researcher (2023)**

From the conceptual framework it is shown that this study investigated Customer Service Charter as the independent variable, and service quality as the dependent variable. The independent variable was measured by four indicators: customers awareness of CSCs,

employee ethics, complaints handling and time in serving customers. The dependent variable was measured by five indicators of service quality: reliability, responsiveness, assurance, empathy, and tangibility. The basic assumption of this study was that customer service charter has positive effects on improvement of service quality in Moshi Municipal Council.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents research methodology for investigation of effects of customer service charter on service quality at Moshi Municipal Council. The chapter presents description of the study area which is Moshi Town. The chapter presents research design, research approach, population and sample size, sampling techniques, data collection, pilot study, data analysis, validity and reliability and research ethics.

#### **3.2 Description of the Study Area**

The area of this study was Moshi Municipal Council (MMC) located in Moshi Town in Kilimanjaro Region. MMC constitutes 7 LGAs of Moshi Region. MMC is located in the Southern part of Mount Kilimanjaro. MMC serves the population of 184,292 people that reside in 21 administrative wards of Moshi Town. MMC is an important bridge between citizens and President's Office-Regional Administration and Local Government Authorities (PO-RALGAs).

MMC has a total of 2,333 employees (National Audit of Office, 2021). The organization comprises of 12 departments: administration and human resources, primary education, secondary education, waste management and environment, finance and trade, urban planning and land, community development, agriculture, irrigation and cooperative, livestock and fisheries, works, planning, monitoring and statistics, public health and early childhood education.

#### **3.3 Research Design**

This study applied a cross sectional case study research design. A cross sectional case study design is applied to examine a research subject at a particular point of time (Yin, 2009). Typically, the design involves the collection and analysis using surveys (Morse & Niehaus, 2016).

Case study cross sectional design was appropriate in this study because it facilitated analysis of effects of customer service charter on service quality by surveying opinions of employees at a particular point of time, from May to October 2023.

### **3.4 Research Approach**

This study has applied a quantitative research approach. Quantitative approach employs statistical methods in methods data collection and analysis. (Schoonenboom & Johnson, 2017). The quantitative research approach facilitated assessment of opinions of customers and employees regarding customer service charter on service quality. Quantitative research approach involved random sampling, structured questionnaires in data collection, and descriptive and inferential statistics in data analysis.

### **3.5 Target Population and Sample Size**

This study was based on two categories of. The first category was the population of 221, 733 people residing in Moshi Municipal. The second category was the population of 333 employees working at the department of health at Moshi Municipal Council.

Two sample sizes were calculated by using the following formula of sample size calculation.

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

#### **Calculation of Sample Size for Customers**

Where n= sample size

N= Population of customers which is 221, 733

e<sup>2</sup>= margin error which is 0.01 (10%)

$$n = \frac{221733}{1 + 221733 (0.01^2)}$$

$$n = 96$$

Therefore, this study targeted a sample size of 96 customers that receive health services at Moshi Municipal Council. However, only 75 filled and returned questionnaires.

### Calculation of Sample Size for Employees

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

Where n= sample size

N= Population of employees which is 333

e<sup>2</sup>= margin error which is 0.01 (10%)

$$n = \frac{333}{1 + 333 (0.01^2)}$$

$$n = 75$$

Therefore, this study targeted a sample size of 75 employees that provide health customers at Moshi Municipal Council. However, only 55 filled and returned questionnaires. Therefore, this study involved a sample size of 130 respondents who included 75 customers and 55 employees from Moshi Municipal Council.

### 3.6 Sampling Strategies

Respondents were selected by using stratified sampling. Stratified sampling is the type of probability sampling which is used to select respondents in cases where the target population is divided into subgroups called strata (Thompson, 2012). Stratified sampling helps to ensure proportional and representative sample size from each stratum (Salkind, 2010).

The stratified sampling was relevant to this study because the target population is divided into two sub-groups which include customers, and employees. Stratified sampling involved three procedures. The first procedure was identifying members of the population from each sub-group. The second procedure was creation of sampling frames from each stratum. The third procedure involved using table of random numbers to select sample size from each stratum.

**Table 3.1 Sampling of Respondents**

Strata	Population (N)	Sample Size
Customers	221,733	75
Employees	333	55
<b>Total</b>	<b>222,066</b>	<b>130</b>

### **3.7 Data Collection Methods**

Data were collected by using structured questionnaire. The questionnaire was coded by using five-point Likert scale for measuring levels of agreement (Strongly Disagree, Disagree, Not Sure, Agree, and Strongly Agree). The questionnaire will be translated into Swahili language.

The questionnaire facilitated assessment of the extent of implementation of Customer Service Charter (CSC) by using three indicators that comprise of 15 items. Questionnaire items for measuring the extent of customer service charter implementation were adapted from review of empirical studies such as Kanunu (2016) who measured CSC by focusing on customer awareness, and employee ethics.

### **3.8 Pilot Study**

This study conducted a pilot study to validate data collection tools. The pilot study involved 50 participants who included 25 customers and 25 employees from the health department at Arusha City Council. The pilot test enabled the researcher to identify errors in the data collection tools. The researcher also measured length of time taken to collect data from each participant.

### **3.9 Data Analysis**

Data collected were analyzed by using descriptive statistics with the aid of SPSS. Data about respondents' characteristics will be analyzed by using frequencies and percentage.

The first research question of this study is "to what extent does Moshi Municipal Council implement the client service charter in delivery of services?" Data were analyzed through mean and standard deviation. Then independent sample test was applied to determine differences in perceptions between employees and customers.

The second research question of this study is "what is the effects of customer service charter on quality of services provided at Moshi Municipal Council?" The data collected for this question



were analyzed through mean and standard deviation. Then independent sample test was applied to determine differences in perceptions between employees and customers.

The third research question is “what challenges inhibit compliance of customer service charter at Moshi Municipal Council?” The data collected for this question were analyzed by using mean scores and standard deviations.

The fourth research question is “What strategies are required to improve implementation of customer service charter at Moshi Municipal Council?” Data were analyzed through mean and standard deviation. Then independent sample test was applied to determine differences in perceptions between employees and customers.

### **3.10 Validity and Reliability**

#### **3.10.1 Validity**

The researcher applied expert judgement to validate data collection tools. Five experts of public administration were consulted to review the questionnaire tool for data collection. The research inquired the experts to review clarity and relevance of the data collection tools in relation to the research questions.

#### **3.10.2 Reliability**

Reliability is a measure of consistency. It measures the extent to which data collection tools can produce consistent findings. There are various methods of testing reliability. Test-rest technique measures consistency of findings on repeated studies over time (Tesha, 2013). On the other hand, internal consistency reliability checks consistency of items in data collection tools such as questionnaires. Internal consistency reliability is checked by using Cronbach Alpha statistical test. Cronbach Alpha score of at least 0.75 is considered to indicate internal consistency of questionnaire items.

The study applied Cronbach Alpha to determine the internal consistency of questionnaire items. After collection of data from the pilot study, the data were entered on SPSS. Then, reliability

was measured by using Cronbach Alpha test. Cronbach Alpha score of at least 0.75 was considered to indicate internal consistency of questionnaire items. The reliability results for pre testing questionnaire are shown in Table 3.2.

**Table 3.2 Reliability Results**

Research Questions	Number of Items	Cronbach Alpha	Interpretation
To what extent does Moshi Municipal Council implement the customer service charter in delivery of services?	17	.833	Reliable
What is the perception of employees' perceptions about the effects of customer service charter on quality of services provided at Moshi Municipal Council?	7	.853	Reliable
What challenges inhibit compliance of customer service charter at Moshi Town Council?	7	.780	Reliable
What strategies are required to improve implementation of customer service charter at Moshi Municipal Council?	6	.838	Reliable

**Source: Pilot Study (2023)**

### 3.11 Ethical Considerations

This study was conducted in accordance to the research ethics such as informed consent, confidentiality, and legal compliance. The researcher obtained permission from the respondents before data collection. The researcher informed respondents about objectives of this study and risks involved in participating in this research. The researcher allowed voluntary participation.

The researcher ensured confidentiality of respondents. Identities of respondents were protected during data collection and reporting of findings. The respondents remained anonymous during data collection. Names of the respondents were not be mentioned in reporting findings.

The researcher complied with respective laws related to research undertakings. The researcher obtained research clearance from the IAA. Then, the clearance letter was submitted to the Moshi Municipal Council. Data collection was done after obtaining the research permit from the Council.

## CHAPTER FOUR

### PRESENTATION AND DISCUSSION OF FINDINGS

#### 4.1 Introduction

This study assessed the effect of client service charter on service quality at Moshi Municipal Council. This chapter covers presentation and discussion of findings based on specific objectives. The findings are based on surveys of customers (n= 75) and employees (n=55) employees at the department health in Moshi District Council. The respondents represent 100% of responses rate.

#### 4.2 Profile of Respondents

The respondents of this study were categorized into two groups, namely customers and health employees. Within each group the respondents were further categorized on basis of characteristics such as gender, age, and education levels.

**Table 4.1 Respondents' Profile**

Variables	Categories	Customers (n=75)		Health Employees (n=55)	
		Frequencies	Percent (%)	Frequencies	Percent (%)
GENDER	Males	33	44.0	16	29.1
	Females	42	56.0	39	70.9
AGE	18-24 years	8	10.7	4	7.3
	25-35 years	12	16.0	10	18.2
	36-50 years	31	41.3	29	52.7
	51-60 years	17	22.7	12	21.8
	Above 60 years	7	9.3	0	0
EDUCATION	No Formal Education	4	5.2	0	0
	Primary Education	39	52.0	0	0
	Secondary Education	22	29.3	0	0
	College/University Education	10	13.3	55	100

**Source: Field Data (2023)**

Table 4.1 show that customer respondents comprised of 33 (44.0%) males and 42 (56.0%) females. On the other hand, employee respondents comprised of 16 (29.1%) males and 39 (70.9%) females. Most respondents were females because most women attend hospitals to bring their sick children. But also, most employees were females because most lower levels health workers who serve customers at health centers are women.

Regarding Age, Table 4.1 shows that customers belonged to five age groups. It is shown that 8 (10.7%) customers were early youth aged between 18 and 24 years, 12(16.0%) were late youth aged between 25 and 25 years, 31 (41.3%) were middled age people aged between 36 and 50 years, 17 (22.7%) old people aged between 51 and 60 years, and 7 (9.3%) were elderly with above 60 years. Table 4.1 further shows that employees were categorized into four age groups. It is shown that 4 (7.3%) employees were early youth aged between 18 and 24 years, 10 (18.2%) employees were late youth aged between 25 and 25 years, 29 (52.7%) employees were middled age people aged between 36 and 50 years, and 12 (21.8%) employees were old people aged between 51 and 60 years.

Table 4.1 shows that while all 55 employees (100%) had college/ university education, customers had diverse education levels ranging from no formal education (5.2%), primary education (52.0%), secondary education (29.3%), and college/university education (13.3%). All employees surveyed had college/university education because of the nature of their occupation. Health workers are required to acquire education through formal training in higher education institutions.

### **4.3 Presentation of Findings**

Findings of the study are presented according to the specific objectives of the study, which were; to examine the extent of implementation of customer service charter at Moshi Municipal Council; assess employees' perceptions about the effects of customer service charter on quality of services provided at Moshi Municipal Council; identify challenges that inhibit compliance of customer service charter at Moshi Municipal Council, and ascertain strategies for improvement of implement of customer service charter at Moshi Municipal Council.

#### 4.3.1 Extent of Implementation of Customer Service Charter at Moshi Municipal Council

The first specific objective of this study was to examine the extent of implementation of client service charter at Moshi Municipal Council. This objective was achieved by answering the first research question which stated: "To what extent does Moshi Municipal Council implement the client service charter in delivery of services?" The extent of implementation of Customer Service Charter (CSC) was examined by focusing on three indicators which reflected the CSC of Moshi Municipal Council. They included Customer Awareness of CSC, Employee Adherence of the CSC, and Time Adherence in Implementation of CSC.

Findings were presented using descriptive statistics, comprising of mean scores. The mean scores for customers and employees were compared to determine whether there were similarities or differences in responses between the two sample groups. The mean scores from 3.41 to 4.20 signified *agree*. The mean scores from 4.21 to 5.00 signified *strongly agree*.

##### 4.3.1.1 Customers Awareness of Customer Service Charter

According to the Customer Service Charter (CSC) of Moshi Municipal Council, formulation of the charter involved consultation of opinions of several stakeholders including customers. Hence, this study inquired respondents to indicate the extent to which customers are aware of the CSC. Data were collected from both customers and employees. The results are displayed in Table 4.2.

**Table 4.2 Customers' Awareness of Customer Service Charter**

SN	Items	Customers (n=75)		Employees (n=55)	
		Mean	Interpretation	Mean	Interpretation
1	Customers are aware about the existence of the customer service charter	1.3733	Strongly Disagree	2.4545	Disagree
2	Customers are highly aware about their rights and duties in service provision	2.5467	Disagree	3.5828	Agree
3	The customer service charter is displayed openly for customers to see	1.7067	Strongly Disagree	3.7636	Agree
4	Customers are aware of where to report complaints related to the quality of services	2.0267	Disagree	2.4182	Disagree

5	Customers are aware of the objectives of the customer service charter	1.1600	Strongly Disagree	3.1636	Not Sure
6	Customer were involved in the formulation of the customer service charter	1.8400	Strongly Disagree	2.9091	Not Sure

**Source: Field Data (2023)**

Table 4.2 indicates that respondents were asked to indicate their levels of agreement regarding six items that described the extent of customers' awareness of the customer service charter of Moshi Municipal Council. The first item inquired respondents to indicate whether customers are aware about existence of the customer service charter. The mean score for customers was (M= 1.3733), while the mean score for employees was (M= 2.4545). The findings indicate that while customers strongly disagreed, employees disagreed. These findings suggest that both customers and employees expressed disagreement levels. Hence, the findings entail lack of customers' awareness of the existence of customer service charter at Moshi Municipal Council.

In the second item respondents were asked to indicate whether customers are highly aware of their rights and duties in customer service. The results in Table 4.2 show that while customers expressed disagreement with the mean score of (M=2.5467), employees expressed agreement with the mean score of (M= 3.5828). The results entail a significant level of differences in opinions between customers and employees. The results further suggest that while employees perceived customers to be aware of their rights and responsibilities, the perception was far from the reality.

In the third item, the study inquired respondents to indicate their opinions on whether customer service charter is displayed openly for customers to see. The results in Table 4.2 show that while customers strongly disagreed (M=1.7067), employees agreed (M= 3.7636). The findings indicate that customer service charter of Moshi Municipal Council is likely not posted in open areas where customers can easily see. Employees expressed agreement because they likely

to be familiar with the customer service charter and hence would be able to identify it when it is posted.

In the fourth item, respondents were asked to indicate whether customers are aware of where to report complaints related to service quality. The results in Table 4.2 show that both customers (M=2.0267), and employees (M= 2.4182) disagreed. The findings indicate customers are not aware of where to report complaints regarding service quality.

The fifth item displayed in Table 4.2 inquired respondents' perceptions about customers' awareness of objectives of customer service charter. The findings show that while customers strongly disagreed (M= 1.1600), employees were not sure (M= 3.1636). The findings suggest a significance difference in perception between customers and employees, indicating that the customer service charter is not communicated to customers.

The sixth item examined customers' involvement in formulation of the customer service charter. The findings in Table 4.2 reveal that while customers strongly disagreed (M= 1.8400), employees were not sure (M= 2.9091). These results suggest a discrepancy in responses between customers and employees. The fact that customers strongly disagreed entail that they were not involved in formulation of the customer service charter of Moshi Municipal Council.

#### 4.3.1.2 Compliance with Customer Service Charter

This study inquired respondents to indicate the extent to which the department of health at Moshi Municipal Council complies with the service standard prescribed in the customer service charter. The findings are shown in Table 4.3.

**Table 4.3 Compliance with the Customer Service Charter**

SN	Items	Customers (n=75)		Employees (n=55)	
		Mean	Interpretation	Mean	Interpretation
1	Employees treat customers with respect	3.5733	Agree	4.0364	Agree
2	Employees use proper language in communicating with customers	3.4267	Agree	4.6182	Strongly Agree



3	Employees provide services efficiently	2.3200	Disagree	4.6182	Strongly Agree
4	Employees provide services without soliciting corruption	3.6800	Agree	4.6545	Strongly Agree
5	Employees attend customers in environment of privacy	3.7200	Agree	3.8545	Agree
6	Employees maintain confidentiality in handling records of customers	4.8133	Strongly Agree	4.9091	Strongly Agree

**Source: Field Data (2023)**

Table 4.3 indicates that respondents were asked to indicate their levels of agreement regarding six items that described the level of compliance with the customer service charter of Moshi Municipal Council. The first item inquired respondents to indicate whether employees treat customers with respect. The mean scores indicate that while customers agreed (M= 3.5733), employees strongly agreed (M= 4.0364). These findings suggest that employees at the health department of Moshi Municipal Council treat customers with respect.

In the second item respondents were asked to indicate whether employees use proper and respectful language in communicating with customers. The results in Table 4.3 show that while customers agreed (M=3.4267), employees expressed strong agreement with the mean score of (M= 4.6182). The results entail consistency of opinions between customers and employees. The results are interpreted that employees at the department of health at Moshi Municipal Council use proper and respectful language in communicating with customers.

In the third item, the study inquired respondents to indicate whether employees are efficient in serving customers. Table 4.3 shows that while customers disagreed (M= 2.3200), employees strongly agreed (M= 4.6182). The findings indicate a discrepancy between opinions of customers and employees. The findings suggest that customers perceived inefficiency in service provision at the department of health at Moshi Municipal Council.

In the fourth item, respondents were asked to indicate whether employees provide services without soliciting corruption. The results in Table 4.3 show that whereas customers agreed

(M=3.6800), and employees (M= 4.6545) disagreed. The findings indicate provision at the department of health at Moshi Municipal Council do not solicit corruption in service provision.

The fifth item inquired respondents to indicate whether employees attend customers in environment of privacy. The findings in Table 4.3 show that both employees (M= 3.7200) and employees (M= 3.8545) agreed that health services at Moshi Municipal Council are provided in an environment of privacy.

The sixth item determined whether employees maintain confidentiality in handling records of customers. The findings in Table 4.3 reveal that both customers (M= 4.8133), and employees (M= 4.9091) strongly disagreed. These results suggest a uniformity in responses between customers and employees. The findings are interpreted that employees at the department of health at Moshi Municipal Council maintain confidentiality in handling customers' records.

#### **4.3.1.3 Time Taken to Provide Services as Per Customer Service Charter**

The Customer Service Charter of Moshi Municipal Council Prescribes amount of time required to provide various health services. According to the CSC, opening patients' file and doctors' attendance to customers who do not have critical cases should take 45 minutes. Providing drugs to customers should take 20 minutes. Laboratory tests should be released in at least 2 hours. Ambulance services for emergency patient should be available within 30 minutes. Patients with critical cases should be attended immediately. Based on such standards, this study inquired respondents to indicate whether the department of health at Moshi Municipal Council provides services in a manner that complies with time prescribed in the customers service charter. The findings are shown in Table 4.4.

**Table 4.4 Time Taken in Provision of Health Services**

SN	Items	Customers (n=75)		Employees (n=55)	
		Mean	Interpretation	Mean	Interpretation
1	It takes 45 minutes to open patients' file and for a customer to see a doctor	2.3333	Disagree	3.6727	Agree
2	It takes 20 minutes to get drugs prescribed by the doctor	3.7200	Agree	3.7818	Agree
3	It takes 2 hours to get laboratory test results	3.6400	Agree	3.9818	Agree
4	It takes 30 minutes to get ambulance to transport patients with emergency cases	4.0667	Agree	4.2364	Strongly Agree
5	Patients with critical cases are attended immediately after they arrive at the hospital	3.7467	Agree	3.8545	Agree

**Source: Field Data (2023)**

Table 4.4 indicates that respondents were asked to indicate their opinions on whether opening patient's file and doctors' attendance for customers without critical cases takes a maximum of 45 minutes. The results in Table 4.4 show that whereas customers disagreed (M= 2.3333), employees agreed (M= 3.6718). These findings suggest that patients that do not have critical conditions may take longer than 45 minutes to have their files opened and attended by a doctor.

In the second item respondents were asked to indicate if it takes 20 minutes to get drugs prescribed by a doctor. Findings in Table 4.4 show that both customers (M=3.7200), and employees (M= 3.7818) agreed. The results entail homogeneity of opinions between customers and employees. The results signify that the department of health at Moshi Municipal Council complies with time in providing drug and pharmacy services to patients.

In the third item, the study inquired respondents to indicate whether it takes 2 hours for patients to get test results from laboratory. Table 4.4 show that both customers (M= 3.6400), and employees (M= 3.9818) agreed. The findings indicate the department of health at Moshi Municipal Council complies with time in providing laboratories services.

In the fourth item, respondents were asked to indicate whether it takes at most 30 minutes to receive ambulance services for customers with critical cases. The results in Table 4.4 show that

while customers agreed (M=4.0667), employees (M= 4.2364) strongly disagreed. The findings the department of health at Moshi Municipal Council adheres with time in providing ambulance services to patients with critical cases.

The fifth item inquired respondents to indicate whether patients with critical cases are attended immediately. The findings in Table 4.3 show that both employees (M= 3.7476) and employees (M= 3.8545) agreed. These findings suggest that Moshi Municipal Council complies with time requirements in attending patients that require immediate attention.

#### 4.3.2 Effects of Customer Service Charter on Service Quality

The second specific objective of this study was to assess employees' perceptions about the effects of customer service charter on quality of services provided at Moshi Municipal Council. examine the extent of implementation of client service charter at Moshi Municipal Council. This objective was achieved by answering the second research question which stated: "What is the perception of employees' perceptions about the effects of customer service charter on quality of services provided at Moshi Municipal Council?" Data were collected from employees (n=55). The effects of customer service charter on service quality were assessed by focusing on two indicators of service quality namely reliability, and responsiveness. Findings were presented using descriptive statistics, comprising of mean scores. The mean scores from 3.41 to 4.20 signified *agree*. The mean scores from 4.21 to 5.00 signified *strongly agree*.

**Table 4.5 Effects of Customer Service on Service Quality**

SN	Items	Mean Scores	Std. Deviation	Mean Interpretation
1	Customer service charter has facilitated improvement of delivery of services on time	4.0182	.68017	Agree
2	Customer service charter has facilitated delivery of services that meet customers' expectations	4.1636	.46203	Agree
3	Customer service charter has facilitated delivery of services per required standards	3.5455	.68902	Agree
4	Customer service charter has facilitated accuracy in delivery of services	4.0000	.69389	Agree

5	Customer service charter has facilitated improvement of responding to customers' needs	4.0909	.64615	Agree
6	Customer service charter has facilitated improvement of complaint handling	3.6545	.64458	Agree
7	Customer service charter has facilitated immediate response to customers' inquiries	3.6727	.63987	Agree

**Source: Field Data (2023)**

Table 4.5 shows that respondents were asked to indicate opinion of regarding seven effects of customer service charter on service delivery. The first four items focused on reliability, while the last three items focused on responsiveness.

The results show that respondents agreed with all items. Specifically, respondents agreed that customer service charter has helped to ensure timely delivery of services (M= 4.0182, S.D= .68017), meeting expectations of customers (M= 4.1636, S.D= .46203), delivery of services per standards (M= 3.5455, S.D= .68902), and provision of services accurately (M= 4.0000, S.D= .69389). Table 4.5 further shows that respondents agreed about three items related to effects of customer service charter on reliability of services. Respondents agreed that customer service charter has facilitated improvement of response (M= 4.0909, S.D= .64615), improvement of complaint handling (M= 3.6545, S.D= .64458), and immediate response to customers' inquiries (M= 3.6727, S.D= .63987).

The findings are worth noting that employees had positive perceptions regarding the effects of customer service charter on improvement of reliability and responsiveness of health service delivery at Moshi Municipal Council.

#### **4.3.3 Challenges Inhibiting Implementation of the Customer Service Charter**

The third specific objective of this study was to identify challenges that inhibit the implementation of customer service charter at Moshi Municipal Council. This objective was achieved by answering the third research question which stated: "What challenges inhibit the implementation of customer service charter at Moshi Town Council?" The study assessed seven challenges

inhibiting implementation customer service charter. Data were collected from employees (n=55). Findings were presented using descriptive statistics, comprising of mean scores. The mean scores from 3.41 to 4.20 signified *agree*. The mean scores from 4.21 to 5.00 signified *strongly agree*.

**Table 4.6 Challenges Inhibiting Implementation of Customer Service Charter (n=55)**

SN	Items	Mean Scores	Std. Deviation	Mean Interpretation
1	Shortage of employees	4.8000	.48686	Strongly Agree
2	Shortage of finances to improve services	4.0727	.50386	Agree
3	Shortage of offices to provide services in comfortable environment	2.3636	.80193	Disagree
4	Shortage of transport facilities	3.9636	.63723	Agree
5	Lack of proper employee orientation on customer service charter	3.6727	.47354	Agree
6	Lack of communication of the customer service charter to customers	4.7091	.59854	Strongly Agree
7	Limited stakeholder participation in formulation of customer service charter	3.6364	.48548	Agree

**Source: Field Data (2023)**

Table 4.6 shows that respondents were asked to indicate opinion of regarding seven challenges inhibiting implementation of the customer service charter at Moshi Municipal Council. In the first item respondents were asked to indicate whether shortage of employees inhibit compliance with the customer service charter. The results show that respondents strongly agree (M= 4.8000, S.D= .48686). The results signify that shortage of employees is a challenge that inhibit implementation of the customer service.

The second item inquired respondents to indicate whether shortage of finances to improve services inhibit implementation of the customer service charter. The results in Table 4.6 show that respondents agree (M= 4.0727, S.D= .50386). The results signify that shortage finances to improve services inhibit implementation of the customer service charter at Moshi Municipal Council.

The third item inquired respondents to indicate whether shortage of offices for providing services constitute challenges that inhibit implementation of the customer service. The results in Table

4.6 show that respondents disagreed ( $M= 2.3636$ ,  $S.D= .80193$ ). The results suggest that shortage of offices is not a challenge towards implementation of the customer service charter at the department of health in Moshi Municipal Council.

The fourth item inquired about the challenge of shortage of transport facilities. The results in Table 4.6 depict that respondent agreed ( $M= 3.9636$ ,  $S.D= .63723$ ). The results imply that shortage of transport is a challenge that inhibit implementation of the customer service at the department of health in Moshi Municipal Council.

The fifth item inquired about the challenge of lack of proper employee orientation on customer service charter. The results in Table 4.6 reveal that respondents agreed ( $M= 3.6727$ ,  $S.D= .47354$ ). These results denote that lack of proper employee orientation on customer service charter is a challenge that inhibit effective implementation of the customer service charter at the department of health in Moshi Municipal Council.

The sixth item inquired about lack of communication of the customer service charter to the customers. The findings show that respondents strongly agreed ( $M= 4.7091$ ,  $S.D= .59854$ ). The results suggest that lack of communication of customer service charter to customers inhibit effective compliance with the charter.

The seventh item inquired about the challenge of limited stakeholder participation in formulation of customer service charter. The results in Table 4.6 indicate that respondents agreed ( $M= 3.6364$ ,  $S.D= .48548$ ). The results signify that limited stakeholder participation in formulation of customer service charter inhibit effectiveness of implementation of the charter.

#### **4.3.4 Strategies for Improving Implementation of Customer Service Charter**

The fourth specific objective of this study was to ascertain strategies for improvement of implement of customer service charter at Moshi Municipal Council. This objective was achieved by answering the fourth research question which stated: "What strategies are required to

improve implementation of customer service charter at Moshi Municipal Council?” Data were collected from customers (n=75) and employees (n=55). Findings were presented using descriptive statistics, comprising of mean scores. The mean scores from 3.41 to 4.20 signified *agree*. The mean scores from 4.21 to 5.00 signified *strongly agree*.

**Table 4.7 Strategies for Improving Implementation of Customer Service Charter**

SN	Items	Customers (n=75)		Employees (n=55)	
		Mean	Interpretation	Mean	Interpretation
1	Involvement of relevant stakeholders in formulation of customer service charter	4.6533	Strongly Agree	4.7636	Strongly Agree
2	Provision of customers' awareness about customer service charter	4.2133	Strongly Agree	4.3455	Strongly Agree
3	Increasing number of health workers	3.7867	Agree	4.2727	Strongly Agree
4	Increasing physical facilities for service provision	3.8933	Agree	4.0364	Agree
5	Allocation of sufficient budget for supporting service delivery	3.9067	Agree	4.2909	Strongly Agree
6	Regular auditing of compliance of customer service charter	3.8667	Agree	3.9091	Agree

**Source: Field Data (2023)**

Table 4.7 shows that respondents were asked to indicate opinion of regarding six strategies for improving the implementation of customer service charter at the department of health in Moshi Municipal Council. The first item inquired respondents to indicate their opinions regarding involvement of relevant stakeholders in formulation of customer service charter. The findings of the study in Table 4.7 show that both customers (M= 4.6533), and employees (M= 4.7636) strongly agreed. The findings signify that involvement of relevant stakeholders in formulation of the customer service charter is a strategy for improving its implementation.

The second item inquired respondents to ascertain the strategy of provision of awareness about the customer service charter. The findings in Table 4.7 depict that both customers (M= 4.2133), and employees (M= 4.3455) strongly agreed that provision of customers' awareness is an important strategy for improving implementation of customer service charter. Awareness allows



customers to understand their rights and duties. Informed customers are able to demand accountability for enforcement of customer service charter.

The third item inquired respondents to state whether increasing number of health workers may improve implementation of the customer service charter. The findings in Table 4.7 show that while customers agreed (M= 3.7867), employees strongly agreed (M= 4.2727). The results indicate uniformity of responses between customers and employees. The findings depict that effective implementation of customer service charter in the department of health requires increasing number of health workers.

The fourth item was about increasing physical facilities for service provision. The findings in Table 4.7 reveal that both customers (M= 3.8933), and employees (M= 4.0364) agreed. The findings denote that enhancing implementation of customer service charter in the department of health at Moshi Municipal Council requires increasing physical facilities for health service provision.

The fifth item was about allocation of sufficient budget for supporting service delivery. The findings in Table 4.7 show that while customers agreed (M= 3.9067), employees strongly agreed (4.2909). The findings suggest uniformity of opinion between customers and employees. Hence, the study rules out that enhancing implementation of customer service charter requires allocation of sufficient budget for service provision.

The sixth item was about regular auditing of compliance of the customer service charter. The findings in Table 4.7 indicate that both customers (M=3.8667), and employees (M= 3.9091) agreed. The results imply that regular auditing of compliance of customer service charter may improve its implementation.

#### **4.5 Discussion of Findings**

The study found that customer service charter has helped to improve reliability of services through ensuring timely delivery of services, meeting expectations of customers, delivery of services per standards, and provision of services accurately. These findings are similar to the previous findings by Ullah and Rahman (2018) who assessed effectiveness of citizens' charter in service quality at Trishal Municipality in Bangladesh, and revealed that citizens' charter have helped citizens to access public services on time.

This study found that customer service charter has ensured responsiveness in health service delivery at Moshi Municipal Council. These findings are supported by the previous findings by Kanunu (2016) who assessed the effects of customer service charter on service quality at Tabora Municipal Council, and revealed that customer service charter improves service quality by increasing responsiveness and equality in service provision.

This study found that implementation of customer service charter at Moshi Municipal Council requires several such as stakeholder involvement in formulation of customer service charter, provision of customers' awareness regarding the customer service, and regular auditing of compliance with the customer service charter. These findings are supported by previous study by Ndege (2018) who assessed the role of customer service charter on public service delivery at Kirinyaga Water Sanitation Company in Kenya, and recommended that implementation of CSC can be improved through provision of customer awareness, proper utilization of customer feedback mechanisms on service provision, provision of relevant training to employees, and periodic review of CSC.

The current study revealed that effectiveness of implementation of customer service charter at Moshi Municipal Council is inhibited by shortage of financial, and human resources. These findings are similar to the previous findings Kyengo (2011) who assessed factors affecting the

quality of customer service in Mavoko Municipality in Kenya, and revealed that customer service is affected by shortage of human and physical resources and low employee motivation

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter provides summary of findings, conclusions and recommendations emanating from the study on assessment of the effects of customer service charter on service quality at Moshi Municipal Council. The chapter is organized into five sections, including introduction, summary of findings, conclusions, recommendations and critical evaluation of the study.

#### **5.2 Summary of Findings**

The study found that customers were not aware of the existence of customer service charter, were not involved in the formulation of the charter, the charter is not displayed for customers to see, and customers are not aware of where to report complaints. The findings in Table 4.3 reveal that employees at the department of health at Moshi Municipal Council largely adhere to the customers service charter by treating customers with respect, providing services with integrity, providing services with privacy and handling customers' records with confidentiality. The findings revealed that the department of health at Moshi Municipal Council largely complies with time requirements in providing pharmacy services, laboratory services, and emergency services.

The second specific objective of this study was to assess employees' perceptions about the effects of customer service charter on quality of services provided at Moshi Municipal Council. Specifically, respondents agreed that customer service charter has helped to improve reliability of services through ensuring timely delivery of services, meeting expectations of customers, delivery of services per standards, and provision of services accurately. The findings of the study further showed that respondents agreed about three items related to effects of customer service charter on reliability of services. Respondents agreed that customer service charter has facilitated improvement of response, improvement of complaint handling, and immediate response to customers' inquiries.

The third specific objective of this study was to identify challenges that inhibit compliance of customer service charter at Moshi Municipal Council. The study found that compliance with customer service charter at the department of health in Moshi Municipal Council is inhibited by various challenges, including shortage of employees, finances, and transport facilities, lack of proper orientation of employees and customers regard the customer service charter, and limited stakeholder participation in formulation of the customer service charter.

The fourth specific objective of this study was to ascertain strategies for improvement of implement of customer service charter at Moshi Municipal Council. The study identified six strategies for improving implementation of the customer service charter in the department of health at Moshi Municipal Council. The strategies included stakeholder involvement in formulation of customer service charter, provision of customers' awareness regarding the customer service, increasing physical facilities and number of health workers, allocation of sufficient budget in service provision and regular auditing of compliance with the customer service charter.

### **5.3 Conclusions**

This study draws four conclusions based on the findings of the four specific objectives. The study concludes that despite lack of customers awareness of customer service charter, employees largely adhere with the customer service charter by complying with to the principles of customer service such as respect, integrity, privacy and confidentiality. On basis of findings of the first research objective this study further concludes that Moshi Municipal Council is largely efficient in adhering to the time value for money standard prescribed in its customer service charter.

On basis of findings for the second research objective this study concludes that continuous implementation of the customer service charter has positive effects on reliability and responsiveness of service quality in the department of health at Moshi Municipal Council. While

customer service charter ensures reliability through timely provision of services, customer service charter ensures responsiveness through responding to customers' needs and inquires.

On basis of findings of the third specific objective, this study concludes that the department of health at Moshi Municipal Council is not able to implement some of the aspects of customer service charter due to multiplicity of challenges such as shortage of employees, finances, and transport facilities, lack of proper orientation of employees and customers regard the customer service charter, and limited stakeholder participation in formulation of the customer service charter. Shortage of employees affects ability to delivery some of the health services as per time prescribed in the customer service charter. Lack of employees' proper orientation of the customer service charter may cause negligence tendencies in delivery of services.

In the light to the findings of the fourth specific objective, this study concludes that improving implementation of customer service charter in health service delivery requires multiple strategies ranging from allocation of sufficient human, physical and financial resources, to participatory approach in formulation of customer service charter. Allocation of sufficient resources is important for ensuring time value for money in service delivery hence, improving implementation of customer service charter.

## **5.4 Recommendations**

In the light to the findings, this study provides recommendations for addressing challenges affecting implementation of customer service charter, recommendations policy implications and recommendations for further studies.

### **5.4.1 Recommendations for Addressing Challenges Inhibiting Implementation of Customer Service Charter**

This study recommends that addressing challenges inhibiting the implementation of customer service charter requires three sets of strategies. The first set is resource strategies. This umbrella should include strategies such as allocation of sufficient human resources in delivery

services. Moshi Municipal Council should ensure distribution of sufficient health workers such as doctors, physicians, nurses, laboratory scientists and support staff. Allocation of sufficient human resources is important for ensuring timely delivery of services, and hence complying with the customer service charter. Another resource strategy is building sufficient health facilities to speed up delivery of health services.

The second group is governance strategies. The study recommends that good governance in implementation of customer service charter requires participation of relevant stakeholders in formulation and implementation of the charter. Customers who are at the center of service provision should be involved in formulation of client service charter. Involvement of customers will help to ensure customers' needs are included in the charter. Moreover, customers will be informed about the charter and demand accountability for its implementation. Another governance strategy is performance audit. Moshi Municipal Council should collaborate with the office of the Controller and Auditor General (CAG) to conduct audit about compliance of customer service charter. Performance audit will help to identify areas of weaknesses and make necessary improvements.

#### **5.4.2 Policy Implications**

Findings of this study informs policy makers at the President's Office-Regional Administration and Local Government Authorities (PO-RALG). The findings highlight the need for effective implementation of customer service charter in order to improve quality of services provided by LGAs in Tanzania with a specific case of Moshi Municipal Council. The PO-RALG which is the parent ministry for LGAs should ensure customer service charters are formulated and implemented as part of service provision.

#### **5.4.3 Recommendations for Further Studies**

The study recommends further research in the following areas.

- (i) Assessment of the effects of implementation of customer service charter on accountability of health service delivery among local government authorities in Tanzania.
- (ii) Assessment of citizens' attitudes towards customer service charter for education service delivery in local government authorities in Tanzania.
- (iii) Assessing implementation of customer service charters in water service delivery in Tanzania.

### **5.5 Critical Evaluation of the Study**

This study assessed the effects of customer service charter on service quality at Moshi Municipal Council. The study focused on the health department of Moshi Municipal Council. The study was able to collect opinions of both customers and employees, hence generating a balanced opinion with regards to customer service charter. Moreover, the study was able to reach all targeted 130 respondents of the study, and hence achieving response rate by 100%.

Despite of the success, the study encountered limitations. Due to limitation of time the study only focused on one out of 13 departments of Moshi Municipal Council. Hence, the study was not able to obtain opinions of other departments.



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## APPENDICES

### APPENDIX I QUESTIONNAIRE FOR DATA COLLECTION

My name is Elias Ezekia Mkuburo. I am a student at the Institute of Accountancy Arusha. I am asking you participate in my research on **Effects of Client Service Charter on Service Quality at Moshi Municipal Council**. Your participation in this research is voluntary. Kindly answer this questionnaire form with honest because your identity will be protected.

#### PART A: DEMOGRAPHIC PROFILE

Respond to the following questions by putting 'X' in the brackets provided.

##### 1: What is your gender orientation?

A: I am a male [ ]      B: I am a female [ ]

##### 2: How old are you?

A: 18-35 Years [ ]      B: 36-50 Years [ ]      C: 50-60 Years [ ]

##### 3: What is your education level?

A: No formal education [ ]      B: Primary Education [ ]

C: Certificate of Technical Education [ ]      D: Diploma [ ]

E: Bachelor Degree [ ]      F: Master Degree [ ]

##### 4: What is your position?

A: I am an employee [ ]      B: I am a customer [ ]

#### SECTION B: RESEARCH QUESTIONS

**Research Question 1: Indicate your level of agreement about the extent of implementation customer service charter at Moshi Municipal Council.**

	IMPLEMENTATION OF CUSTOMER SERVICE CHARTER (CSC)	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
	<b>CUSTOMER AWARENESS</b>					
1	Customers are aware about the existence of the customer service charter					
2	Customers are highly aware about their rights and duties in service provision					
3	The customer service charter is displayed openly for customers to see					

4	Customers are aware of where to report complaints related to the quality of services					
5	Customers are aware of the objectives of the customer service charter					
6	Customer were involved in the formulation of the customer service charter					
	<b>COMPLIANCE WITH CSC</b>					
1	Employees treat customers with respect					
2	Employees use proper language in communicating with customers					
3	Employees provide services efficiently					
4	Employees provide services without soliciting corruption					
5	Employees attend customers in environment of privacy					
6	Employees maintain confidentiality in handling records of customers					
	<b>TIME TAKEN IN SERVICE DELIVERY</b>					
1	It takes 45 minutes to open patients' file and for a customer to see a doctor					
2	It takes 20 minutes to get drugs prescribed by the doctor					
3	It takes 2 hours to get laboratory test results					
4	It takes 30 minutes to get ambulance to transport patients with emergency cases					
5	Patients with critical cases are attended immediately after they arrive at the hospital					

**Research Question 2: Indicate your level of agreement about the effect customer service charter on improvement of service quality at Moshi Town Council**

	<b>EFFECTS OF CUSTOMER SERVICE CHARTER (CSC) ON SERVICE QUALITY</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	Customer service charter has facilitated improvement of delivery of services on time					
2	Customer service charter has facilitated delivery of services that meet customers' expectations					
3	Customer service charter has facilitated delivery of services per required standards					

4	Customer service charter has facilitated accuracy in delivery of services					
5	Customer service charter has facilitated improvement of responding to customers' needs					
6	Customer service charter has facilitated improvement of complaint handling					
7	Customer service charter has facilitated immediate response to customers' inquiries					

**Research Question 3: Indicate your level of agreement about challenges that inhibit compliance of Customer Service Charter at Moshi Town Council.**

	<b>CHALLENGES</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	Shortage of employees					
2	Shortage of finances to improve services					
3	Shortage of offices to provide services in comfortable environment					
4	Shortage of transport facilities					
5	Lack of proper employee orientation on customer service charter					

**Research Question 4: Indicate your level of agreement about strategies for improving implementation customer service charter at Moshi Town Council.**

	<b>Quality Management Strategies</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	Involvement of relevant stakeholders in formulation of customer service charter					
2	Provision of customers' awareness about customer service charter					
3	Increasing number of health workers					
4	Increasing physical facilities for service provision					
5	Allocation of sufficient budget for supporting service delivery					
6	Regular auditing of compliance of customer service charter					

## APPENDIX II: RESEARCH PLAN

SN	Research Tasks	March 2023	April 2023	May 2023	June 2023	July 2023
1	Proposal Writing					
2	Proposal Submission					
3	Proposal Defense					
4	Proposal Corrections					
5	Research Permits					
6	Data Collection					
7	Data Analysis					
8	Dissertation Submission					
9	Dissertation Defense					

Source: Research (2023)

**APPENDIX III: RESEARCH BUDGET**

<b>s/n</b>	<b>Activity</b>	<b>Item</b>	<b>Cost (Tsh )</b>
1	Proposal Writing	Printing Research Proposal	100,000
		Binding Research Proposal	50,000
		Food and refreshment	300,000
		Traveling expenses	200,000
		<b>Subtotal</b>	<b>1,100,000</b>
2	Data collection	Printing data collection tools	100,000
		Transport expenses	300,000
		Food and refreshment	200,000
		Accommodation During data collection	600,000
		<b>Subtotal</b>	<b>1,200,000</b>
3	Data analysis and report writing	Data Analysis Software (SPSS)	300,000
		Food and refreshment	150,000
		Miscellaneous expenses	200,000
		<b>Sub-total</b>	<b>650,000</b>
4	<b>Total</b>	<b>Grand total</b>	<b>2,950,000</b>

Source: Researcher: (2023)