**AN ASSESSEMENT OF SERVICE QUALITY DIMENSIONS ON CUSTOMER LOYALTY: A CASE STUDY OF TANZANIA PORT AUTHORITY**

**KASEREKA BIBILI DESIRE**

**A DISSERTATION SUBMMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF PROJECT MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

**2017**

# CERTIFICATION

The undersigned certifies that she has read and hereby recommends for examination a dissertation titled, “An assessment of service quality dimensions on customer loyalty: a case study of Tanzania Port Authority” in partial fulfillment of the requirements for the award of the degree of Master of Project Management of The Open University of Tanzania.

……………………………………

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………………………………

Date

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# DECLARATION

I, Kasereka Bibili, do hereby declare that this dissertation titled; “An assessment of service quality dimensions on customer loyalty: a case study of Tanzania Port Authority” is my original work and has not been submitted for a similar or any other degree in any other university.

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Date

# DEDICATION

I return glory to the Almighty God and dedicate this work to my beloved mother Lahele Wahaviri, my father Esron Nyavutenge, my beloved wife Rose Faila Kamwanya, my son Fontaine Nzubukiro for their invaluable advices and support .

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# ABSTRACT

The main objective of the study was to assess the service quality dimensions on customer loyalty at Tanzania Port Authority (T.P.A). The service quality gap was established using SERVQUAL model by comparing customer service quality expectations with customer service quality perception. Descriptive statistics was used together with content analysis and comparison between expectation and perception was done to establish the service quality gap in tangibility, reliability, assurance and empathy. Customer perception was negatively correlated with most of the dimensions but the results were not significant. In order to improve customer loyalty the study recommended to Tanzania Port Authority to deal with customers from landlocked countries by giving more storage time and reducing storage charges. The service providers must focus on the components of service quality by focusing more on physical facilities improvement. TPA must focus also on the service providers training about customer care.

**Key words**: service quality, expectation, perception

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# LIST OF ABBREVIATION

BRN Big Result Now

C FA Clearing and Forwarding Agent

CBP Customer Border Protection

CFS Car Freight station

CRM Customer Relationship Management

DIC Director of Information and Communication Technology

DMGP Dar es Salaam Maritime Gateway Project

ICD Inland Container Depot

IEPS Integrated Electronic Payment System

IT Information Technology

MOU Memorandum of Understanding

NTTFC National Trade and Transport Facilitation Comity

P R.N Payment Reference number

SA Shipping line Agent

TCS Terminal Container

TFEU Twenty Feet Equivalent Units

TPA Tanzania Port Authority

TPP Tanzania Port Authority Police

TTCL Tanzania Telecommunication Company Limited

TRA Tanzania Revenue Authority

TRC Tanzania Railway Corporation

US $ United States Dollar

UNACTAD United Nations Conference on Trade and Development

# CHAPTER ONE

## INTRODUCTION

# 1.1 Overview

This chapter provides background information to the study, statement of the problem, research objectives both general and specific, significance of the study, research questions, scope of the study, and organization of the study.

### 1.2 Background to the Study

The economic reforms of the 1990 marked the turnaround in the growth of the economy as the reforms went hand in hand with the increase in economic activities that scale up trade and traffic in all the Ports. The reforms (privatization and liberalizations) also improved the performance of all the Ports substantially including DSM port which became one of the most efficient in the Sub-Saharan Africa (Mbilinyi, 2014). However, the increased trade and traffic in the country and in the neighboring landlocked countries increased pressure on Port facilities and consequently the Port existing infrastructure could not support the increased trade and the earlier improved performance started to deteriorate gradually.

Port operations in Tanzania contribute significantly towards the growth of the economy through facilitation of trade and government revenue collection. The Port, if well managed, is very important source of revenue generation and contribute significantly to the country’s economy (Ssebuyoya, 2016). However the 2013 new world bank sponsored global study –Logistic Performance index survey (LPI), ranked Tanzania as the best route for transit goods in the region, this was after the fast-tracked reforms at DSM Port to improve cargo handling business (Tanzania Port Authority report, 2013).

The Port still faces a number of challenges that are believed to constrain the growth of Tanzania manufacturing sector and industrial growth. The challenges unclude comparaturely higher wharfing that have prompted the Confederation of Tanzania industries (CTI) to conduct a situational analysis to document how Port charges (Wharfage) are being estimated in Dar es Salaam port as compared to other neighboring Ports. The study also aimed at collecting views from Port users regarding the quality of services at the Dares Salaam port with the view of proposing practical measures to the government of Tanzania on how to improve the Dares Salaam port services.

In highly competitive environment today it is imperative for a company to continually know about the changing expectations of its customers. Quality Function Deployment (QFD) is a powerful technique to know the customer requirement and accordingly design new product and services. It is also useful to modify the feature and design of its existing products according to the changed requirements of the customers. QFD helps to understand the importance that customers attach to their various expectations (Kanishka, 2011).

This dissertation is more important because it is dealing with the assessment of service quality on customer loyalty; case of Dares Salaam Port, with reference to Tanzania Port Authority. So the Dar es Salaam Port is the country’s major Port which handled over 90% of all import and export trade, the majority of the cargo handled are for domestic consumption 71% and the remaining traffic about 29% of the total cargo is for transit to the other landlocked countries.

The Port has five major terminals divided into two categories, the bulk liquid cargo and the dry cargo terminals. These terminal are; the container terminal operated by TICS, the container terminal operated by TPA , bulk liquid terminal, general cargo terminal and the passengers terminal. The Port also serves the six landlocked countries: Zambia, Malawi, Burundi, Rwanda, DR Congo and Uganda (Mwasenga, 2012).

### 1.3 Statement of the Research Problem

In response to the endorsement of the big result now, significant progress has been made in terms of information technology to assure quality service in all African ports including Tanzania Port Authority. The Dares salaam Port is the country’s major Port which handles over 90% of all import and export trade. Majority of the cargo handled are for domestic consumption (71 %) and the remaining traffic about 29% of the total for transit to the landlocked countries and this explains why TPA has expanded Dares Salaam Port (Mbilinyi, 2014).

In fact the situation that Dares salaam Port accumulates a large number of customers became worse and most of interviewed customers were not happy with the services provided by main Port service providers (TPA,TICS, TRA and ICD). Their perception is that the services are comparably expensive and unreliable. However, many efforts to reform Dar es Salaam Port in financial administration has led to the introduction of an integrated electronic payment system (lEPS) that will enable its customers to access bills and invoice and pay electronically. About security problem TPA implemented the canine program which use sniffer dogs in detection of drugs and ivory across Port entry and other illegal shipments and ultimately spend shorter time than physical inspection, making the port more competitive (Quayside, 2015). The structure of our research shows the indicators of service quality and customer loyalty. It makes an analysis document to renew the relationship between TPA and customer or port users according to the total quality management.

# 1.4 Objectives of the Study

## 1.4.1 Main Objective

The main objective of the study was to assess the effect of service quality on customer loyalty.

### 1.4.2 Specific Objectives

The specific objectives of this study are:

1. To compare service quality perception with customer expectations.
2. To identify the components of service quality at Tanzania Port Authority (TPA)
3. To identify the components of customer loyalty at the Tanzania Port Authority.

### 1.5 Specific Research Questions

In order to realize the above objectives answers to the following research questions were sought:

1. How does service quality customer perception compare with their expectations at Tanzania Port Authority?
2. What are the components of customer loyalty at Tanzania Port Authority?
3. What is the result of comparison between service quality perception and expectation of customers?

### 1.6 Significance of the Study

The research has the following significance: The preparation of the dissertation is a prerequisite for the accomplishment of my degree in master of Project management and it is an avenue far future studies. This study shall help TPA stakeholders to have a good understanding of service quality dimensions on customers loyalty by improving communication between Port Authority and customers. To ensure a good flow of information, also it is a source of knowledge to port users on how the clearing and forwarding company can provide good service by keeping promises to customers, provide service on time without delay, so as to reduce costs. Also it will assist business operators in their decision making in transaction with Tanzania Port Authority by giving to them a general customer care.

### 1.7 Scope of the Study

The study looks at the challenges affecting performance of service at Tanzania Port Authority, it focused on selected Dares salaam Port, Clearing and Forwarding agents, and Port stakeholders like TRA and shipping lines.

### 1.8 Organization of the Study

The dissertation is organized in five chapters: chapter one covers the background, the statement of research problem, objectives, research questions, significance of the study, and scope of the study. Chapter two deals with definition of basic concepts, theoretical and empirical literature review, research gap, conceptual framework, theoretical framework, independent variables, and dependents variables. Chapter three covers research philosophy, research design, research area, target population, sample size, sampling technique, research instruments, data analysis, reliability and validity of data and ethical consideration. Chapter four covers basic profile of respondents, response rate, validity and reliability analysis and result of findings. Chapter five deal with conclusion and recommendations.

# CHAPTER TWO

## 2.0 LITERATURE REVIEW

# 2.1 Chapter Overview

This chapter covers definition of basic concepts used in the study, theoretical literature review, and empirical literature review, research gap, conceptual framework, theoretical framework, independents variables, and dependents variables.

### 2.2 Definition of Basic Concepts

This section defines four basic concepts including customer loyalty, customer satisfaction, trust and service quality. Customer Loyalty; customer loyalty means making long term relationship with customers, the mind-set that compels the customers to reuse a product and service or brand again (Thon, 2011). Customer loyalty can be created by identifying the customer need, managing them and fulfill them. Customer satisfaction is an overall attitude formed based on the experience after customer purchases a product or uses a service. Satisfaction is one of the antecedent of customer loyalty, organization that actively manage customer satisfaction are actively managing their ongoing profitability.

Trust is an important mediating factor between customer behavior before and after purchasing a product which can lead to long-term loyalty and strengthen the relationship between the two parties. When a customer trusts the organization he or she has confidence in service quality and product quality of the organization. In prior research, trust has been conceptualized as antecedent of satisfaction (Mayaki, 2011). Service quality is defined as fitness for use, or the extent to which a product or service successfully serves the purposes of customers (Beverly *et al*., 2002). Parasuraman (1988) defines perceived service quality as the consumer’s judgment about the authority and brilliance of a product.

### 2.3 Theoretical Literature Review

Theory supporting the study, the theory of assimilation contrast:It is in the view of this study that the theory of assimilation contrast can best guide our understanding of the relationship of the service quality and loyalty at Tanzania Port Authority. This theory was suggested as another way of explaining the relationships between variables within the disconfirmation model (Hovland and Harvey, 1957). This theory claims that satisfaction is a function of the magnitude of the discrepancy between expected and perceived performance.

A big discrepancy between perceived performance and expectations results in contrast effects and the consumer’s tendency would be one of increasing the perceived difference. Assimilation or contrast can appear in connection with the disparity perceived between expectations and the actual product performance. The strength of this theory tries to illustrate the fact that both the assimilation and the contrast theory philosophy have applicability in the study of consumer’s loyalty.

### 2.4 Empirical Literature Review

Fonseca, *et al*. (2010) identifies the determinants of service quality as well as their impact on satisfaction. Using qualitative data analysis, the study determined the level of service quality and identified five dimensions of service quality named tangibility, assurance, reliability, responsiveness and empathy. Secondly, the study explored determinants of satisfaction and the results showed that the dimensions of satisfaction for the company were exactly the same as those of service quality, in particular security, reliability, comfort and speed. Again this study showed that the company does not distinguish quality from satisfaction. The study was conducted in Europe. Based on these findings the researcher conducted a study in Tanzania to identify the effect of service quality on customer loyalty at Tanzania Port Authority based on SERVQUAL instrument by comparing expectations with perceptions on five dimensions of tangibility, reliability, responsiveness, assurance and empathy.

Hussein and Hapsari (1984) investigated the dimensions of service quality especially in the area of public transport as well as the role of service quality in enhancing passenger’s value, satisfaction and loyalty. Partial Least Squares (PLS) with survey data from 152 BRT passengers was used by this study. This study found that outcome quality, physical quality and interaction quality are the primary dimensions of service quality. In addition, this study explained that service quality has a significant effect on passenger perceived value, satisfaction and loyalty.

Lee and Hwan (2005) similarly investigated the relationship between service quality client satisfaction and profitability in the Taiwanese Banking sector, using Serv Perf methodology they found a positive causal relationship between service quality, client satisfaction and purchase behavioral intentions. Service quality was further found to be more influential with respect to repeat purchase intentions than client satisfaction, and client satisfaction in turn was found to significantly influence bank profitability.

Reynalds (1999) recommended that it was more economical to improve procedures rather than to undertake huge installation, financial operations to build quays, storage areas and warehouse solely because the present installations were saturated by the incapacity of the port system. If the goods were cleared more quickly from the storage area and warehouse, the same installations could probably handle twice as much cargo.

Francou, (1999) stated that information was the key to efficiency for all the partners of the logistics chain. Competitive service strategy might be different but they should be based on service quality considering variance in servicing customers needs, purchasing behavior and consumption patterns. Murabi (2014) investigated the relationship between service quality and customer satisfaction on shuttle traveler at Kitale terminal in Kenya. The study used a descriptive survey and the key findings of this research study were that travel time, punctuality, clear information, good staff behavior and assured board security were attributes that attracted and satisfied customers to shuttle transport.

The findings of the regression analysis indicated that frequent departures and clear informationwere positively and significantly correlated with overall customer satisfaction of shuttle transport. It can therefore be concluded that customers were attracted to public shuttle transport because of frequency of departures as most travelers were conscious of time. This study was conducted on city public transport in Kenya and the aim was to find out the influence of travel time on customers’ satisfaction. Based on these the researcher conducted study in Tanzania on the effect of service quality on customer loyalty based on SERVQUAL instrument to evaluate service quality by comparing expectations with perceptions on five dimensions of tangibles, reliability, responsiveness, assurance and empathy.

**Table 2.1: A Summary of Empirical Literature Review**

|  |  |  |  |
| --- | --- | --- | --- |
| **Author** | **Title of the study** | **methodology** | **findings** |
| Lee and Hwan (2005) | Relationship between service quality, client satisfaction and profitability in Taiwanese banking sector | Correlation analysis | Positiv causal relationship between service quality, client satisfaction and purchase behavioral intention, |
| Reynalds (1999) | The port of Lahavre France | Survey method | It is more economical to improve procedure rather than to undertake huge installation. |
| Francou (1999) | Impact of quality service and product on customer satisfaction |  | Information is the key of efficiency for all the partners of the logistic chain |
| .Grubor (2007) | Service Quality as a Factor of marketing Competitiveness | Serviqual, Gap | Price and quality were the most important factors of service competitiveness |
| Qualtrics October, (2007) | How to measure  Service Quality | Serviqual | Measuring the gap between customer expectation and perception, |
| Neringa (2014) | Relation between service quality and customer loyalty | Survey using the structured questionnaire, sample group | Finding suggest that retail service quality had a positive effect on customer loyalty |
| Leila Rahman nejad (2014) | Service quality, relationship quality and customer loyalty. | Interview and questionnaire | Variable of mental image is the most positive effect after satisfaction. Trust and commitment are most effective on customer loyalty. |
| Asghar afshar (2011 ) | Study the effects of customer service and product quality on customer satisfaction and loyalty | Descriptive research, sampling of population, survey done on the basis | Finding show that the there is positive relationship between customer satisfaction and customer loyalty in Indian automotive industry. |
| Alexandar (2007 ) | Characteristics of service | descriptive | Service quality factor of marketing competiveness |
| Kanishka  ( 2011) | Quality management, | descriptive | Quality function deployment is a powerful technique to know customer requirements and accordingly design new product and service. (QFD) |

**Source:** Author 2016

Mushi (2013) assessed the influence of service quality on customer satisfaction in passenger transport industry on Dar Express Bus Company. Under qualitative analysis approach the findings showed that, three dimensions including responsiveness, assurance and tangibles were the good predictors of customer satisfaction while no relationship was found with empathy and tangible. The questionnaire for this study was not designed to ascertain any actual or perceived gap between passenger expectations and perceptions of the service offered. The current study is based on the SERVQUAL approach and assesses the effect of service quality on customer loyalty at Tanzania Port Authority to test if the finding were the same.

### 2.5 Research Gap

From the analysis of theoretical and empirical literature, the current study identified a contextual gap based on the fact that limited studies have been conducted in Tanzania on the subject matter and in particular at TPA. There was also a methodological gap because the current study compares perception with expectation to establish variances as opposed to previous students that developed on the relationship between variables or components.

### 2.6 Conceptual Framework

The study’s theoretical perspective is based on the effect of quality of service on customer loyalty. A conceptual framework is a set of broad ideas and principles used to structure a subsequent presentation. The conceptual framework assists a researcher to organize the research from one level of hierarchy so as to complete the investigation successfully. It helps to explain the relationship of the system from the top to the bottom level, that satisfaction has the most amount of positive effect on customer loyalty in service business organization.

##### 

##### Figure 2.1: Conceptual Framework

**Source:** Researcher’s own developed model, 2016

### 2.7 Theoretical Framework

Theoretical framework attempts to give explanation of the variables as considered in the conceptual framework. The relationship is defined in such a way that the set of factors impact on an individual, which in turn determine the final outcome in terms of increased or decreased satisfaction of that individual.

### 2.8 Independents Variables

#### Independent variable in this study is quality service and its dimensions that influence customer satisfaction at Tanzania Port Authority, they include tangibility, reliability, responsiveness, assurance and empathy.

### 2.9 Dependents Variables

In this study dependent variables was customer loyalty at Tanzania Port Authority. Therefore customer loyalty can be measured by retention, commitment, advocacy, purchasing and trust. It is researcher’s assumption that if quality service is good the customers will be loyal to the Dar es Salaam Port. So bad quality service the customer will shift to neighboring Port.

# CHAPTER THREE

**3.0 RESEARCH METHODOLOGY**

# 3.1 Chapter Overview

This chapter outlines the research philosophy, research design, research area, target population, sample size, sampling technique, research instrument, data analysis, reliability and validity of data and ethical consideration.

### 3.2 Research Philosophy

Both qualitative and quantitative methodology was used to complement each other which facilitated the collection of enough information required. The study largely is within the framework of qualitative research approach. The option for this approach sought to explore the complex concepts of understanding the social reality of customers of Dar es Salaam Port. The study analyzed the customer’s service quality expectations and customer service perceptions at Dar es Salaam Port.

Creswell (2003) assets that if a research is quantitative it will take a post-positivism philosophical stance, or survey or experimental knowledge claim. On the other hand a qualitative study will take a constructive/advocacy/participatory knowledge /grounded/ethnography approach. This was a result of the use of open- and closed-ended questions, semi-structured interviews and document reviews to elicit data. Closed-ended questionnaire alone limit the freedom of respondents but easy the analysis of data through statistical packages. Opened–ended questionnaire and documents reviews do not allow a predominate response which makes analysis difficult. So the research maximized the use of closed-ended questions to avoid problems on data analysis.

Consequently quantitative data were analyzed using T-Test and mean calculation and qualitative data were analyzed through content and thematic analyses. Therefore, customer loyalty can be measured by positive word-of-mouth, loyalty, retention, trust, advocacy, and commitment. Research philosophy is a careful set of plan developed to provide criteria and specifications for a particular research (Leedey and Ormond, 2005).

Research philosophy is an arrangement of conditions for collection of and analysis of data in a manner that aims to combine relevance with the research purpose. It is the conceptual structure with which research is conducted. It constitutes the blue print for the collection, measurement and analysis of data (Kothari, 2008). In this study survey method was used as the research design whereby each item of information in the survey represent one variable, a measure by which variant in response could be established.

### 3.3 Research Design

Kothari (2008) sees the decision regarding what is the study about? Why is the study being done? Where will the study be carried out? What type of data is required? Where can the data be found? What periods of time will the study include? What will be the sample design? What technique of data collection will be used? How will the data be analyzed? And in what style will the report be prepared? Some of these questions have been answered in previous chapters and remaining ones are tackled in this chapter. Generally the research adopted a descriptive research design involving both quantitative and qualitative approaches.

### 3.4 Research Area

The study was conducted at Ilala municipality in Dar es Salaam region. The rationale for the choice is the location whereby the following factors and conditions are considered, Ilala municipality is the place where most clearing and forwarding offices are located, the Port and all Port stakeholders. So it was easy to get correct and suitable information.

### 3.5 Target Population

The population of the study comprised of 200 employees from 20 offices dealing with clearing and forwarding at Dar es Salaam port. The departments that, the populations were targeted were from the operations manager, planning, monitoring and evaluation.

### 3.6 Sample Size

In any research, determination of a sample size is significantly important as it gives an understanding of a number of observations one has to make in a sample to allow a generalization for the whole study population. Guided by Payne and Payne (2004) model for recommended sizes of samples for various survey universes, the sample size of the study was 200 respondents. The researcher took 10% (20 respondents) of that sample size for a quantitative part of the study, randomly picked from 20 agencies of Clearing and Forwarding.

#### The rest of researcher’s respondents in this sample population were involved in the study through documents service by investigating their personal files.

#### Table 3.1: Population and Sample Size

|  |  |
| --- | --- |
|  | **Population** |
| Port Managers | 2 |
| Clearing and Forwarding Managers | 2 |
| Clearing and forwarding operations managers | 20 |
| Customers | 176 |
| **Total** | **200** |

**Source:** field survey 2016

### 3.7 Sampling Technique

Kumar (2005) defines sampling as the process of selection of few a samples from a big group to become the basis for estimating or predicting the prevalence of an unknown piece of information, situation or outcome regarding the bigger group. In this study the researcher used purposive sampling and random sampling. Purposive sampling is defined by Green and Thorogood (2009) as an act of explicitly selecting interviewees who are likely to generate appropriate and useful data. Random sampling was used to elicit data from the rest of employees either through questionnaire or documents review by investigating their personal files.

### 3.8 Research Instruments

### 3.8.1 Instrument for Primary Data Collection

Data consist of measurements collected as a result of scientific observation. In other words facts that are expressed in the language of measurement became data. Facts are empirically variable observations. The word measurements is mostly used in general sense not in figure.

Questionnaire is the most commonly used instrument of all research instruments. A questionnaire is a set of question that may be mailed or physically given to a respondent to answer then in his or her convenient time and return them to a researcher after filling them. Questionnaires are designed to collect a vast quantity of data from varieties of respondents. Questionnaires are usually inexpensive to administer, very little training is needed to develop them, and they can be quickly and easily analyzed once completed (Wilkinson and Birmingham, 2003).

According to Bless and Hajizadeh (1995) data are of two types, primary and secondary. When researchers collect their own data for specific use of their research, such data are referred to as primary data. Data are collected in the most adequate way to fulfill the aim of the research since gathering of data is directed towards answering question raised by the researcher in order to fulfill research objectives. Very often however, researchers have to use data collected by investigators in connection with other research problem.

A structured questionnaire was undertaken to collect primary data from Dar es Salaam Port users with 43 close ended questions. The language used was English. This tool preferred to collect data from customers due the nature of the study and to simplify in getting information required from such number of people within a short time. The questionnaire has three parts;

1. Part one was designed to get basic profile of the respondents
2. Part two was designed to examine the quality of service expectations and service quality perception through five dimensions (tangibles, reliability, responsiveness, assurance and empathy). A five point Likert scale was used to measure the proposed items ranging from 1 strongly disagree to 5, strongly agree.
3. Part three was designed to examine the quality of service perceptions through five dimensions (tangibles, reliability, responsiveness, assurance and empathy). A five point Likert scale was used to measure the proposed items ranging from 1 strongly disagree to 5 strongly agree.

### 3.8.2 Instruments for Secondary Data Collection

The researcher also collected data from various documents available at Tanzania Port Authority as sources of secondary data. The documents reviewed were employees’ personal files.

### 3.9 Data Analysis

Data analysis is about interpretation and giving meaning to the data collected. Data were analyzed both quantitatively and qualitatively: simply known as the mixed approach. The statistical package for social Science (SPSS) version 20 was used to analyze quantitative findings. The researcher specifically used mean, a component of central tendancy/descriptive statistics and one sample T-test in quantitative data analysis. The findings are presented in tabular form. In term of the mean: the higher the mean as per 5-points Likert scale used in the study strongly Disagree (SD =1) Strongly agree (SA = 5) Disagree (D = 2),(N = 3), Agree ( A = 4).

This study included 34 questions in two forms named perceptions and expectations. An addition of 9 questions was also included to measure the overall customer loyalty. Twenty (20) respondents from the clearing and forwarding company were asked to fill in the questionnaire.

Rehabilitee analysis using conbach’s Alpha was applied on the research instrument and all factors with reliability above 0.70 for both expectations and perceptions were accepted for the purpose of this study. Determination of the service quality gap was calculated using SERVQUAL approach by subtracting customers’ perceptions from customers’ expectation as G = E - P where as G = service quality gap, E = expectations and P = perceptions. Perform Pearson correlation tests the relationship between service quality and customer satisfaction. Regression test was ran to identify the most important factors influencing the customer loyalty on Dar es Salaam Port service.

### 3.10 Reliability and Validity of Data

### 3.10.1 Reliability

According to Polit and Beck (2004), reliability is the consistency with which the instrument measures the target attribute. To test the reliability of data collection the instrument Cronbach’s alpha was used to measure the internal consistency by the use of SPSS (Grayson, 2004).

### 3.10.2 Validity

Validity refers to truth, authenticity, accuracy and relevance of data. It is about integrity in data measurement and conclusion reached (Bryman, 2003). Hezekiah (2007) sees validity as the extent to which the findings are consistent with what the researcher intends to study. For the purpose of this study the pilot study of 20 respondents was conducted so as to check whether the questions constructed would supply the appropriate information, and to check if there were confusions in the way the researcher made necessary amendments to the questionnaires and remove ambiguities.

**Table 3.2: Cronbach’s Alpha Description**

|  |  |  |
| --- | --- | --- |
| **S/N** | **Cronbach’s Alpha** | **Internal Consistency** |
| 1 | L ≥ 0.9 | Excellent ( high-stakes testing) |
| 2 | 0.7 ≤α < 0.9 | Good (low-stakes testing) |
| 3 | 0.6 ≤ α < 0.7 | Acceptable |
| 4 | 0.5 ≤ α< 0.6 | Poor |
| 5 | A < 0.5 | Unacceptable |

**Source:** Georges and Mallery (2003)

### 3.11 Ethical Considerations

The researcher observed respondents consent, voluntary participation, confidentiality and anonymity, some elements of research ethics highlighted by Creswell (2009). Again, respondent’s privacy was respected and the collection of data was subject to the research clearance letter from the Director of Research, Publication and Postgraduate Studies and data access permission from managers of every clearing and forwarding agency. The data collected were analyzed objectively and have only been used for the purpose of this study. Also all information used in this study are appropriately cited and included in the reference list.

#### Table 3.3: Measurement of Variables

|  |  |  |
| --- | --- | --- |
| **Variables** | **Dimension** | **Indicators** |
| Service quality. | Tangibility | 1. All physical facilities at dares salaam port are visually appealing. 2. The communication materials at the port are current. 3. Port employees appearance is appealing |
| Reliability | 1. Wherever port promise to improve service it will do so 2. All port employees will perform the service right the first time. 3. Dares salaam port storage time is reasonable |
| Responsiveness | 1. Port employees willing to help customers 2. Port employees provide prompt service 3. Port employees ask’ questions to customer about the last provided service |
| Assurance | 1. The port employees believe in the customers to continuously use Dar es Salaam port. 2. Customer goods are safe in Dares salaam port area 3. All members of staff will be friendly and polite to port users |
| Empathy | 1. Port employees gives customer individual attention 2. Facilities such as crane of the ports are 24/7 working to satisfy many customers at the same time. |
| Customer loyalty | Retention | 1. Customer are willing to remain with the Dares salaam port |
|  | Commitment | 1. Dares salaam port customers became marketers to attract other customers |
|  | Advocacy | 1. Customer are advocate for Dares salaam port service providers |
|  | Purchasing | 1. Port charges are convenient to customers |
|  | Trust | 1. Customer are satisfied with the provided services |

# Source: field survey 2016

# CHAPTER FOUR

## 4.0 RESULT AND DISCUSSION OF FINDINGS

### 4.1 Chapter Overview

This chapter presents the findings of the study and their discussions. The basic profiles of respondents are summarized and the results of validity and reliability tests are presented.

### 4.2 Basic Profile of Respondents

The survey sample included 20 respondents, of which the majority were of the age of below 50 years. The age above 50 years comprised the minority group. With regard to their gender, males had high percentage as compared to the female. Most of the respondents were married, a few were single and some were divorced. As far as educational level is concerned all had secondary education and above with a majority either in tertiary institutions or university. More than half of the employee had served their organization for more than five years (Table 4.1).

**Table 4.1: Basic Profile of Respondents**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | **frequency** | **percent** | |
| Age | 20-30 | 6 | 30 | |
|  | 30-50 | 10 | 50 | |
|  | 50+ | 4 | 20 | |
|  |  |  | |  |
| Gender | Male | 16 | | 80 |
|  | Female | 4 | | 20 |
| Marital status | Single | 7 | | 35 |
|  | Married | 12 | | 60 |
|  | Divorced | 1 | | 5 |
| Level of education | Secondary | 6 | | 30 |
|  | Tertiary | 7 | | 35 |
|  | University | 7 | | 35 |
| Work experience(years) | 1-2 | 2 | | 10 |
|  | 2-5 | 7 | | 35 |
|  | 5+ | 11 | | 55 |

**Source:** author, 2016

### 4.3 Response Rate

A survey rate is a relationship between the people who have participated in the survey and the people in the sample size expressed in percentage. To conduct the study, a total of 20 questionnaires each one containing 42 items were administered to respondents. The finding shows that all 20 questionnaires were returned complete and usable. This is 100% response rate which signified good results.

Results of validity and reliability test:The research instrument was found to be valid and reliable. The reliability of the instrument was revealed by Cronbach’s alpha of 0.825**.** This result suggests that the instrument was very much reliable (George and Mallery, 2003).

**Table 4.2: Reliability of the Research Instrument**

|  |  |  |
| --- | --- | --- |
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .825 | .911 | 79 |

**Source:** field survey 2016

The validity of the research instrument was continued by the clarity of the question. The respondents did not force any problem in understanding and responding to the question.

### 4.4 Findings and Discussion for each Specific Objective

The aim of this study was to assess the service quality dimensions on customer loyalty at Tanzania Port Authority. Comparing customer expectation with perception and identifying the component of service quality and customer loyalty at Tanzania Port Authority ( TPA).

### 4.5. Finding and Discussion of Objective One: The Comparison Between Customer Expectation And Perception

Table 4.3 shows the mean for the questionnaire from the five dimensions as far as expectation and perception are concerned. The total score for all the five dimensions and their mean relating to customer expectation and customer perception were rated on 5-points Likert scale presented by Wilkinson and Birmingham (2003) used in the questionnaire (1 strongly disagree, 2 disagree, 3 neutral, 4 agree, 5 strongly agree).

### Table 4.3: Service Quality Gap for the Dimension of Tangibility

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Dimension** | **Attribute** | **Expectation**  **(mean)** | **Perception**  **(mean)** | **Service Quality**  **Gap** |
| Tangibility | All physical facilities at Dsm Port are appealing | 4.7500 | 3.8500 | -0.9 |
|  | The Port employees use modern communication material | 4.6500 | 3.6500 | -1 |
|  | Port employee appearance is appealing | 4.7500 | 4.6500 | -0.1 |
|  | Equipment at DSM port meet customer requirement | 4.4000 | 4.1000 | -0.3 |
|  | Security system in ware house are working | 5.0500 | 4.6000 | -0.45 |
|  | Goods are well handled in ware house | 4.9000 | 4.3500 | -0.55 |
|  | Number of computer are sufficient to provide service to customers | 4.5000 | 4.1500 | -0.35 |
|  | Presence of inland container depot contribute to more customer satisfaction | 4.8500 | 4.3000 | -0.55 |
|  | Electronic single window system simplifies clearance process in TPA | 5.2500 | 4.7000 | -0.55 |
|  | Total score for tangibility | 43.1 | 38.35 | -4.77 |
|  | Mean for tangibility | 4.7 | 4.26 | -0.44 |

**Source:** Researcher, 2016

The result in Table 4.3 shows the mean for the questionnaire from the dimension of tangibility. The mean score for the items relating to customer expectation ranged from a maximum of 5.25 to a minimum of -4.40 while the mean score for the items relating to customers perception ranged from a maximum of 4.70 to the minimum of 3.65. The total score of tangibility for expectation were 43.1 while for perception were 38.35with a gap of 4.77. The mean for tangibility in relation to expectation was 4.7 while for perception was 4.26 and the gap was -0.44 meaning that customers were dissatisfied with the tangibles at the port.

### Table 4.4: Expectation - Perception Mean and Gap of dimension of Reliability

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Dimensions** | Attribute | Expectation (mean) | Perception (mean) | Service QualityGap |
| Reliability | Wherever port promise to improve service it will do so | 4.4500 | 4.1500 | -0.3 |
|  | All port employee will perform the service right the first time | 4.2500 | 4.3000 | 0.05 |
|  | The storage charges do not change frequently | 4.8500 | 4.7000 | -0.15 |
|  | Dares salaam port storage time is reasonable | 4.1500 | 4.4000 | 0.25 |
|  | The network system has little problem | 4.6000 | 4.7500 | 0.15 |
|  | Integrated electronic payment system enable custom to access bill | 5.2500 | 5.0500 | -0.2 |
|  | Total score of reliability | 27.55 | 27.35 | -0.2 |
|  | Mean of reliability | 4.59 | 4.55 | -0.04 |

**Source:** Researcher, 2016

The results in Table 4.4 show the mean for the questionnaire from the dimension of reliability as far as customer’s expectation and customer perception were concerned. The mean score for the items relating to customer expectation ranged from a maximum of 5.25 to a minimum of 4.15 while the mean score of customer perception ranged from a maximum of 5.05 to a minimum of 4.15. The total score for reliability under expectation was 27.55 while for perception was 27.35, leading to a gap -0.2 meaning that the customers were not satisfied. The mean of reliability for expectation was 4.59 while for perception was 4.55 and the overall gap was -0.04 revealing dissatisfaction of some kind.

### Table 4.5: Service Quality Gap for Dimension of Responsiveness

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Dimensions | Attribute | Expectation | Perception | Service Quality Gap |
| Responsiv  ness | Port employees are willing to help customers | 5.0500 | 4.6500 | -0.4 |
|  | Port employee provide prompt service | 4.7000 | 4.2500 | -0.45 |
|  | Customers are happy with the level of provided service provided by port employee | 4.2000 | 6.5500 | 2.35 |
|  | Port employee respond quickly to customers concern | 4.1000 | 3.8500 | -0.25 |
|  | Port employee ask questions to customers about services proved. | 3.8500 | 3.5000 | -0.35 |
|  | Dares salaam port employee impress customers | 3.4500 | 3.0000 | -0.45 |
|  | Total score of responsivness | 25.35 | 25.8 | 0.45 |
|  | Mean of responsivness | 4.22 | 4.3 | -0.08 |

**Source:** Researcher, 2016

The results in Table 4.5 show a mean for the questionnaire from the dimension of responsiveness covering customer’s expectation and perception. The mean score for the items relating to customer expectation ranged from a maximum of 5.05 to a minimum of 3.45 while the mean score of customer perception ranged from a maximum of 6.55 to a minimum of 3.00. The total score for expectation was 25.35 while for perception was 25.8 and their gap was -0.45. The mean for responsiveness for expectation was 4.22 while for perception was 4.3 with a gap of -0.08 implying customer dissatisfaction on the quality of service received.

**Table 4.6: Expectation – Perception mean of Dimension of Assurance**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Dimensions | Attribute | Expectation mean | Perception mean | Service Quality Gap |
| Assurance | The port employee believe in customer to continuously use DSM port | 3.8000 | 3.7500 | -0.05 |
|  | Customer goods are safe in DSM port area | 4.6000 | 4.3000 | -0.3 |
|  | All members of staff will always be friendly and polite to port users, | 4.5500 | 4.2500 | -0.3 |
|  | Service providers posses the required skills | 4.2000 | 4.2500 | 0.05 |
|  | The Dares salaam port Authority sell uncollected goods according to common understanding | 4.6500 | 3.9500 | -0.7 |
|  | Port users are informed on every change introduced | 4,0500 | 3.6000 | -0.45 |
|  | Total of score of assurance | 25.85 | 24.1 | -1.75 |
|  | Mean of assurance | 4.308 | 4.01 | -0.29 |

**Source:** Researcher, 2016

The results in Table 4.6 show a mean for the questionnaire from the dimension of assurance. The mean score for the items relating to customer expectation ranged from a maximum of 4.650 to a minimum of 3.80 while the mean score of customer perception ranged from a maximum of 4.30 to a minimum of 3.60 The total score for assurance expectation was 25.85 while for perception was 24.15 and their gap was –1.75. The mean score for assurance in expectation was 4.308 while for perception was 4.01 and the gap of -0.29 revealing dissatisfaction on the part of services received.

### Table 4.7: Expectation - Perception Mean of Dimension of Empathy

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Dimension** | **Attribute** | **Expectation**  **(mean)** | **Perception**  **(mean)** | **Service Quality Gap** |
| Empathy | Customer promise to be loyal with the port as long as it maintain current performance | 4.3000 | 4.4000 | 0.1 |
|  | Port employee give customers individual attention | 4.1500 | 3.8500 | -0.3 |
|  | Facilitations such as crane are 24/7 working to satisfy many customers | 3.7500 | 4.2000 | 0.45 |
|  | Port Authority prepares seminars and workshops for stakeholders | 4.3500 | 3.8000 | -0.55 |
|  | Port employee understand the requirements of customers | 3.6500 | 3.7500 | 0.1 |
|  | Customers fell port employee care about them | 4.4000 | 3.7500 | -0.65 |
|  | Total score of empathy | 24.6 | 23.75 | -0.85 |
|  | Mean of empathy | 4.1 | 3.95 | -0.15 |

**Source:** Author 2016

The results in table 4.7 show the mean for the questionnaire from the dimension of empathy. The mean score for the items relating to customer expectation ranged from a maximum of 4.40. to a minimum of 3.65 while the mean score of customer perception ranging from a maximum of 4.40 to a minimum of 3.75. The total score for expectation was 24.6 while for perception was 23.75 and their gap was –0.85. The mean for empathy was 4.1 while for perception was 3.95 and the gap was -0.15 indicating dissatisfaction. In summary the service quality gap for all dimensions was negative signifying dissatisfaction with services rendered. A summary of overall mean in Table 4.8 confirms the results.

**Table 4.8: The Overall Means for all Dimensions**

|  |  |  |
| --- | --- | --- |
| Dimension | Expectation (overall mean) | Perception (overall mean) |
| Tangibility | 4.7 | 4.26 |
| Reliability | 4.59 | 4.55 |
| Responsiveness | 4.22 | 4.3 |
| Assurance | 4.30 | 4.01 |
| Empathy | 4.1 | 3.95 |
| Total score | 21.91 | 21.7 |
| Overall mean | 4.382 | 4.34 |
| Overall Service Quality Gap | -0.042 | |

**Source:** Author (2016)

The dimension of reliability reported the highest mean for perception while empathy had the lowest mean. The overall mean was 4.382 for expectation and 4.34 for perception. The overall gap was -0.042 revealing overall dissatisfaction on services provided by the Port.

**4.5.1 Data from Documents Reviewed and Interviewees**

Most of documents reviewed during this study and the responses from interviews showed that there was a difference between customer expectation and customer perception. The documents reviewed by the researcher were personal files of employees and subject file from clearing and forwarding companies.

### 4.5.2 Discussion of Findings: Comparisons between Customer Expectation and Customer Perception

Tangibility was a service quality dimension which proved to have significant effect compared to the other four which were reliability, responsiveness, empathy and assurance. Customers came with suggestions of some few areas of interest under this dimension in order to improve them. Electronic single window system simplified clearance process, was the area which boosted much the satisfaction of customers. This statement in the questionnaire had a mean score of 5.25 which implied that customers were of the opinion that the information technology of the Dar es Salaam port somehow simplified clearance process. This was also confirmed through observation made by the researcher but if you compare this statement with the customer perception the study found that this statement had a mean score of 4.70.

This was followed by a statement that security system in the warehouse was working: this statement had a mean score of 5.05 compared to customer perception which had a mean score of 4.60. The mean score for expectation in the statement “goods are well handled in the warehouse” was 4.90. But the study showed that this statement had a mean score of 4.35 in customer perception.The statement, presence of inland container depot contributed to more customer satisfaction in expectation had a mean score of 4.85 compared to customer perception which had a mean score of 4.30. The study showed that there was a big difference between customer service quality expectation and customer service perception.

Reliability is a service quality dimension which proved to have significant effect on customer loyalty. Customer came up with views on some few areas of interest under these dimensions to work on as obtained through questionnaire. Integrated electronic payment system which enabled customer to access bills and invoice was the area which boosted much the customer satisfaction. In the questionnaire this statements had a mean score of 5.25 in expectation, compared with customer perception with a mean score of 5.05. Storage charges did not change frequently and had a mean score of 4.85 in expectation, compared with perception which had a mean score of 4.70 followed by the statement that wherever port promise to improve service it will do so. This had a mean score of 4.45 in expectation but in perception the mean score was 4.15. The statement that all port employees will perform the service right the first time had a mean score of 4.25 in expectation but in the customer perception it had a mean score of 4.30. The study shows that there is no big difference between customer service expectation and customer perception. The Dar es Salaam port customers agreed with the reliability of the services provided as the service quality gap was small.

The dimension of responsiveness was found to have most significant effect on customer loyalty. The study shows that Port employees were willing to help customers and this helped to boost customer loyalty. In the questionnaire this statements has a mean score of 5.05 in the customer expectation but in the customer perception it has a mean score of 4.65. The statement that Port employees provided prompt service to customers has a mean score of 4.70 in customer service compared to the mean of perception which was 4.25.

On the other statement that customers were happy with the level of services provided by the Port employees the mean score was 4.20 in customer expectation, compared to perception which had a mean score of 6.55. The study shows that this result was very encouraging because the perceived service was higher than the service quality customer expectation. The mean score of the statement port employees respond quickly, rapidly, immediately to customer concern was 4.10 in the customer expectation but in the customer perception it was 3.8 revealing a big negative gap.

The assurance dimension results show a significant effect on customer loyalty. Dares salaam port authority sell uncollected goods according to common understanding had a mean score of 4.65 in customer expectation, but in customer perception it had a mean score of 3.95. Customer goods are safe at Dares salaam Port, had a mean score of 4.60 in customer expectation while the mean score for customer perception was 4.30. The mean score of the statement all members of staff will always be friendly and polite to Port users was 4.55 when in customer service perception was 4.25. Service providers possess the required skills and knowledge relating to port service had a mean score of 4.20 in expectation while in customer perception had a mean score of 4.25. The study shows the assurance dimension had a negative service gap.

The dimension of empathy proved to have effect on customer loyalty. Customer came up with views on some few areas of interest under these dimensions to work on as obtained in the questionnaire. Customer felt that Port employees’ cared about them. In the questionnaire this statements had a mean score 4.40 and 3.75 in term of customer expectation and perception respectively, while the mean score of the statement port authority prepare seminars and workshop for Port stakeholders and Port users on how they are performing their service was 4.35 and 3.80 for expectation and perception respectively.

Customers promise to be loyal with the Port as long as it maintained the current performance had a mean score of 4.30 and 4.40 for expectation and perception respectively. Customer promised to be loyal to the Port as long as it maintained the current performance regarding the empathy dimension which happens to be among the most significant factors of the statements influencing customers. Other researchers like Chowdhury (2006) conducted a study in the same direction but it was about customer satisfaction towards service quality of front office staff at the Hotel Ashok Bangalore, Table 4.9 summarises the gap scores for all dimensions for the said study.

**Table 4.9: Mean Gap Scores for All Dimensions**

|  |  |  |  |
| --- | --- | --- | --- |
| **Dimensions** | **Customer Expectation Mean** | **Customer Perception Mean** | **Gap**  **(SERVQUAL)** |
| Tangibility | 3.92 | 3.98 | 0.06 |
| Reliability | 4.02 | 4.12 | 0.10 |
| Responsivness | 4.14 | 4.16 | 0.02 |
| Empathy | 4.15 | 4.13 | (0.02) |
| Assurance | 4.23 | 4.30 | 0.07 |
| Total mean score | 4.09 | 4.13 | 0.04 |

**Source:** Chowdhury 2006

**Note:** from this table Chowdhury, (2006) found that customers perception towards service quality were higher than customers expectation almost in all dimensions apart from empathy where customers perception towards service quality was a little bit lower than customers expectation, but all the other dimensions resulted in positive gap. It shows that customers were satisfied by the service quality of the front office staff of Hotel Ashok Bangalore. These result differ from those of the current study where most of the dimensions had negative gap.

A similar study was also conducted by Ramseook and Naidoo (2007). The study assessed the expectations and perception of service quality for customers in a public service context in Mauritius. The service quality gaps indicated that the public service department was failing to meet the expectation of their customers, in fact the service quality shortfalls in public service in Mauritius were related to a number of constraints, such as inadequate internal system to support the service providers and insufficient capacity for quality service delivery. Due to these constraints, service providers were unwilling or unable to perform the service skills. In order to brigde this gap Mauritius public service department needed to provide more training to service providers to enhance their customer service skills.

### 4.6 Finding and Analysis of Second Specific Objective: To Identify the Components of Service Quality at Tanzania Port Authority

### 4. 6.1 Components of tangibility and reliability

**Table 4.10: Components of Service Quality (a)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Dimension** | **Attributes** | **Frequency** | **Percentage** |
| Tangibility | All physical facilities at dares salaam are appealing | 13 | 65 |
|  | The port employees use modern communication material | 12 | 60 |
|  | Port employees appearance are appealing | 13 | 65 |
|  | Equipments at dares salaam port are meeting customer requirement | 11 | 55 |
|  | Security system in the ware house are working | 12 | 60 |
|  | Goods are well handled in the ware house | 15 | 75 |
|  | Number of computer are sufficient to provide service to customer | 12 | 60 |
|  | Presence of inland container depot contribute to more custom satisfaction | 11 | 55 |
|  | Electronic single window system simplify clearance process in TPA | 11 | 55 |
| Reliability | Wherever port promise to improve service it will do so | 13 | 65 |
|  | All port employees will perform the service right the first time | 9 | 45 |
|  | The storage charges do not change frequently | 15 | 75 |
|  | Dares salaam port storage time is reasonable | 12 | 60 |
|  | The network system has little problem | 12 | 60 |
|  | Integrated electronic enable customer to access bill and invoice | 11 | 55 |

Source: researcher, 2016

### 4.6.2 Discussion of Finding from the Components of Tangibility and Reliability

The dimension of tangibility had more than one attributeamong them, the statement of goods was well handled in the warehouse was most influencing service quality. 75% of respondent agreed that this component proved to have the least significant service quality of Tanzania Port authority. This statement was followed by the statement all physical facility at Dar es Salaam port are visually appealing on which 65% of respondents agreed, the statement security system in the warehouse are working which 60% of respondent agreed that this component is important to assure service quality at Tanzania Port Authority.

**4.6.3 Components of Responsiveness, Assurance and Empathy**

**Table 4.11: Components of Service Quality (B)**

Responsiveness, Assurance and Empathy

|  |  |  |  |
| --- | --- | --- | --- |
| **Dimensions** | **Attribute** | **Freq** | **Percent** |
| responsive | Port employee willing to help customer | 10 | 50 |
|  | Port employee provide prompt service | 14 | 70 |
|  | Customer are happy with the level of service provided by port employee | 7 | 35 |
|  | Port employees respond quickly ,rapidly to customer concern | 8 | 40 |
|  | Port employee ask question to customer about last provided service | 7 | 35 |
|  | Dares salaam port employee impress customers | 2 | 10 |
| Assurance | The port employee believe in the customer to continuously use dares salaam port | 6 | 30 |
|  | Customer goods are safe in dares salaam port area | 11 | 55 |
|  | All members of staff will always be friendly and polite to port users | 15 | 75 |
|  | Service providers posses the required skills relating to port service | 10 | 50 |
|  | Dares salaam port authority sell uncollected goods according to common understanding | 13 | 65 |
|  | Port users are informed on every changes introduced | 9 | 45 |
| Empathy | Customer promise to be loyal as long as it maintain current performance | 10 | 50 |
|  | Port employee give customer individual attention | 11 | 55 |
|  | Facilitation such as crane of the port are working 24/7 to satisfy customer | 7 | 35 |
|  | The port authority prepares seminars and workshop for stakeholders | 9 | 45 |
|  | Port employee understand the requirement of customers | 6 | 30 |
|  | Customers feel port employee care about them | 9 | 45 |

**Source:** Author (2016)

For the component of reliability,the statement that the storage charges do not change frequently, followed by the statement wherever port promise to improve service it will do so on which 65% agreed, while 60% of respondents agreed with the statement Dar es Salaam port storage time is reasonable. These statements made service quality to be effective throughout the component of reliability.

### 4.6.4 Discussion of Finding from Components of Responsiveness, Assurance and Empathy

To identify the component of service quality which influenced more customer loyalty was the second objective in this study. A majority of Port employees agreed that the Port provided prompt services, followed by the statement that Port employees were willing to help customers. It was also evidenced from the result that members of staff were friendly and polite to Port users. As far as assurance dimension is concerned it was noted that Dar es Salaam port Authority had a practice of selling uncollected goods according to common understanding which the majority of customers agreed. Also more than half of respondents agreed that the customer’s goods were safe in Dares salaam port area a lot was also noted from the results that employees gave customers individualized attention.

Temba (2013) conducted a research in the same way but focused on the assessment of service quality and customer satisfaction using SERVQUAL model at Tanzania Telecommunication Company limited (TTCL). The gap score analysis carried out found that the overall service quality were low as perceived by TTCL customers. Customers had higher expectation than what they actually experience from TTCL even though the difference was not significant.

The overall perceived service quality were low as expectation exceed perception, implying that customers demanded more than what was being offered to them. Further evaluation on the perception and expectation of the customers, it has been observed that no component of service quality that contribute to customers satisfaction. Evidence from study showed that TTCL had to improve performance on all components of service quality in order to increase customer satisfaction as customer expected more than what was being offered.

### 4.7 Findings and Analysis of Data from the Third Specific Objective: Components of Customers Loyalty at Tanzania Port Authority

**4.7.1 Mean and Standard Deviation for the Third Specific Objective**

**Table 4.12: Components of Customer Loyalty**

### The mean ranged from the maximum of 1.7000 to the minimum of 1.3000 and standard deviation of 0.93330 to 0.4716.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Descriptive Statistics** | | | | | | |
|  |  | N | Minimum | Maximum | Mean | Std. Deviation |
| **Retention** | Customers are willing to remain with the Dares Salaam port | 20 | 1.00 | 4.00 | 1.6500 | .93330 |
| Dar es Salaam port service providers improve marketing service to attract customers | 20 | 1.00 | 2.00 | 1.7000 | .47016 |
| Customers are likely using dares salaam port to clear their goods | 20 | 1.00 | 2.00 | 1.4500 | .51042 |
| **Advocacy** | Customers are advocate for dares salaam port service providers | 20 | 1.00 | 2.00 | 1.3500 | .48936 |
| **Purchasing** | Dares salaam port customers became marketers to attract other customers | 20 | 1.00 | 2.00 | 1.6000 | .50262 |
| **Commitment**. | Dares salaam port customers will give their contribution for the port service improvement | 20 | 1.00 | 2.00 | 1.3500 | .48936 |
| **Trust** | Customers are satisfied with the provided services | 20 | 1.00 | 2.00 | 1.3500 | .48936 |
|  | Port charges are convenient to customers | 20 | 1.00 | 2.00 | 1.3000 | .47016 |

### Source: field survey (2016)

### 4.7.2 Discussion of Findings from the Third Specific Objective

Identify the components of customer loyalty was the third objective of this study. Five components were identified which are: retention, commitment, trust, purchasing and advocacy. Every component was associated with a specific statement. The respondents answered by yes or no in the questionnaire. Basing on the answers given it was observed that three quarters of the respondents confirm their loyalty to its services. Two thirds of the respondents over commitment dimension supported the statement that Dar es Salaam port customers have become marketers to attract others while one third said no to the statement. The same applied to the statement that Dar es Salaam port users will give their contribution for the port service improvement where slightly more than a third of respondents said no to the statement. On the trust dimension, about two third of the respondents supported the statement that customers were satisfied with services provided.

The responses also indicated that more than half of the customers were likely to use Dares salaam port when they purchase goods. On the same dimension of purchasing, 65% of respondents admitted that port charges were convenient to customers. As far as advocacy is concerned, about two thirds of respondents supported the statement that customers advocated for Dares salaam port service providers. A similar study was conducted by Young, ( 2011) from the University of Malesia, he found that the most significant strategies when trying to maintain customers loyalty is the creation and maintenance of relationship between companies and their customers. The companies have to trust their customers before their customers can feel trust towards them. This trust is important in the process of customer retention and creating customer loyalty.

It was further found in the study that the creation of customer satisfaction is a way for companies to prevent their competitors to steal their customers, which also means preventing customers from switching brands. They have also found several different ways to create customers satisfaction such as meeting the needs and desire of the customers, treating the customers with respect and receiving them well. The most important factor they found concerning the creation of customers satisfaction is the companies personnel service towards the customers. It was further found in the study that one of the most used strategies today was dealing with keeping customers loyal, the customers loyalty programs.

**CHAPTER FIVE**

### 5.0 CONCLUSION AND RECOMMENDATIONS

### 5.1 Chapter Overview

This chapter summarises the conclusions of the study and give recommendations basing on the findings, and direction for further studies.

### 5.2 Conclusion

The objective of this study was to assess the service quality dimensions on customer loyalty. Specifically the study compared service quality customer expectations with perceptions. It also identified the components of service quality at Dar es Salaam port Authority together with components of customer’s loyalty. Basing on the findings of objective one the study concluded that customers were dissatisfied with TPA services as evidenced by the overall negative service quality gap. The study concluded that the components of tangibility and responsiveness were the major components which influenced customer loyalty; in addition the study also concluded that the components of retention and purchasing mostly influenced customer loyalty.

### 5.3 Recommendations

In relation to objective one where the overall service quality gap was negative, the study recommends measures to be taken to reduce customers dissatisfaction on port services. Such measures include improvement of physical facilities at the Port including machinery, building, communication, electronic single window system and other tangibles. Also the study recommends improvement in services provided by ensuring that they keep their promises to customers. Training on customer care can help employees to be more responsible and accountable to the customers. Also the port Authority should ensure that electronic payment system operates effectively and that the network system operates with little problems.

The study also recommends improvement in the communication between Port Authorities and customers to ensure a good flow of information. It also recommends improvement in the storage, handling and safety of customers’ goods. The uses of close circuit Television camera are also recommended to improve the security of customer’s goods while at the Port.

### 5.4 Areas for Further Study

The current study was conducted at Dar es Salaam port, future studies can be conducted in other ports like Mwanza, Tanga, Mtwara, or even Mombasa, Deira, and Durban to see if similar results will be obtained.

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# APPENDICES

Free to fill this brief questionnaire which is mainly intended for improving the quality of services offered. The Khurshid, R., Naeem, H., Ejaz, S., Muhtar, F. & Batool, T. (2012). Service quality and customer satisfaction in public transport sector of Pakistan: An Empirical Study. *International Journal of Economics and Management* *Sciences*, 1(9), 24-30. Information collected will be treated confidentially. Based on your experiences as customer of TPA, think about port that would deliver excellent quality of services, Think about the kind of port which you would be pleased to join. Please show the extent to which you thing such port will possess.

The features described by each statement. If you feel a feature is not at all essential for the institution such as the one you have in mind, tick cell ‘’1’’. If you feel a feature is absolutely essential. Tick ‘’7’’. If your feelings are less strong, tick one of the members in the middle. There are no rights or wrong answers- all we are interested in is a number that truly reflects your feelings. Regarding the institution that would deliver excellent quality of quality of service.

Note: each of the statement is accompanied by a 5-point scale anchored at the ends by the labels “Strongly Disagree” (SD = 1) and strongly agree “(SA = 7). Disagree (D = 3), (N = 4), Agree (A=5)

**Background general respond’s information**

Age………………………………..

Gender…………………………….

Marital status ……………………………………………………

Educational level…………………………………………………

Position…………………………Department…………………………………………

Area …………………………..Duration of service at the duty station……………………

Experience……………………………………

How would rate your Agreement/ Disagreement with the following statements which are addressing matter related to quality services that you expect to be provided by the Tanzania port authority service providers, please rate your agreement by putting on the appropriate cell.

|  | **ITEMS** | **CUSTOMER EXPECTATION** | | | | | **CUSTOMER PERCEPTION** | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **TANGIBILITY** | **SD** | **D** | **N** | **A** | **SA** | **SD** | **D** | **N** | **A** | **SA** |
| 1 | All physical facilities at the Dares salaam port are visually appealing |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |  |  |  |  |  |  | |  |  |
| 2 | The port employees uses modern communication materials to assure the sustainability of the port information center |  |  |  |  |  |  |  |  |  |  |
| 3 | Port employee appearance is appealing |  |  |  |  |  |  |  |  |  |  |
| 4 | Equipments at Dares salaam port are meets customer customers’ requirement |  |  |  |  |  |  |  |  |  |  |
| 5 | Security system in the ware house are working |  |  |  |  |  |  |  |  |  |  |
| 6 | Goods are handled well in the ware house |  |  |  |  |  |  |  |  |  |  |
| 7 | Number of computers are sufficient to provide service to customers |  |  |  |  |  |  |  |  |  |  |
| 8 | Presence of inland container depot (i.c.d) contributes to more customer satisfaction |  |  |  |  |  |  |  |  |  |  |
| 9 | Electronic single window system simplifies clearance process in T.P.A |  |  |  |  |  |  |  |  |  |  |
|  | **RELIABILITY** |  |  |  |  |  |  |  |  |  |  |
| 10 | Wherever Port promise to improve service it will do so |  |  |  |  |  |  |  |  |  |  |
| 11 | All Port employees will perform the service right the first time |  |  |  |  |  |  |  |  |  |  |
| 13 | The storage charges do not change frequently |  |  |  |  |  |  |  |  |  |  |
| 14 | Dares salaam port storage time is reasonable |  |  |  |  |  |  |  |  |  |  |
| 15 | The network system has little problem |  |  |  |  |  |  |  |  |  |  |
| 16 | Integrated electronic payment system enable customer to access bills and invoice |  |  |  |  |  |  |  |  |  |  |
|  | **RESPONSIVENESS** |  |  |  |  |  |  |  |  |  |  |
| 17 | Port employees willing to help customers |  |  |  |  |  |  |  |  |  |  |
| 18 | Port employees provide prompt service |  |  |  |  |  |  |  |  |  |  |
| 19 | Customers are happy with the level of service provided by port employees |  |  |  |  |  |  |  |  |  |  |
| 20 | Port employees respond quickly, rapidly, immediately to customers concern at dares salaam port |  |  |  |  |  |  |  |  |  |  |
| 21 | Port employees ask the question to customers about the last provided service |  |  |  |  |  |  |  |  |  |  |
| 22 | Dares salaam port’s employees impress customers |  |  |  |  |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **ASSURANCE** |  |  |  |  |  |  |  |  |  |  |
| 23 | The port employees believe in the customers to continuously use Dares salaam port |  |  |  |  |  |  |  |  |  |  |
| 24 | Customers goods are safe in Dares salaam port area |  |  |  |  |  |  |  |  |  |  |
| 25 | All members of staff will always be friendly and polite to port users |  |  |  |  |  |  |  |  |  |  |
| 26 | Service providers possess the required skills and knowledge relating to port service |  |  |  |  |  |  |  |  |  |  |
| 27 | The Dares salaam port’s authority sell uncollected goods according to common understanding |  |  |  |  |  |  |  |  |  |  |
| 28 | Port users are informed on every changes introduced |  |  |  |  |  |  |  |  |  |  |
|  | **EMPATHY** |  |  |  |  |  |  |  |  |  |  |
| 29 | Customer promise to continue to be loyal with the port as long as it maintain the current performance |  |  |  |  |  |  |  |  |  |  |
| 30 | Port employees give customer individual attention |  |  |  |  |  |  |  |  |  |  |
| 31 | Facilities such as crane of the ports are 24/7 working to satisfy many customers at the same hours |  |  |  |  |  |  |  |  |  |  |
| 32 | The Port authority prepares seminars and workshops for port stakeholders and port users on how they are performing their services |  |  |  |  |  |  |  |  |  |  |
| 33 | Port employees understand the requirements of the port’s customers. |  |  |  |  |  |  |  |  |  |  |
| 34 | Customers feel port employees care about them |  |  |  |  |  |  |  |  |  |  |

**OTHER QUESTIONS**

34. Customers are willing to remain with Dares salaam port (yes or no)…………….

36. Dares salaam port service providers improve marketing service to attract customers

(Yes or no)…………………………

37. Customers are likely using Dares salaam port to clear their goods

(Yes or no)…………………………….

38. Customers are advocate for Dares salaam port’s service providers

(Yes or no)…………….

39. Dares salaam port customers became marketers to attract others customers

(Yes or no)…………………….

40. Dares salaam port customers will give their contribution for the port service

Improvement (yes or no)……………………………………

41. Customers are satisfied with the provided service

(Yes or no)……………………………………

42. Port charges are convenient to customers?

(Yes or no)……………………………………

42. Please list the port problem you have encountered

………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

43. Please give suggestions on how to improve the Dares salaam port

………………………………………………………………………………………………………………………………………………………………………………………………………………