**THE INFLUENCE OF INTERNAL CUSTOMER CARE MANAGEMENT ON EMPLOYEE’S PERFORMANCE – A CASE OF KILOMBERO SUGAR COMPANY LIMITED (KSCL)**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

**DEPARTMENT OF MARKETING AND ENTREPRENEURSHIP**

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**2021**

# CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by The Open University of Tanzania the dissertation entitled, **“The Influence of Internal Customer Care Management on Employees Performance: A Case of Kilombero Sugar Company Limited”.** In partial fulfilment of the requirements for the Master degree of Business Administration (MBA-Marketing) of The Open University of Tanzania.

……………………………………….

**Dr. Joseph Magali**

**(Supervisor)**

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…………………………..

Signature

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

Date

# DEDICATION

I dedicate this research work to my mother Theckla Pascal Leo; my kids Vivian and Ibrahim and my late husband William Said Mbalafu; May the almighty God rest his soul in eternal peace; Amen.

# ACKNOWLEDGEMENT

I thank the God Almighty for enabling me to conduct and complete this research healthy. Heartfelt thanks are expressed to my family for all their understanding, patience and support during the period of my study. I thank Dr. Ally S. Mushi for his financial support and encouragement. Indeed his support will be honoured forever.

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# ABSTRACT

The study examined the influence of internal customer care management on employees' performance using Kilombero Sugar Company Limited (KSCL) as a study’s case. Specifically, the study assessed influences of supervisor behaviour, serving employees behaviour and working environment on internal customer care services as determinants of employee performance. The study employed an explanatory research design and a sample of 92 purposively selected respondents. The study engaged mixed research design and deployed cross-tabulation with descriptive statistics, multiple linear regression and content analyses to analyse collected data. The study concludes that courteousness when providing services, provision of prompt service, listening to employees job-related needs, providing service to all staff equally without favouritism, effective communication procedures, giving employees the freedom to carry out assigned tasks without threats or interruptions and adequate availability of working tools and equipment’s lead to enhancement of employees' performance. Working environment, supervisor behaviour and serving employee behaviour account for about 65.2% of employees' efficiency at KSCL measured by the quality of internal customer service (QICS). There is a significant (*p*< .05) linear relation between working environment and QICS, supervisor behaviour and serving employees behaviour with the QICS at KSCL. It is recommended that KSCL should provide training to all employees on the significance of providing good quality internal customer service. Also, KSCL should improve the working environment and effective communication system that are essential in the provision of good quality internal customer care service.

***Keywords:*** *Customer care, employees' performance, KSCL*

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# LIST OF ABBREVIATIONS

AACC Alignment, Authority, Capability and Commitment

CRM Customer Relationship Management

DMAIC Define, Measure, Analyse, Improve and Control

IntCRM Internal Customer Relationship Management

ISQ Internal Service Quality

KSCL Kilombero Sugar Company Limited

QICS Quality of Internal Customer Service

SERVQUAL Service Quality Model

TQHRM Total Quality Human Resource Management

TQM Total Quality Management

# CHAPTER ONE

# INTRODUCTION

# Overview

Normally employees may be influenced with different things to raise and maintain their performances in their workplaces like good salaries and incentives, good working environments and safety, good job security and others things like a bonus. Apart from all these, internal customer care is as well of significant importance. Consequently, this study looked at how internal customer care management has an impact on employees’ performance. The chapter consists of the background of the study, problem statement, objectives, scope, significance and organization of the study.

# Background of the Study

In our time, organizations are necessitated to take care of both internal and external customers. Flourishing organizations are required to emphasize the provision of quality services to both internal and external customers. Such organizations are judicious enough to foresee the varying needs of their customers, to give attention to their organizational potential to provide high-quality services, as well as to see the quality of internal customer service as a means to augment employees' performance and attain competitive advantage (Singh, 2016).

According to Kanfer and Ackerman (2005), individuals’ performance has great significance for both organizations and individual employees. Higher performance leads to the completion of duties and tasks, which eventually result in additional satisfaction levels, sentiment and develop self-efficacy and mastery among workers. In addition, more efficient and performing workers are encouraged, endorsed with awards and honoured through reimbursement and rewards.

The term ‘‘internal customer’’ came out during the middle of 1980 when several organizations were trying to concurrently improve quality and trim down costs. Minimizing costs habitually came by removing people in an organization through downsizing. For the reason that importance of internal operations was understated, quality was over and over again sacrificed for interim cost savings. The internal customer service model came into view to counteract the negative impact of downsizing and develop into a rallying cry for enhancing the quality efforts in organizations (Farner, Luthans, & Sommer, 2001).

Various studies (Gilbreathand Benson, 2004; Fox and Stallworth, 2005; Karatepe, 2014) indicate that supervisors behaviour affects employee well-being, for instance, person-oriented leadership behaviour has an effect on turnover intentions through job satisfaction as well as organizational commitment higher than task-oriented leadership behaviour (Mathieu, Fabi, Lacoursière and Raymond, 2016). These studies did not examine the influences of serving employees behaviour and working environment on customer care service.

Employee's behaviours are highly interrelated to the customer's overall satisfaction (Kattara, Weheba & El-Said, 2008). There is also a significant positive association between the behaviour of internal customers when serving external customers (Al-Zoubi and Alomari, 2017). In addition, it is essential to improve working environments to promote employees job performance (Kiruja and Kabare, 2013; Chandrasekar, 2011), because when an employee has a negative perception of their work environment they at times suffer from persistent stress that affects their service delivery (Noblet, 2009). These studies did not look at the influences of management behaviour and serving employees behaviour on internal customer care service.

Kilombero Sugar Company Limited (KSCL), situated in the Morogoro region, is one of the four sugar producers in Tanzania. KSCL is jointly owned by Illovo Sugar of South Africa who holds 55% of the issued share capital; ED&F Man, a London-based commodities group, holding 20% and the government of Tanzania holds 25% of the issued share capital. KSCL comprises two neighbouring agricultural estates and sugar factories, Msolwa and Ruembe, located on either side of the Great Ruaha River and linked by a low-level bridge and a distillery factory adjacent to the sugar factory in Msolwa. KSCL comprises 10 departments, namely, manufacturing, estate agriculture, grower agriculture, estate support, commercial, corporate affairs, human resource, finance, business improvement and expansion projects. KSCL has 830 permanent employees plus 2,418 seasonal agricultural workers at peak periods. KSCL produces markets and distributes direct consumption brown sugar under the brand name ‘Bwana Sukari’. KSCL also produces ethyl alcohol, which is a downstream product. Each department at KSCL is responsible to ensure there is good customer care service to both internal customers and external customers. This research aims to analyse the influence of internal customer care management on employee’s performance at Kilombero Sugar Company Limited (KSCL).

# Problem Statement

Fulfilling customer’s needs has been the most important goal of both manufacturing and service organizations. Nevertheless, internal customer care services have received inadequate attention in many organizations and consequently affect employees' satisfaction and job performance. Many authors (for instance, Demirel, 2008; Obeng-Akrofi, 2009; Li, 2010; Mawoli, Yusuf & Idris, 2011; Ulla & Yasmin, 2013; Tekin & Erol, 2016; Al-Zoubi & Alomari, 2017) suggested that organizations should take care of their employees as they care for their customers. This viewpoint was supported by several other authors such as Demirel (2008) and Mathieu, Fabi, Lacoursière, and Raymond (2016) who held that employees’ satisfaction is positively correlated to customer satisfaction.

Kilombero Sugar Company Limited (KSCL) has several departments which need to interact effectively to meet the objectives of the company. Employees in one department are required to serve other departments employees as their customers. The concept of internal customer care management in the organization seems to be lacking because there are several complaints that some departments that they are not being served as expected by staff in other departments. For instance, employees in the Agriculture departments complain that they are not receiving adequate service from the purchasing departments. Also, most of the employees in the company are not well informed about the current exercise of reorganizing staffs and activities known as fit for future. All these problems could be attributed to management, or working environment or the serving employees or a combination of some or all of these attributes.

# Objective of the Study

Broadly, this study examined the influence of internal customer care management on the performance of employees in an agricultural-based manufacturing company.

Specifically, the study aimed to:

1. To assess the influence of supervisor behaviour on internal customer care services.
2. To assess the influence of serving employees behaviour on internal customer care services.
3. To assess the influence of the working environment on internal customer care services.

# Research Questions

1. What is the influence of supervisor behaviour on internal customer care services?
2. What are the influences of serving employees behaviour on internal customer care services?
3. What is the influence of the working environment on internal customer care services?

# Scope of the Study

The study was conducted in a sugar manufacturing company with a complex structure as it comprises both agricultural activities and manufacturing activities. The company also runs a hospital that serves both employees and non-employees.

# Significance of the Study

The outcome of the study will enable management practitioners in manufacturing and service organizations to understand the significance of effective internal customer care management practices on employees' performance. The outcome of the study also adds to the body of knowledge in the study area and provides a reference for future similar studies.

Also, policymakers may use the study outcomes to review or formulate policies on customer management that will embrace and ensure effective p effective internal customer care management that will enhance employees performance and ultimately improve organizational performance.

Also, the outcome of the study will add to the body of knowledge on the significance of effective internal customer care management practices on employees' performance, and will also be a reference for future similar studies.

# Organization of the Study

This research report is organized into five chapters. Chapter one covers the background of the study and includes the problem statement, research objective, research questions, scope of the study as well as the significance of the study. Chapter two covers theoretical and empirical reviews as well as the conceptual framework for the study. Chapter three discusses the research methodology that was used in the study. Chapter four presents research findings along with discussions on the findings. Chapter five covers conclusions as well as recommendations emanating from the study outcomes.

# CHAPTER TWO

# LITERATURE REVIEW

# Introduction

This chapter presents a review of theoretical and empirical literature relevant to the study on the influence of internal customer care management has impact on employees’ performance to establish study gaps that will be bridged by this study. The conceptual framework for the study is as well presented. The chapter begins by presenting the definition of key terms used in the study.

# Conceptual Definitions

# Internal Customer

The concept of the internal customer was initially pioneered by Sasser and Arbeit in 1976. Internal customers are the colleagues along with the departments within an organization. At one point in time, an employee becomes a customer within an organization and sometimes becomes a service provider. We considered, for instance, how marketing is connected internally and interacts with operations/production/logistics, human resources, IT, customer service in addition to research and development, as well as with many other internal parts of the business (Pawar, 2014).

# Employee/Job Performance

On the whole, employee performance is defined as behaviour or actions pertinent to organizational goals. According to Viswesvaran and Ones (2000), job performance refers to behaviour and outcomes undertaken by employees which contribute to the goals of the organization. In addition, Motowidlo (2003) contends that job performance refers to the effectiveness of individual behaviours that contribute to organisational goals and should consist of task performance along with contextual performance.

# Supervisory Behaviour

Supervision is the process of overseeing the capability of people to realize the goals of the organization in which they work. Supervision is a process and is not a precise professional role. Those who supervise others are known as supervisors and may use/possess various supervisory behaviours such as non-directive behaviour, directive informational behaviour, directive control behaviour and collaborative behaviour (Kwame, 2019).

# Employees Behaviour

The terminology employee behaviour refers to the approach in which workers react to specific situations or circumstances in the workplace. While numerous elements determine the behaviour of individuals in the workplace, employees are formed by their culture in addition to by the organization's culture (Mckinney, 2015).

# Working Environment

The working environment is an extensive term and stands for all surroundings while one is working. The physical working environment is, for case in point, work tools in addition to air, light and noise. The working environment also takes in the psychological aspects of how work is organized along with wellbeing at work (Lovqvist, Mahler, & Mothander, 2019).

# Theories on Internal Customers Management

Theoretically, the concept of internal customer care management is inherent to the philosophy of the concept of internal service quality (IQS) which was originally put forward by Sasser and Arbeit in 1976 who well-thought-out employees as the internal customers. The IQS notion is described as the apparent quality of service made available by the distinctive units of an organization, or the people working in these units, to other employees or units within the organization (Back, Lee, & Abbott, 2011).

Internal service quality can be distinct as the service provided between the diverse departments of the organization. Accordingly, an organization or business aspiring to provide good quality external services is required to be at the forefront in putting forward satisfying internal services to accomplish the needs of the workforce. IQS concept is linked to the Service quality model (SERVQUAL) (Kang, James, & Alexandris, 2002).

# Theoretical Framework:  Service Quality (SERVQUAL) Model

The Service Quality Model (SERVQUAL) brings forth the most important components of high-quality service. SERVQUAL model is an extensively acknowledged approach to measure the disparity between customer’s expectations and perception. At first, the SERVQUAL model identified ten elements but was afterwards customized to take account of five main elements of service quality which are reliability, tangibles, assurance, empathy and responsiveness (Rahman, Sharma & Mehta, 2012).

Empathy concerns the provision of caring personalized attention to customers, whereas responsiveness concerns the willingness to assist customers along with providing prompt service. These two elements, empathy and responsiveness, are linked with the first objective of the study which concerns the influence of supervisor behaviour on customer care service.

The SERVQUAL element, reliability concerns the capability to carry out the promised service dependably and precisely, whereas Assurance concerns the knowledge plus courtesy of employees along with their ability to convey trust plus confidence. These elements of the SERVQUAL model are associated with the second objective of the study which is about the influence of serving employees behaviour on customer service. The two elements can also be linked to the influence of supervisor behaviour on customer care service, particularly when the customers are the internal customers.

The third objective of the study is about the influence of the working environment on customer care service. This objective is linked with Tangibles which is the element of the SERVQUAL model concerning the form of physical facilities, equipment, and personal as well as communication materials.

Previous studies which used the SERVQUAL model, for instance, Rahman, Sharma and Mehta (2012); Krsmanovic, Horvat and Ruso (2014); Muhammad and Cyril de Run, (2010) considered service quality in mono-function industries like banking schools and health care. The current study intends to apply the SERVQUAL model on examination of the influence of supervisor behaviour, working environment and serving employees' behaviour on customer care services in a complex agro-industry set up like the Kilombero Sugar Company Limited, and particularly in developing countries like Tanzania.

Following the SERVQUAL model, when customer expectations are more than their perceptions of received delivery, service quality is judged as little (Rahman, Sharma and Mehta, 2012). Consequently, the SERVQUAL model is ideal to guide the fourth objective of this study which examined the effect of the determinants (supervisor behaviour, working environment and serving employee behaviour) of internal customer care on employees' performance.

# Empirical Studies Done on Internal Customers Care Management

This section presents critical reviews of previous studies on internal customer care management.

# Influence of Supervisor Behaviour on the Internal Customer Care Services

Gilbreath and Benson (2004) carried a survey study in Indiana State, USA and applied stepwise regression to examine the degree to which supervisor behaviour is associated with employees well-being and found that majority of the 167 sampled employees confirmed that supervisors behaviour affected employee well-being. The study did not examine the influences of serving employees behaviour and working environment on customer care service.

Mathieu, Fabi, Lacoursière and Raymond (2016) carried a survey study in Canada and applied quantitative analysis to examine the role of supervisory behaviour, job satisfaction plus organizational commitment on workers turnover and showed that person-oriented leadership behaviour affects turnover intentions through job satisfaction as well as organizational commitment higher than task-oriented leadership behaviour. The study did not examine the influences of serving employees behaviour and working environment on customer care service.

Fox and Stallworth (2005) in their study to assess the association between the prevalence of workplace bullying and the everyday experiences of minorities in America established that negative supervisor behaviours had a strong relationship with a condition known as employee presenteeism which occurs when workers are at the workplace, but their cognitive energy is not dedicated to their work. In addition, Hoobler and Brass (2006) examined factors contributing to abusive supervision and found that negative supervisor behaviours had the strongest relationship with job stress among workers.

Many service ﬁrms require frontline service employees (FLEs) to follow routines and various sectors also have begun to encourage FLEs to engage in more innovative service behaviours. This study there-

A multilevel analysis of a large-scale, dyadic data set

The positive emotional job engagement–innovative service

Surprisingly

These results indicate that if FLEs can solicit resources from other sources, they may not

Karatepe (2014) carried out a survey study using data obtained from 212 permanent frontline hotel workers and their immediate supervisors in four classy hotels in Cameroon and established that supervisors’ support of employees encourages job cohesion which in turn promotes vital job outcomes such as effective employee performance, service recovery performance as well as reduced employee turnover. The study did not examine the influences of serving employees behaviour and working environment on customer care service.

Demirel (2008) applied regression analyses to investigate the internal customer relationship management factors influencing employees' satisfaction in a manufacturing and industrial organization in Turkey and established that internal customer service satisfaction varies depending on the type of management practised. Internal customer service satisfaction was superior in the customer-employee focused management type in comparison to other types of management such as the guiding-directing management, authoritarian management and participatory management. The study did not examine the influences of serving employees behaviour and working environment on customer care service.

Ulla and Yasmin (2013) engaged descriptive statistics, regression and factor analysis to assess the influence of human resource (HR) management practices on internal customer satisfaction and organizational effectiveness in Pakistan. They showed that some HR management practices emerge to be related to internal customer satisfaction and organizational effectiveness. The findings revealed the significance of internal customers in improving employee morale, employee productivity, organizational commitment, turnover rate and the organization’s capability to attract talent. The study focused on the influence of HR practices and did not examine the influences of serving employees behaviour and working environment on internal customer care service.

Eichorn (2004) carried out a review of empirical studies that address internal customer management processes, as well as service quality assessment models and from this basis developed an all-inclusive framework for putting into practice and assess Internal Customer Relationship Management (IntCRM) in service organizations to facilitate flourishing external customer relationships. The reviews revealed that several large organizations have hierarchical structures that are a barrier to the creation of appropriate climate, or implementation of the level of connectedness necessary to build up and optimize internal relationships to effectively support Customer Relationship Management (CRM). The developed IntCRM framework provided a guide that can aid in identifying internal customer care management areas requiring improvement. The study did not focus on the examination of influences of serving employees behaviour and working environment on internal customers care service.

Li (2010) carried a survey study in China intending to establish and exemplify the concept of internal service over and above internal customers, to aid service organizations to put into practice an internal customer-oriented management philosophy as well as to establish an internal quality management system from a theoretical viewpoint. The study put forward that management has to continually work on exploring fitting combinations of service quality dimensions which can influence the satisfaction of employees to deliver quality internal services and eventually payback by doing the same thing to external customers. The study did not examine the influences of the working environment on internal customers care service.

Gomez (2017) applied regression and correlation analyses to examine the relationship between internal customer satisfaction and the external customer orientation in an IT organisation in Ireland and established that there is a connection between internal customer satisfaction and external customer orientation. Consequently, the study suggested that organizational management should focus on internal customer (employees) satisfaction to get better internal systems and processes endeavouring to catalyse the intensification of external customer orientation among the workforce. The study did not examine the influences of serving employees behaviour and working environment on internal customer care service.

Mosoma (2014) carried out a descriptive study to analyze the association between internal customer care and employee satisfaction in the hotel industry in Tanzania and found that hotels with management that honour internal customer care improved their employees’ morale and commitment, as a result, led to job satisfaction and promoted the quality service. Conversely, employees in hotels with management that overlooked the importance of internal customer care had expressed a low degree of job satisfaction and were simply serving external customers as an approach of shielding their employment and kept their contractual obligations. The study did not attempt to examine the influences of serving employee behaviour and working environment on internal customer care service.

Similarly, Elly (2016) carried out a descriptive study in Tanzania and applied factor analysis to investigate attributes of internal customer satisfaction in organizations and identified lack of flexibility and commitment, poor interdepartmental relationship, mishandling, order deprivation and interdepartmental relationship as challenges hindering effective serving the needs of internal customers. They also established the significance of proper organizational set-up, managerial support, appropriate communication and comprehensible understanding of requests made to the supplying department on enhancing internal customers' satisfaction. Nevertheless, the study did not attempt to examine the influence of serving employees behaviour and working environment on internal customer care service.

Szeliga-Kowalczy and Goranczewski (2016) applied factor analysis to measure the satisfaction of internal customers of a higher education institution in Poland which put into practice a standardized quality management system. The study concluded that the achievement of sustainable success of the organization towards satisfaction on the external customer may only be accomplished through the satisfaction of stakeholders, among which include the internal customer. It was also established that standardized management systems enabled implementations of the idea of the internal customer. The study did not consider examination of the influences of serving employees behaviour and working environment on internal customers care service.

Sharma, Kingshott and Kong (2016) carried out a descriptive survey study to investigate internal service quality as a driver of satisfaction, commitment and performance among employees of a manufacturing unit in China and found that internal customer service quality management has a positive outcome on employees' satisfaction, commitment, and employee well-being, which in sequence positively influence the performance of the employee. However, the study did not examine the influences of serving employees behaviour and working environment on internal customer care service.

# Influence of Serving Employees Behaviour On Customer Care Services

Kattara, Weheba and El-Said (2008) carried a survey study involving 330 customers of 33 five-star hotels in Egypt to examine the relationship between employees and behaviours, customer's perception of service quality plus overall customer satisfaction, and revealed that all employee behaviours, either positive or negative, were highly interrelated to the customer's overall satisfaction. The study did not examine the influences of management behaviour and working environment on customers care service.

Al-Zoubi and Alomari (2017) examined the role of internal customer behaviour in getting better the quality of hotel services to customers in Jordan to offer eminent and premium hotel services and increase the satisfaction of the hotel customers and established that there is a significant positive association between the behaviour of internal customer when serving external customers and the enhancement of the excellence of hotel services. The study did not, in particular, examine the influences of serving employees and the working environment on internal customer care service. The study did not examine the influences of management behaviour and working environment on customers care service.

Stock, Jong and Zacharias (2017) used multi-level analysis to examine innovative service behaviour of frontline employees as the key to customer loyalty and established that supervisor support does not appear to promote frontline employees’ engagement–innovative service performance relationship. The study did not examine the influences of management behaviour and working environment on customers care service.

Farrell and Jayawardhena (2011) investigated the effects of customer and service orientation behaviours of individual retail employees on individual customer’s perceptions of the quality of service encounter, service quality, value, satisfaction, and behavioural intentions using a sample of 271 customers of a supermarket in India, and found that service and customer orientation behaviours are positively associated to service encounter quality as well as service quality. The study did not examine the influences of management behaviour and working environment on customers care service.

Farner, Luthans and Sommer (2001) used a descriptive research design to carry out an empirical examination of the concept of the internal customer in the USA and found that serving employees appeared to have a diverse, multifaceted service relation with external customers. The study tested the age and tenure of the sales personnel as moderators and establish the existence of a negative association between tenure and perception of sales personnel on customer service. However, older and more experienced sales personnel tended to be more informed about the informal networks and workings of the organization and consequently expected better customer service from serving employees. The study did not examine the influences of management behaviour and working environment on customers care service.

Tekin and Erol (2016) conducted a survey study in a dental hospital in Turkey to investigate the influence of level of productivity of hospital personnel defined as internal customers on the overall performance of the hospital and established that hospital staff who work with the highest productivity positively affects the general performance of the hospital and enhance the satisfaction level of the external customers (patients). However, the study did not examine the influence of internal customer care management on the performance of individual employees, as well as the influence working environment on internal customer care service.

Nazeer, Zahid, and Azeem (2014) applied a descriptive research design to investigate if job satisfaction mediates between internal quality service and job performance among universities teaching staff in Pakistan and established that constant interaction between the serving employees (internal customers) was among the means for achievement for any organization. Nevertheless, the study did not look at influences of management, serving employees and working environment on internal customer care service.

# Influence of the Working Environment On the Customer Care Services

Noblet (2009) applied qualitative and quantitative research methods to examine how psycho-social work features can influence employees to not having the self-confidence or understanding to recognize or deal with organizational-level issues. From their findings, they stated that more consideration should be paid in recognizing and dealing with the working environment for the reason that when employees have a negative perception of their work environment. Hence, they suffered from persistent stress that affected their service delivery. The study did not focus on the influences of management behaviour as well as of serving employees behaviour on internal customer care service.

Kiruja and Kabare (2013) carried out a descriptive research study and applied correlation analysis and ANOVA to assess the link between the work environment and employees’ performance in public middle-level TIVET institutions in Kenya and establish that it was essential to improve working environments in the institution to promote employees job performance. Nevertheless, the study did not examine the influences of management behaviour on internal customers care service.

Agbozo (2017) carried out a descriptive research study to assess the effect of work environment on job satisfaction and service delivery among employees from the banking sector in Ghana and revealed that a workplace environment comprising of physical work support from co-workers and supervisors was a source of job satisfaction and enhanced work performance and service delivery. However, the study did not look at the influences of management behaviour and serving employees behaviour on internal customer care service.

Boles, Pelletier and Lynch (2004) used multivariate analyses, including linear and logistic regression to examine the relationship between health risks and work productivity. The study established that a proper workplace environment makes employees become emotionally and physically fit to increase performance. However, the study did not observe the influences of management behaviour and serving employees behaviour on internal customer care service.

Abeid (2015) used descriptive analysis to investigate the workplace environment using a chosen macro and small manufacturing enterprises in Tanzania and revealed that job performance was affected by both physical and psychological environment in the workplace. The study did not consider the influences of management and serving employees behaviour on internal customer care service.

Chandrasekar (2011) conducted descriptive research in India using primary and secondary data and applied statistical analyses to examine the impact of the workplace environment on organizational performance in the public sector and established thatthe *w*orking environment plays a central role in employees' performance. The working environment was argued to impact greatly either towards the positive or negative outcomes from the employees' performance. The study did not look at the influences of management behaviour and serving employees behaviour on internal customer care service.

Gilbert (2000) evaluated internal customer satisfaction in the USA and identified personal service and technical competence as two empirically derived measures of internal customer support utilised to measure team effectiveness from the point of view of the team's internal customers. The study found that members of work teams tend to overestimate the efficacy of their team's performance when weighed against the ratings the same teams get from their internal customers.

Kyengo (2011) used a descriptive research design to investigate factors affecting the quality of customer service in Kenya. The study showed that lack of sufficient performance standards to measure the capability to offer caring and individualized attention to staff and external customers, lack of resources to carry out service enhancement programmes, inadequate investment in office automation and failure to attend to definite staff motivational issues were some of the factors that hold back the quality of internal customer service.

# Summary of The Reviewed Empirical Literature

Table 2.1: Summary of Reviewed Literatures

| **S/N** | **Author, Year and Country** | **Title/Objective of the Study** | **Method of Data Analysis/ Sample Size/ Theory Used** | **Findings** | **Study Gap** |
| --- | --- | --- | --- | --- | --- |
| 1. | Elly (2016); Tanzania | Investigated attributes of internal customer satisfaction in organizations | Method: descriptive survey study and applied factor analysisSample Size: 86Theory: IQS and TQM | Lack of flexibility and commitment, poor interdepartmental relationships, mishandling, order deprivation and inter-departmental relationship are challenges hindering effective serving the needs of internal customers.  | Did not examine the influence of working environment and of serving employees on internal customer care services. |
| 2. | Gomez (2017); Ireland.  | Examined the relationship between internal customer satisfaction and external customer orientation in an IT organisation.  | Method: regression and correlation analysesSample size: 87Theory: TQM models | There is a connection between internal customer satisfaction and external customer orientation.  | The study did not examine the influence of serving employees, working environment and management on internal customer care service. |
| 3. | Ulla and Yasmin (2013); Pakistan | Assessed influence of human resource (HR) practices on internal customer satisfaction and organizational effectiveness. | Methods: Descriptive statistics, regression and factor analysis.Sample Size: 290Theory: TQM  | Revealed the significance of internal customers in improving employee morale, employee productivity, organizational commitment, turnover rate and the organization’s capability to attract talent. | The study focused on the influence of HR practices and did examine the influence of serving employees, working environment on customer care service |
| 4. | Szeliga-Kowalczy and Goranczewski (2016); Poland. | Measured the satisfaction of internal customers of a higher education institution in Poland which put into practice a standardized quality management system. | Methods: Factor analysisSample size: 158Theory: TQM | Achievement of sustainable success of the organization towards satisfaction on external customer may only be accomplished through satisfaction of stakeholders, among which include the internal customer. >Standardized management systems enable implementations of the idea of the internal customer. | The study did not consider the examination of the influence of serving employees, working environment on customer care service. |
| 5. | Croom and Johnston (2016); UK  | To examine the impact of the adoption of e-procurement on perceptions of internal customers on service quality.  | Method: a descriptive survey studySample size: 97Theory: SERVQUAL & IQS | Internal customers are delighted in several features of the service provision relating to the design features of the e-procurement system but are dissatisfied with issues relating to the delivery of the actual system.  | Failed to examine the influence of serving employees, working environment on customer care service. |

# The Study Gap

Most of the previously reviewed studies (for instance, Demirel,2008; Obeng-Akrofi, 2009; Li, 2010; Mawoli, Yusuf and Idris, 2011; Ulla and Yasmin, 2013; Tekin and Erol, 2016; Al-Zoubi and Alomari, 2017) focused on the examination of the influence of internal customer service quality on employees' satisfaction. These studies did not examine the influence of management, serving employees and working environment in internal customer care services and their inherent influence on employee performance per se. The current study intended to bridge the existing gap in the literature, particularly in Tanzania perspective (for example gaps on studies by Mosoma (2014) which focused mainly on the association between internal customer care and employee satisfaction in the hotel industry in Tanzania; Elly (2016) focused on attributes on the internal customer on employee satisfaction. The studies did not examine the influence of management, working environment and of serving employees on internal customer care services and their influence on employee performance.

# Conceptual Framework

Figure 2.1 presents the conceptual framework for the study showing independent and dependent variables. The examined influences of management, serving employees and the working environment on the customer care services and how these factors affect employees' performance at the KSCL. Employees' performance was measured by productivity, quality of work, ability to solve problems independently and being proactive.

It is conceptualized that supervision is the process of overseeing the capability of people to realize the goals of the organization in which they work. It is therefore essential for the supervisor to use/possess various supervisory behaviours such as non-directive behaviour, directive informational behaviour, directive control behaviour and collaborative behaviour (Kwame, 2019). It is as well conceptualized that employee behaviour is an essential determinant of effective internal customer care because workers react to specific situations or circumstances in the workplace (Mckinney, 2015).

It is also conceptualized that the working environment is a vital element that may improve the quality of internal customer care in an organization and ultimately boost the performance of employees in the workplace. The working environment comprises work tools in addition to air, light and noise. The working environment also takes in the psychological aspects of how work is organized along with wellbeing at work (Lovqvist, Mahler, & Mothander, 2019).

**Independent Variables Dependent Variables**

**Factors Affecting Internal Customer Care Management**

**Employee Performance**

Measured by:

* + Quality of internal Customer service
* Supervisor behaviour
* Serving employees behaviour
* Working environment

Figure 2.1: Conceptual framework

Source: Adapted from Reviewed Literatures and Re-Developed by Current Researcher

# CHAPTER THREE

# RESEARCH METHODOLOGY

# Chapter Overview

This chapter describes how the study was conducted. The chapter provides an outline of the research philosophy, research design and methodology for the study and how data was collected and analyzed. The study was driven by the desire to broadly examine the influence of internal customer care management on employees' performance at Kilombero Sugar Company Limited (KSCL).

# Research Philosophy

This study employed positivism and interpretive philosophies. Positivism and Interpretivism are the two fundamental approaches to research methods in Sociology. Positivists have a preference for scientific quantitative methods such as structured questionnaires, social surveys and official statistics for the reason that they have good reliability along with representativeness. Positivism philosophy fit epistemology which can be classified as a philosophy of knowing. Positivism philosophy adheres to the outlook that only factual knowledge achieved through observation, together with measurement is dependable. The responsibility of the researcher in positivism is restricted to data collection along with interpretation using an objective approach and the research findings are as a rule observable and quantifiable. Additionally, in positivism studies, the researcher is autonomous from the study and there are no provisions for individual interests within the study (Collins, 2011).

On the other hand, Interpretivists favour humanistic qualitative methods and use methods such as participant observation or unstructured interviews. Interpretivism argues that individuals are not just puppets who act in response to external social forces, but view individuals as intricate as well as complex and different people who experience and comprehend the matching ‘objective reality in very dissimilar ways and have their own, regularly very diverse, reasons for acting in the world (Thompson, 2015).

According to Goldkuhl (2012), qualitative research is habitually linked with interpretivism. In addition, the interpretive constructionism school of thought argues that the core of understanding is by learning what people make out of the world around them, how these people interpret what they come across, and how they assign meaning and values to events or objects (Collins, 2011).

Pragmatism emphasizes that concepts are only pertinent where they sustain action. This insinuates that the most imperative determinant on the researcher position on each one of the research questions. In this case, one position may be more suitable than another for finding the answer to the research question. Furthermore, if the research question does not propose explicitly that a particular philosophy should be taken on confirms the pragmatist view it is perfectly possible to work with different philosophical positions (Saunders, Lewis & Thornhill, 2012). For the case in point interpretivism essentially criticise positivism for the reason that many of the statistics depend on social construction, and consequently argue that to comprehend human action it is required to achieve empathetic understanding and see the world through the eyes of the actors carrying out the acting (Thompson, 2015).

# Research Design and Strategies

According to Saunders, Lewis and Thornhill (2012), the research design is the broad plan engaged to answer the research question. This study used the explanatory research design and take on the survey strategy. The explanatory design facilitates the establishment of the causal relationship between variables. In this study, explanatory design enabled the establishment and explain the causal relationship between variables that influence internal customer care management on employees' performance at KSCL. In particular, the explanatory design allowed the establishment of the causal relationship between the independent variables (supervisory behaviour, serving employee behaviours and working environment) and the dependent variable, employee performance that was measured by the quality of internal customer service.

# Research Approach

Creswell (2013) described the research approach as a course of action consisting of actions of expansive supposition to extensive methods of data collection, data analysis as well as interpretation. The basis of the research approach is on the nature of the addressed research problem and is categorized into approaches of data collection plus data analysis or reasoning.

The approach for data collection is categorized into quantitative and qualitative methods, whereas corresponding categories for the data analysis approach are deductive and inductive, respectively. Quantitative data engage the deductive approach, whereas qualitative data require the inductive approach (Creswell, 2013). This study used concurrent mixed-method triangulation which involves a single study including quantitative and qualitative data collection which is carried out at the same time. The rationale of this type of investigation is to authenticate the findings produced by each method through evidence generated by the other (Saunders, Lewis and Thornhill, 2012).

# Area of the Study and its Significance

The study was conducted in Mikumi and Mang’ula divisions within Kilosa and Kilombero districts at the Morogoro region which is located in south-eastern Tanzania. In this area, Kilombero Sugar Company Limited (KSCL) is located. KSCL has two sugar factories, namely Kilombero One (K1) and Kilombero Two (K2) as well as a distillery plant (IDTL) located adjacent to the K2 sugar factory. K1 is located in the Mang’ula division in Kilombero district, and K2 is located in the Mikumi division within the Kilosa district. The two factories are about 4 kilometres away and separated by the great Ruaha River.

KSCL is selected as a study area because of its complex nature of operations involving agriculture, manufacturing and trading which require good customer care management for both internal and external customers. There are some complaints among employees of KSCL on various issues relating to internal customer care services. This situation may affect employees' performance. Consequently, this study is carried out to find out the influence of internal customer care management and give suggestions to the company and other private companies resembling KSCL.

# Survey Population and Sample Size

The population is defined as a full set of elements or cases from which a sample for a study is drawn (Saunders, Lewis, & Thornhill, 2012). A population can be described in terms of the element, sampling units, extent and/or time.

# Survey Population

The survey population for this study involves all 3,248 employees (830 permanents and 2,418 seasonal) of Kilombero Sugar Company Limited (KSCL).

# Sample Size

Various methods, such as sample size formula and software are used to determine the appropriate sample size for a study (Kothari and Garg, 2015). Advancement in Information and Communication Technologies has facilitated estimations of requisite sample sizes for research studies to be performed through computer programs. One of these programs is the GPower statistical software which was developed by the University of Dusseldorf and found widespread use in the determination of sample size (Faul, et al., 2009).

Consequently, the GPower statistical software was deployed to determine the essential sample size for this study. A sample of 92 participants was determined to be ideal for this study as indicated in Figure 3.1.



Figure 3:1: Sample size as determined by G\*Power software

#

# Sample Size Distribution

The sample for the study is distributed as indicated in Table 3.1. The study involved various categories of KSCL employees, namely ordinary employees, supervisors, front line managers, middle managers and senior managers. The proportion of each category in the sample distribution was selected purposely to ensure a good representation of the different levels of employees in the study.

Table 3.1: Sample size distribution

|  |
| --- |
| Sample distribution |
|   | **Frequency** | **Percent** |
| Front Line Manager | 21 | 23% |
| Middle manager | 10 | 11% |
| Ordinary employee | 28 | 30% |
| senior manager | 5 | 5% |
| Supervisor | 28 | 30% |
| Total | 92 | 100% |

Source: Field Study (2021)

# Sampling Design and Procedures

Purposive sampling which focuses on the uniqueness of an unambiguous population under investigation as described by Palys (2008) was used to select an appropriate study area. On-probability sampling methods of self-selection and snowballing was utilized to get study participants.

# Variables and Measurement Procedures

Saunders, Lewis and Thornhill (2012) defined a variable as an individual characteristic or attribute upon which data have been collected. A variable can have one of the four different scales or levels of measurement which are nominal, ordinal, interval, and ratio. The scale of measure or level of measurement is a classification that explicates the nature of the information within the values that are allotted to the variables. Table 3.2 presents key variables that were involved in the study and their measurements.

Table 3.2: Variables and measurement

| **Variable** | **Type** |  **Description and Measurement** | **Measurement Level** |
| --- | --- | --- | --- |
| Demographic Variables (gender, age, education) | Independent | Discrete variables are re-coded into categories of the demographic variables. | Gender | nominal |
| Age | ordinal |
| education | ordinal |
| marital status | nominal |
| Supervisor behaviour | Independent | Discrete variable re-coded into the influence of supervisor behaviour in customer care services examined using five-point Likert scales. | Ordinal |
| Working environment | Independent | Discrete variable re-coded into the influence of working environment in customer care services examined using five-point Likert scales. | Ordinal |
| Serving employee behaviour | Independent | Discrete variable re-coded into the influence of serving employee behaviour in customer care services examined using five-point Likert scales. | Ordinal |
| Quality of internal customer service | Dependent | Discrete variables are re-coded into the influence of independent variables on employee performance. | Ordinal |

#

# Types and Source of Data

The study utilized both primary and secondary data which was collected from employees and management staff of Kilombero Sugar Company Limited (KSCL). Kothari and Garg (2015) referred to primary data as those data which are collected a new and for the first time, and these turn out to be original in disposition.

# Methods of Data Collection

According to Saunders, Lewis, and Thornhill (2012), questionnaires are more often than not used for explanatory as well as explorative studies. Accordingly, primary data required for this study was collected using self-completed semi-structured questionnaires that were administered to an expediently selected sample. A semi-structured questionnaire facilitates flexibility in the collection of both quantitative and qualitative data. Interviews and focus group discussions were used to collect qualitative data/information from the participants, Focus groups were not more than 10 participants. In particular, the study used semi-structured interviews for the collection of qualitative data because of its flexibility that allow the interviewer to ask questions in the context of the research circumstances, interviews were conducted not more than five minutes. (Saunders et al., 2012).

These data collection instruments facilitated the collection of data that provide an in-depth understanding of participants on the relationship between variables that influence internal customer care management on employees' performance at KSCL basing on their real-life experiences. The study adapted and customizes questions used in similar studies by Gilbert (2000) and Kyengo (2011).

# Data Processing and Analysis

Collected data was properly organized, cleaned and coded. The data were analysed by employing cross-tabulation with descriptive statistics to assess the influence of supervisor behaviour, serving employee's behaviour and working environment on customer care service and their inherent consequence on employee performance. Content analysis was engaged to analyse qualitative data which was thematically coded.

In addition, a multiple linear regression model in Equation 3.1 was deployed to examine the influence of supervisor behaviour, serving employee’s behaviour and working environment on employee performance measured by the quality of internal customer service (QICS). Multiple linear regressions permit the researcher to account for all potential vital factors in one model. Also, this approach may lead to a more precise and accurate understanding of the relationship of each factor with the outcome (Marill, 2004).

$QICS= β\_{0+ }β\_{1 }SB+β\_{2} SEB+ β\_{3} WE+\in $ ......................................................................3.1

Where:

QICS = Quality of Internal Customer Service

SB = Supervisor Behaviour

SEB = Serving Employees Behaviour

WE = Working Environment

$β\_{i}$ = Regression coefficients

$\in $ = Error term

The regression model assumptions include Linearity which assumes the relationship between independent variables (supervisor behaviour, serving employee's behaviour and working environment) and the mean of the dependent variable (Quality of Customer Service) is linear. The regression model also assumes Homoscedasticity which entails that **t**he variance of residual is the same for any value of the independent variables. Other assumptions of the regression model are independence which assumesobservations are independent of each other, and Normality which assumes, the dependent variable is normally distributed for fixed values of the independent variable (Boston University, 2016).

The regression analysis has several advantages which include the determination of factors that matter most, which factors can be ignored, along how these factors interrelate with each other. The significance of regression analysis lies in the reality that it offers a powerful statistical method that permits the examination of the association between two or more variables of interest. But, regardless of the above advantages, regression analysis has limitations which include the assumption that the cause and effect association between the variables stay unchanged. This assumption may not hold well all the time, and consequently, estimation of the values of a variable made based on the regression equation may lead to flawed and ambiguous results. Another drawback is that the practical relationship that is found between any two or more variables based on some incomplete data may not hold good if progressively data are taken into contemplation (Osborne & Overbay, 2004).

# Data Validity

Saunders et al. (2012) explained that validity concerns the degree to which the data collection method or analytical method correctly measures what they were planned to measure. Additionally, whereas construct validity measures if the research is measuring what is deliberated, internal validity is attained when research demonstrates a causal association between two variables. On the other hand, external validity concerns the questions of whether the findings of the study can be generalized to other relevant settings. A pilot study was carried out to pre-test the data collection instruments before the massive data collection. To realize these, 10 questionnaires were issued to randomly selected participants for pilot testing, as recommended by Fink (2009).

# Data Reliability

Saunders et al. (2012) explained that reliability concerns whether the method of data collection and analytical methods are capable to generate consistent findings if they are to be repeated in a similar study or by a different researcher. Therefore, in this study, reliability was checked by computing internal consistency which engages correlating the responses to the questions in the questionnaire. Cronbach alpha is a statistic usually used to measure the consistency of responses to a set of questions used to measure the internal consistency. Cronbach's alpha coefficients vary between 0 and 1, and the value of the alpha coefficient above 0.7 implies that questions in the scale are measuring the same thing (Saunders et al., 2012). In this study reliability test reveals a Cronbach's alphas coefficient of 0.842 as indicated in Table 3.3.

Table 3.3: Reliability test

|  |
| --- |
| Reliability Statistics |
| Cronbach's Alpha | N of Items |
| .842 | 21 |

Source: Field study. 2021

# Research Ethics Consideration

Considerations of research ethics are a very important part of any research regardless of whether the study engages the use of primary data or secondary data (Saunders et al., 2012). Therefore, this study adhered to all aspects of research ethics which include anonymity, confidentiality and safety. A clearance letter was obtained from the Directorate of postgraduate studies; the document was subjected to a plagiarism check. All cited works are reflected in the reference list. In addition, the research did not involve data fabrication and falsification and consent were sought from all parties involved in the study.

# CHAPTER FOUR

# FINDINGS AND DISCUSSIONS OF THE STUDY

# Chapter Overview

This chapter brings forward the findings and discussions of the study on the influence of internal customer care management on employees' performance. Specifically, the study has assessed the influence of supervisor behaviour on the internal customer care services; the influence of serving employees behaviour on customer care services and the influence of the working environment on the customer care services.

# Demographic Characteristics of Respondents

In this section, the demographic characteristics of the study respondents are presented. In particular, the section presents gender of respondents, age of respondents, level of education of respondents, type of employment contract of respondents at KSCL, the position occupied as well as the duration of service of the respondents with KSCL.

# Gender of Respondents

Figure 4.1 indicates that 34 (37%) of the respondent are female and 58 (63%) are male. The findings indicate that more male respondents than female is from a reality that few female employees are working with KSCL.

Figure 4.1: Gender of respondents

Source: Field study, 2021

# Age of Respondents

Figure 4.2 indicates that 26 (28%) of the respondents are in the age group 18 - 29 years, 51 (55%) of the respondents are in the age group 30 - 49 years, while 14 (15%) of the respondents falls in the age group 50 – 60 years and only 1(1%) was above 60 years. The findings indicate that the majority of the respondents were young and middle-aged people who presumably have vast understanding and experience on internal customer care management and its influence on employees' performance at KSCL.

Figure 4.2: Age of respondents

Source: Field study, 2021

# Level of Education of Respondents

The findings reported in Figure 4.3 indicates that 4 (4.3%) of the respondents have primary education; 23 (25%) of the respondents have secondary education; 20 (21.7%) have a college education and 45 (48.9%) of the respondents have a university education. This suggests that the majority of the respondent are highly qualified to be able to understand the real situation on the influence of internal customer care services on employees performance at KSCL.

Figure 4.3: Level of education of respondents

Source: Field study, 2021

# Type of Employment of Respondents

Figure 4.4 show that 66 (71.7%) of the respondents are employed on permanent terms, 14 (15.2%) of the respondents are employed on seasonal terms and 12 (13%) of the respondents are special contract employees. The findings indicate a good mix of employees which provide insight into diverse categories of KSCL workers on the influence of internal customer care management on employees performance.

Figure 4.4: Type of employment

Source: Field study, 2021

# Position of Respondents at KSCL

Figure 4.5 show that 28 (30.4%) of the respondents were ordinary employees at KSCL, also 28 (30.4%) of the respondents are supervisors. Another 21 (22.8%) of the respondents are first-line managers, 10 (10.9%) were middle managers and 5 (5.4%) are senior managers. The findings indicate that the respondents were drawn from diverse categories of KSCL employees who occupy various positions and as such provides a broad picture of the influence of internal customer care management on employees performance at KSCL.

Figure 4.5: Employment position of respondents

Source: Field study, 2021

# Duration of Service of Respondents at KSCL

Figure 4.6 show that 19 (20.7%) of the respondents have worked with KSCL for not more than two years (0 - 2 years), 26 (28.3%) of the respondents have worked with KSCL for a period of 2 to 5 years. Similarly, 26 (28.3%) of the respondents have worked with KSCL for a duration of 5 to 10 years and 21 (22.8%) of the respondents have worked with KSCL for more than 10 years. It is apparent that the majority (about 79.3) of the respondents have worked long enough with KSCL to understand the influence of internal customer care management on employees performance at KSCL.

Figure 4.6: Duration of service of respondents with KSCL

Source: Field study, 2021

# Influence of Supervisor Behaviour on the Internal Customer Care Services

One of the objectives of this study is to assess the influence of supervisor behaviour on internal customer care service. A supervisor in the sense of this analysis is any person who directly supervises other employees. To achieve this objective, the study assessed if supervisor shows politeness to subordinates; if the supervisor provides prompt service to subordinates; if the supervisor listens to jobs related needs of subordinates; if the supervisor serves all staff equally without favouritism and if the supervisor shows enough cooperation in case someone needs his/her service.

# Supervisor Politeness to Subordinates

This study assessed if supervisors show politeness to their subordinates when providing service(s) to them and consequently boost their work performance. The findings in Table 4.1 indicate that 65.2% of respondents comprised of staff occupying different positions (from ordinary employee to senior manager) at KSCL agree and 17.4% strongly agreed that their supervisors were polite towards them. These respondents (about 82.6%) believed that courtesy from their superiors motivated them towards performing better. However, the rest of the respondents were either neutral (12%), disagree (2.2%) or strongly disagree (3.2%) that supervisors showed civility to their subordinates when providing service(s) to them and as a result boost their work performance. The outcomes of interviews from several interviewed respondents revealed that some managers and supervisors in the fields (farms) had abuse words towards unskilled labourers and consequently demoralized them*.*

The current finding support previous finding by Fox and Stallworth (2005) who in their study to assess the association between the prevalence of workplace bullying and the everyday experiences of minorities in America established that supervisor behaviour had a strong relationship with a condition known as employee presenteeism which occurred when workers did dedicate to work their cognitive energy.

Additionally, current findings are in line with those reported by Hoobler & Brass (2006) who established that negative supervisor behaviours had the strongest relationship with job stress among workers. It is thus important for supervisors to show politeness to their subordinates to enhance their work performance.

Also, the current finding supports the findings reported by Mathieu, Fabi, Lacoursière and Raymond (2016) who examined the role of supervisory behaviour, job satisfaction and organizational commitment on workers turnover in Canada. The findings showed that person-oriented leadership behaviour had an effect on job satisfaction as well as organizational commitment than task-oriented leadership behaviour.

Table 4.1: Supervisor Shows Politeness to Subordinates

|  |
| --- |
| Crosstab |
|  |  |  | Supervisor shows politeness to subordinates | Total |
|  |  |  | Agree | Disagree | Neutral | Strong Agree | Strong Disagree |
| Position at KSCL | Front Line Manager | Count | 14 | 0 | 3 | 3 | 1 | 21 |
| % of Total | 15.2% | .0% | 3.3% | 3.3% | 1.1% | 22.8% |
| Middle manager | Count | 5 | 0 | 2 | 3 | 0 | 10 |
| % of Total | 5.4% | .0% | 2.2% | 3.3% | .0% | 10.9% |
| Ordinary employee | Count | 17 | 1 | 3 | 6 | 1 | 28 |
| % of Total | 18.5% | 1.1% | 3.3% | 6.5% | 1.1% | 30.4% |
| Supervisor | Count | 20 | 1 | 2 | 4 | 1 | 28 |
| % of Total | 21.7% | 1.1% | 2.2% | 4.3% | 1.1% | 30.4% |
| Senior manager | Count | 4 | 0 | 1 | 0 | 0 | 5 |
| % of Total | 4.3% | .0% | 1.1% | .0% | .0% | 5.4% |
| Total | Count | 60 | 2 | 11 | 16 | 3 | 92 |
| % of Total | 65.2% | 2.2% | 12.0% | 17.4% | 3.3% | 100.0% |

Source: Field study, 2021

# Supervisor Provides Prompt Service To Subordinates

This study assessed if supervisors provided prompt service to subordinates and as a result boost up their work performance. The findings in Table 4.2 show that 64.1% of respondents agreed and 15.2% strongly agreed that supervisors provided prompt service to subordinates, and consequently inspire them towards improving their work performance. However, 14.1% of the respondents were neutral and 6.5% disagreed that supervisors at KSCL provided prompt service to subordinates. This support the finding reported by Gilbreath and Benson (2004) who found that supervisors behaviour affected employee well-being.

Also, current findings are in line with those reported by Karatepe (2014) who investigated the importance of supervisor support for effective hotel employees in Cameroon. The study established that supervisors’ support of employees promoted job unity which in turn propped up effective employee performance.

Moreover, the current finding revealed that the provision of prompt service by supervisors to their subordinates inspired them towards improving their work performance.

Table 4.2: Supervisor provides prompt service to subordinates

|  |
| --- |
| Crosstab |
|  |  |  | Supervisor provides prompt service to subordinates | Total |
|  |  |  | Agree | Disagree | Neutral | Strong Agree |
| Position at KSCL | Front Line Manager | Count | 15 | 0 | 3 | 3 | 21 |
| % of Total | 16.3% | .0% | 3.3% | 3.3% | 22.8% |
| Middle manager | Count | 6 | 2 | 0 | 2 | 10 |
| % of Total | 6.5% | 2.2% | .0% | 2.2% | 10.9% |
| Ordinary employee | Count | 13 | 2 | 5 | 8 | 28 |
| % of Total | 14.1% | 2.2% | 5.4% | 8.7% | 30.4% |
| Supervisor | Count | 21 | 2 | 4 | 1 | 28 |
| % of Total | 22.8% | 2.2% | 4.3% | 1.1% | 30.4% |
| senior manager | Count | 4 | 0 | 1 | 0 | 5 |
| % of Total | 4.3% | .0% | 1.1% | .0% | 5.4% |
| Total | Count | 59 | 6 | 13 | 14 | 92 |
| % of Total | 64.1% | 6.5% | 14.1% | 15.2% | 100.0% |

Source: Field study, 2021

# Supervisor Listen To Jobs Related Needs of Subordinates

In addition, this study assessed if supervisors listened to jobs related needs of subordinates and as a result boosted up their work performance. The findings in Table 4.3 illustrate that 58.7% of the respondents agreed and 28.3% strongly agreed that supervisors at KSCL listened to the job-related needs of their subordinates, and subsequently instigated them towards getting better their work performance. However, 8.7% of the respondents were neutral and 4.3% disagreed that supervisors at KSCL listened to the job-related needs of their subordinates.

Generally, the finding put forward the importance of supervisors to listen to the work-related needs of their subordinates as well as supporting them to enhance their work performance. The findings agree with that reported by Demirel (2008) who investigated internal customer relationship management factors that influence employees' satisfaction in a manufacturing and industrial organization in Turkey and established that internal customer service satisfaction depends on types of management practice such as the guiding-directing management and the participatory management.

The findings are also in line with that reported by Karatepe (2014) who examined the importance of supervisor support for effective hotel workers in Cameroon established that supervisors’ support of employees encourages job cohesion which in turn promotes vital job outcomes such as effective employee performance, service recovery performance as well as reduced employee turnover.

Additionally, the current findings support those reported by Ulla and Yasmin (2013) who assessed the influence of human resource (HR) management practices on internal customer satisfaction and organizational effectiveness in Pakistan, and showed that some management practices relate to internal customer satisfaction and organizational effectiveness.

Table 4.3: Supervisors listens to job related needs of subordinates

|  |
| --- |
| Crosstab |
|  |  |  | Supervisor listen to jobs related needs of subordinates | Total |
|  |  |  | Agree | Disagree | Neutral | Strong Agree |
| Position at KSCL | Front Line Manager | Count | 12 | 1 | 1 | 7 | 21 |
| % of Total | 13.0% | 1.1% | 1.1% | 7.6% | 22.8% |
| Middle manager | Count | 6 | 1 | 0 | 3 | 10 |
| % of Total | 6.5% | 1.1% | .0% | 3.3% | 10.9% |
| Ordinary employee | Count | 14 | 1 | 4 | 9 | 28 |
| % of Total | 15.2% | 1.1% | 4.3% | 9.8% | 30.4% |
| Supervisor | Count | 19 | 1 | 3 | 5 | 28 |
| % of Total | 20.7% | 1.1% | 3.3% | 5.4% | 30.4% |
| senior manager | Count | 3 | 0 | 0 | 2 | 5 |
| % of Total | 3.3% | .0% | .0% | 2.2% | 5.4% |
| Total | Count | 54 | 4 | 8 | 26 | 92 |
| % of Total | 58.7% | 4.3% | 8.7% | 28.3% | 100.0% |

Source: Field study, 2021

# Supervisor Serves All Staff Equally Without Favouritism

This study assessed if supervisors at KSCL serve all staff equally without favouritism and for that reason enhance their work performance. The findings in Table 4.4 show that 38.0% of the respondents agreed, and 19.6% strongly agreed that supervisors at KSCL served all staff equally without favouritism, and subsequently instigated them towards getting better their work performance. However, 29.3% of the respondents were neutral, 9.8% disagreed and 3.3% strongly disagreed that supervisors at KSCL served all staff equally without favouritism. In general, this finding suggests the significance of supervisors to serve all staff equally without favouritism to enhance their work performance. It can thus be argued that impartiality in the workplace is very detrimental to employees; therefore it is important for supervisors to serve all staff equally without favouritism.

Table 4.4: Supervisor serves all employees without favouritism

|  |
| --- |
| Crosstab |
|  |  |  | The supervisor serves all staff equally without favouritism | Total |
|  |  |  | Agree | Disagree | Neutral | Strong Agree | Strong Disagree |
| Position at KSCL | Front Line Manager | Count | 4 | 3 | 11 | 3 | 0 | 21 |
| % of Total | 4.3% | 3.3% | 12.0% | 3.3% | .0% | 22.8% |
| Middle manager | Count | 4 | 2 | 1 | 2 | 1 | 10 |
| % of Total | 4.3% | 2.2% | 1.1% | 2.2% | 1.1% | 10.9% |
| Ordinary employee | Count | 7 | 4 | 7 | 9 | 1 | 28 |
| % of Total | 7.6% | 4.3% | 7.6% | 9.8% | 1.1% | 30.4% |
| Supervisor | Count | 19 | 0 | 5 | 3 | 1 | 28 |
| % of Total | 20.7% | .0% | 5.4% | 3.3% | 1.1% | 30.4% |
| senior manager | Count | 1 | 0 | 3 | 1 | 0 | 5 |
| % of Total | 1.1% | .0% | 3.3% | 1.1% | .0% | 5.4% |
| Total | Count | 35 | 9 | 27 | 18 | 3 | 92 |
| % of Total | 38.0% | 9.8% | 29.3% | 19.6% | 3.3% | 100.0% |

Source: Field study, 2021

The findings are is in line with Mathieu, Fabi, Lacoursière and Raymond (2016) who examined the role of supervisory behaviour, job satisfaction and organizational commitment on workers turnover in Canada and showed that person-oriented leadership behaviour affected turnover intentions through job satisfaction as well as organizational commitment.

The findings of the current study are supported by Gilbreath and Benson (2004) who examined the degree to which supervisor behaviour is associated with employees well-being in Indiana State, USA and found that supervisors behaviour, including nepotism, affected employee well-being.

# Supervisor Shows Enough Cooperation in Case Someone Needs His/Her Service

This study assessed if supervisors at KSCL provided enough cooperation in case someone needs their services accordingly to improve their work performance. The findings in Table 4.5 demonstrate that 48.9% of the respondents agreed and 34.8% strongly agreed that supervisors at KSCL provided sufficient cooperation in case someone needs their services, and consequently bring about improvement in their work performance. Nevertheless, 9.8% of the respondents were neutral and 6.5% disagreed that supervisors at KSCL showed enough cooperation in case someone needed their service. In general, the findings suggest the importance of supervisors to provide enough cooperation in case someone needs their services to enhance their work performance. The findings are in line with Elly (2016) who established the importance of managerial support on enhancing internal customers' satisfaction.

Also, the findings are supported by Sharma, Kingshott and Kong (2016) found that the quality of internal customer service management has a positive outcome on employees' satisfaction, commitment, and employee well-being, which in sequence positively influence the performance of the employees of a manufacturing unit in China.

Table 4.5: Supervisor provides adequate cooperation

|  |
| --- |
| Crosstab |
|  |  |  | Supervisor provides enough cooperation in case someone needs his/her service | Total |
|  |  |  | Agree | Disagree | Neutral | Strong Agree |
| Position at KSCL | Front Line Manager | Count | 9 | 3 | 4 | 5 | 21 |
| % of Total | 9.8% | 3.3% | 4.3% | 5.4% | 22.8% |
| Middle manager | Count | 7 | 1 | 0 | 2 | 10 |
| % of Total | 7.6% | 1.1% | .0% | 2.2% | 10.9% |
| Ordinary employee | Count | 11 | 1 | 2 | 14 | 28 |
| % of Total | 12.0% | 1.1% | 2.2% | 15.2% | 30.4% |
| Supervisor | Count | 15 | 1 | 2 | 10 | 28 |
| % of Total | 16.3% | 1.1% | 2.2% | 10.9% | 30.4% |
| senior manager | Count | 3 | 0 | 1 | 1 | 5 |
| % of Total | 3.3% | .0% | 1.1% | 1.1% | 5.4% |
| Total | Count | 45 | 6 | 9 | 32 | 92 |
| % of Total | 48.9% | 6.5% | 9.8% | 34.8% | 100.0% |

Source: Field study, 2021

# Influence of Serving Employees Behaviour on the Internal Customer Care Services

Another objective of this study is to assess the influence of serving employees behaviour on internal customer care service. Serving employees in the context of this study is any person who provides services to others. To accomplish this objective, the study assessed if serving employees showed politeness to other employees when needed a particular work-related service; if serving employees provided prompt service to other employees when needed a particular work-related service; if serving employees listen to jobs related needs of other employees; if Serving employees served all staff equally without favouritism and if serving employees showed enough cooperation in case someone needs his/her service.

# Serving Employees Show Politeness When Serving Other Employees

This study assessed if serving employees show courtesy to other staff/employees when providing service(s) to them and as a result, boosted the work performance of the served employee. The findings in Table 4.6show that 69.6% of respondents, comprising of staff occupying different positions at KSCL, agreed and 10.9% of them strongly agreed that serving employees showed courtesy to other employees when providing service(s). These respondents (about 80.5%) believed that politeness from the serving employees motivated those who received the service towards performing better. However, 14.1% of respondents were neutral, 3.3% disagreed 2.2% strongly disagreed that serving employees showed politeness to other staff/employees when providing service(s) to them and as a result boosted their work performance.

However, the findings from the interview from some of the interviewed respondents revealed that employees working in farms had no polite language when providing service to others which caused a bad impression*.* It was also revealed from other interviewed respondents that serving staff in some departments did not have polite language to their customers. Generally, it can therefore be argued that it is important for serving employees to have good manners when serving other employees. By doing so it is expected that the work performance of the served employee may be boosted up. The current findings support the findings by Kattara, Weheba and El-Said (2008) who revealed that employee's behaviours were highly interrelated to the customer's overall satisfaction in Egypt. In addition, the findings of the current study support Al-Zoubi and Alomari (2017) who established the positive association between the behaviour of internal customers and the performance of hotel services in Jordan.

Table 4.6: Serving employee shows politeness when serving other employee

|  |
| --- |
| Crosstab |
|  |  |  | Serving employees show politeness when serving other employees | Total |
|  |  |  | Agree | Disagree | Neutral | Strong Agree | Strong Disagree |
| Position at KSCL | Front Line Manager | Count | 13 | 1 | 4 | 3 | 0 | 21 |
| % of Total | 14.1% | 1.1% | 4.3% | 3.3% | .0% | 22.8% |
| Middle manager | Count | 7 | 0 | 3 | 0 | 0 | 10 |
| % of Total | 7.6% | .0% | 3.3% | .0% | .0% | 10.9% |
| Ordinary employee | Count | 19 | 1 | 5 | 3 | 0 | 28 |
| % of Total | 20.7% | 1.1% | 5.4% | 3.3% | .0% | 30.4% |
| Supervisor | Count | 21 | 1 | 1 | 3 | 2 | 28 |
| % of Total | 22.8% | 1.1% | 1.1% | 3.3% | 2.2% | 30.4% |
| senior manager | Count | 4 | 0 | 0 | 1 | 0 | 5 |
| % of Total | 4.3% | .0% | .0% | 1.1% | .0% | 5.4% |
| Total | Count | 64 | 3 | 13 | 10 | 2 | 92 |
| % of Total | 69.6% | 3.3% | 14.1% | 10.9% | 2.2% | 100.0% |

Source: Field study, 2021

# Serving Employees Provide Prompt Service To All

This study assessed if serving employees provided prompt service to other employees and accordingly boost up their work performance. The findings in Table 4.7 show that 63% of respondents agreed and 9.8% strongly agreed that serving employees provided prompt service to other staff/employees, and consequently inspired them towards improving their work performance. However, 16.3% of the respondents were neutral, 9.8% disagreed and 1.1% strongly disagreed that serving employees provided prompt service to other staff/employees.

Table 4.7: Serving employees provide prompt service

|  |
| --- |
| Crosstab |
|  |  |  | Serving employees provides prompt service to all | Total |
|  |  |  | Agree | Disagree | Neutral | Strong Agree | Strong Disagree |
| Position at KSCL | Front Line Manager | Count | 12 | 1 | 4 | 4 | 0 | 21 |
| % of Total | 13.0% | 1.1% | 4.3% | 4.3% | .0% | 22.8% |
| Middle manager | Count | 3 | 3 | 4 | 0 | 0 | 10 |
| % of Total | 3.3% | 3.3% | 4.3% | .0% | .0% | 10.9% |
| Ordinary employee | Count | 21 | 0 | 5 | 2 | 0 | 28 |
| % of Total | 22.8% | .0% | 5.4% | 2.2% | .0% | 30.4% |
| Supervisor | Count | 19 | 5 | 1 | 2 | 1 | 28 |
| % of Total | 20.7% | 5.4% | 1.1% | 2.2% | 1.1% | 30.4% |
| senior manager | Count | 3 | 0 | 1 | 1 | 0 | 5 |
| % of Total | 3.3% | .0% | 1.1% | 1.1% | .0% | 5.4% |
| Total | Count | 58 | 9 | 15 | 9 | 1 | 92 |
| % of Total | 63.0% | 9.8% | 16.3% | 9.8% | 1.1% | 100.0% |

Source: Field study, 2021

In addition, the findings from several of the interviewed respondents reveal that serving employees at the company hospital did not provide prompt service because they continued with their morning meetings at the hospital while sick employees were waiting for their services. Additionally, other interviewed respondents said there were delays in providing prompt ambulance service in case of emergency. It was also revealed from other interviewed respondents that, there were delays of requested services from the approver/department.

# Serving Employees Listen To Jobs Related Needs of Other Employees

This study assessed if serving employees at KSCL listened to jobs related needs of other employees and as a result, boosted up their work performance. The findings in Table 4.8 illustrate that 63% of the respondents agreed and 13% strongly agreed that serving employees at KSCL listened to the job-related needs of other employees, and subsequently instigated them towards getting better their work performance. However, 15.2% of the respondents were neutral, 6.5% disagreed and 2.2% strongly disagreed that serving employees at KSCL listened to the job-related needs of other employees.

In general, the findings advocate the importance of serving employees listen to jobs related needs of other employees to boost their work performance. Consequently, it can be argued that it is important for serving employees to pay attention, listen and fulfil jobs related needs of other employees to enable them to execute their duties effectively and efficiently. The findings support those reported by Farner, Luthans and Sommer (2001) who found that serving employees appear to have diverse as well as multifaceted service relations with the external customer in the USA.

Table 4.8: Serving employees listen to job-related needs of other employees

|  |
| --- |
| Crosstab |
|  |  |  | Service employees listen to jobs related needs of other employees | Total |
|  |  |  | Agree | Disagree | Neutral | Strong Agree | Strong Disagree |
| Position at KSCL | Front Line Manager | Count | 14 | 1 | 3 | 3 | 0 | 21 |
| % of Total | 15.2% | 1.1% | 3.3% | 3.3% | .0% | 22.8% |
| Middle manager | Count | 4 | 2 | 3 | 1 | 0 | 10 |
| % of Total | 4.3% | 2.2% | 3.3% | 1.1% | .0% | 10.9% |
| Ordinary employee | Count | 19 | 2 | 5 | 2 | 0 | 28 |
| % of Total | 20.7% | 2.2% | 5.4% | 2.2% | .0% | 30.4% |
| Supervisor | Count | 19 | 1 | 2 | 4 | 2 | 28 |
| % of Total | 20.7% | 1.1% | 2.2% | 4.3% | 2.2% | 30.4% |
| senior manager | Count | 2 | 0 | 1 | 2 | 0 | 5 |
| % of Total | 2.2% | .0% | 1.1% | 2.2% | .0% | 5.4% |
| Total | Count | 58 | 6 | 14 | 12 | 2 | 92 |
| % of Total | 63.0% | 6.5% | 15.2% | 13.0% | 2.2% | 100.0% |

Source: Field study, 2021

# Serving Employees Serve All Staff Equally Without Favouritism

This study assessed if serving employees at KSCL served all staff equally without favouritism and as a result boosted their work performance. The findings in Table 4.9 show that 34.8% of the respondents agreed and 10.9% strongly agreed that serving employees at KSCL served all staff equally without favouritism, and consequently prompted them towards improving their work performance. However, 37% of the respondents were neutral, 16.3% disagreed and 1.1% strongly disagreed that serving employees at KSCL served all staff equally without favouritism.

In addition, the findings from several interviewed respondents revealed that there were double standards when it comes to the provision of service to different groups of employees and thus affected the work morale of employees who believed that they were undermined. It was also revealed from interviewed respondents that the company (KSCL) did not treat all employees equally. For instance, many managers in the same job grade were treated differently. Some were being paid more and/or received more fringe benefits than others. This caused demoralization among employees and affected their performance*.* In general, this finding put forward the significance of supervisors to provide service to all staff uniformly without favouritism to improve their work performance. It can thus be argued that impartiality in the workplace is very detrimental to employees.

Table 4.9: Serving employees serves all staff without favouritism

|  |
| --- |
| Crosstab |
|  |  |  | Serving employees serves all staff equally without favouritism | Total |
|  |  |  | Agree | Disagree | Neutral | Strong Agree | Strong Disagree |
| Position at KSCL | Front Line Manager | Count | 4 | 6 | 9 | 2 | 0 | 21 |
| % of Total | 4.3% | 6.5% | 9.8% | 2.2% | .0% | 22.8% |
| Middle manager | Count | 1 | 3 | 5 | 0 | 1 | 10 |
| % of Total | 1.1% | 3.3% | 5.4% | .0% | 1.1% | 10.9% |
| Ordinary employee | Count | 10 | 3 | 11 | 4 | 0 | 28 |
| % of Total | 10.9% | 3.3% | 12.0% | 4.3% | .0% | 30.4% |
| Supervisor | Count | 17 | 2 | 7 | 2 | 0 | 28 |
| % of Total | 18.5% | 2.2% | 7.6% | 2.2% | .0% | 30.4% |
| senior manager | Count | 0 | 1 | 2 | 2 | 0 | 5 |
| % of Total | .0% | 1.1% | 2.2% | 2.2% | .0% | 5.4% |
| Total | Count | 32 | 15 | 34 | 10 | 1 | 92 |
| % of Total | 34.8% | 16.3% | 37.0% | 10.9% | 1.1% | 100.0% |

Source: Field study, 2021

# Serving Employees Shows Enough Cooperation In Case Someone Needs Service

This study assessed if serving employees at KSCL provided enough cooperation in case someone needs his/her service accordingly to improve their work performance. The findings in Table 4.10 demonstrate that 63% of the respondents agreed and 13% strongly agreed that serving employees at KSCL provided sufficient cooperation in case someone needs his/her service and consequently promoted improvement in their work performance. However, 15.2% of the respondents were neutral and 8.7% disagreed that serving employees at KSCL showed enough cooperation in case someone needed their services.

In general, this finding suggests the importance of serving employees to provide sufficient cooperation in case someone needs his/her service intending to enhance their work performance. Therefore, it is argued that for an effectual internal customer care management to prevail in an organization it is vital for serving employees to provide enough cooperation in case someone needs his/her service.

The current finding is also in line with Nazeer, Zahid, and Azeem (2014) who investigated if job satisfaction mediates between internal quality service and job performance among universities teaching staff in Pakistan and established that constant interaction between the serving employees (internal customers) was among the means for the attainment of goals for any organization.

Table 4.10: Serving employees shows enough cooperation in case someone needs service

|  |
| --- |
| Crosstab |
|  |  |  | Serving employees shows enough cooperation in case someone needs his/her service | Total |
|  |  |  | Agree | Disagree | Neutral | Strong Agree |
| Position at KSCL | Front Line Manager | Count | 10 | 3 | 5 | 3 | 21 |
| % of Total | 10.9% | 3.3% | 5.4% | 3.3% | 22.8% |
| Middle manager | Count | 6 | 2 | 2 | 0 | 10 |
| % of Total | 6.5% | 2.2% | 2.2% | .0% | 10.9% |
| Ordinary employee | Count | 19 | 0 | 5 | 4 | 28 |
| % of Total | 20.7% | .0% | 5.4% | 4.3% | 30.4% |
| Supervisor | Count | 21 | 2 | 1 | 4 | 28 |
| % of Total | 22.8% | 2.2% | 1.1% | 4.3% | 30.4% |
| senior manager | Count | 2 | 1 | 1 | 1 | 5 |
| % of Total | 2.2% | 1.1% | 1.1% | 1.1% | 5.4% |
| Total | Count | 58 | 8 | 14 | 12 | 92 |
| % of Total | 63.0% | 8.7% | 15.2% | 13.0% | 100.0% |

Source: Field study, 2021

# Influence of the Working Environment on the Internal Customer Care Services

The working environment is considered one of the essential determinants of the provision of effective customer service. This study examined the influence of the working environment on internal customer care management at KSCL along with its influence on enhancing employee performance. To fulfil this objective the study examined if adequate working tools and equipment at KSCL enhanced the provision of good internal customer care services; if employees at KSCL had the freedom to carry out assigned tasks without threats or any interruptions; if KSCL listened to employees’ suggestions related with job performance and if communication procedure at KSCL was conducive for everyone.

# Availability of Adequate Working Tools and Equipment For the Provision of Good Internal Customer Care Services

This study examined if there were adequate working tools and equipment at KSCL for the provision of good internal customer care services. The findings in Table 4.11 indicate that 58.7% of the respondents agreed and 12% strongly agreed that there were adequate working tools and equipment at KSCL for the provision of good internal customer care services, and consequently brought about an enhancement in their work performance. Nevertheless, 15.2% of the respondents were neutral, 13% disagreed and 1.1% strongly disagreed that there were adequate working tools and equipment at KSCL for the provision of good internal customer care services.

Also, the outcome from the interviewed respondents revealed that there were insufficient working tools and other resources that affect the provision of internal services because service providers were struggling with the availability of these resources.

In general, these findings suggest that the availability of adequate working tools and equipment at KSCL is important for the provision of good internal customer care services and consequently aid in improving their work performance. It can thus affirmatively be argued that in this era of technological advancement adequate availability of working tools and equipment’s are essential in the provision of good internal customer care services.

The findings are in tandem with Noblet (2009) who examined how psycho-social work features can influence employees to not having the self-confidence to recognize or deal with organizational-level issues, and found that additional consideration should be paid in recognizing and dealing with the working environment to make conducive to employees and preventing them from having negative perception to their work environment that may affect their service delivery.

In addition, the findings are in line with findings by Kyengo (2011) who showed that lack of resources to put into practice service enhancement programmes; inadequate investment in office automation and failure to attend to definite staff motivational issues are some of the factors that hold back the quality of internal customer service in Kenya.

Table 4.11: Adequacy of working tools for the provision of internal customer service

|  |
| --- |
| Crosstab |
|  |  |  | There are adequate working tools and equipment at KSCL for the provision of good internal customer care services | Total |
|  |  |  | Agree | Disagree | Neutral | Strong Agree | Strong Disagree |
| Position at KSCL | Front Line Manager | Count | 9 | 2 | 7 | 3 | 0 | 21 |
| % of Total | 9.8% | 2.2% | 7.6% | 3.3% | .0% | 22.8% |
| Middle manager | Count | 5 | 2 | 1 | 2 | 0 | 10 |
| % of Total | 5.4% | 2.2% | 1.1% | 2.2% | .0% | 10.9% |
| Ordinary employee | Count | 15 | 5 | 4 | 3 | 1 | 28 |
| % of Total | 16.3% | 5.4% | 4.3% | 3.3% | 1.1% | 30.4% |
| Supervisor | Count | 22 | 2 | 2 | 2 | 0 | 28 |
| % of Total | 23.9% | 2.2% | 2.2% | 2.2% | .0% | 30.4% |
| senior manager | Count | 3 | 1 | 0 | 1 | 0 | 5 |
| % of Total | 3.3% | 1.1% | .0% | 1.1% | .0% | 5.4% |
| Total | Count | 54 | 12 | 14 | 11 | 1 | 92 |
| % of Total | 58.7% | 13.0% | 15.2% | 12.0% | 1.1% | 100.0% |

Source: Field study, 2021

# Freedom of Employees Have to Carry Out Assigned Tasks Without Threats or Interruptions

Also, this study examined if employees at KSCL have the freedom to carry out assigned tasks without threats or any interruptions. The findings in Table 4.12 indicate that 53.3% of the respondents agreed and 18.5% strongly agreed that employees at KSCL have the freedom to carry out assigned tasks without threats or any interruptions, and consequently brought about an enhancement in their work performance. Nevertheless, 15.2% of the respondents were neutral and 13% disagreed that employees at KSCL had the freedom to carry out assigned tasks without threats or any interruptions.

In general, these findings suggest that employees at KSCL have the freedom to carry out assigned tasks without threats or any interruptions and consequently aid in improving their work performance. Therefore, giving employees the freedom to carry out assigned tasks without threats or any interruptions may well motivate employees to perform their duties more effectively and efficiently.

The current finding adds to those reported by Szeliga-Kowalczy and Goranczewski (2016) who concluded that achievement of sustainable success of the organization towards satisfaction on the external customer may only be accomplished through the contentment of internal stakeholders in executing their duties as well as through standardized management systems that enable implementations of the idea of the internal customer.

Table 4.12: Employees have the freedom to perform tasks without threat or interruption

|  |
| --- |
| Crosstab |
|  |  |  | Employees have the freedom to carry out assigned tasks without threats or any interruptions | Total |
|  |  |  | Agree | Disagree | Neutral | Strong Agree |
| Position at KSCL | Front Line Manager | Count | 10 | 2 | 6 | 3 | 21 |
| % of Total | 10.9% | 2.2% | 6.5% | 3.3% | 22.8% |
| Middle manager | Count | 5 | 3 | 0 | 2 | 10 |
| % of Total | 5.4% | 3.3% | .0% | 2.2% | 10.9% |
| Ordinary employee | Count | 13 | 3 | 5 | 7 | 28 |
| % of Total | 14.1% | 3.3% | 5.4% | 7.6% | 30.4% |
| Supervisor | Count | 18 | 4 | 1 | 5 | 28 |
| % of Total | 19.6% | 4.3% | 1.1% | 5.4% | 30.4% |
| senior manager | Count | 3 | 0 | 2 | 0 | 5 |
| % of Total | 3.3% | .0% | 2.2% | .0% | 5.4% |
| Total | Count | 49 | 12 | 14 | 17 | 92 |
| % of Total | 53.3% | 13.0% | 15.2% | 18.5% | 100.0% |

Source: Field study, 2021

# KSCL Listens to Employees’ Suggestions Related to Job Performance

Also, this study examined if KSCL listens to employees’ suggestions related to job performance. The findings in Table 4.13 indicate that 47.8% of the respondents agreed and 10.9% strongly agreed that KSCL listens to employees’ suggestions related to job performance, and consequently bring about improvement in their work performance. Nevertheless, 22.8% of the respondents were neutral, 16.3% disagreed and 2.2% strongly disagreed that KSCL listened to employees’ suggestions related to job performance. This finding suggests that KSCL listens to employees’ suggestions related to job performance which is important for the provision of good internal customer care services and consequently aid in improving their work performance.

The current finding which indicates that KSCL listened to employees’ suggestions related to job performance complement those reported by Abeid (2015) who investigated the workplace environment using a chosen macro and small manufacturing enterprises in Tanzania and revealed that job performance was affected by both physical and psychological environment in the workplace.

Table 4.13: KSCL listen to employee suggestions

|  |
| --- |
| Crosstab |
|  |  |  | KSCL listens to employees’ suggestions related with job performance | Total |
|  |  |  | Agree | Disagree | Neutral | Strong Agree | Strong Disagree |
| Position at KSCL | Front Line Manager | Count | 11 | 4 | 4 | 1 | 1 | 21 |
| % of Total | 12.0% | 4.3% | 4.3% | 1.1% | 1.1% | 22.8% |
| Middle manager | Count | 5 | 0 | 3 | 1 | 1 | 10 |
| % of Total | 5.4% | .0% | 3.3% | 1.1% | 1.1% | 10.9% |
| Ordinary employee | Count | 9 | 8 | 6 | 5 | 0 | 28 |
| % of Total | 9.8% | 8.7% | 6.5% | 5.4% | .0% | 30.4% |
| Supervisor | Count | 15 | 3 | 7 | 3 | 0 | 28 |
| % of Total | 16.3% | 3.3% | 7.6% | 3.3% | .0% | 30.4% |
| senior manager | Count | 4 | 0 | 1 | 0 | 0 | 5 |
| % of Total | 4.3% | .0% | 1.1% | .0% | .0% | 5.4% |
| Total | Count | 44 | 15 | 21 | 10 | 2 | 92 |
| % of Total | 47.8% | 16.3% | 22.8% | 10.9% | 2.2% | 100.0% |

Source: Field study, 2021

# Communication Procedure at KSCL

This study examined if communication procedure at KSCL is good and everyone knows what is required for her/him, and consequently facilitates the provision of good internal customer care services. The findings in Table 4.14 indicate that 55.4% of the respondents agreed and 16.3% strongly agreed that the communication procedure at KSCL was good and everyone knows what was required from her/him, and consequently brought about an enhancement in their work performance. Nevertheless, 17.4% of the respondents were neutral, 10.9% disagreed and 1.1% strongly disagreed that the communication procedure at KSCL was good and everyone knew what was required from her/him. In addition, when asked what should be done by KSCL to improve internal customer care services, some of the interviewed respondents said that KSCL should improve communication and proper use of time table and if the plan changed needs to be communicated. Generally, these findings suggest that the communication procedure at KSCL was good and everyone knows what was required for her/him in the provision of good internal customer care services promoted improved work performance.

Table 4.14: Status if communication procedure at KSCL

|  |
| --- |
| Crosstab |
|  |  |  | The communication procedure at KSCL is good and everyone knows what is required for her/him | Total |
|  |  |  | Agree | Disagree | Neutral | Strong Agree |
| Position at KSCL | Front Line Manager | Count | 9 | 3 | 6 | 3 | 21 |
| % of Total | 9.8% | 3.3% | 6.5% | 3.3% | 22.8% |
| Middle manager | Count | 6 | 1 | 2 | 1 | 10 |
| % of Total | 6.5% | 1.1% | 2.2% | 1.1% | 10.9% |
| Ordinary employee | Count | 16 | 3 | 3 | 6 | 28 |
| % of Total | 17.4% | 3.3% | 3.3% | 6.5% | 30.4% |
| Supervisor | Count | 17 | 3 | 5 | 3 | 28 |
| % of Total | 18.5% | 3.3% | 5.4% | 3.3% | 30.4% |
| senior manager | Count | 3 | 0 | 0 | 2 | 5 |
| % of Total | 3.3% | .0% | .0% | 2.2% | 5.4% |
| Total | Count | 51 | 10 | 16 | 15 | 92 |
| % of Total | 55.4% | 10.9% | 17.4% | 16.3% | 100.0% |

Source: Field study, 2021

# Regression analysis –The Effects of Internal Customer Care on Employees Performance

The study has also used the multiple regression analysis to examine the effect of working environment, supervisor behaviour and serving employee behaviour on employees' performance which was measured in terms of quality of internal customer service. The regression analysis tested the assumptions of normality, heteroscedasticity, multicollinearity and autocorrelation were tested.

# Testing Multivariate Regression Assumptions

Acceptance of the regression results requires consideration of all the regression model assumptions. Consequently, to validate that the assumptions were not violated, the following tests were carried out:

# Normality Test

Normality of the data sets was checked by the Shapiro Wilk test and from the results presented in Table 4.15 the null hypotheses for the data sets on serving employees behaviour, supervisor behaviour, work environment and quality of internal customer service were not rejected (p>.05) and consequently affirmed that all data sets were normally distributed.

Table 4.15: Normality test

|  |
| --- |
| Tests of Normality |
|  | Kolmogorov-Smirnova | Shapiro-Wilk |
|  | Statistic | df | Sig. | Statistic | df | Sig. |
| Serving employees behaviour | .378 | 92 | .182 | .732 | 92 | .170 |
| Work environment | .343 | 92 | .252 | .661 | 92 | .260 |
| Supervisor behaviour | .390 | 92 | .221 | .622 | 92 | .225 |
| Quality of internal customer service | .403 | 92 | ..231 | .710 | 92 | .228 |
| a. Lilliefors Significance Correction |

Source: Field Study, 2021

# Multicollinearity

One of the assumptions of multiple regressions is that independent variables should not have associations or correlations. When there is a correlation between independent variables it is considered as a problem in the model and this problem is known as multicollinearity. According to Gujarat (2010), the existence of multicollinearity can be diagnosed by analyzing the values of tolerance and the Variance Inflation Factors (VIF). The value of VIF>10 signifies the existence of the serious problem of multicollinearity (Gujarat & Porter, 2010 and Gwahula, 2013). The result from regression analysis presented in Table 4.16 demonstrates that the VIF for the independent variable "serving employees behaviour" is 1.237, indicating that there is no multicollinearity problem. Also VIF for the independent variables "work environment" is 1.195, and for independent variable "supervisor behaviour" is 1.161, respectively, indicating that the multicollinearity problem does not exist.

Table 4.16: Multicollinearity diagnostic

|  |
| --- |
| Coefficientsa |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. | Correlations | Collinearity Statistics |
| B | Std. Error | Beta | Zero-order | Partial | Part | Tolerance | VIF |
| 1 | (Constant) | .398 | .074 |  | 5.382 | .000 |  |  |  |  |  |
| Serving employees behaviour | .357 | .055 | .458 | 6.552 | .000 | .673 | .573 | .412 | .808 | 1.237 |
| Work environment | .233 | .041 | .393 | 5.714 | .000 | .620 | .520 | .359 | .837 | 1.195 |
| Supervisor behaviour | .166 | .053 | .211 | 3.116 | .002 | .473 | .315 | .196 | .861 | 1.161 |
| a. Dependent Variable: Quality of internal customer service |

Source: Field Study, 2021

# Autocorrelation

According to Gujarat and Porter (2010), autocorrelation happens when the error terms are correlated. Durbin Watson (DW) coefficient measures the existence of autocorrelation in the regression model where d>2 are interpreted as the nonexistence of autocorrelation in the data. The result in Table 4.17 shows that the DW coefficient is 2.173 which are greater than 2 suggesting that there is no serious problem of autocorrelation.

Table 4.17: Regression model summary

|  |
| --- |
| Model Summaryb |
| Model | R | R Square | Adjusted R Square | Std. The error of the Estimate | Change Statistics | Durbin-Watson |
| R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .807a | .652 | .640 | .09431 | .652 | 54.947 | 3 | 88 | .000 | 2.173 |
| a. Predictors: (Constant), Supervisor behaviour, Work environment, Serving employees behaviour |
| b. Dependent Variable: Quality of internal customer service |

Source: Field Study, 2021

However, according to Gujarat and Porter (2010), DW is an appropriate test for the time series data. Therefore, since the data for this study was cross-sectional (that is they were collected at one fixed point at a time), the DW is not a 100% suitable test for autocorrelation. Therefore, the correlation test was run between the variables and the outcome reported in Table 4.18 shows that the variables are little correlated. A correlation coefficient greater than 0.8 (in absolute terms) between two variables is a sign of the presence of a high degree of Collinearity (Gupta, 2000). Consequently, this outcome signifies that there is no problem of autocorrelation in the regression model.

Table 4.18: Correlation test for autocorrelation

|  |
| --- |
| Correlations |
|  |  | Serving employees behaviour | Work environment | Supervisor behaviour |
| Serving employees behaviour | Pearson Correlation | 1 | .368\*\* | .331\*\* |
| Sig. (2-tailed) |  | .000 | .001 |
| N | 92 | 92 | 92 |
| Work environment | Pearson Correlation | .368\*\* | 1 | .280\*\* |
| Sig. (2-tailed) | .000 |  | .007 |
| N | 92 | 92 | 92 |
| Supervisor behaviour | Pearson Correlation | .331\*\* | .280\*\* | 1 |
| Sig. (2-tailed) | .001 | .007 |  |
| N | 92 | 92 | 92 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

Source: Field Study, 2021

# Heteroskedasticity

Heteroskedasticity is an indication of a presence of error variance in the linear regression model which is a violation of the homoskedastic variance assumption. According to Gujarat and Porter (2010), heteroskedasticity can be diagnosed by using the White test. According to Gupta (2000), a white test can be done by comparing the value of calculated and observed chi-square in the chi-square table values by using the formula: N\*R2, where N= Number of observations, R2 = R square. The rule of thumb is: When the calculated Chi-square is less than the observed Chi-square, there is no heteroskedasticity problem in the model.

From the data analysis, R2 =0.652, N=92, therefore the calculated Chi-square is given by N\*R2 =0.652\*92 = 59.984. The result of the Chi-Square test in Table 4.19 indicates that the observed Chi-square is Χ2(92, 3) =103.217, *p*< .05. Consequently, since the observed Chi-Square (103.217) is greater than the computed Chi-square (59.984), there is no problem of heteroskedasticity.

Table 4.19: Chi-Square test

|  |
| --- |
| Test Statistics |
|  | Quality of internal customer service |
| Chi-Square | 103.217a |
| df | 3 |
| Asymp. Sig. | .000 |
| a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 23.0. |

Source: Field Study, 2021

# Effect of Working Environment, Supervisor Behaviour and Serving Employee Behaviour on Employees' performance at KSCL

The regression model summary in Table 4.20 indicates that the R Square value of the regression model is 0.652 which suggest that working environment, supervisor behaviour and serving employee behaviour account for about 65.2 percent of employees efficiency at KSCL measured by the quality of internal customer service.

Table 4.20: Regression model summary

|  |
| --- |
| Model Summary |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .807a | .652 | .640 | .09431 |
| a. Predictors: (Constant), Supervisor behaviour, Work environment, Serving employees behaviour |

Source: Field study, 2021

The results in Table 4.21 indicates that the predictors of the regression model (work environment, serving employees behaviour and supervisor behaviour) significantly explain the dependent variable (quality of internal customer service), F (3, 88) = 54.947,p< .05.

Table 4.21: ANOVA for regression model

|  |
| --- |
| ANOVAb |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1.466 | 3 | .489 | 54.947 | .000a |
| Residual | .783 | 88 | .009 |  |  |
| Total | 2.249 | 91 |  |  |  |
| a. Predictors: (Constant), Supervisor behaviour, Work environment, Serving employees behaviour |
| b. Dependent Variable: Quality of internal customer service |  |  |

Source: Field study, 2021

The results in Table 4.22 present the coefficients of the regression model which reveals that the constant of the model, as well as the predictor variables supervisor behaviour, serving employee's behaviour and work environment, are significant (*p*< .05) which means that there was a significant linear relation between supervisor behaviour, serving employee's behaviour and work environment and quality of internal customer service at KSCL.

Table 4.22: Regression model summary

|  |
| --- |
| Coefficientsa |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | .398 | .074 |  | 5.382 | .000 |
| Serving employees behaviour | .357 | .055 | .458 | 6.552 | .000 |
| Work environment | .233 | .041 | .393 | 5.714 | .000 |
| Supervisor behaviour | .166 | .053 | .211 | 3.116 | .002 |
| a. Dependent Variable: Quality of internal customer service |  |  |  |

Source: Field study, 2021

The established regression model is as indicated in Equation 4.1.

$QICS= .398+.357SEB+ .233WE + .166SB+.09431$ .................................4.1

Where:

QICS = Quality of Internal Customer Service

SB = Supervisor Behaviour

SEB = Serving Employees Behaviour

WE = Working Environment

$β\_{i}$ = Regression coefficients

$\in $ = Error term

These findings indicate work environment has a significant effect on KSCL employees’ performance measured by the quality of internal customer services complement on various previous studies. For instance, Kiruja and Kabare (2013), applied correlation analysis and ANOVA to assess the linking work environment with employees’ performance in public middle-level TIVET institutions in Kenya and established that it is essential to improve working environments in the institution to promote employees job performance.

In addition, the current findings also support those reported by Boles, Pelletier and Lynch (2004) who used multivariate analyses, including linear and logistic regression in a study to examine the relationship between health risks and work productivity and established that proper workplace environment that makes employees become emotionally and physically fit to increase performance.

Also, the current finding that indicates supervisor behaviour has a significant effect on KSCL employees performance measured by the quality of internal customer services support those reported by Karatepe (2014) who established that support from supervisors to their subordinates encouraged job unity which in turn sustain effective employee performance in Cameroon.

# CHAPTER FIVE

# SUMMARY, CONCLUSION AND RECOMMENDATIONS

# Chapter Overview

This chapter presents the conclusion along with recommendations on the study on the influence of internal customer care management on employee's performance at Kilombero Sugar Company Limited (KSCL). The study assessed the influence of supervisor behaviour, serving employees behaviour and working environment on employees performance which was measured in terms of quality of internal customer service at KSCL.

# Summary of Key Findings

The following subsections present the key findings of the study basing on the objectives of the study.

# Influence of Supervisor Behaviour on the Internal Customer Care Services

The study assessed if the supervisor showed politeness to subordinates; if the supervisor provided prompt service to subordinates; if the supervisor listened to jobs related needs of subordinates; if the supervisor served all staff equally without favouritism and if the supervisor showed enough cooperation in case someone needed his/her service.

The findings on the assessment on if supervisors showed politeness to their subordinates when providing service(s) to them and consequently boosted their work performance revealed that about 82.6% of the respondents comprising of staff occupying different positions at KSCL (from ordinary employee to senior manager) generally agreed that their supervisors were polite towards them. These respondents believed that courtesy from their superiors motivated them towards performing better.

Also, the finding on the assessment on if supervisors provided prompt service to subordinates and as a result boosted up their work performance. The study further revealed that about 79.3% of the respondents generally agreed that supervisors provided prompt service to subordinates, and consequently inspired them towards improving their work performance.

In addition, the finding on the assessment if supervisors listened to jobs related needs of subordinates and as a result it boosted up their work performance. Also, 87% of the respondents agreed that supervisors at KSCL listened to the job-related needs of their subordinates, and subsequently instigated them towards getting better their work performance.

The finding on the assessment if supervisors at KSCL served all staff equally without favouritism and for that reason enhance their work performance revealed that 57.6% of the respondents generally agreed and 29.3% were undecided that supervisors at KSCL served all staff equally without favouritism. In general, this finding suggests the significance of supervisors to serve all staff equally without favouritism to enhance their work performance.

The findings on the assessment on if supervisors at KSCL provided enough cooperation in case someone needed their services accordingly improved their work performance revealed that about 83.7% of the respondents agreed that supervisors at KSCL provided sufficient cooperation in case someone needed his/her service, and consequently brought about improvement in their work performance. In general, this finding suggests the importance of supervisors to provide enough cooperation in case someone needed his/her service intending to enhance their work performance. For an effectual internal customer care management to prevail in an organization, the supervisor needs to provide enough cooperation in case someone needs his/her service.

# Influence of Serving Employees Behaviour on the Internal Customer Care Services

Another objective of this study was to assess the influence of serving employees behaviour on internal customer care service. In the context of this study, serving employees was any KSCL employee who in the discharge of his/her duties provided services to others. To achieve this objective, the study assessed if serving employees showed politeness to other employees if they needed a particular work-related service; if serving employees provided prompt service to other employees if they needed a particular work-related service; if serving employees listened to jobs related needs of other employees if they needed a particular work-related service; if serving employees served all staff equally without favouritism as well as if serving employees showed enough cooperation in case someone needs his/her service. All of the variables received reasonable responses, signifying that they serving employees did not express the unwanted behaviour which would threaten the employees’ performance at KSCL.

# Influence of the Working Environment on the Internal Customer Care Services

This study examined the influence of the working environment on internal customer care management at KSCL along with its influence on enhancing employee performance. To accomplish this objective the study examined if there were sufficient working tools and equipment at KSCL for the provision of good internal customer care services; if employees at KSCL had the freedom to perform assigned tasks without threats or any interruptions; if KSCL listened to employees’ suggestions related to job performance and if communication procedure at KSCL was good and everyone knew what was required for her/him. Generally, this variable received a good score, indicating that the working environment was not a big obstacle that restrained the KSCL’s staff to attain the desired performance.

# Conclusion

The regression model shows that the working environment, supervisor behaviour and serving employee behaviour positively and significantly influenced the quality of internal customer service and hence employees’ performance at KSCL.

# Recommendations

The following recommendations are put forward to facilitate improvement in work performance in the organization by the provision of effective internal customer care services.

# Provision of Training to Employees on Importance of Good Internal Customer Care Services

It is recommended that KSCL and other organizations should provide strategic training to all employees on the significance of providing good internal customer service. The training should strategically emphasize the importance of courtesy among supervisors and serving employees, the importance of providing prompt service, the importance of avoiding impartiality when proving service, the significance of listening to jobs related needs of the employee as well as the importance of giving sufficient cooperation to employees when they need services.

# Improving Work Environment and Providing Sufficient Working Tools and Equipment’s to Facilitate Good Internal Customer Care Services

It is recommended that KSCL and other organizations should improve the working environment along with providing sufficient working tools and equipment that are essential to enable serving employees to provide good quality internal customer service. In line with this, organizations should also put in place an effective communication system along with a monitoring system to ensure everyone in the organization who serve other employees are providing the services in a manner that will improve performance in the organization.

# Suggestion for Further Studies

From the outcome of the study, it suggested carrying a study to investigate the influence of internal customer care management on external customer satisfaction. This is from the fact that external customers are the source of income to an organization and their satisfaction will lead to their continual use of an organization product or services.

# Theoretical Implication

The findings of this study support the Service Quality Model (SERVQUAL) which guided this study. SERVQUAL model is a comprehensively accepted approach to measure the disparity between customer’s expectations and perception. In the early days, the SERVQUAL model recognized ten elements but was later customized to take in five main elements of service quality which are reliability, tangibles, assurance, empathy and responsiveness. Following the SERVQUAL model, when customer expectations are more than their perceptions of received delivery, service quality is judged as little (Rahman, Sharma and Mehta, 2012).

It is evident from the findings of the study on the first and second objectives which examined influences of supervisors behaviour and influence of serving employees behaviour, respectively, on employee performance that the findings link well with SERVQUAL elements of empathy which concerns the provision of caring and personalized attention to customers, as well as responsiveness which concerns the willingness to assist customers along with providing prompt service. It is also apparent that the outcome of the study on the first and second objectives are in line with the SERVQUAL elements of reliability which concerns the capability to carry out the promised service dependably and precisely, as well as connects well with the SERVQUAL element of Assurance which concerns the knowledge plus courtesy of employees along with their ability to convey trust plus confidence.

Also, the findings of the third objective of the study, which is about the influence of the working environment on customer care service, connects well with the SERVQUAL element of tangibles which concerns the form of physical facilities, equipment, and personnel as well as communication materials.

# Research Limitations

The study was limited by inadequate funds which restricted the coverage of a study to only one public organization. Also, the accomplishment of this study for the most part depended on the correctness of responses from respondents. Accordingly, inaccurate information from respondents may limit the accuracy of the study conclusion and consequently diminish its reliability. For that reason, to lessen the impact of this limitation, the researcher explained to the respondents the importance of giving truthful information as well as data for their benefit, as well as to the benefit of KSCL and other organizations in the country.

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# APPENDICES

**APPENDIX I: Questionnaire**

Questionnaire for the research on the Influence of Customer Care Management on Employees Performance carried out as a Case of Kilombero Sugar Company Limited.

Put mark (√) in the box of your appropriate answer (Note that; this will be used for study purpose only and not otherwise)

1. Sex

Female [ ] Male [ ]

1. Age

18– 29 [ ] 30 – 49 [ ] 50 - 60 [ ] Above 60 [ ]

1. Education Level

Primary [ ] Secondary [ ] College [ ] University [ ]

1. Type of employment

Permanent [ ] Special contract [ ] Seasonal [ ]

1. Position at KSCL

Ordinary employee [ ]; Supervisor [ ]; Middle manager [ ]; senior manager [ ]

1. Duration of service at KSCL

0 – 2 years [ ]; 2 – 5 years [ ]; 5 - 10 years [ ]; above 10 years [ ]

1. Element of Internal Customer care (Tick as per your choice)
	1. Supervisor variables that influence internal customer care service

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Supervisor variables  | 1-strongly disagree | 2-Disagree | 3-Neutral | 4-Agree | 5-Strongly agree |
| The supervisor shows politeness to me |  |  |  |  |  |
| The supervisor provides the prompt service  |  |  |  |  |  |
| The supervisor Listen to my job’s related needs  |  |  |  |  |  |
| The supervisor serves all staff equally (No favouritism) |  |  |  |  |  |
| The supervisor shows enough cooperation in case I need service from him/her |  |  |  |  |  |

* 1. Serving employee’s variables that influence internal customer care service

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Serving employees variables | 1-strongly disagree | 2-Disagree | 3-Neutral | 4-Agree | 5-Strongly agree |
| The service employees show politeness to me |  |  |  |  |  |
| The service employees provide me the prompt service  |  |  |  |  |  |
| The service employees Listen to my job’s related needs  |  |  |  |  |  |
| The service employees serve all staff equally (No favouritism) |  |  |  |  |  |
| The service employees show enough cooperation in case I need service from them  |  |  |  |  |  |

(Gilbert, 2000)

* 1. Environmental factors variables that influence internal customer care service

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Environmental factors variables | 1-strongly disagree | 2-Disagree | 3-Neutral | 4-Agree | 5-Strongly agree |
| There are adequate working tools and equipment at KSCL for provision of good internal customer care services |  |  |  |  |  |
| I have freedom to carry out assigned tasks without threats or any interruptions |  |  |  |  |  |
| KSCL listens to employees’ suggestions related with job performance |  |  |  |  |  |
| I am trained on how to serve our internal and external customers well |  |  |  |  |  |
| The performance appraisal is conducted fairly |  |  |  |  |  |
| The communication procedure at KSCL is good and everyone knows what is required for her/him |  |  |  |  |  |
| Internal customer care influences job performance at KSCL |  |  |  |  |  |

Kyengo (2002)

**APPENDIX 3: Interview Questions**

1. What is the level of internal customer service at KSCL?
2. Excellent…………..b. Average……….…c. Poor ………….

If the level is average or poor please give reasons for this case

……………………………………………………………………………………………..………………………………………………………………………………………………..………………………………………………...............................................

………………………………………………………………………………….............

1. Can you give examples of your experience on poor internal customer care at KSCL?

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1. What should be done by KSCL so as to improve its internal customer care management?

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**THANK YOU FOR YOUR COOPERATION**