ASSESSMENT OF THE EMPLOYEES MOTIVATIONS TOWARD UTILIZING CUSTOMER SERVICE CHARTER IN PUBLIC ORGANIZATION IN ZANZIBAR: A CASE OF PRESIDENT'S OFFICE, PUBLIC SERVICE AND GOOD GOVERNANCE

ISSA SULEIMAN ALI

A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN RESOURCE MANAGEMENT

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: *"Assessment of the Employees Motivations Toward Utilizing Customer Service Charter in Public Organization in Zanzibar: A Case of the President's Office, Public Service and Good Governance"* in partial fulfillment of the requirements for the Degree of Master of Human Resource Management (MHRM) of the Open University of Tanzania.

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Dr. Salum Soud Mohamed

(Supervisor)

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Date

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DECLARATION

I, **Issa Suleiman Ali**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirement for the Master of Human Resource Management (MHRM).

………………………………….

Signature

………………………………….

Date

DEDICATION

I would like to extend my special thanks to ALLAH SUBHANA WATAALA, who enables me to stay in good health up this moment and also, who enable to finish my research paper.

In addition to that I expected my highly congratulation to my family especial my lovely Mrs. Riziki M. Ramadhan and my lovely children for their assistance, encouragement and moral support during the period of the work.

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ABSTRACT

In 2000 the concept of CSC was introduced in Tanzania as a part of broader reforms in the Public service with the aim of improving performance and service delivery of Government to the Public. In Zanzibar recognized the potential benefit of using CSC as a tool of for driving change towards some focused approach throughout the Public sector. This was done under the Public Services Reform Program (PSRP), which was designed to implement the Public Service Management and employment policy of 1999 after all Ministries. This study therefore was intended to find the employee's motivation toward utilizing Customer Service Charter in Public Organization in Zanzibar. The data were collected from questionnaires and interviews analyzed by using both statistics and descriptive methods. The sample size of this study was consisting of eighty five (85) respondents out of 173 including 02Directors, 20 senior employees and 63 junior officers of the respective organization. Researcher found that the employees motivation toward utilizing customer service charter stimulate the competitive of employee to work hard and increasing the performance of individuals and the Public Organization in Zanzibar. Reward of employees and skilled based pay are important as employee's motivation to ward utilizing CSC in public organization because they enable the elimination of unnecessary job that can result from a workplace having broad, rather than narrow, skills and reduce the need for supervision. As the drivers of employee motivation are transferring their impact on CSC so the POPSGG need to focus element s of their employee motivation to enhance the utilizing of CSC in workplace. So it is therefore the responsibility of department leaders to ensure the problem never happens to them.

Keywords: Theoretical Framework, Maslow's Hierarchy of Needs and Assumptions of Maslow's Theory

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LIST OF ABBREAVIATIONS

ACCAN   Australia Communication Consumer Action

CSC   Customer Service Charter

DHR   Director of Human Resource

HR   Human Resource

HRD   Human Resource Department

M POPSGG   Ministry of President Office, Public Service and Good Government

MDAs   Ministries, Department and Agencies

OUT   Open University of Tanzania

POPSGG   President Office, Public Service and Good Government

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Zanzibar is Semi-autonomous state within the united Republic of Tanzania, comprises of two main Island- Unguja and Pemba which lead about 40 km and 60 km respectively off the Eastern Cost of mainland, Zanzibar have got 5 regions with to semi-autonomous districts. Zanzibar is most sensed populated part of East Africa with population of over 1.3 million. Zanzibar has its own Government with its president as a leader of those two Islands. It has 15 Ministries including Presidents Office, Public Services and Good Governance through this Ministry, Customer Service Charter introduced (POPSGG-HR Director, 2019).

The quest has been introduced for the quality delivery of Public Services around the world, Government in various levels have remarkably attempted several kinds of mechanisms to fulfill this mission. Among these is the client services charter (CSC) which is one of the tools introduced with the purposes of enhancing quality Public Services delivery (Drewry, 2005). Introduced by United Kingdom in the early 1990s, CSC is now being used globally to improve the quality of services delivery and enhance Public Sector Management (Mulgan, 1997. Mashimini and Villers, 2001) for example, Australia introduced Its CSC in 1997, Canada in 2000, France in 1992 and Jamaica Citizens charter in 1994 (Kaure, 1999).

Client service charter is also used in Africa with the same purpose of improving the quality of service provided. For example, Uganda had its own CSC in 2007, Kenya in

2003 and most recently Ethiopia in 2012 (Simataa, 2005). The Government of Zanzibar recognized the potential benefit of using CSC as a tool of for driving change towards some focused approach throughout the Public sector. In 2000 the concept of CSC was introduced in Tanzania as a part of broader reforms in the Public service with the aim of improving performance and service delivery of Government to the Public. This was done under the Public Services Reform Program (PSRP) which was designed to implement the Public Service Management and employment policy of 1999 (URT, 1997, Ngoni, 2013) after all Ministries, Department and Agencies (MDAs) were requested to Strengthen the demand side of accountability and transparency through the use of CSC which is guided by the core of principle of Public service delivery (POPSGG-HR Director, 2019).

1.2   Statement of the Research Problem

President Office, Public Service and Good Governance have put strategies in term of policies and regulation in order to improve and maintain qualities of service delivery. POPSGG supervises all Ministries in Public Service under the government of Zanzibar. It trains; make transfer of employees from one Ministry to another or other Government Institutions after agreement between them met. Administer also have been organizing seminars and workshop on how to formulate Customer Service Charter for every Ministry and implemented human resource policies in order to have competent staffs that are providing good services to the customers (POPSGG, 2019).

Despite all effort and measures the application of employees to use these Customer Service Charters are not going well, performance of the staffs in the Ministries like President Office Public Service and Good Governance is poor, many of the employees

are not know the Customer Service Charter even its cover of the book. It is remaining in the shelf of the office and staffs are doing job as business as usually (Director of human Resource, 2019).

When it accounting for the disadvantages of not using Customer Service Charter such as longtime taken on receiving service to customers, lose production, customer un-satisfaction with the service delivery, other staffs are not pride and not satisfactions, un necessary overtime existing to fill the gaps of the lazy staffs. This study therefore was intended to find the employee's motivation toward utilizing Customer Service Charter in Public Organization in Zanzibar.

1.3   Objectives of the Study

In order to complete this study, the researcher has categorized the objective of this study into general and specific objectives.

1.3.1   General Objective

The general research objective of this study is "to assess the employee's motivation toward utilizing customer service charter in public organization in Zanzibar".

1.3.2   Specific Objectives

(i)   To examine rewards for employees to ward utilizing Customer Service Charter in Public Organization in Zanzibar.

(ii)   To assess the challenge job of employees for the organization performance toward utilizing of Customer Service Charter in Public Organization in Zanzibar.

(iii)   To examine the merit pay and skilled based pay of employees toward utilizing customer service Charter in Public Organization in Zanzibar.

(iv)   To investigate employee's recognition toward utilizing customer service charter in Public Organization in Zanzibar.

1.4   Research Question

1.4.1   General Research Question

Does the employee's motivation influence utilizing customer service charter in Public Organization in Zanzibar?

1.4.2   Specific Research Questions

(i)   Are there some rewards for employees toward utilizing Customer Service Charter in Public Organization in Zanzibar?

(ii)   Does challenge job of employees increase organization performance toward utilizing of Customer Service Charter in Public Organization in Zanzibar?

(iii)   Are the merit pay and skilled based pay of employees influence utilizing customer service Charter in Public Organization in Zanzibar?

(iv)   Do employee's recognition influence utilizing customer service charter in Public Organization in Zanzibar?

1.5   Significance of the Study

This finding used to the President Office Public Services and Good Governance to know major challenge facing employee motivation to ward utilization of customer services charter in Public Organization in Zanzibar as well as to stick up and develop the effectiveness of employee motivation in utilization of customer services charter in Public Organization.

Also it is significance to the Directors, senior employees as well as supervisor in the Public Organization whereby helped them to know how employees motivated to ward utilization of Customer Services Charter in Public Organization.

The study was significance to the Open University of Tanzania (OUT) because it was served as a guide for future academic for those who will take interested on the same topic.

The study was further be importance on the Government institution to assist the leaders of the Public institution to understand that motivation had rewarded to enhance employees' moral to utilization of customer services charter in Public Organization.

1.6   Scope of the Study

The scope of the study is the one of the important part of the research paper. The scope tells the reader the subject that researcher is exploring since many topics are broad and it is not possible to cover all of their facets. Researcher must narrow their research. This accomplished through limitations, which are external circumstance and situation beyond the control of the researcher that arose during the cause of the study. This include infer seen, time constraints, language barriers, different accessing the population assignment and more alike Wiersma, (2000).

Therefore, this study was conducted at the President Office, Public Service and Good Governance situated in Urban West district in Zanzibar.

1.7   Organization of the Study

Organization of the study was to provide a gap that may guide the reader through reading and understanding of the dissertation Wiersma, (2000). Therefore, in this activity researcher had provided readers with a road map to his dissertation that will illustrate what they should expected. This study was organized into five chapters. The first chapter was divided into Background of the problem, statement of the research problem, objectives of the study, research questions, significance of the study, scope of the study and Organization of the study.

The second chapter contained literature reviews which relates to the introduction, conceptual definitions, theoretical literature review, empirical literature review, research gap, conceptual framework and theoretical framework.

Chapter three described research methodology with introduction, research design, area of the study, population of the study, sampling design and sampling size, methods of data collection, data collation tools, reliability and validity of data, data analysis, and expected research findings.

Chapter four covered data analysis, presentation, interpretation, and discussion of findings which had been obtained from study.

Finally, chapter five was the summary of findings, discussion, conclusion, contribution to the body of the knowledge and the recommendation of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

This chapter explained the meaning of the key terms of the research empirical part conceptual framework and knowledge gap concerning the employee's motivation toward utilizing customer service charter in Public Organization in Zanzibar.

2.2   Conceptual Definitions

2.2.1   Employee Motivation

Employees motivation is concerned with the strength and direction of behavior and the factors that influence Employees to behave in certain ways, the term employee's motivation can refer variously to the goals employee have, the ways in which employees choose their goals and the ways in which try to change their behavior Armstrong, (2010). A distinction made between extrinsic and intrinsic employee motivation.

Extrinsic employee motivation occurs when things are done to or for people to motivate then, which include rewards such as incentives, increased pay, praise or promotion, and punishment such as disciplinary action, withholding pay or criticism. Intrinsic employee's motivation is provided by the work itself, Armstrong, (2010).

2.2.2   Customer Service Charter

This is a framework of how business works with customers in terms of excellence, payment, response times and overall standards. Companies always have competing

entities, and the customer service charter is something that allow standing out over the competition Brocke, (2010). Therefore, customer service charter is essentially plan of how it should deliver excellent customer service in the year ahead.

2.2.2.1 Public Organization

Public Organization is usually comprising of Organization that are owned and operated by the government and exist to provide service for its citizen. Similar to the voluntary sector, organization in the public do not seek to generate a profit. Funding for Public Organization are usually raised through a variety of methods, including taxes fee and though financial transfers from other level of government example from a federal to provincial government (Joan, 2004).

2.3   Theoretical Literature Review

Theory is defined as an account of particular phenomena in terms of a set of underlying constructs and a set of principles that relate to the constructs to each other (Gray, 1998). There are different theories that try and help explain motivation. This study was guided by two theories; these were Maslow's hierarchy of needs, Herzberg's two-factor theory and Expectancy theory.

2.3.1   Maslow's Hierarchy of Needs

Psychologist Abraham Maslow, (1987) developed this theory by places human needs into five categories ranging from basic survival needs like food and shelter to the need for self-actualization. According to Maslow, once one need is satisfied, an individual seeks to achieve the next level. When applied to work, the theory implies that you the employer must understand the current need level of each employee to know what will

motivate them. A new hire that has been unemployed for an extended time will likely be driven by the need for basic survival. On the other hand, a worker concerned with career advancement may be looking to achieve self-actualization, so assigning higher-level tasks may be in order. Maslow believed every person had needs that need to be met. He transferred his idea into a triangle design. The following displays Maslow's hierarchy of needs (Holder Education): Self-Actualization, Esteem, Affiliation, Security and Physiological.

2.3.1.1 Physiological Needs

The basic physical needs for sustaining the human life. For example, food, water, sleep, medicine, education etc.

Safety Needs

To be free of physical danger and of the fear of losing a job, property, food or shelter and to protect against any emotional harm. To have a safe home, secure income, sufficient salary, benefits and medical insurance.

2.3.1.2 Social Needs

Because people are social beings, they need to belong and be accepted by others. They like to have family and friends. People try to satisfy their need for affection, acceptance and friendship. Interaction and cooperation with co-workers and leaders

2.3.1.3 Esteem Needs

To be held in esteem both by themselves and by others. This kind of need produces such satisfaction as power, prestige status and self-confidence. It includes both

internal esteem factors like self-respect; autonomy, achievements and external esteem factors such as status, recognition and attention.

2.3.1.4 Self-actualization

This was the highest need in Maslow's hierarchy. This need is to fulfill one's potential and self-fulfillment and maximize one's potential and to accomplish something. Employees in this rank are tries to maximize their knowledge, skills and performance to do a good job.

2.3.2 Assumptions of Maslow's Theory

Maslow proposed that motivation was the result of a person's attempt at fulfilling five basic needs: physiological, safety, social, esteem and self-actualization. Maslow's theory is based on the following assumptions: People's behavior was based on their needs. Satisfaction of such needs influences their behavior. People's needs are in hierarchical order, starting from basic needs to other higher level needs. A satisfied need could no longer motivate a person; only next higher level need motivate him. A person moves to the next higher level of the hierarchy only when the lower need is satisfied. According to Maslow, individuals were motivated by unsatisfied needs. As each of these needs is significantly satisfied, it drives and forces the next need to emerge.

Maslow's Theory focuses on the needs as the basis for motivation. This theory is widely recognized and appreciated. However, some of his propositions are questioned on his classification of needs and hierarchy of needs. But, despite such criticism, the theory is still relevant because needs, no matter how they are classified, are important

to understand the behavior. It helped managers to realize that need level of employee was identified to provide motivation to them.

2.3.3   Herzberg's Two-Factor Theory

Also known as the Two Factory theory, Frederick Herzberg developed this in 1959. It postulates that different factors in the work environment result in either satisfaction or dissatisfaction; Herzberg referred to these as "hygiene" factors. Factors that lead to satisfaction include achievement, recognition and advancement, while those causing dissatisfaction include work conditions, salary and peer relationships. In general, the theory puts forth that supervisors was able to effectively manage factors leading to satisfaction and dissatisfaction to successfully motivate employees. Management must look for ways to provide job enrichment for workers.

Frederick Herzberg was an American psychologist who was born in 1923 and passed away in 2000. He completed his undergraduate degree at City College of New York and then went on to pursue a graduate degree at University of Pittsburg. Herzberg was a management professor at Case Western Reserve University where he was able to create the Department of Industrial Mental Health for the university. He was a well-known psychologist focusing on management and wrote many books pertaining to the idea (Western Libraries).

One of Herzberg's many theories is known as the Two-Factor Theory or the Motivation-Hygiene Theory. This theory was commonly related to Maslow's theory of hierarchy of needs and was conducted in the late 1950's. In his first steps of studying the redesigning of jobs, he looked at all the available information at the time.

From this data, he decided to conduct his own study, which involved two-hundred accountants and engineers. From his study he found that the subjects he surveyed described satisfying events at work in terms of factors that were connected to the job itself Ramlall, (2004). He believed that the mental health of an employee is directly related to performing meaningful work ("Motivation Theories").

Based on the study, he discovered factors that he labeled as motivators, or job content factors, and hygiene factors, or job context. Motivators or job content factors were those that focused on work. These included achievement, work itself, advancement, recognition, responsibility, and growth ("Motivation Theories", Shanks, 1927). Likewise, hygiene factors or job context are defined as factors that are related to job dissatisfaction. Examples of hygiene factors include the company, organizational policies, administration, salary, status, job security, working conditions, personal life, and interpersonal relations (Doyle, "Motivation Theories"). The organization may have control over many of these factors, but some of them they do not, such as personal life or interpersonal relationships.

2.3.3.1 Assumption of this Theory

Herzberg found that for the employee to be motivated, they must feel personally responsible for the products produced from the job. This had them working harder to achieve their own personal goals, as well as the goals of the Organization. The employee also needs to feel like the working that they are doing is meaningful and enriching Ramlall, (2004). In order to do this and to address the different types of factors, a manager might want to consider the following ("Motivation Theories"): Remove some job controls, Increase worker accountability for their own work, Give

workers complete units of work to produce, Give greater job freedom or additional authority to workers, Make periodic reports directly to the workers (not through the supervisor), Introduce new and more difficult tasks, Assign specialized tasks to workers so they can become experts.

2.3.4 Expectancy Theory

Workers expectation of returns or rewards for efforts put on a job has become part and parcel of the motivation of employees in every organizational establishment and it had therefore be inappropriate to discuss motivation of the public sector motivation without taken a cursory look at the Expectancy Theory. This theory was developed by an American, V.H. Vroom in 1960s. A key point of his theory is that an individual's behavior is formed not on objective reality but his or her subjective perception of that reality. Vroom proposes that motivation is a function of value of effort-performance and performance rewarded relationships. Expectancy theory emphasizes the role of individual perceptions and feelings (expectations of particular results) in determining motivation and behavior.

Also the expectancy theory did not specify which outcomes are relevant to individuals in any situation (Enoch, 2005). The core of this theory relates to how a person perceives the relationships between three things that is effort, performance and rewards. Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it. He suggested that motivation leads to efforts and the efforts combined with employees" ability together with environmental factors interplay to determine performance. This performance in turn leads to various outcomes, such of which had an associated value called valence. The

three key factors were based on the individual's perception of the situation. These were:

Expectancy; which was the extent of the individual's perception, or belief, that a particular act will produce a particular outcome.

It is important to note that Vroom distinguishes „valence" from „Value". He did so by defining the former in terms of the anticipated satisfaction the individual hopes to obtain from the outcome or reward, and by defining „value" in terms of the actual satisfaction obtained by the individual. According to Vroom the three factors that was, Expectancy, Instrumentality and Valence combine together to create a driving force, which motivates an individual to put in an effort, achieve a level of performance, and obtain rewards at the end. Despite the criticism, Expectancy Theory is still one of the useful for predicting employee behavior Aamodt, (2007).

The reasons for choosing the above theory was that, they all relates and concern on motivating the employees within the organization. All theories want the manager to motivate the employees so that, the employees could work efficiently and effectively in the organization.

2.4   Empirical Literature Review

This part concerned with empirical literature reviews in the World, Africa and Tanzania. Researches and some literatures on Assessment of the employee's motivation toward utilizing customer service charter in public organization had been conducted to discover various issues associated and as the outcome of the practice.

2.4.1   Empirical Literature Review on Worldwide

In Bangladesh, according to Kasem (2011) who conducted an exploratory research which had aimed to expose the reality of service delivery system of the Assistant Commissioner offices in the Dhaka. The findings of this research was that the inadequacy of service delivery employees, lack of incentive, poor management, clumsy service delivery procedures and motivational challenges. He recommended that there must had effective service delivery system resulting from staff capacity that persuaded the increasing of organizational products.

In German, according to Jochimsen (2007) with his study about to evaluate the Parkisons Law at vehicle registration offices in Germany. On his study founded that financial incentives as well as motivation were important tools in increasing efficiency and increase number of staff or disintegrations of tasks. He recommended that employee motivation is the key factor in service delivery.

In South Africa, a study conducted by Matovu (2009) with information communication and technology as a factor affecting service delivery. On his descriptive study shows that the investment on information communication and technology build capacity, enhance recognition and incentives whereby it can be availability of multi-skilled labor force with the right attitude, supportive legislations and regulatory frameworks and performance management. The study recommended for improvement of public service delivery through the implementation of reforms and encouraged the use of information technology to ensure the effectiveness of service delivery.

In Australia, according to Australia Communication Consumer Action Network (2009), in their research findings concerning the "Customer Service in Communication Sector" shows that the contented of client facility charter was inconsistent and very poor from a consumer perspective. The findings shows that customers were not satisfied with services provided simply because a large proportion of consumers complain about the invention and serve issue that fall the outside of contented of the charter.

This shows that there is a substantial cut off customers' expectations of the contented of service charters and industry expectations of the pleased of service charters because, key client issues such as affordability are not implemented in service charter. Researcher put clear conclusion that, customer service charter was not appropriate regulatory option for the communications sector in the organization at the time. From this perspective the researcher recommends that in order for the customer service charter to be implemented effectively there was a need to provide a clear contact information and useful information to customers about how to complain and meet their needs. Service charter should include the basic information on how the customers will get quality service that satisfies them ACCAN, (2009).

Once again in Bangladesh, Tamrakar (2010), done a research on "The Impact of Citizen Charter in Service Delivery". The finding indicates that, the community service release arrangement in Nepal is not much important, effective and efficient due to the awful government they have and lack of information of the implementers of the service and the receiver. Relaying research result or improving the service delivery, citizen delivery, and citizen charter could play a great role but some part of it

like complaint handling system, proper information to service providers and receivers should be improved and this had been possible by having good governance. The main goal of good governance was to make the government and public administration more effective, efficient, transparent and accountable to the public. So the citizen charter is seen as the resources to improve the good governance through ensuring transparency, accountability and responsiveness as it makes bureaucratic clarity among the service seekers and provides the mechanism for complaint handling.

2.4.2   Empirical Literature Review in Africa

In Ghana, according to Nayan (2010), who conducted a descriptive research on "the problems of implementing Citizen Charter, the result shows that the implementation of citizen charter in Upazila land offices was extremely low down. All the services obtainable by the land office were not incorporated in the citizen's charter, people were not following citizen charter and mostly they did not know about it. The complication of the land management system, citizen lack of knowledge, need of resources, incompatible rules and set of laws, lack of training lack of freedom of opinion workload, lack of logistic support and the like are working as barrier of citizen charter implementation.''(p.54). Researcher recommended that the better implementation of citizen charter the government need to provide training and orientation program to service providers so that they can become aware of the citizen charter.

In South Africa according to Dlamini (2004), on his study of Customer Care Service and Academic Library in Tertiary came with the result" 66% average of the people of South Africa were unaware of customer care service charter in libraries. There was no

proper customer care strategies which were put in place, on few senior staff knew about the strategies." (p.30). He also noted that "awareness of information products arid service would make customers be able to identify those information products and services they are familiar with" (p.31). Therefore, this shows that some of employees were not know customer care strategies and customers were ignored in delivery of the service. He recommended that the main problem areas in customer care were customer care policy and structures, method of conducting customer care, information product and services offered by the library, satisfaction of users with information resources, and strategies of customer care used by staff.

World Vision (2011) done research on impact of public sector reforms on service delivery in the public sector. They noted that service delivered in public sectors is impeded by lack of resources, lacks of skilled manpower, inadequate funding. They recommend that public sector reform efforts should incorporate stakeholder participation, awareness-creation, complaints redness mechanisms and elimination of redundant and duplicated roles.

Mang'era and Bichanga (2013) carried out study on the challenges of implementing citizen charters in public hospitals whose objective, were to evaluate the disposition of the implementers, competence of hospital staff, management structures in support of implementation of the charter. They founded that there are inadequate training, poor staffing, and conflict between charter and organizational rules and regulations as some of the hindrances to the implementation of citizen charters. The study recommended that there must have enough training to strength the staff and avoid conflict in the institutions like hospitals.

Laikera, (2013) explore the study on the objective of the impact of service charter on service delivery at the National Aids Control Council. The study used descriptive survey to answer the objectives. Questionnaires were main tools used to collect data. Study finding was service delivery at the NACC had improved to a great extent as more people were aware of the promise of the organization through the service charter. The study recommended that NACC adapt a strategy that will ensure effective display of their service charters strategic positions within and out their offices in order to reach out to move service seekers. This is because the more knowledgeable the service seekers are, the easier it will be for them to access information hence satisfaction with the services rendered.

2.4.3 Empirical Literature Review in Tanzania

In Tanzania the corporation was committed to proving quality service using its well trained and supportive staff, and is continuously striving to develop and transparent and accountable culture by reporting annually to its clients and other key stakeholders as a way to continuously improve on service delivery. Lufunyo (2013) came with the investigation paper on the impact of public sector reforms on service delivery in Tanzania.

The main objective was to what extent the public sector reforms has contributed or inhibited service delivery. Observation method was adopted. Data was qualitatively analyzed. Paper concluded that public sector reforms in local authorities for improved service delivery in Tanzania in general have had many positive results despite a few challenges. Paper recommended that implementation comes with challenge that need to be addressed for fruition, enjoyment and celebration on results of reforms.

Njunwa (2011) reported the study on his paper "Achieving the Millennium Development Goals through innovative public service delivery: A Critical assessment of implementation of Client Service Charter in Tanzania". To this he found 80% of local government agencies, which serve majority of Tanzanians to have not implemented the CSC reform and even those who were implementing were not doing well. The factors of non-implementation were: illiteracy among the citizens which makes them unaware of CSC and not confident to claim their rights, lack of sufficient sensitization and popularization of CSC.

Mahoo (2016) with his study aimed to assess utilization of client service charter in Local government Authority A case of Morogoro Municipality, Tanzania; the main objective was to examine the awareness level of customers on CSC with their demographic characteristic. Quantitative and qualitative approaches were both used to analyze the data from customers and officials. Findings customers were had low awareness level on CSC and among all demographic characteristics, only education was found to influence their awareness level on CSC. The study recommended that effective awareness utilization of the charter, the Morogoro Municipal Council should raise awareness of CSC to both officials and Customers.

Vonyvano (2016) explore study namely "The Assessment of Effectiveness Implementation of Client Service (CSC) in the Public Service." It objective was to increase compliances to the citizens need by engaging them in delivering and management of public services. The study employed primary and secondary data. The findings show that there is increasing of citizen's awareness, participation as well as compliances to the citizen needs due to the CSC utilization. Researcher concluded that

adoption of CSC in public service have positively impact in improving public service delivery, in spite of challenges that still exist.

The report developed by PO-PSM (2011) conducted a research on assessment of performance management system. One of the tools under which the research was assessing is the Client Service Charter. The report shows that client service charter was still weak on its operationalization despite the charter being in place the reasons being; lack of monitoring mechanism to assess whether the standards set are adhered to or not, little publicity as former author reported and unavailability of charter. The recommended areas under this study concerning the effectiveness of the charter, generally the area were MDAs being to evaluate the commitment made under the charter.

2.5   Research Gap

Many of researchers had investigate about customer service charter in private sectors like Banks and other private business organizations to show their effectiveness during of giving out customer service from their employees but they forgotten the employee's motivation to ward utilizing Customer Service Charter in Public Organizations. Example, Hassan (2017) she looked Client Service Charter as a means of accountability in Local Government Authority. She did not touch about the employee's motivation to ward utilizing customer service charter. Also Charles (2016) on her research she looked the effectiveness of communicating using Service Charters but she did not investigate about the employee's motivation to ward utilizing customer service charter. Therefore, this study was intended to assess the employee's

motivation to ward utilizing Customer Service Charter in Public Organizations in Zanzibar a case the president's office, public service and good governance.

2.6   Conceptual Framework

A concept is a work or a phrase, which symbolizes several interrelated ideas and meaning. The phrase conceptual framework was a broader idea of a research that contains key concepts and issue, which a researcher wants to explore in the study (Strauss and Carbin, 1998). Therefore, the conceptual framework was a basic structure of a researcher consisting of certain abstract ideas and concepts that a researcher wants to observe, experiment or analyze. So figure 1 here under was exploring the conceptual framework of this research.

Independent Variables   **Dependent Variables**

EMPLOYEES MOTIVATION

Methods for Motivating Employees

- Rewarding
- Challenging job
- Merit pay
- Skilled base pay
- Recognition
- Job redesign

CUSTOMER SERVICE CHARTER
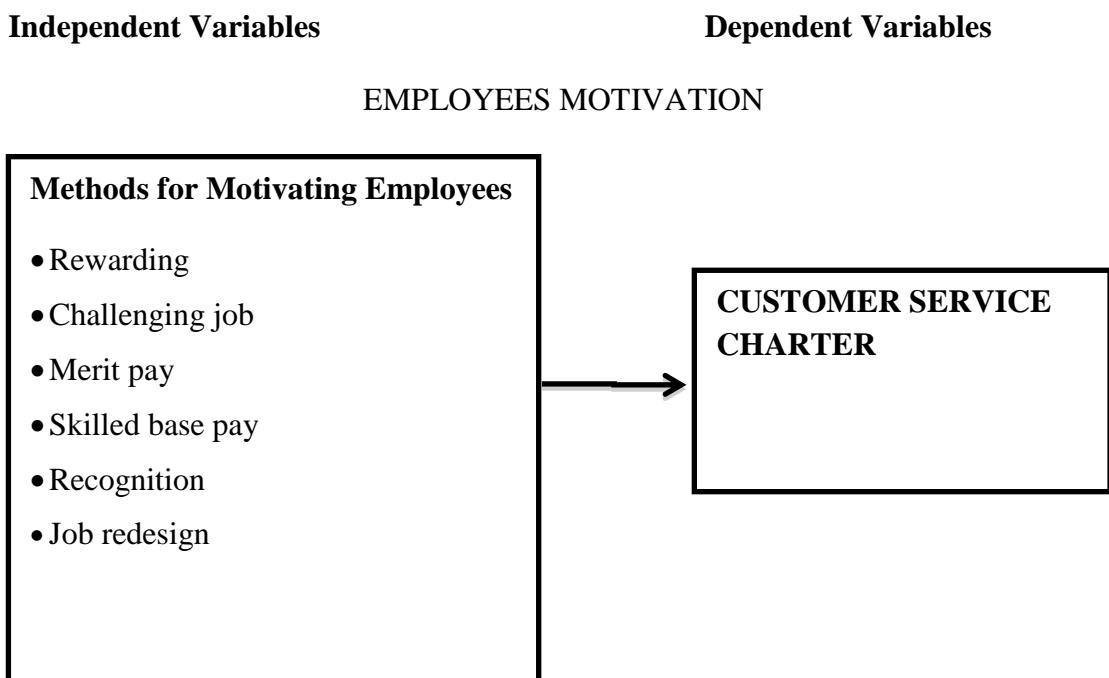
Figure 2.1: Conceptual Framework

Source: Developed by researcher (2019)

2.7 **Theoretical Framework**

In the Figure 2.1, the independent variable was conceptualized as Employee motivation, which was regard as method for motivating employees. Dependent Variable was conceptualized in regard as Customer Service Charter. Customer Service Charter is encouraged used effectively way, if the Public Organization uses motivation to the employees like rewards, challenging jobs, merits pay, sport award, skilled based pay, recognition and job redesign because it act as a tools for improving service to the public.

Therefore, the Employees motivation on using Customer Service Charter will give positive impact to the employees, customers and Public organization in general because it had reduced labor turnover, time consideration on receiving service, improving customer satisfaction, Work flow practice, competitive advantages and staff pride and satisfaction.

On the other words, the independent variables play roles in supporting dependent variables toward the research objectives. The model acts as a cornerstone of the research study by increasing assistance, stretching and keeping the research on track. While the dependent variables act an outcomes of independent variable after carried on. Thus frame provide link from literature of the research goals. The model guided the assessment of the employee's motivation to ward utilizing customer service charter in public organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Introduction

This chapter had explored the methodological aspect of the study. It specifically explains geographical of the study, study paradigm, study design, population of the study, sample selection and sample size, introduction for data collection procedures for the data collection ethical and data analysis plan.

3.2   Research Design

Research design is an activity based plan; based on the research objectives and its guides the selection of source and type of information (Omar; 2011). David (2003), argued that research design is not related to any particular methods or any particular type of collecting data or any particular type of data collection method and can use either qualitative or quantitative data.

Therefore, since the purpose of the study involves explanation description and analyses of stakeholders views on the research problem. The methodology used, was deceptive and exploratory in the qualitative research paradigm the most suitable design for the study because it was any inquiry process of understanding, based on methodological traditional of inquiry that explore the human problem (Cohen, 2010).

3.3   Area of the Study

The study confined itself in Unguja Island; the focus was done on Ministry of President Office, Public Service and Good Governance. The reasons for choosing this

area was due to the fact that, the office has the responsibility on Public Service and Good Governance so researcher want to see the pertaining of public service and good governance in the Ministry are maintained, and to see if they have the duty to ensure that employees are using customer service charter during their services to public.

Another reason was that, researcher conducted the research for the aim of comprehend the employees and leaders of MPOPSGG that motivation was needed to the employees on using customers service charters, by doing this may be employees had bear in mind and give important to use customer service charter in working place.

3.4   Population of the Study

Kuan, (2017) defined population a complete set of elements (persons or objects) that possess some common characteristic defined by the sampling criteria established by the researcher. Therefore, the population of this study was 173. Six (6) Directors, thirty-two (32) senior employees and one hundred and thirty-five (135) are junior employees.

3.5   Sampling Design and Sample Size

The probability method of sampling was used to give the population equal chance of population on the study. The method was very appropriate to this kind and representative one for study and evaluation. The researcher had used non-probability method of sampling to select the specific employees and heads of departments/units. The purposely sampling had also to select because there was special data needed from the head of department or unity due to their position from the employees.

3.5.1 Sampling Design

Sampling design is a mathematical function that gives the probability of any given sample being drawn (Lavrakas, 2008). A sampling design is a framework or road map that serves as the basis for the section of survey sample and affects many other important aspect of survey as well (Boyse, 2006). Researchers are interested in obtaining some types of information through survey for some population or universe of interest (Lavrakas, 2008). The sample design may be identical to the population or it may be only part of it and was therefore subject to come under coverage or it may have indirect relationship to the population.

Therefore, the researcher had used stratified technique of sampling together with multidivisional sample techniques to select a sample of research respondents. Stratified in the sense that the population was divided into strata and the samples are randomly selected from the strata. Example divided a population between men and women, or junior and senior employees then randomly select a given number of strata. The researcher also had apply purposively sampling techniques so as to select the respondent from the government official from the ministry especial Ministry of States, President Office Public Service and Good Governance because researcher want to know some information from specific respondent like Human Resource Director.

The probability method of sampling is used to give the population equal chance of population on the study. The method was very appropriate to this kind and representative one for study and evaluation. The researcher had used non probability method of sampling to select the specific employees and heads of departments/units. The purposely sampling was also selected because there was special data needed from

the head of department or unity due to their position from the employees. Also the study was used simple random technique for selecting the respondents in the organization so as to get the sample size which had appropriate to the study because a simple random sample was a subset of a statistical population in which each member of the subset has an equal probability of being chosen. The sample size had been representative for other respondents who were not going to be included within the study.

3.5.2 Sample Size

According to Cochran, (1977) there are two steps to determine sample size.

(i) Calculate the sample size for infinite population which under fall the following formula

$$S = Z^2 * P * (1 - P)/M^2$$

S-sample size for infinite population, Z- Z score, P- population proportion (Assumed to be 50% = 0.5) M- margin of error.

Z score is determined based on confident level. Confident level is the probability that the value of a parameter falls within a specific range of values. Example 50% for 0.674 Z-values, 80% for 1.282 Z-values, 90% for 1.645 Z-values, 95% for 1.960 Z-values 98% for 2.326 Z-values and 99% is for 2.576 Z-values.

So if researcher considers 80% confidence level then Z-score is 1.282. Margin error is a small amount that is allowed for in case of miscalculation or change of circumstance. So general takes Margin of error as 5%. M = 0.05,

Therefore

Z-score = 1.282, P = 0.5, M = 0.05

S= $(Z-score)^2$ * P * (1-P) / (Margin of Error)^2

S= $(1.282)^2$ * 0.5 * (1-0.5)/ $(0.05)^2$

S= 1.64 * 0.25/ 0.0025

S = 164.

So sample size for infinite population is 164.

(ii)   The second step according to Cochran, (1977) is to adjust the sample size to required population which under fall to the following formula.

Adjust sample size = (S) / 1 + ((S-1) / population).

So researcher adjusts the sample size to the required population. Adjust sample size of 173 populations is:

Adjust sample size S = (S) / 1+ ((S-1) / Population)

$$S = 164 / 1 + (164 - 1) / 173$$

$$S = 164 / 1.94$$

$$S = 84.53 \longrightarrow 85.$$

So the sample size for 173 populations is 85.

The sample size of this study was consisting of eighty-five (85) respondents out of 173including 02Directors, 20 senior employees and 63 junior officers of the respective organization.

Table 3.1: POPSGG Employees Category

S/N	Category	Number of Population	Sample Size	Percent	Sampling Technique	Data Collection Tools
1	Directors	6	2	33.3%	Purposive	Interview
2	Senior employees	32	20	62.5%	Randomly	Questionnaire
3	Junior officers	135	63	47%	Randomly	Questionnaire
	Total	**173**	**85**	**49%**		

Source: Researcher, (2019)

3.6   Method of Data Collection

The collection of data was last step in the research in which it allowed researcher to come up with findings that accomplish the study. Here the researcher was careful in selecting the required tools for collecting data. Data was collected using Questionnaires and interview so as to get the primary data from the field.

3.6.1   Secondary Data

The secondary data was collected from different previous documents available in Libraries, magazine, previous research, books, reports, journals and articles.

3.6.2   Primary Data

Primary data was collected by using questionnaires which was closed and open ended from various respondents concerned with the problem including senior and junior employees and interview for Director of Administration and Human Resource of POPSGG.

3.7   Data Collection Tools

3.7.1   Questionnaire

Locker (2018) define the questionnaire is the main instrument for collecting data in survey research. Basically, it is a set of standardized questions. This research used

semi-structured questionnaires with both close and open ended questions. Closed ended-questions had been useful because they had allowed respondents to answer the given items by cross checking the categories and it was also reducing time of thinking which later on made no boring to the respondents. Questionnaires were administered to the employees who work within the respective office. This was due to the fact that they had enough time to go through those questionnaires, and they could express their view freely and it reduces cost. The questionnaires were administered to 83 respondents, 20 respondents from the senior employees and 63 respondents from junior employees.

3.7.2 Interviews

Boyce, (2006) defined interviews as a qualitative research technique, which involves "conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program or situation. In this study, structured interview was conducted to the selected respondents from the sample size. This method was an advantageous because it was allowed direct questions to respondents about their activities. In other words, it was allowed the researcher to gather subjective opinion as well as factual information. This was because during the interview, the researcher and respondents were used both present and the questions were asked and answered.

It was also possible to raise other spontaneous questions emerging from the interview. The interview had undertaken to 02 directors in the respective office this was due to the fact that, most of them were not had sufficient time to fill in questionnaires. Therefore, it was easy for them to have interview while carrying out their duties.

3.7.3 Document Review

The researcher also had used this technique to obtain various information from various literature includes books, journals, research papers and other documentary source like reports of commissions, writings of new papers, diaries and letters that are relating to the given problem, it helped to gather qualitative and measure the consistency of information obtained through other techniques which have been successful in the related field of the study.

3.8   Data Validity and Reliability

3.8.1   Reliability of Data

Reliability of the tools was made by piloting the questionnaires before collection to see of the tools could give consistent response from different respondents. To record the answer of the questionnaire helped to capture all the information shared by participants in the questionnaires that shows their thought were accurately conveyed concerning the literature review; measure validity and reliability of this including relying on peer reviewed journals, often cited books, and many empirical studies.

3.8.2   Validity of Data

Validity is strength of the conclusion inferences or positions. More formally, Cook&Compbell (1979) define as it was the best available approximation to truth or falsity of a given inferences proposition or conclusion. Reliability is the consistency of the measurement or the degree to which an instrument measures the same way each time it is used under the same condition with the some subject in short it is the responsibility of the measurement (Mugenda, 2003).

3.9   Data Analysis

Neale, (2006) define data analysis as a method in which data is collected and organized so that one can derive helpful information from it. In other words, the main purpose of data analysis is to look at what the data is trying to tell us. The study used both qualitative and quantitative methods for data analysis. The qualitative data was categorized according the related research objective. After the researcher complete the field process, the whole available quantitative data was coded, organized, analyzed and converted into table frequencies by using Microsoft excel, data was then analyzed using means, correlation and regression analysis.

CHAPTER FOUR

PRESENTATION OF FINDINGS AND DISCUSSION

4.1 Introduction

This chapter deals with the analysis and the presentation of the data collected during the research. The data presented and discussed are based on the responses given by the employees of President Office, Public Service and Good Governance on the assessment of the employee's motivation toward utilizing Customer Service Charter in Public Organization in Zanzibar.

4.2 Presentation of findings

4.2.1 Age, Experience and Department of Respondents

Table 4.1: Age, Experience and Department of Respondents

Demographic characteristics	Kind of employees		Total	Percent
Age	Junior	Senior		
18-29	22	02	24	29%
30-39	26	07	33	40%
40-49	07	07	14	17%
50-59	06	04	10	12%
60 and above	02	00	02	2%
Total	**63**	**20**	**83**	**100%**
Experience				
1-9	42	4	46	55%
10-19	8	8	16	19%
20-29	7	6	13	16%
30 and above	6	2	08	10%
Total	**63**	**20**	**83**	**100%**
Department				
Human resource planning	5	4	9	11%
Good governance	5	1	6	7%
Policy planning and research	9	2	11	13%
Agency government network	12	2	14	17%
Administrative and public service	28	7	35	42%
Structural and institutional interests	4	4	8	10%
Total	**63**	**20**	**83**	**100%**
Percentage	**76**	**24**	**100%**	

Source: Field Data (2020)

Age distribution of respondents. From the table out of 83 represented who answer the questionnaires 24 which are equal to 29% represents the employees for 18-29 years. 33 responding representing 40% fell under between30-39. 14 respondents represent 17% fell between 40-49 years. 10 respondents represent 12% went under 50-59 and 04 respondents represent 2% fell between 60 and above age range. This is just to observe the connection between all age groups and the motivation to implementation of the CSC in President's Office, Public Service and Good Governance. This is supported by Mdegela, (2013) on her study about implementation of Client Service Charter in Local Government Authorities, she used to say the involving grouping age groups help to capture information to all age groups and basically it reflect the reality the demography of Tanzanian population.

Experience of respondents for employees who were available and answer the questionnaire. From the table 2, out of the 83 employees 42 whowere Junior and 4 Senior were fell under experience of 1-9 years.8 who were Junior and 8 Senior were fell under experience of 10-19 years.7 who were Junior and 6Senior were went under experience of 20-29 years. And 6 who were Junior and 2 Senior were gone under experience of 30 years and above. This was implied that the study was captured all levels of despondences' experience within President's Office, Public Service and Good Governance.

This is supported by Mastai, (2017) on his study the Impact of Service Charter on Service Delivery in higher learning institutions working experience was implied the was study was captured all level of despondences 'experience and the time stayed at current Institution help the researcher to assess if the time frame of the respondents can understand the Service Charter.

Respondents Departments. From the Table 4.1 out of 83 represented who answer the questionnaires 63 which was equal to 76% represents the junior employees 5 form Human resource planning department, 5 from Good governance department 9 from Policy planning and research department, 12 from Department of agency government network, 28 from Department of administration and public service and 4 respondents from Structural department and institutional interests. Questionnaires 20 were answered which were equal to 24% represents the senior employees 4 form Human resource planning department, 1 from Good governance department 2 from Policy planning and research department, 2 from Department of agency government network,7 from Department of administration and public service and 4 respondents from Structural department and institutional interests. Here helps the researcher to know the number of employees and the number of Departments within President's Office, Public Service and Good Governance.

4.2.2   Title of Employees

Table 4.2: Titles of Employees

Title of employees	Kind of employees		Total
	Senior	**Junior**	
Senior officers	9	0	9
Chief officers	6	0	6
Specialized seniors	5	0	5
Officers	0	12	12
Assistance officers	0	26	26
Officer assistances	0	25	25
Total	**20**	**63**	**83**
Percentages	**24%**	**76%**	**100%**

Source: Field Data (2020)

Table 4.2 represents the title of respondents. From the table out of 83 represented who answer the questionnaires 20 which was equal to 24% represents the senior employees, 9 fell from Senior Officer, 6 respondents fell under chief officer 7 from Specialized senior. 63 questionnaires which is equal to 76% represents the Juniors employees, 12 respondents fell under title of Officers, 26respondents fell under the Assistance Officers, 25 fell under Officer Assistance. This implies the title of the employees available in the Institution.

4.2.3 Experience of the Employees in their Positions

Table 4.3: Experience of the Employees in their Positions

Employees	Ages					Total
	1-4	5-9	10-14	15-18	19 and above	
Junior	32	15	5	6	5	63
Senior	11	4	2	2	1	20
Total	**43**	**19**	**7**	**8**	**6**	**83**
Percentages	52%	23%	8%	10%	7%	100%

Source: Field Data (2020)

The Table 4.3 presents experience of respondents for employees who were available and answer the questionnaire. From the table, out of the 83 employees 32 who were Junior where by 11 were senior who were fell under the total of 43 which is equal to 52% were fell under experience of 1-4 years in their position.15 were junior and 4 were senior made the total of 19 who were equal to 23% were in 5-9 years' experience in their positions. 5 were junior and 2 were senior who made the total of 7which is equal to 8% fell under experience of 10-14 years in their position. 6 who were junior

and 2was senior fell under total of 8 is equal to 10% fell under experience of 15-18 years in their position and 5 were junior and 1 was senior made the total of 6who were equal to 7% went under experience of 19 years and above in their positions. Researcher found that Experience of the Employees in their positions shows how far they had experience with the using the motivation in utilizing CSC in the Institution.

4.2.4   Existence of Customer Service Charter in the Respondents Department

Table 4.4: Existence of Customer Service Charter in the Respondents Department

Kind of Employees	Yes	No	I don't know	Total
Seniors	16	2	2	20
Juniors	38	12	13	63
Total	**54**	**14**	**15**	**83**
Percentage	65%	17%	18%	100%

Source: Field Data (2020)

Table 4.4 represents the existence of customer service charter in their department. From the table, out of 83 respondents, 54 respondents who were equal to 65% responded the questionnaires 16 were seniors and 38 respondents were juniors said Yes there is a customer service charter in their department. 14respondents who were equal to 17% responded the questionnaires 2 were seniors and 12 respondents were juniors said No there is no a customer service charter in their department. 15respondents who were equal to 18% responded the questionnaires 2 were seniors and 13 respondents were juniors said I don't know there if there is a customer service charter in their department. From the above result researcher found that some of

employees do not consider the uses of CSC in their service delivery thus why other employees were not know CSC.

4.2.5 Uses of Customer Service Charter

The uses of customer service charter in public organization like POPSGG is represented by table 6 here under.

Table 4.5: The uses of Customer Service Charter

Kind of employees	The uses of customer service charter				Total
	Never	**Rarely**	**Often**	**Every time**	
Seniors	3	6	4	7	20
Juniors	13	13	18	19	63
Total	16	19	22	26	83
Av	**19%**	**23%**	**27%**	**31%**	**100%**

Source: Field Data (2020)

From the Table 4.5, out of 83 respondents, 16 respondents who were equal to 19% responded the questionnaires; 3 were seniors and 13 respondents were juniors said they Never uses customer service charter in their department. 19 respondents who were equal to 23% responded the questionnaires; 6 were seniors and 13 respondents were juniors said they are rarely uses customer service charter in their department. 22 respondents who were equal to 27% responded the questionnaires; 4 were Senior and 18 respondents were juniors said they are Often use a customer service charter in their department. 26 respondents who were equal to 31% responded the questionnaires 7 were seniors and 19 respondents were juniors said they use every time customer service charter in their department. Researcher found that the CSC are there but they are not used properly some of employees neglect the SCS and causes the shortage of

accountability and favoritism in service delivery in the office and their customers. On the other hand one of the directors (interviewee) of president's office, public service and good governance said:

> *"I think some of the customers and employees do not understand fully the objective of CSC thus why they forget the valuable usage of CSC in the office and their service sometimes does not consider the CSC."*

This is in line with Kanunu, (2016) on his work The Assessment of client Service Charter Implementation in Local Authority in Tanzania stated that failure to use the CSC properly led to the poor services which could be cause by the increase of corruption, shortage of accountability among the employees, shortage of competent staff, presence of tribalism, poor compliance to rule of law and prevalence of favoritism in the office. Therefore from above notion notify that motivation to the employees on using the CSC is needed in order to avoid poor service.

4.2.6 Rewards of Employee in Motivation to Ward Utilizing of Customer Service Charter in their Department

Table 4.6 represents rewards of employee in motivation toward utilizing of customer service charter in their Department. From the table 7, out of 83 respondents, 62 respondents from juniors who were equal to 75% responded the questionnaires 45 said Yes there are rewards in motivation to ward utilizing of customer service charter in their Department, 10 respondents were said Nothere are not rewards of employee in motivation toward utilizing of customer service charter in their Department.7 respondents responded the questionnaires they said I don't know if there are some rewards of employee in motivation toward utilizing of customer service charter in their Department. And 21 respondents from seniors who were equal to 25% responded

the questionnaires 15 said yes, 2 respondents said no and 4 said I don't know if there is reward of employee in motivation to ward utilizing of customer service charter in their Department. Researcher found that Rewards of employee in motivation toward utilizing of customer service charter in their Department is very important in order to ensure that the CSC is used properly for the development of both employees and Institution.

On the other hand, one of the employees said:

> *"Sometimes I am using reward to motivate employees to utilize CSC in my department. I use like thank notes, gift voucher this helps motivate employees to work harder independently and control over their works the same line with the uses the CSC of the Ministry".*

This was supported by Budhwar (2008) who quoted in the Global Journal of Human Resource Management titled relationship between employee's motivation and Customer satisfaction stated it is employee motivation, which decide employees high moral, work ethics, organizational loyalty and delivery of quality customer service with esteem.

Table 4.6: Rewards of Employee in Motivation to Ward Utilizing of Customer Service Charter in their Department

Kind of employees	Rewards of employee in motivation to ward utilizing of customer service charter in their Department			Total	Percentage
	Yes	**No**	**I don't know**		
Junior	45	10	7	62	75%
Senior	15	2	4	21	25%
Total	**60**	**12**	**11**	**83**	**100%**

Source: Field data (2020)

4.2.7 Kind of Rewards as Motivation used to Motivate Employee to Ward Utilizing of Customer Service Charter

Table 4.7 shows kind of rewards given in the public organization as motivation used to motivate employee to ward utilizing of customer service charter.

Table 4.7: Kind of Rewards as Motivation used to Motivate Employee to Ward Utilizing of Customer Service Charter

Kind of employees	Kind of rewards as motivation used to motivate employee to ward utilizing of customer service charter		Total	Percentage
	Financial rewards	**Non-Financial reward**		
Junior	5	15	20	24%
Senior	31	32	63	76%
Total	**36**	**47**	**83**	**100%**

Source: Field Data (2020)

From the Table 4.7, out of 83 respondents, 20 respondents from Juniors who were equal to 24 % responded the questionnaires5 said there are financial rewards in motivation to ward utilizing of customer service charter in their Department, and 15 respondents were said there are financial rewards in motivation to ward utilizing of customer service charter in their Department. 63 respondents from juniors who were equal to 76 % responded the questionnaires 31 said there are financial rewards in motivation to ward utilizing of customer service charter in their Department, 31 respondents were said there are non-financial rewards in motivation to ward utilizing of customer service charter in their Department. One director said during the researcher's interviews:

> *"Money is not everything I mean I am using other non-financial reward to motivate my employees to utilizing the CSC like through training, recognition and so on."*

According to Shames, (1997) maintaining superior employee performance is a multi-leveled task that requires a great deal of planning and creativity. Monetary incentives can influence performance, but service managers should not overlook the management techniques and simple recognition ideas that may have an even more impressive impact. Researcher found that any rewards whether financial or non-financial can influence the workers on their daily working activities and gives great positive impact on service delivery together with the uses of CSC in the office.

4.2.8 Responses on the Challenge Job of Employee Increase Organization Performance in Relate with Utilizing of Customer Service Charter in Public Organization

Challenge job is important in order to increase the performance of organization whether public or private organization. The Table 4.8 shows Responses on the challenge job of employee increase organization performance in relate with utilizing of customer service charter in Public Organization.

Table 4.8: The Challenge Job of Employee Increase Organization Performance in Relate with Utilizing of Customer Service Charter in Public Organization

		Junior	Senior	Total
1.	Strong increase	22	5	27
2.	Increase	22	7	29
3.	Decrease	17	5	22
4.	Strong decrease	2	3	5
	Total	63	20	83
	Percentage	**76%**	**24%**	**100%**

Source: Field Data, (2020)

From the Table 4.8, out of 83 respondents, 63 respondents were juniors who were equal to 76% responded the questionnaires 22 were strong increase, 22 respondents were increase, 17 respondents were decrease, 2 respondents were strong decrease. And 20 respondents were seniors who were equal to 24% responded the questionnaires 5 were strong increase and 7 respondents were increase and 5 respondents were decrease, 3 respondents were strong decrease.

4.2.9   The Responses from the Answer of 10th Question

22 Respondents were agreed that challenge job of employee strong increase organization performance in relate with utilizing of customer service charter in Public Organization. And 22 respondents said that "challenge job of employee increase organization performance in relate with utilizing of customer service charter in Public Organization because it creates assertiveness in performance".

"Challenge job of employee increase organization performance in relate with utilizing of customer service charter in Public Organization because sometimes it leads to the acceleration of finding solutions to challenges to meet the requirements of the service delivery agreement".

> *"Some of the employees do not consider the CSC on their service delivery therefore I giving them challenging work that can be a great motivator as it can keep employees engaged on using CSC and interest their role. Challenge job increase performance because it makes the employees to awaken their mental on how to solve the problem happen in their work field."*

This is supported by Smith, (2021) on his work "Does Challenging Work Really Motivate Staff? Giving Staff Challenging," said that, the Challenge job is a great employee motivator to ward utilizing of customer service charter in Public

Organization that it keeps employees engaged and interested in their role service delivery to their customers. For many people, having to overcome some level of difficulty in their work is much preferable to the boredom of an easy, unchallenging job. From the result of that, this shows that challenging job enables the employees to use CSC as a tool of finding the solution of the problem and solved on time.

4.2.10 Responses on the Merit Pay Help Employees as a Motivation Influence Utilizing Customer Service Charter in Public Organization

When the organization uses merit pay as a motivation for utilizing CSC employer recognizes the higher achieving individuals in the department and their levels of performance which could be set as benchmarks for overall performance of the Institution apart from the increasing the level of performance every year (Sullivan, 2020). The table below shows the views of the employees on how far merit pay help the employees as a motivation influence utilizing customer service charter in Public Organization.

Table 4.9: The Merit Pay Help Employees as a Motivation Influence Utilizing Customer Service Charter in Public Organization

		Junior	Senior	Total
A	Extremely helpful	15	7	22
B	Very helpful	14	5	19
C	Somewhat helpful	18	4	22
D	Not so helpful	11	2	13
E	Not at all helpful	5	2	7
	Total	**63**	**20**	**83**
	Percentage	76%	24%	100%

Source: Field Data (2020)

From the table 10, out of 83 respondents, 63 respondents were juniors who were equal to 76% responded the questionnaires 15 extremely helpful, 14 respondents were very helpful, 18 respondents were somewhat helpful, 11 respondents were not so helpful and 5 respondents responded not at all helpful. And 20 respondents were seniors who were equal to 24% responded the questionnaires 7 extremely helpful, 5 respondents were very helpful, 4 respondents were somewhat helpful, 2 respondents were not so helpful and 2 respondents responded not at all helpful. Researcher saw that merit pay has both negative and positive impact in the sense that merit pay can helpful and also cannot help on the line on using CSC in the workplace.

4.2.11 Responses on Disadvantages or Advantages of Merit Pay as Employee's Motivation to Ward Utilizing CSC in Public Organization

Out of 83 respondents responded on disadvantages or disadvantages of merit pay as employee's motivation to ward utilizing CSC in Public Organization, 63 respondents were juniors who were equal to 76% responded the questionnaires, 15 said merit pay extremely helpful, 14 respondents were very helpful, 18 respondents were somewhat helpful. Therefore they mentioned some advantages of merit pay as employee's motivation to ward utilizing CSC in Public Organization, they said that" merit pay sends a powerful message about how you want to see employees performance and what you want to see them contribute".

And 20 respondents were seniors who were equal to 24% responded the questionnaires 7 on disadvantages or disadvantages of merit pay as employee's motivation to ward utilizing CSC in Public Organization said merit pay extremely helpful, 5 respondents were very helpful, 4 respondents were somewhat helpful. They

stated that "Merit pay also provides a vehicle for an employer to recognize individual performance on a one-time basis. This is useful for rewarding employees who may have participated in a onetime project".

This is supported by Laab,(1998) said giving incentive, merit based pay to employees for specific performance related to company mission, vision, values and goals helps focus on results and the customer, and help deliver service more efficiently and effectively using available resource like CSC.

11 respondents from juniors were said that merit pay is not so helpful and 5 respondents responded not at all helpful because "amount of time and energy that organization invest in an attempt to make performance measurable for merit pay, including developing competencies, measurements baselines for performance and so forth, is better spent an delivering service for customers so they require a lot of resource."

And 2 respondents from senior were said that merit pay is not so helpful and 2 respondents responded not at all helpful because "Merit pay can have negative implications company morale. Some employees may be discouraged by what they see as unequal rewards for some work, while others may feel like they are being compensated similarly to the employees whose work views as subpar so CSC in Public Organization is bad".

4.2.12 Responses on the Skilled Based Pay of Employee as a Motivation Influence Utilizing Customer Service Charter in Public Organization

Skilled based pay of employees influence the utilizing customer service charter by encourage the employee to develop their flexibility and to work comparatively with orders in the organization Table below shows the views of employee on how skilled based pay of employee as motivation used to motivate employee to ward utilizing of customer service charter.

Table 4.10: Skilled Based Pay of Employee as a Motivation Influence Utilizing Customer Service Charter in Public Organization

Kind of employees	Responses on the skilled based pay of employee as a motivation influence utilizing customer service charter in Public organization			Total	Percentage
	Yes	No	I don't know		
Junior	22	16	25	63	76%
Senior	11	4	5	20	24%
Total	60	12	11	83	100%

Source: Field Data (2020)

From the Table 4.10, out of 63 respondents, 20 respondents from seniors who were equal to 24 % responded the questionnaires, 11 said Yes skilled based pay of employee as motivation influence employee to ward utilizing of customer service in Department, 4 respondents were said there is No skilled based pay of employee as motivation does not influence to ward utilizing of customer service charter in their Departments and 5 respondents said I don't Know it means that they don't know if there is skilled based pay of employee in their department as motivation influence employee to ward utilizing of customer service charter in their Department . 63

respondents from juniors who were equal to 76 % responded the questionnaires 22 said there are skilled based pay of employee as motivation influence to ward utilizing of customer service charter in their Department, 16 respondents said "No" there is no skilled based pay of employee in their department as motivation influence to ward utilizing of customer service charter in their Departments. And 25 respondents said "I don't Know" it means that they don't know if skilled based pay of employee as motivation influence employee to ward utilizing of customer service charter in their Department.

4.2.13 Responses on the Importance of Skilled Based Pay as Employee's Motivation to Ward Utilizing CSC in Public Organization

Based on the answer from 4.2.11of 11 respondents who were senior said Yes and 22 respondents who said Yes for the side of Juniors skilled based pay is importance as employee's motivation to ward utilizing CSC in Public Organization. They tried to explore the importance of skilled based pay as employee's motivation to ward utilizing CSC in Public Organization by saying that "it enhances productivity and quality through better use of human resources. It facilitate technological change which may meet with resistance in a purely job based system. They also stated that skilled based pay is importance as employee's motivation to ward utilizing CSC in Public Organization because it enable the elimination of unnecessary jobs that can result from a workplace having broad, rather than narrow, skills and reduce the need for supervision."

This is supported by Admin, (2006) on his Website called HRM Skill based pay Plan who argued that when public organization uses skill based pay to encourage

employees to uses SCS helps to influence employees to develop their flexibility, to continue to learn to cross-train to be generalists rather than specialists and to work cooperatively with orders in the organization. To the degree that management wants employees to demonstrate such behaviors, skilled pay should act as a rein-forcer. From that explanation researcher explored that skilled based pay if used properly on utilizing the uses of CSC, it influence the quicker receiving the service to the customers.

4.2.14 Responses on Employee Recognition Award is Influence to Ward Utilizing CSC in Public Organization

Employee recognition award is influence to ward utilizing CSC. The table below shows the views of employees on how on employee recognition award as motivation is influence to ward utilizing CSC in Public Organization.

Table 4.11: Responses on Employee Recognition Award as Motivation is Influence to Ward Utilizing CSC in Public Organization

Kind of employees	Responses on employee recognition award are influence to ward utilizing CSC in Public Organization in Public organization				Total	Percentage
	Completely Agree	Mostly Agree	Mostly disagree	Completely Disagree		
Junior	23	28	7	3	61	73%
Senior	8	4	4	6	22	27%
Total	**31**	**32**	**11**	**09**	**83**	**100%**

Source: Field Data (2020)

Table 4.11 represents employee recognition award as motivation used to motivate employee to ward utilizing of customer service charter. From the graph, out of 83 respondents, 63 respondents from Junior who were responded the questionnaires said

"Completely Agree "employee recognition award as motivation influence employee to ward utilizing of customer service in their Department, 28 respondents said "Mostly Agree" employee recognition award as motivation influence to ward utilizing of customer service charter in their Departments and 7 respondents said "Mostly Disagree" employee recognition award as motivation influence employee to ward utilizing of customer service charter in their Department. 3 respondents who were said "Completely Disagree" responded that employee recognition award as motivation influence to ward utilizing of customer service charter in their Department. 22 respondents from Senior 8 respondents they said "Completely Agree" employee recognition award as motivation influence to ward utilizing of customer service charter in their Departments, 4 respondents said "Mostly Agree" employee recognition award as motivation influence employee to ward utilizing of customer service charter in their Department. 4 respondents said Mostly Disagree employee recognition award as motivation influence employee to ward utilizing of customer service charter in their Department.6 respondents were said" Completely Disagree" employee recognition award as motivation influence employee to ward utilizing of customer service charter in their Department.

4.2.15 Responses on Merit or Demerit of using Recognition Award Toward Utilizing Customer Service Charter in Public Organization

Based on the answer from 4.2.12 answers, from juniors, 23 respondents said Completely Agree, 28 responded Mostly Agree and from Seniors 8 respondents who said Completely Agree and 8 responded Mostly Agree that using recognition award is merit toward utilizing customer service charter in Public Organization. Juniors tried to explore that:

"I do believe that by using recognition award, utilizing customer service charter in Public Organization enhance higher productivity-employee productivity enhances and many a times improves when employees high performance is recognized and reward".

"I am believing if the recognition award is used to ward utilizing customer service charter in Public Organization cost will reduced; Ad work and rework is reduced, unwanted costs are reduced and the organization can expect better return on low organization expenses."

"I know if the recognition award is used, to ward utilizing customer service charter in Public Organization improves performance ratings: As employee performance well the organization gets better returns and the managements are happy with work performed. They give higher and improve rating to employees and overall yearly appraisals of each employee are better."

Seniors stated that if the recognition award used to ward utilizing customer service charter in Public Organization encourages others to use the service delivery contract and build respect for other employees and the community at large.

"For my side I see that the recognition award used to ward utilizing customer service charter in Public Organization helps the employees to understand his/her job responsibilities, to keep the balance between the client and the service provider in the provision of services in line with the loyalty of the staff in providing service to the institution."

"My Organization build good relations between the institution, its staff and service seekers and increase the urgency of performance and provide better efficiency in carrying out responsibilities"

"I like it because recognition award make customer service charter in Public Organization to work timely, transparent, efficient and effective service delivery when the client's attraction is to seek service in the institution and reduce grievances, bureaucracy and eliminate corruption in service delivery".

Recognition can reinforce customer service by doing things such as encouraging employees to be proactive in meeting customer needs. Public recognition of individual's achievements can contribute significantly to lifting employee morale (Sunoo, 1999).

> *"I say if the recognition award used to ward utilizing customer service charter in Public Organization enable employee retentively that enhances as employees perform better and they are motivated to work. They no longer remain job hoppers and stick to one job and do not leave jobs or switch to other jobs."*

Burton (2012) in his research on how to get employees moving concluded recognition is an important aspect in motivating employees when the managers clearly understand the needs of the employees and should keep in mind that individuals are different and one theory my not necessarily apply to every employee.

4.2.16 Responses on the Importance of the using Customer Service Charter in Public Organization

Out of the 83 respondents, 7 respondents did not answer this question, 17 respondents from seniors answered this question and 59 respondents from juniors answer this question some of them said "accessing service on time, knowing when to delivery service and reducing overcrowding in the workplace for access to service. Increases accountability in the workplace and leads to efficient work in the office". Also one of the employees said that:

> *"I say CSC is building a positive workplace relationship and institutional growth in terms of productivity and increased profitability. Leading to the achievement of the organizations goals quickly and in a timely manner and gaining a good reputation for the relevant organization and its staff"*

From that explanation researcher saw that CSC in the Public Institution increase the value of the organization and service delivery and reduce inefficiency in work while increasing customer confidence in service provider and catalyst for more professionalism and work to maintain balance and eliminate bias in service delivery.

4.3 Discussion of the Findings

Based on the objective number one to examine rewards for employees to ward utilizing customer service charter in public organization in Zanzibar, both of them financial and non-financial reward can be used to motivate the employees to ward utilizing customer service charter in public organization. However monetary incentives can influence performance, but service managers should not overlook the management techniques and simple recognition ideas that may have an even more impressive impact. Researcher found that any rewards whether financial or non-financial can influence the workers on their daily working activities and gives great positive impact on service delivery together with the uses of CSC in the office.

For the case of objective number two, which was to assess the challenge job of employee for organization performance toward utilizing customer service chain Zanzibar Challenge job is a great employee motivator toward utilizing of customer service charter in Public Organization that it keeps employees engaged and interested in their role service delivery to their customers. For many people, having to overcome some level of difficulty in their work is much preferable to the boredom of an easy, unchallenging job Smith, (2021).

Third objective was to examine merit pay and skilled based pay of employees toward utilizing customer service Charter in Public Organization in Zanzibar. This objective had been discussed that merit pay is an employee's motivation toward utilizing CSC in public organization. Most of employees told that Merit pay is widely used as a compensation strategy to motivate employees on using CSC. When organization uses merit pay to encourage the uses of CSC gives positive performance outcomes that

allows them to achieve high levels of productivity. Although every business and institution has its own unique structure and culture, and must decide what payment system works best for them based on a decided budget developed from salary reports and structures Sullivan (2020).

In merit based pay people who work header should get paid more. Therefore, if this motivation used to motivate the employees to use the CSC in the public organization, some employee paid more because of their heard work. This is supported by Brandon (2015) who argued that merit pay is a pretty basic concept that has been handed down through the generations. Why should someone who barely lifts a finger to get a job done receive the same paycheck as the person who arrives to work early, leave late, and is consistently working hard? Merit based pay becomes an incentive for those employees uses CSC properly in public organization as a result it brings more efficient productivity (Brandon, 2015). Researcher found that with the merit pay high motivation together with the employees' uses CSC brings high morale amongst the employees. High performers are well aware of their skills and enjoy using them in challenges to achieve goals that are linked to monetary incentives. Merit pay gives these employees the recognition and reward they deserve and helps companies to retain best employees.

However it can cause conflict among the employee. Some may feel that the system is unfair because no matter how hard they perform; they may not be able to earn any merit pay. This leads to very negative feelings of de-motivation and unimportant, apart from low self-esteem and worth especial on use of CSC in any Institution. This could be due to improper merit pay scheme, or structure leading to inconsistencies

among raters. So it is better for directors of departments of POPSGG to ensure they use proper merit pay scheme or structure leading to consistencies among the raters.

Skill based pay encourage employees to learn, expand their skills and grow. Therefore, if this motivation used to encourage the uses of CSC in the public organization shows employees whose lower-order needs are substantially satisfied the opportunity to experience growth can be a motivator. This is supported by Admin, (2006) on his Website called HRM Skill based pay Plan who argued that when public organization uses skill based pay to encourage employees to uses SCS helps to influence employees to develop their flexibility, to continue to learn to cross-train to be generalists rather than specialists and to work cooperatively with orders in the organization. To the degree that management wants employees to demonstrate such behaviors, skilled pay should act as a rain-forcer.

If director or manager uses skill based pay to encourage the uses of CSC enables the employees to have equity implications in service delivery to the clients. This is the same as Admin; (2006) who used to explain that if the head of Institution use skill based pay to encourage the uses of CSC makes employees to have implication service delivered to the customers. When employees make their input-outcome comparisons, skills in using CSC provides fairer input criterion for determining pay than factors such as seniority of education. To the degree that employees perceive skills as the critical variable in job performance, the use of skill based pay may increase the perception of equity and help optimize employee motivation in giving the service to the public.

One among the interviewees said that:

> *However skilled base pay used in the department but sometimes creates some challenges to employees because skilled base pay do not address the level of performance.*

This is supported by Admin, (2006) on his Website called HRM Skill based pay do not address the level of performance. They deal only with the issue of whether or not someone can perform the skill. For some skills, such as checking quality or leading a team, level of performance may be equivocal. Although it is possible to assess how well employees perform each of the skills and combine that with a skill based plan that is not inherent part of skill based pay.

Fourth objective was to investigate employee's recognition toward utilizing customer service charter in Public Organization in Zanzibar. This objective had been discussed that recognition award can be as simple as a 'thank you' as elaborate as an award gives out at a formal banquet. This is very important if used to influence the uses of CSC in public organization because when it comes to motivating customer and employees, money is not everything. Workers today are looking for much more than a paycheck, as evidenced by national surveys ranking good wages fourth or fifth among rewards people want most from a job (Leland, 1999).

When recognition award used to encourage CSC in workplace Creates a culture in which people are enthusiastic coming to work each morning and feel good when they leave at night begins with the understanding that employees crave praise and recognition to boost their confidence and make them feel good about their work. Individual and team achievement effectively requires an investment of time and effort;

however, the return in terms of increased productivity and profitability is invaluable. This has been supported by Nelson on his work "Motivation Worker Worldwide said that if recognition award used to encourage the uses of CSC motivate employees to put forth their best efforts and to perform at higher levels is praise people who perform outstandingly as well as employees who help solve problems or make decisions (Nelson, 1999).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

The researcher has assessed the employee's motivations toward utilizing customer service charter in public organization in Zanzibar. When the employee's motivation used well employees also uses the customer service charter properly. Therefore this chapter explains the summary, conclusion, implication of the findings, conclusion, recommendation, and limitation of the findings and suggested areas of the further Study.

5.2   Summary of the Main Findings

No special reward that gave employees who follow customer service charter effectively in Public Organization in Zanzibar like money or other incentives that influence motivation. The most effective motivators of workers are non-monetary. Proven non-monetary positive motivator foster team spirit and include recognition, responsibility, and advancement. Manager who recognizes the small wins of employees, promote participatory environments and treat employee fairness and respect had find their employee to be more highly motivated.

One organization manager brainstormed to come up with 30 powerful rewards that cost little or nothing to implement. The most effective rewards were such as letter of commendation and time off from work, enhanced personal fulfillment and self-respect. Over the longer term sincere praise and personal gestures are far more effective and more economical than awards of money alone (Kevin, 2006).

Challenge job is a great employee motivator to ward utilizing of customer service charter in Public Organization because it kept employees engaged and interested in their role service delivery to their customers. For many people, having to overcome some level of difficulty in their work is much preferable to the boredom of an easy, unchallenging job.

Organization used Merit based pay to their employees so as to encourage the uses of CSC in workplace this helps an employer to differentiate between the performances of high and low performing employees and reward the performance accordingly. This has been supported by Sullivan, (2020) it actually encourages individuals to stretch their own limits to achieve the best. If the manager/directors use merit pay to encourage utilizing CSC, it allows the employers to differentiate between the performance of Institution as a whole and the performance of an individual. Every employer though desire that every employee should be able to give in their best, may actually be target to highlight strong and performers indirectly for improving the level of performance for the institution. Customer Service Charter in Public Organization is very important because the service provider gets to know his or her customers and strive to provide them with excellent service to ensure there are somehow higher levels of Customer satisfaction and the overall feeling of contentment in customer interaction (Harris; 2007).

However sometimes can cause problems like unless the system devised is very scientific with no room for inaccuracies, there is no way with 100% accuracy, to differentiate the performance of various employees to determine deservers of merit pay. At times the most desirable accomplishments and contributions are almost never

measurable so the directors or heads of public organization or supervisor's opinion remains a constant in determining merit pay. This leads to unhealthy relationship between the employee and their supervisors. Merit pay if designed on measurable performance indicators does not guarantee good service to the customers and may end up being money spent with returns.

Skilled-based pay is important as employee's motivation to ward utilizing CSC in Public Organization because it enhances productivity and quality through better use of human resources. It facilitate technological change which may meet with resistance in a purely job based system. Also they stated that skilled based pay is importance as employee's motivation to ward utilizing CSC in Public Organization because it enable the elimination of unnecessary jobs that can result from a workplace having broad, rather than narrow, skills and reduce the need for supervision.

Employee's recognition toward utilizing customer service charter in Public Organization in Zanzibar whereby it used to encourage CSC in workplace Creates a culture in which people are enthusiastic coming to work each morning and feel good when they leave at night begins with the understanding that employees crave praise and recognition to boost their confidence and make them feel good about their work. Individual and team achievement effectively requires an investment of time and effort; however, the return in terms of increased productivity and profitability is invaluable.

This has been supported by Nelson on his work "Motivation Worker Worldwide said that if recognition award used to encourage the uses of CSC motivate employees to put forth their best efforts and to perform at higher levels is praise people who

perform outstandingly as well as employees who help solve problems or make decisions (Nelson, 1999).

5.3   Implications of the Findings

The study implies that when the organization uses merit pay for utilizing CSC employer recognizes the higher achieving individuals in the department and their levels of performance, which could be set as benchmarks for overall performance of the Institution apart from the increasing the level of performance every year.

The study has implication that if this motivation used to encourage the uses of CSC in the public organization shows employees whose lower-order needs are substantially satisfied the opportunity to experience growth can be a motivator.

Challenge job is a great employee motivator to ward utilizing of customer service charter in Public Organization that it keeps employees engaged and interested in their role service delivery to their customers. For many people, having to overcome some level of difficulty in their work is much preferable to the boredom of an easy, unchallenging job.

The study also implies that CSC serves as dynamic tool that enables service as dynamic tool that enables close follow up and implement action of the organization plan. The grades of its follow up and evaluation may be utilized to reward employees whenever you like. The development of performance measurement system will not only help service provider to set meaningful service standards but also give them hard evidence when they carry out self-assessments. And most importantly they will help managers to understand whether strategic objectives are being met.

The study implies that Recognition award reinforce customer service by doing things such as encouraging employees to be proactive in meeting customer needs. Public recognition of individual's achievements can contribute significantly to lifting employee morale.

Customer service charter influence employee motivation by giving empowerments to the employees. CSC giving employee more responsibility and decision making authority that increases their realm of control over the tasks for which they are held responsible and better equips them to carry out those tasks. As a result, feelings of frustration arising from being held accountable for something one does not have the resources to carry out are diminished. Energy is diverted from self-preservation to improve task accomplishment (Haps, 1993).

The study implies that at many companies, CSC gives employees with creative ideas do not express them to management for fear that their input was ignored or ridiculed. Companies which use CSC approval and toeing the company line have become so ingrained in some working environments that both the employee and the origination suffer. When the power to create the motivates employees and benefits the organization in having more flexible work force, using more wisely the experience of employees and increasing the exchange of ideas and information among the employees and departments. These improvements created an openness to change that can give a company the ability to respond quickly to market changes and sustain a first mover advantage in the marketplace (Haps, 1993).

Customer Service Charter motivate employee to helped public organization to meet customers' expectations; CSC make employee to enhance an institution to tender good

excellence services to their consumers and to the universal public, thus the public expectations are sufficiently met.

Also it implies that Employee motivated through public service charter to enhance organization performance because it acts as dynamic tool that enables close follow up and implementation of the organizational plan. The grades of its follow up and evaluation may be utilized to ward employees whenever you like. In connection to that, a service charter without a performance dimension system had always remained a paper tiger. The development of performance measurement system had not only help service provider to set meaningful service standards but them hard evidence when the carry out self-assessments. And most importantly, they had helped managers to understand whether strategic objectives are being met (Alexander, 1999).

The motivated employees in utilizing customer service charter act as a performance indicator, which enabled organization to make evaluation of the services rendered to customers and hereafter make appropriate corrective measures. The customers were be able to evaluate the performance of services rendered by organization and offer them the opportunity to give feedback on its performance (Alexandar, 1999).

The motivated employees in utilizing customer service charter give details to customers the way they could assist an organization deliver the best service to meet their desire, assist steer and sustain a process of nonstop improvement in quality service and help promote good relations with customers and most of whom will receive an organizations effort to take version of their views (Parrado, 2007).

The motivated employees in utilizing customer service charter help public organizations to meet customer's expectations and enhance an institution to tender

good excellence services to their consumers and to the universal public, thus public expectations are sufficiently met.

The study also implies that in many of organization customer service charter is not effective in used and therefore there is no expand of customer base to ensure maximum access to the corporation service. Many of employee does not know customer service charter, therefore they do not know the aim of charter so the development and improvement of service delivery between the corporation and its clients are not delivered well. It had not provide an opportunity to clients to understand what the corporation commit them to accomplish in order to service standards, and how to seek remedy if service does not meet the expected results (Petem, 2005).

It implies that No effort of employee supervisor to undertake customer service charter. Example junior officers were not train on customer service charter, as it has known that if employees are given the tools and the opportunities to accomplish more, most had taken on the challenge. Company can motivate employees to achieve more by committing to perpetual enhancement of employee skills. Accreditation and licensing programs for employees are an increasingly popular and effective way to bring about growth in employee knowledge and motivation. Often these problems will improve employee's attitudes toward the client and the company, while bolstering self-confidence. Supporting this assertion, an analysis of factors which influence motivation to learn found that it is directly to the extent to which training participant believe that such participation was affect their job or career utility. If the body of knowledge gained could be apply to the work to be accomplished, and then the

acquisition of the knowledge will be a worthwhile event for the employee and employer (Tripathy. 2001).

5.4   Conclusion

Based on the study findings and presiding discussion, it is concluded that the employee motivation is strongly influence utilize CSC in selected Institution. As the drivers of employee motivation are transferring their impact on CSC so the POPSGG need to focus element s of their employee motivation to enhance the utilizing of CSC in workplace.

The finding implies that CSC is very important to any public organization like POPSGG since charter acts as a performance indicator, which enables the POPSGG to make evaluation of service rendered to clients and therefore make appropriate corrective measures. The clients enabled to evaluate the performance of service rendered by POPSGG and offer them the opportunity to give feedback on its performance. Paternoster, (2010) state that CSC gives detail to customers the way they can assist an Institution deliver the best service to meet their desire, assist steer and sustain a process of nonstop improvement in quality service and help promote good relations with customers and most of whom receives Institutions efforts to take version of their views.

On the other hand the study concluded that if the recognition award used to ward utilizing customer service charter in Public Organization improves performance ratings: As employee performance well the organization gets better returns and the

managements are happy with work performed. They give higher and improve rating to employees and overall yearly appraisals of each employee are better.

If director or manager uses skill based pay to encourage the uses of CSC the finding concludes that it enables the employees to have equity implications in service delivery to the customers. When employees make their input-outcome comparisons, skills in using CSC provides fairer input criterion for determining pay than factors such as seniority of education. To the degree that employees perceive skills as the critical variable in job performance, the use of skill based pay may increase the perception of equity and help optimize employee motivation in giving the service to the public.

The finding shows that employee recognition contributes to the success of an organization as they directly affect employee motivation on utilizing CSC in public Institution. Therefore it concludes that POPSGG employees appreciate and value non-monetary incentives and they like the Institution to provide them with a variety of such. POPSGG employees are loyal to the organization despite the short coming present in the Institution and this is very good for the Institution and needs to work on appreciating its employees in return.

5.5   Recommendations

Based on the findings and discussion of the study, researcher recommended the followings:

(i)   Some department in the organization, employees are completely unaware of the customer service charter, and so they only for practices and for customer needs.

(ii) It is therefore the responsibility of the head of department to show them the importance of the customer service charter and to provide training to employees especially those new ones who are unaware of such a thing. Management should also clearly outline the expectations and purpose of each job or task so that employees fully understand what is expected of them. Training also helps employees to get to discover their excellence and how utilize their full potential as well as shortcomings that could be hindering them and ways to deal with them.

(iii) Some departments in the ministry, the customer service charters are exists but are still in the cabins, are not used properly; it is therefore the responsibility of department heads to ensure various kinds of motivation is used to employees use the CSC for the benefit of the department, employees and their clients.

(iv) Some department uses CSC very efficiently but still their clients do not know what CSC is and how it is used. So department heads can use the media to introduce their clients to gain recognition and understanding about the services contained in the CSC.

(v) We can use merit based pay in the department for motivating employees to use CSC in order to providing services but department heads and some officers should not forget that merit based pay can cause conflict for employees, after they can see that this system is not fair, for this reason it may be an improper merit pay scheme or structure leading to inconsistencies among rater. So it is therefore the responsibility of department leaders to ensure the problem never happens to them.

Although a challenging job may awaken workers in the uses of CSC in an Institution, but if the work becomes more challenging, in practically be impossible or if employees feel that they have no skills, resources or support in leadership by eliminating those challenges. This can reduce their motivation and bring greater risk to employee ethics. So department heads should make sure that all staff members know how to get training and support when they are given more difficult tasks.

It is important for POPSGG to introduce recognition to its widely applied practice and doing it be a part of culture of organization. This concept is simple but highly contributed to employee performance and CSC used in effectively and efficiently. This can be implemented by giving thank-you notes, a shoulder tap congratulating one in the presence of his/her peers, having employee of the month contests and so on. By doing this appreciate employees efforts in order to motivate them to put in more effort and in boosting organization succession.

The challenge job are likely to be intrinsic to the role but an managers or head of departments should ensure that all employees know how to access training and support when faced with the more difficult tasks. Therefore directors and other Heads of Departments should be aware and try to follow here under ideas:

(i)   Ask workers/employees to try to problem-solve themselves instead of relying on administration for answers, if administer /director expected them to go with an issue, ask them to come with ideas for solutions. It helps them in their roles on deeper level than simply relying on others to help resolve issues. It is also a great way to develop skill.

(ii)   Setting demanding deadlines can work, but only if they are realistic. Think about what sort of tasks are involved in completing a project and discuss with staffs how soon they could get it all done, without compromising on quality and quantity of work. The task must still be possible otherwise it could actually damage morale rather than inspire employees.

(iii)   Set staffs learning and developing goals. Making staffs responsible for their own career development can motivate them to push themselves that the little bit further. Even though, if director/manager want to grow in their roles, director/manager needs to provide them with opportunities to let them put their new skills into action with promotions or the creation of new roles.

(iv)   Therefore, by setting employees attainable challenges, together with the using CSC in public institution hopefully heads of public organization could have a workforce that is enthusiastic and who feel rewarded for their hard work.

5.6   Limitation of the Findings

Busy of the directors: Finding of the directors in order to interview them was difficult since most of the time they are at the meeting with the Ministries administrators. Therefore researcher plans for another day or next week according to the schedules of the directors.

Time: Some of the respondents were not ready to answer the questionnaires with the right time planed by the researcher; it means them late to answer the questionnaires.

Loss of the questionnaires: Some respondents were lost the questionnaires therefore researcher prints more questionnaires to give them again.

5.7 Future Research Topic

Most studies that being researcher which have shown in the statement of the problem did not discuss on the motivation and public service charter, they only show on the Employees Work Motivation and its Effect on their Performance and Business Productivity, contribution of employee motivation in providing quality customer service in Tanzania banking sector as well as motivation and performance of para-professional staff in tertiary institution libraries in Kaduna State in Nigeria. Therefore, this study proposes the other study to focus on:-

(i)   The assessment of the significance of employee's motivation toward public customer service charter.

(ii)   To examine the stakeholders participation during the customer service charter formulation process.

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APPENDICES

Appendix 1: Interview Questions for Directors

Dear respondent, this research is solely for academic purpose. Respondents are therefore assured that all information provided will be treated as confidential as possible. Therefore, you are free to answer these questions.

1. What is the Name of your Department?

2. How many years are you working for this Department?

3. Are there customer service charters in your Department?

4. Are there some rewards as employee motivation to ward utilizing of customer service charter in your Department?

5. How challenge job of employee increase organization performance in relate with utilizing of customer service charter in your Department?

6. In what way does merit pay of employee as a motivation influence utilizing customer service charter in Department?

7. How does skilled based pay of employee as a motivation influence utilizing customer service charter in your Department?

8. Do you think the employee recognition award is influence to ward utilizing CSC in Public Organization?

9. What are the importances's of the using Customer Service Charter in Public Organization?

Thank you for your participation!

Appendix 2: Questionnaire for Junior

This questionnaire is for the study about the Assessment of the employee's motivation to ward utilizing Customer Services Charter in Public organization in Zanzibar a case study The President Office, Public Service and Good Governance. It is a part and parcel of requirement for the award of MHRM.

Please, I request to give you the proper questions contain in this questionnaire without showing your Name and information given will be treated as confidential as possible.

INTRUCTIONS: Kindly answer each question by ticking or providing the answer where appropriate.

1. What is your age?

18-29	
30-39	
40-49	
50-59	
60 and above	

2. How many years are you in employment?

1-9	
10-19	
20-29	
30- and above	

3.   What is the Name of your Department?

      ……………………………………………………………………………

4.   What is your title?

      ……………………………………………………………………………

5.   How many years are you working for your position?

1-4	
5-9	
10-14	
14-18	
18-and above	

6.   Are there customer service charters in your Department?

Yes	
No	
I don't know	

7.   If the answer above is yes, are you use and follow it?

Never	
Rarely	
Often	
Every time	

8. Do you agree some rewards are used as employee motivation to ward utilizing

    of Customer service charter in your Department?

I agree	
I disagree	
Neither agree nor disagree	

9. If do you agree, which employee motivations are used in utilizing customer

    Service charters in your Department?

Financial reward	
Non-financial reward	

10. Does challenge job of employee increase organization performance in relate

    with utilizing of customer service charter in Public Organization?

A	Strong increase	
B	Increase	
C	Decrease	
D	Strong decrease	

11. From your answer above, explain how?

    a. …………………………………………………………………………

    b. …………………………………………………………………………

    c. …………………………………….…………………………………………

    d. …………………………………………………………………………

12. Are the merit pay help employees as a motivation influence utilizing customer service charter in Public organization?

A	Extremely helpful	
B	Very helpful	
C	Somewhat helpful	
D	Not so helpful	
E	Not at all helpful	

13. From your answer above what are the advantages or disadvantages of merit pay as employee's motivation to ward utilizing CSC in Public Organization?

   a. ………………………………………………………………………………
   b. ………………………………………………………………………………
   c. ………………………………………………………………………………

14. Is there skilled based pay of employee as a motivation influence utilizing customer service charter in Public organization?

Yes	
No	
I don't know	

15. If the answer is Yes what are the importance of skilled based pay as employee's motivation to ward utilizing CSC in Public Organization?

   a. ………………………………………………………………………………
   b. ………………………………………………………………………………
   c. ………………………………………………………………………………

16. Do you agree employee recognition award is influence to ward utilizing CSC in Public Organization?

A	Completely agree	
B	Mostly agree	
C	Mostly disagree	
D	Completely disagree	

17. What are merit and demerit of using recognition award to ward utilizing customer service charter in Public Organization?

    a. …………………………………………………………………………
    …………………………………………………………………………
    …………………………………………………………………………
    b. …………………………………………………………………………
    …………………………………………………………………………
    …………………………………………………………………………
    c. …………………………………………………………………………
    …………………………………………………………………………
    …………………………………………………………………………

18. What are the importances of the using Customer Service Charter in Public Organization?

    a. …………………………………………………………………………
    …………………………………………………………………………

b. ……………………………………………………………………………

 ……………………………………………………………………………

c. ……………………………………………………………………………

 ……………………………………………………………………………

d. ……………………………………………………………………………

 ……………………………………………………………………………

Thank you for your participation!

Appendix 3: Questionnaire for Senior

This questionnaire is for the study about the Assessment of the employee's motivation to ward utilizing Customer Services Charter in Public organization in Zanzibar a case study The President Office, Public Service and Good Governance. It is a part and parcel of requirement for the award of MHRM.

Please, I request to give you the proper questions contain in this questionnaire without showing your Name and information given will be treated as confidential as possible.

INTRUCTIONS: Kindly answer each question by ticking or providing the answer where appropriate.

1.   What is your age?

18-29	
30-39	
40-49	
50-59	
60 and above	

2.   How many years are you in employment?

1-9	
10-19	
20-29	
30- and above	

3.   What is the Name of your Department?

      …………………………………………………………………………………

4.   What is your title?

      …………………………………………………………………………………

5.   How many years are you working for your position?

1-4	
5-9	
10-14	
14-18	
18-and above	

6.   Are there customer service charters in your Department?

Yes	
No	
I don't know	

7.   If the answer above is yes, are you use and follow it?

Never	
Rarely	
Often	
Every time	

8. Do you agree some rewards are used as employee motivation to ward utilizing of Customer service charter in your Department?

I agree	
I disagree	
Neither agree nor disagree	

9. If do you agree, which employee motivations are used in utilizing customer Service charters in your Department?

Financial reward	
Non-financial reward	

10. Does challenge job of employee increase organization performance in relate with utilizing of customer service charter in Public Organization?

A	Strong increase	
B	Increase	
C	Decrease	
D	Strong decrease	

11. From the your answer above, explain how?

a. ……………………………………………………………………………

b. ……………………………………………………………………………

c. ……………………………………………………………………………

d. ……………………………………………………………………………

12. Are the merit pay help employees as a motivation influence utilizing customer service charter in Public organization?

A	Extremely helpful	
B	Very helpful	
C	Somewhat helpful	
D	Not so helpful	
E	Not at all helpful	

13. From your answer above, what are the advantages and disadvantages of merit pay as employee's motivation to ward utilizing CSC in Public Organization?

    a. ……………………………………………………………………………

    b. ……………………………………………………………………………

    c. ……………………………………………………………………………

14. Is there skilled based pay of employee as a motivation influence utilizing customer service charter in Public organization?

Yes	
No	
I don't know	

15. If the answer is Yes what are the importance of skilled based pay as employee's motivation to ward utilizing CSC in Public Organization?

    a. ……………………………………………………………………………

    b. ……………………………………………………………………………

    c. ……………………………………………………………………………

16. Do you agree employee recognition award is influence to ward utilizing CSC in Public Organization?

A	Completely agree	
B	Mostly agree	
C	Mostly disagree	
D	Completely disagree	

17. What are merit and demerit of using recognition award to ward utilizing customer service charter in Public Organization?

    a. ………………………………………………………………………………

    ………………………………………………………………………………

    ………………………………………………………………………………

    b. ………………………………………………………………………………

    ………………………………………………………………………………

    ………………………………………………………………………………

    c. ………………………………………………………………………………

    ………………………………………………………………………………

    ………………………………………………………………………………

18. What are the importances of the using Customer Service Charter in Public Organization?

    a. ………………………………………………………………………………

    ………………………………………………………………………………

b. …………………………………………………………………………

…………………………………………………………………………

c. …………………………………………………………………………

…………………………………………………………………………

d. …………………………………………………………………………

…………………………………………………………………………

Thank you for your participation!