



Contribution of Openness and Action Orientation on The Contribution of Performance Organizational Framework Towards Customer Satisfaction in Tanzania: Case of TANESCO Iringa Municipality.

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ABSTRACT

This study investigated the contribution of performance organizational framework towards customer satisfaction in Tanzania, case of TANESCO Iringa Municipality. This study used a cross-sectional descriptive design as the framework for data collection and analysis, where Systematic sampling technique while Questionnaire, One-To-One Interviews and Documentary Review were used to collect information's with equal chance for customers of TANESCO-Iringa branch to provide their views on the applicability of HPO on customer's satisfaction. The total population of TANESCO customers at Iringa Municipal, according to the statistics from TANESCO Head Quarters on the year 2022, the total municipal is 39360 (TANESCO HQ, 2022). Therefore, Kothari, (2014) formula used to shows that 100 respondents were needed for this study were as larger customer (22), Medium users (26), Domestic users (52). The study employed a mixed method research approach whereby both qualitative and quantitative approaches were used. The statistical and thematic analysis was used to analyse quantitative and qualitative information collected from the respondents. From the study findings, the study has confirmed that openness had positive but insignificant contribution on customer satisfaction. These finding show that the applicability of management quality and work force quality assist on customers satisfaction while the applicability of openness has no significant contribution at TANESCO towards customers satisfaction and the recommendation is on the scholars to conduct a study to explore factors which lead to insignificant relationship between openness and customer's satisfaction at TANESCO in Iringa Municipality.

1. INTRODUCTION

Every business organization's success depends on the satisfaction of the customers. Whenever a business is about to start, customers always come first and then the profit (Hague and Hague, 2016). That means companies that are succeeding to satisfy the customers fully will remain in the top position in a market. Today's business company has known that customer satisfaction is the key component for the success of the business and at the same time it plays a vital role to expand the market value. In general, customers are those people who buy goods and services from the market or business that meet their needs and wants. Customer satisfaction is a metric used to quantify the degree to which a customer is happy with a product, service, or experience related business (Lassfolk, 2017). This metric is calculated via customer satisfaction surveys that ask how a customer feels about their experience, with answers ranging between 'highly unsatisfied' and 'highly satisfied'. It is difficult to know whether the customers are satisfied with the availability of the product or services. So, giving satisfaction to the customers is not an easy task, for this different factor is needed to be taken into consideration. Nowadays, competition can be noticed between the business organizations and marketplaces everywhere and has been one of the challenging tasks for the competitors. In POs both the employers and employees must understand the business. Besides, they are committed to getting results and are organized into self-contained, multi-functional and customer-focused business units or teams that take full responsibility for making decisions, solving problems and continuously improving the quality of their work (Hofstede, 2001). Through PO organizational managers introduces employee with norm, values and objectives of the organization which are important to provide customers satisfactions. The applicability of performance organizational framework increases the effectiveness of organization in terms of quality and standard services delivery to the people. (Metle, 2002), indicates that PO culture is of importance in predicting and affecting job satisfaction among Kuwaiti women employees in the public sector. The regional population for Iringa is more than 1.100,000 people with a growth rate of 1.1. These statistics show that at the regional level community services are required being improved in order to accommodate all community in the region (NBS, 2022). These statistics proceed increasing and services from TANESCO also need improvements. Hence TANESCO servants must perform better to meet the requirement of the people of Iringa. To do so they must apply performance organizational factors, in order to perform better on providing better services to the people. The findings of this study extended knowing on the importance of creating a performing institution in Tanzania as well as what is thought to be the best practices on creating customers satisfaction. Thus, this study assessed the contribution of each factor of PO on employee's performance in TANESCO in Iringa Municipality.

2. LITERATURE REVIEW

2.1 Empirical Literature Review

Habyarimana and de Waal, (2020) conducted a study to determine “Organizational Change Process Using the PO Framework: The Case of a Rwandese Bank” in Rwanda. The sample size covered all managerial levels in the bank, from Chief Officer to Heads of Department, Branch Managers, Managers of Unit and Team leaders. The convenient sampling method used to arrive at a group of 38 out of the bank’s 106 managers. On the peers’ side, questionnaires were submitted to managers at the same ratio of key informants as the case company. The returned questionnaire was 59 fully completed out of 76 distributed. In addition, semi-structured interviews conducted face to face with the bank’s top management. The interview questions were aimed at discussing the scores derived from the PO Questionnaire, to get ‘the story behind the numbers. Findings revealed that openness culture of the company seem not yet firmly in place as knowledge exchange and involvement in the company’s important processes are perceived as not being sufficient, showing that the organization needs to further involve its employees in providing their opinions when making its strategies instead of only issuing directives. This helps increasing employee’s performance and customers satisfactions. The findings contradict with de Waal and Goedegebuure, (2017) determine the “Effect of Openness on Customer’s Satisfaction”. They conducted an empirical study in the form of a worldwide questionnaire phase one and two, whereby questionnaire yielded 2015 responses of 1,470 organizations worldwide. Based on the collected data and applying 35 characteristics, with both a significant and a strong correlation with organizational performance, were identified. In addition, with a factor analysis from these 35 characteristics five factors were extracted. The PO research shows that there is a direct and positive relationship between the five PO factors including openness and competitive performance with effects to customer’s satisfactions. (Burca and Fynes, 2017) did a study on the impact of buyer supplier relationship on quality practices and quality performance and satisfaction in Ireland. The study went on comprehensive reviews of CSR and quality management, later the study developed a theoretical model that connected CSR and quality management, with a central proposition of the intensity of the connection between buyer and supplier is a key paramount variable between quality performance and quality practices. The variables incorporated on the side of quality practices and quality performance includes, costs, delivery time, quality, business performance and customer satisfaction. Data was collected from 200 electronic suppliers and then data collected was analysed by using regression analysis. The results indicated that, openness has significant influence on quality performance and quality practices like customer satisfaction. Gilaninia, *et al.*, (2016) conducted a study in Iran on the impact of supply chain dimensions on customer satisfaction. The study employed field research method and data was collected from suppliers and from customers of supply chain by using structured questionnaire. The results of the study indicated that, openness under effective communication has positive and significant relationship with customer satisfaction. Later the study revealed, supply chain management to have direct, positive and significant relationship with customer satisfaction. Otchere, *et al.*, (2018) did a study to examine the implementation and challenges facing supply chain integration in Ghana cocoa industry. The study opted for deductive approach and interview administered and self-administered questionnaire were used to collect data from the farmers. The results revealed that, the supply chain is not functioning effectively, as there was not clearly communication, collaboration and commitment among parties in the chain. It was suggested that, to ensure effective functioning of supply chain parties have to engage enclose relationship through openness, trust and commitment of the parties which will later ensure satisfaction to the final consumer. Lagat, *et al.*, (2016) did a study on SCM practices, customer satisfaction and customer loyalty in Kenya. The study employed system thinking theory together with survey research design where data was collected from supermarkets. The results indicated that, information sharing, customer relationship, supplier partnership and supply postponement to have positive and significant influence on customer satisfaction which later increases customer loyalty. It ended up by concluding positive influence of SCM practices on customer satisfaction.

3. METHODS

3.1 Description of The Study Area

The research was conducted at TANESCO in Iringa Municipality to which is one among the 4 districts found in Iringa region in Tanzania. Iringa Municipality is administratively divided into 18 wards. According to the report of the United Republic of Tanzania (URT) Census done in August 2022, the district has the total population of 202,490 from which 92,392 are males and 106,098 are females with a gender ratio of 91, is bordered by Iringa District Council at North and West with a population of 315,354, and bordered by Kilolo District Council at East with a population of 263,559 and Mufindi District Council at South with a population of 288,996. The study has accessed information on the barriers to women contesting for political positions in Iringa, a case of Iringa Municipality.

3.2 Research Methodology

The study population was the total number of TANESCO customers at Iringa Municipality. A cross sectional descriptive design was used to collect information from the study participants. A systematic sampling technique was used to obtain information’s within the study population, whereas, respondents were sampled systematically. In-depth information on the contribution of high performances organisational framework towards customers satisfaction in Tanzania, Iringa Municipality was collected through Questionnaire, One-To-One Interviews and Documentary Review. The interview was conducted with 12 TANESCO customers, 88 responded to the questionnaires provided in the study area. Thematic and statistical analysis was used to analyse qualitative and quantitative information collected from the selected respondents.

4. RESULTS AND DISCUSSION

The results show that Contribution of Openness and Action Orientation on The Contribution of Performance Organizational Framework Towards Customer Satisfaction in Tanzania: Case of TANESCO Iringa Municipality. Openness and action orientation are variable which formed by 5 items which are: - at TANESCO there is dialogue with customers; at TANESCO staff spend much time on Communication, knowledge exchange and learning with customers; at TANESCO staff have close relation with customers; at TANESCO staff welcomes new idea from customers; and I view TANESCO is performance driven organization. The average performance for this variable of openness and action orientation was as follows: 10% of respondents strongly disagree and 17% disagree while 22% were neutral. The respondents who agree were 34% and those strongly agreed were 17%. This show that average score for those who agreed were 51% while those who disagreed were 27% and the 22% were neutral as started above shown in (Table 5).

Most of the respondents agreed that openness was important for customers satisfaction and that means that Managements have to be open always, engages in dialog with customers in order to make satisfaction. Also, employees at TANESCO should make close relationship and provides information to them openly.

Findings in this study is similar with Siddiqui (2012) who examined the relationship between personality factors of customers and their Satisfaction towards mobile phone and credit card services. The study showed that openness was positive on influencing customers satisfaction during provision of mobile phone and credit card services.

Likewise, Karbasi et al. (2014) focused on studying the impact of personality traits on Customer Satisfaction, and thereafter on Customer Loyalty. The result of the study showed that where the trait compatibility affected people's Satisfaction the most; on the other hand, other traits such as Extroversion, Openness to experience, and Conscientiousness & Neuroticism had an opposite relation with Satisfaction of people. Openness was much affecting customers satisfaction; hence it was encouraged being open during services provision.

Udo-Imeh *et al.*, (2015) focused on the relevance of various theories of personality to gain an understanding of consumer behaviour. The study revealed that openness was important to influence better services to customers which resulted into customers satisfaction.

Table 5: The Practice of Openness and Action Orientation

SN	Items	Performance (%)				
		SD	D	N	A	SA
AO1	At TANESCO there is dialogue with customers	18	15	19	32	16
AO2	At TANESCO staff spend much time on communication, knowledge exchange and learning with customers	09	23	33	26	09
AO3	At TANESCO staff have close relation with customers	05	11	27	43	14
AO4	At TANESCO staff welcomes new idea from customers	13	22	15	35	15
AO5	I view TANESCO is performance driven organization.	12	13	15	38	22
	Average of each item	11	17	22	35	17
	<i>Disagree = 27</i>					
	<i>Neutral = 22</i>					
	<i>Agree = 51</i>					

Source: Researcher (2023).

The findings in quantitative part are not related with arguments in qualitative part. Quoting the one participant the following remark was made: "Staff at TANESCO are not open enough, they can't act on the agreement with customers. They always provide a lot of un practical commitments which disappoint customers. Actually, I do not trust staff from this organization" (Customer 5,24/9/2023).

Anthe castors insisted that:

We have been passing in different transition. During the 5th government regime, TANESCO was open and worker for the people. But this regime things have changed. We customers we are not happy with customers provided by TANESCO. In facts, they are not open to us. (Customer 6, 26/9/2023).

Also, another participant argued that; "I receive services from TANESCO but they are open because they can provide schedules of electric cut off but they are not following the given schedules. This is very bad and such kind of cut off destroy our equipment" (Customer 7,25/9/2023).

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The results indicate that the study has confirmed that openness had positive but insignificant contribution on customer satisfaction. These finding show that the applicability of management quality and work force quality assist on customers satisfaction while the applicability of openness has no significant contribution at TANESCO towards customers satisfaction.

5.2 Recommendation

In recommending, I firmly notify others scholars to conduct a study in exploring factors which lead to insignificant relationship between openness and customer's satisfaction at TANESCO in Iringa Municipality.

COMPETING INTERESTS

Author has declared that no competing interests exist.

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