

**FACTORS AFFECTING GROWTH OF POSTAL SERVICES IN LINDI
REGION, TANZANIA**

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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 “**Factors affecting growth of Postal Services in Lindi, Region, Tanzania**” in partial fulfillment of the requirements for the award of Degree of Master of Business Administration (MBA-General Management) of the Open University of Tanzania.

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I, **Danford Gabriel Mwandenuka** 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 fulfillment of the requirement for the Degree of Master of Business Administration (MBA).



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Signature

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14th November 2024

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ABSTRACT

The primary aim of this study was to explore the factors influencing the growth of postal services in the Lindi region of Tanzania. Specifically, the study sought to evaluate the impact of bureaucracy on postal service growth, assess how organizational structure influences this growth, and investigate the role of service quality in the development of postal services in the Lindi region. The study applied bureaucratic theory along with a positivist philosophy, explanatory design, and deductive approach. A simple random sampling method was used to select 80 customers for the survey. Structured questionnaires were distributed to participants, and data were analyzed using descriptive statistics and multiple linear regression techniques. The results showed that bureaucracy had a negative effect on the growth of postal services. Additionally, while organizational structure positively influenced postal service growth, the impact was not significant. Similarly, service quality had a

positive but insignificant effect on growth. To foster growth, the study recommends that the postal corporation reduce bureaucracy and improve service quality.

Keywords: *Factors, growth of postal service, Lindi region, Tanzania*

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LIST OF ABBREVIATIONS

EMS	Expedited Mail Service
FAS	Financial and Agency Services
LNG	Liquefied Natural Gas
OECD	Organization for Economic Co-operations and Development
TCRA	Tanzania Communications and Regulatory Authority
TPC	Tanzania Posts Corporation
UPU	Universal Postal Union

CHAPTER ONE

INTRODUCTION

1.1 Overview

The study examines factors influencing the growth of postal services in Lindi, Tanzania. This chapter provides background information to contextualize the problem, a problem statement introducing the issue under investigation, research objectives that clarify the study's purpose, the significance of the research, and an outline of the study's organization.

1.2 Background to the Problem

Otsetova et al. (2018) describe postal services as encompassing the collection, transport, and delivery of documents, letters, and parcels, conducted by both private and public providers to support communication, information sharing, and socio-economic cohesion. Beyond mail delivery, postal services play a significant role in economic activities, offering services ranging from financial solutions to last-mile logistics (UPU, 2023). Biswajit (2008) defines these services as the process of collecting, transporting, and delivering newspapers, journals, and other publications domestically and internationally under a universal service mandate. In some regions, postal vehicles serve as mobile libraries, and post offices may function as registration centers for births and deaths. Thus, the postal sector not only facilitates communication but also supports economic stability and resilience (UPU, 2023).

The Postal Regulatory Commission (2014) outlined performance measurement in postal services based on service quality, customer satisfaction, financial outcomes, and working environment, with compliance and strategic initiatives as further determinants of effective service delivery. Globally, the liberalization and globalization following the Fourth Industrial Revolution have transformed Bulgaria's postal sector, fostering competition, new customer expectations, and innovative business models (Otsetova et al., 2018). Japan's postal system originated in 1868, aligning with national market integration, capital mobility, and industrialization, which enabled widespread access to postal services after the government transitioned from a monopolistic to a competitive market structure (Hunter, 2005).

However, the United States Postal Service (2022) identified challenges for operators, including financial strain, innovation requirements, and bureaucratic obstacles due to rigid administrative structures (Nwankpa et al., 2024). Bureaucracy, involving rules and procedures to maintain control, can impact organizational performance (Isa, 2016). Organizational structure, which shapes the coordination of tasks towards shared objectives, also influences an organization's success, as seen in the alignment of structure, strategy, and performance (Dimitrakaki, 2022). Soltan et al. (2013) emphasized the role of service quality in customer satisfaction, though challenges arise when service delivery falls short of expectations. High service quality and customer satisfaction are vital to organizational success, competitiveness, and growth in a stable market (Rahaman et al., 2020).

In Africa, the postal system was first introduced in the 1850s in Morocco, especially in Tangier under French colonial rule, primarily involving stamp sales. In other parts of

Northwest Africa, such as Togo and Cameroon, postal services varied by colonial administration (Dietz, 2016). In Tanzania, the German colonial administration introduced postal services in the 1880s in what was then Deutsche East Africa, encompassing present-day Rwanda, Burundi, and mainland Tanzania (Nyangarika, 2016). After multiple administrative changes, the Tanzania Posts and Telecommunications Corporation (TPC) was established in 1977, offering services such as Expedited Mail, financial and agency services, and logistics. However, TPC faced challenges, including outdated infrastructure, unlicensed market operators, and competitive pressure from new courier services (Nyangarika, 2016).

Several researchers, including Msosa (2015), Dwianto et al. (2018), and Yaacob et al. (2022), explored the impact of organizational structure and service quality on postal sector growth. However, studies in Tanzania have primarily focused on private courier operators, overlooking public postal organizations and factors like bureaucracy. Most studies were conducted outside Tanzania, with examples in Kenya, Malawi, and Indonesia (Wamuyu, 2020; Rukunga, 2018; Msosa, 2015). Research in Tanzania, such as that by Nyangarika (2016), primarily analyzed customer satisfaction, limiting its generalizability for assessing postal service growth. Consequently, this study aims to examine the impact of bureaucracy, organizational structure, and service quality on the overall performance of Tanzania's postal services.

1.3 Statement of the Problem

In their study, Kaveke et al. (2014) examined the factors affecting the profitability of Kenya's Postal Corporation EMS courier service, finding that competition and marketing activities played crucial roles in driving profits. Similarly, Agu et al. (2023)

reported that organizational structure influences efficiency and productivity, identifying it as a key factor in achieving organizational goals.

In Tanzania, limited research (Nyangarika, 2016) has focused on how service quality impacts customer satisfaction and the challenges the Tanzania Postal Corporation (TPC) faces in reaching its goals. These challenges include managerial issues, such as lack of skills, limited ambition, and overlooked opportunities, as well as governmental constraints like trade policies, capital restrictions, and exchange controls.

Despite previous studies, comprehensive information on how performance determinants influence postal services remains limited, as most research has centered on the general applicability of postal service strategies. According to TCRA (2023), the performance of domestic and international postal services in Tanzania has significantly declined over the past three years. For example, in 2020, the total number of posted items was 5,140,440 (4,024,371 domestic and 1,116,069 international), decreasing to 3,310,202 in 2021 (2,745,674 domestic and 564,528 international) and to 3,309,094 in 2022 (2,371,970 domestic and 937,124 international) (UPU, 2023). Despite this information, a gap remains in understanding how various factors impact postal service performance. This research gap has motivated a new study to assess the factors affecting the growth of postal services in the Lindi region, where no previous research has been conducted.

1.4 Research Objectives

1.4.1 General Objective

The primary objective of the study was to identify the factors influencing the growth of postal services in the Lindi region of Tanzania.

1.4.2 Specific Objectives

- i. To investigate the effect of bureaucracy on the growth of postal services in the Lindi region of Tanzania.
- ii. To measure the extent to which organizational structure affects the growth of postal services in the Lindi region of Tanzania.
- iii. To assess the impact of service quality on the growth of postal services in the Lindi region of Tanzania.

1.5 Significance of the Study

1.5.1 Theoretical Significance

The study's findings are expected to make a crucial contribution to existing theories on postal service growth by either confirming or challenging the assertions presented in current theories. Additionally, the study introduces a new theoretical framework specifically, the postal service theory developed in this research which adds further significance to its findings. This study is also particularly important to the researcher, as completing it fulfills a requirement for earning the Master of Business Administration (MBA - General Management) degree from the Open University of Tanzania.

1.5.2 Practical Significance

The study's findings are expected to provide insights into the factors influencing the growth of postal services in the study area. This information is valuable to the government, organizations such as the TPC, and other relevant stakeholders, as it can assist in developing effective strategies to enhance service quality and optimize the organizational structure.

1.5.3 Empirical Significance

This study aims to enhance the current understanding of factors influencing the growth of postal services. The findings are expected to be published in academic and professional journals, serving as a reference for students conducting research on similar topics.

1.6 Scope of the Study

The study focused on the Tanzanian Postal System, where the head post office and its branches perform identical postal functions. As a result, the research was limited to the Lindi Post Office, a branch of the system. The investigation aimed to explore factors influencing the growth of postal services in Tanzania, specifically examining issues such as bureaucracy, service quality, and organizational structure. The study was conducted over a period of seven months.

1.7 Organization of the Study

Chapter one introduces the research, outlining the study's background, the research problem, and its significance. Chapter two reviews the literature, exploring key

concepts and factors that influence timely service delivery, along with relevant empirical studies.

Chapter three describes the research methodology, including its philosophical underpinnings, approaches, sampling techniques, and other relevant details. Chapter four presents the research findings, covering response rates, descriptive analysis, and model analysis of the results.

Chapter five compares the study's findings with previous research, both empirically and theoretically, and examines the variables and their constructs. Finally, chapter six provides a summary and conclusion, including recommendations, limitations, and suggestions for future research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter provides a detailed review of literature related to the growth of the postal industry in various countries, with a particular focus on Tanzania. It is organized into three sections: the first section presents conceptual definitions of key terms, the second discusses the theoretical framework and empirical studies on factors affecting the growth of postal services, and the third explores the conceptual framework and identifies knowledge gaps in the existing literature, highlighting the justification for developing this study.

2.2 Theoretical Literature Review

2.1.1 Definition of Terms Concepts

2.1.1.1 Service

Fritsche (2010) described a service as an intangible offering that cannot be transferred, stored, or separated from the provider during the transaction process. It typically involves interaction between the service provider and the customer, with the aim of addressing the customer's needs. According to Roslan et al. (2015), the intangible and

varied nature of services makes it challenging to establish measurable standards. Probst (2009) defined a service as a process that provides value to meet customer needs and wants at a specific cost, with minimal risk. In this study, however, service is defined as a promise that fulfills customer needs and wants, as proposed by Probst (2009). This definition was chosen to assess how factors such as customer complaint resolution time, customer retention rate, service speed, and fair pricing influence the performance of postal services.

2.1.1.2 Postal Service

The Postal Service Law (Article 2, 2001) defines postal services as "services that involve the receipt, sorting, transportation, and delivery of postal items." The OECD (1999) describes postal services as "a specific type of transportation or communication service used to deliver goods and/or information from one location to another." In this study, postal services are defined as those provided by postal organizations to meet customer satisfaction as promised. The study adopts the OECD's (1999) definition, emphasizing how postal services are delivered to meet customer needs. This definition is appropriate as it evaluates postal performance through indicators such as delivery services, financial and agency services, EMS, and mail services.

2.1.1.3 Growth of Postal Service

The growth of postal services can be described as "the ability of a country's postal network to perform across a variety of factors that support socio-economic development" (UPU, 2020). Postal networks are considered more effective when they offer reliable services, maintain good connectivity, and experience high customer demand. According to the Postal Regulatory Commission (2014), growth in postal

services is determined by indicators such as delivery time, customer satisfaction, financial performance, and the working environment. The United States Postal Service Strategic Plan (2002) defined postal service growth as the change in postal business volume, influenced by factors like technological advancements, shifts in customer expectations, and increased competition.

In this study, postal service growth is defined in terms of the sector's performance related to quality, quantity, and revenue. This definition aligns with the UPU (2020) perspective, as it emphasizes the extent to which postal services contribute to the national economy and other relevant factors. It was selected due to its comprehensive reflection of the postal sector's significant role in national development, shaped by factors such as bureaucracy, organizational structure, and service quality.

2.1.1.4 Bureaucracy

Max Weber (1947) defined bureaucracy as an organizational system that emphasizes the use of rational rules over traditional ones in the workplace. He developed the bureaucratic management theory, which advocates for the application of laws, guidelines, and regulations to protect the interests of the organization rather than those of individuals. This theory outlines several characteristics of bureaucracy, such as the specification of officials' duties, the appointment of officials through contracts, and the requirement for officials to adhere to order and discipline in the workplace. Köybaşı et al. (2017) described bureaucracy as the chaotic environment that results from a lack of professionalism in the workplace. Alornyeku (2011) referred to bureaucracy as a “type of formal administration characterized by rules, regulations, division of labor, hierarchy of authority, impersonality in social relationships, and technical competence.” However, this study defines bureaucracy as the failure to comply with ethical

standards, leading to fraud and other forms of misconduct within an organization. The definition from Köybaşı et al. (2017) is adopted in this study to analyze how unprofessionalism in the workplace affects the growth of postal services, as it includes factors related to ethical standards, corruption, compliance issues, and accountability.

2.1.1.5 Organizational Structure

Singh (2013) described organizational structure as "the arrangement of roles, relationships, assigned tasks, and delegated authority within an organization." It forms the foundation for both managerial and non-managerial employees to carry out their responsibilities. Greenberg et al. (2010) suggested that organizational structure is the framework of the company, clearly outlining individual and group responsibilities, tasks, and assignments to reduce confusion and ensure goals are met. Erasmus (2015) defined it as a design that outlines the chain of command, formalization, span of control, departmentalization, centralization-decentralization, and specialization of work factors that all contribute to the organization's performance and long-term sustainability. In this study, organizational structure is defined as a system that determines decision-making levels and resource allocation to minimize costs and enhance operations by eliminating unnecessary processes. Erasmus's (2015) definition was selected for this research because it provides a comprehensive view of organizational structure, making it ideal for evaluating the impact of reporting systems, defined roles and responsibilities, resource distribution, and a centralized system on the performance of the postal industry.

2.1.1.6 Theoretical Framework

The study is grounded in the theory of bureaucracy. Max Weber, a German sociologist (1864–1920), developed the theory of bureaucracy, arguing that the goal of bureaucratic organizations is to improve efficiency by enhancing service quality. According to Weber, bureaucracies are effective management tools because standardized rules and regulations enable employees to perform their tasks optimally, free from unnecessary practices such as corruption, unprofessionalism, or other ethical issues. In 1947, Weber highlighted that bureaucrats employ various tools to maximize efficiency, including restructuring organizations from traditional to modern formats to better meet contemporary needs.

Weber's theory also examines the conditions necessary for bureaucracy to emerge, such as population growth, increased complexity in administrative systems, and economic activity. This theory suggests that efficiency is achieved through accountability, defined hierarchies, and high-quality service (Schneider, 2021). In the context of postal service growth, Weber's theory is relevant to this study as it aligns with three key variables: bureaucracy, organizational structure, and service quality, which the study seeks to explore.

The theory aims to offer new insights into the postal sector, distinguishing it from traditional postal services while striving to enhance service quality and efficiency. Recently, these theoretical foundations have been applied to modernize postal services by integrating technologies such as Computerized Delivery Sequence (CDS) and the International Postal System (IPS) to improve efficiency across Universal Postal Union (UPU) member countries (UPU, 2020).

The strength of Weber's theory lies in its comprehensive framework for managing postal services, emphasizing the importance of bureaucracy, organizational structure, and service quality, all of which affect postal service outcomes (Nyangarika, 2016; Waweru, 2020). However, critics like Markbere (2019) argue that the theory's rigidity and inflexibility can hinder adaptability and creativity. Additionally, Monteiro et al. (2022) contend that the theory overlooks how organizational structures evolve in response to changing environments, such as technological advancements that influence management practices. Labolo (2013) also criticized Weber's preference for centralized systems, which may be less relevant today compared to a more mixed organizational structure. Kuswati et al. (2023) point out that Weber's theory fails to account for other factors that affect efficiency and effectiveness, such as inadequate facilities, socio-cultural influences, management perceptions, and limited skills and knowledge among operational staff. These factors can contribute to reduced productivity and service quality.

For postal services, the theory suggests enhancing productivity by delivering high-quality services, embracing positive business changes, and maximizing efficiency across business units. It also advocates for minimizing production costs associated with inefficient bureaucratic practices. Additionally, it underscores the importance of organizational structure and service quality in organizational growth, recommending that both centralized and decentralized systems adhere to Universal Postal Union standards to maintain performance.

2.2 Empirical Literature Review

The review examines various studies conducted on the postal and courier sectors, focusing on factors that influence the growth of postal services, including service quality, bureaucracy, and organizational structure. Weltpostverein (2014) noted that factors such as the social and economic environment, shifts in customer demand, and globalization have impacted the European postal sector. The study applied systems, chaos, and complexity theories, using methods like cluster and regression analysis, cross-tabulation, and descriptive statistics. The findings suggested a link between economic resilience and postal service growth. However, only service quality was assessed, leaving bureaucracy and organizational structure unexplored.

Aneja et al. (2022) highlighted that the performance of California's postal sector was influenced by federal civil service reforms, with improved service quality supporting growth. The study employed descriptive statistics but did not comprehensively explore the impacts of bureaucracy, organizational structure, or service quality. In Canada, Yuanye (2021) found that courier service quality was affected by factors such as reliability, responsiveness, empathy, assurance, tangibility, and convenience. Correlation and regression analyses of 228 respondents indicated that service quality bolstered postal operations. However, the study did not consider bureaucracy or organizational structure.

Wamuyu (2020) used descriptive and regression analysis, applying the theory of constraints, resource-based view theory, and goal-setting theory, to show that organizational resources, policies, culture, and procurement procedures supported

postal services in Kenya. However, the study did not specifically examine the factors of interest in this review. Kaveke et al. (2014) reported a decline in the performance of Kenya's postal corporation due to factors like competition, technological advancement, market mix, and brand equity. The study applied theories of innovation diffusion, growth, marketing orientation, and competitive advantage, using correlation and descriptive analysis based on data from 60 respondents. Despite highlighting the impact of competition on EMS service revenue, the study did not address the variables explored in the current study.

In South Africa, Eposi (2021) identified strategic management challenges within the postal service, such as inadequate planning and poor strategy implementation. Analyzing 384 customers, the study employed descriptive and inferential statistics, guided by various theories including systems, contingency, and decision-making theories. It found that training and communication are essential for postal service success, but it did not examine bureaucracy, service quality, or organizational structure in relation to growth. Nyangarika (2016) observed that Tanzania Posts Corporation faced challenges such as outdated tools, poor infrastructure, and competition. Using descriptive analysis based on data from 30 customers in Mwanza, the study highlighted issues with government policy on service pricing. However, it did not assess the impacts of service quality, bureaucracy, or organizational structure on performance.

Nyaga (2017) found that a trained workforce, ICT, and infrastructure impacted Kenya's courier sector, analyzing data from 68 firms using descriptive statistics. Nevertheless, this study did not focus on the specific objectives of the current research. Chia et al. (2023) reported that in Malaysia, customer satisfaction in the postal sector was linked

to service quality, including factors such as reliability, responsiveness, empathy, and tangibility. Although organizational structure and effective bureaucracy could influence satisfaction, only service quality was explored.

Kaveke et al. (2014) identified competition, technology, brand equity, and marketing mix as key influences on profitability for Kenya's EMS courier service. However, none of the studies explored how bureaucracy, organizational structure, or service quality contribute to postal service growth, even though these factors may have significant impacts. Lastly, Wamuyu (2020) identified financial resources, institutional policies, organizational culture, communication channels, and management strategies as factors influencing postal corporation performance. However, the study did not consider the role of bureaucracy, organizational structure, and service quality in postal service growth.

2.3 Statement of Hypotheses

The following hypotheses guided this study.

- i. H1: Bureaucracy positively affects the growth of postal services in Lindi, Tanzania.
- ii. H2: Organizational structure positively affects the growth of postal services in Lindi, Tanzania.
- iii. H3: Service quality positively affects the growth of postal services in Lindi, Tanzania.

2.4 Research Gaps Identified

The literature reviewed in this study indicates that numerous researchers have examined the factors influencing the growth of postal services, though many gaps

remain in these studies. Olaimo2015) found that technological change, political interference, inadequate resource allocation, resistance to change, and hacking risks significantly impacted the Postal Corporation of Kenya. In contrast, Alornyeku (2011) discovered that bureaucracy had a significant positive effect on public service delivery in Ghana.

The review highlights that no research has specifically explored bureaucracy, organizational structure, and service quality as drivers of postal service growth in Tanzania. Most studies have been conducted outside Tanzania, in contexts with different socio-cultural and economic conditions, which also influence postal service growth. From a theoretical perspective, previous literature on bureaucracy and the postal sector reveals several gaps, including the need for a synthesis and integration of different approaches and perspectives on postal services and bureaucracy, as well as the application and extension of existing models and theories.

2.5 Conceptual Framework

The figure below illustrates the independent variables (bureaucracy, service quality, and organizational structure) that influence the growth of the postal service (dependent variable) in Tanzania. With improved service quality, reduced bureaucratic practices, and a supportive organizational structure, the growth and sustainability of the postal service can be achieved (Figure 2.1 shows the conceptual framework). The dependent variable is measured by profitability.

Independent Variables

Dependent Variable

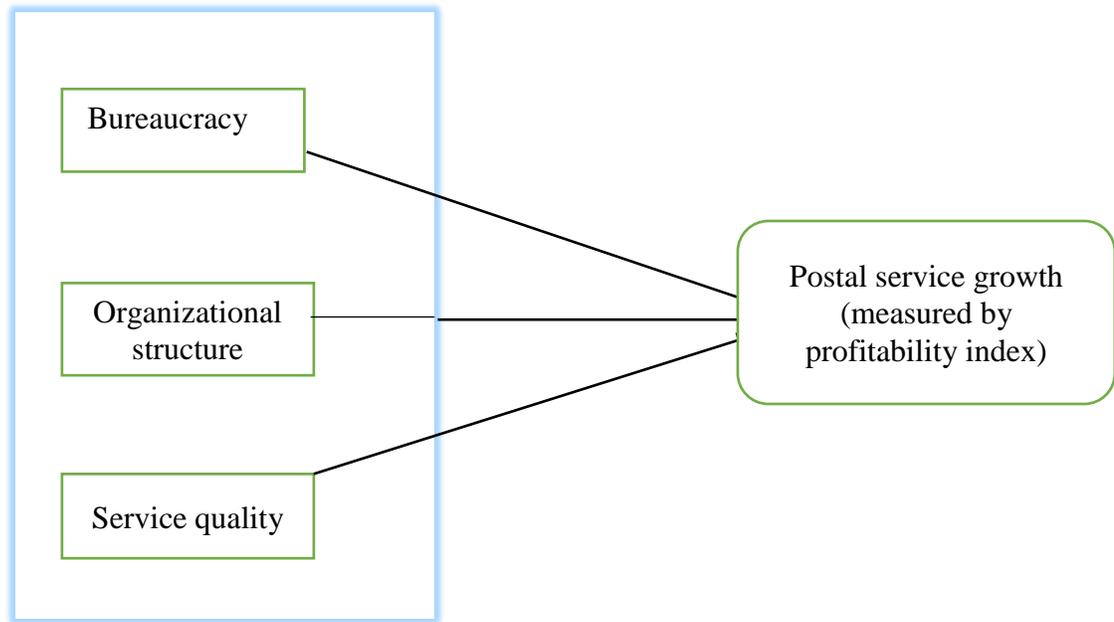


Figure 2.1: Conceptual framework

Source: Empirical Literature Review (2024)

CHAPTER THREE

METHODOLOGY

3.1 Overview

This chapter outlines the study's philosophy, design, research approach, population, sampling techniques, study area, variables, and measurement processes. It also covers the methods of data collection and analysis, as well as the validity and reliability of the instruments used. Finally, the chapter addresses the ethical considerations taken into account throughout the research process.

3.1 Philosophy

Research philosophy refers to a set of beliefs and assumptions about how knowledge is developed (Saunders et al., 2019). In business and management, key philosophies

include interpretivism, positivism, critical realism, pragmatism, and postmodernism (Saunders et al., 2019). This study adopts a positivist philosophy, which emphasizes quantitative analysis and theory testing. It allows the researcher to explore factors such as bureaucracy, organizational structure, and service quality, while also addressing potential challenges (Saunders et al., 2019). Positivism has been used to examine independent variables like bureaucracy, organizational structure, and service quality, and to link them to the dependent variable: the growth of postal services. This philosophy was chosen because it provides efficient and reliable data for interpretation and conclusion drawing (Jonson, 2017).

3.2 Study Design

Research design refers to the use of protocols, guidelines, and evidence-based methods that provide the tools and framework necessary for conducting a study. The choice of research design is a methodological decision made by researchers before submitting the study for ethical review and beginning data collection (Majid et al., 2018). This study employed an explanatory design, as it allows the researcher to examine and collect quantitative data on cause-and-effect relationships, which are crucial for understanding the situation. The design was chosen to assess people's perceptions of how bureaucracy, organizational structure, and service quality impact the growth of postal services in Tanzania.

3.3 Research Approach

The study employed a deductive approach, as outlined by Bougie et al. (2020), which involves moving from general theories to specific hypotheses that are then tested. The aim of the research was to assess the impact of each independent variable on the

dependent variable. Using this approach, the study quantified the relationship between the independent variables (bureaucracy, quality of service, and organizational structure) and the dependent variable (postal service growth).

3.4 Study Area

The study was conducted in the Lindi region of Tanzania, specifically at the Tanzania Posts Corporation (TPC). This location was chosen to encourage TPC to capitalize on the region's emerging business opportunities. These include the upcoming natural gas project in Likong'o village, the new branch of the Arusha Institute of Accountancy, mining activities in Ruangwa and Nachingwea districts, and the Kilwa port along with historical sites in Kilwa district, which support tourism. These socio-economic activities have a significant impact on postal services, including financial agency services (such as Western Union and MoneyGram), the establishment of rental housing, Bureau de Change services, and other communication services like internet access and mail postage (Universal Postal Union, 2012). These factors led the researcher to select the Lindi region for the study.

3.5 Sampling Process

Sampling refers to the process of selecting a subset from a target population to observe and make statistical inferences about the entire population (Bhattacharjee, 2012). It enables researchers to draw conclusions about the whole population based on the characteristics of the sample. The main goals of sampling are to reduce study costs, improve result accuracy, accelerate data collection, and ensure that population elements are accessible (Cooper et al., 2014).

3.6 Target Population

The population refers to the group of individuals or objects sharing common characteristics (Saunders et al., 2019). In this study, the target population consisted of customers of Tanzania Posts Corporation in the Lindi region. This group was relevant because the study aimed to explore the factors influencing the growth of postal services in Lindi, Tanzania. The population's significance stemmed from their active participation and influence in postal activities. Therefore, the target population comprised 100 participants, who served as the sample for the study.

3.7 Sampling Frame

This refers to a segment of the population of interest from which a sample is drawn (Bhattacharjee, 2012). The study used the Tanzania Posts Corporation as the sampling frame for postal organizations in Tanzania, representing other organizations, as it was not feasible to access all postal service providers worldwide.

3.8 Sample

The sample refers to a subset selected from the target population for observation (Bhattacharjee, 2012). For this study, a simple random sampling method was used, as it is considered a more accurate technique. This approach involved randomly selecting participants from a sampling frame to minimize bias.

3.9 Sample Size

Sample size refers to the number of individuals or elements selected for the sample (Saunders et al., 2019). In this study, the sample consisted of 80 respondents, chosen using a simple random sampling method from Tanzanian post corporations in the Lindi

region. The sample size was determined from a target population of 100 using Yamane's formula, which states that:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = Minimum sample size; N = Total number of populations 100; e = sampling error on

this research estimated to be 5% $n = \frac{100}{1+100(5\%)^2} = \frac{100}{1+100(0.05)^2} = \frac{100}{1.25} = 80$ respondents

Sample size (n) = 80 respondents. The participants were selected randomly using a simple random sampling method, ensuring that every individual in the population had an equal chance of being chosen (Saunders et al., 2019). The information about sample size is presented in Table 3.1.

Table 3.1: Sample Size

Category	Population	Sample Size
Postal Customers	100	80
Total	100	80

Source: Field Data (2024)

3.10 Sources of Data and Data Collection

The data collection method refers to the approach used to gather information for the research (Saunders et al., 2019). In this study, the researcher used questionnaires exclusively to collect data, employing a quantitative approach. Data were collected between May and June 2024 using the survey method, where questionnaires were distributed to respondents, who then completed them.

3.11 Questionnaire Method

Pandey et al. (2015) described a questionnaire as a structured set of questions presented to a sample group to gather information and insights. This method was employed in this study for several reasons, including its ability to cover a broad research area. It is particularly useful for obtaining data that cannot be sourced from written materials such as books, reports, and records. Additionally, it is ideal for collecting specific types of responses, especially in contexts where reliability is crucial. The questionnaire typically offers a range of alternative answers, making it straightforward to analyze and interpret. A structured questionnaire was used for data collection, translated into Swahili, and distributed by counter officers. After the survey, the data was screened and coded. The questionnaires also gathered demographic details from respondents, along with information on variables such as bureaucracy, service quality, organizational structure, and postal services. Respondents were asked to rate these variables on a 5-point Likert scale: 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. These questionnaires were adapted from Wamuyu's (2020) study conducted in Kenya, which examined institutional factors influencing project performance at the Postal Corporation.

3.12 Variables and Measurements

As noted by Arthur (2020), a variable refers to a characteristic of an event that has been measured. In this research, both dependent and independent variables were used to describe the relationship between the causal effects of the phenomenon. Measurement involves the process of assigning symbols or numbers to objects based on specific rules, which allow the properties of the events or objects to be represented by the properties of the number system (Arthur, 2020). Different devices, such as labels,

nominal scales, ordinal scales, interval scales, and ratio scales, are used to indicate measurements. In this study, an ordinal scale was employed to rank objects from "most" to "least" based on a particular attribute. The researcher chose this scale because it involves ranking and provides limited information compared to higher-level scales. It was also used by other researchers, such as Otieno (2016) that assessed the factors influencing management employee satisfaction in state corporations, specifically within the Postal Corporation of Kenya. Furthermore, all three independent variables were measured using multiple items, as shown in Table 3.2.

Table 3.2: Variables and Measurements

Variables	No. Indicators	Code	Measurement indicators	Source	Type of Scale
Growth of Postal service Dependent Variable	3	GPS	GPS1: Organization resource GPS2: Institutional policies GPS3: Organizational culture	Wamuyu (2020)	Ordinal (5 -Likert Scale ranges 1= strongly disagree, 2 = disagree, 3= neither disagree nor agree, 4= agree, 5 strongly agree).
Bureaucracy Independent	2	BCR	BCR2: Accountability, responsibility BCR3: Organizational commitment, competence	Tohirin et al (2024) Yasin et al (2021)	Ordinal
Organizational structure Independent Variable	4	OS	OS1: Communication pattern OS2: Span of control OS3: Allocation of tasks OS4: Work procedures	Wangui et al (2021)	Ordinal

Service quality Independent Variable	3	SQ	SQ1: Customer satisfaction SQ2: Reliability, Responsiveness, Empathy, Assurance, Tangible SQ:3 Management style, Competition, Finance, ICT,	Chia et al (2023) Rukunga (2018)	Ordinal
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Source: Field Data (2024)

3.13 Validity and Reliability

The following section provides the information about validity and reliability of the research tool.

3.13.1 Validity

Saunders et al. (2019) defined validity as the appropriateness of the measures used, the accuracy of result analysis, and the extent to which the findings can be generalized. In this study, internal validity was emphasized, referring to the ability of the questionnaire to measure the intended concept. To validate the collected data, the researcher consulted with research supervisors, Postal Corporation staff, and other experts. Validity was further reinforced by referencing previous related studies and conducting a pre-test of the questionnaire. The pilot test involved 10 postal service customers to assess the relevance of the questions and the time required for administration. This pre-test aimed to determine whether the instrument would generate the desired responses to meet the research objectives, assess whether the content was appropriate and relevant, and evaluate whether the wording of the questions was clear, precise, and understandable to the respondents.

3.13.2 Reliability

Heale et al. (2015) describe reliability as the ability of a research instrument to consistently and accurately measure what it is intended to measure. In this study, the internal consistency of the questionnaire's reliability was assessed using a scale test to calculate Cronbach's alpha. According to Saunders et al. (2019), Cronbach's alpha is a statistical tool that measures the consistency of responses to the questions. The alpha coefficient ranges from 0 to 1, with higher values indicating greater reliability. Scales with a coefficient (α) between 0.70 and 0.80 are considered to have good reliability, while those with a coefficient (α) below 0.7 are viewed as having poor reliability. A coefficient alpha of ≥ 0.7 indicates that the data are reliable and suitable for analysis. Cooper and Schindler (2014) define a pilot test as the process of identifying any errors, deficiencies, or weaknesses in the design of a research instrument.

A scale test was conducted for each construct related to the general and specific objectives to measure the internal consistency of the instruments. The test results for each construct were assessed for consistency. The alpha values ranged from 0.787 to 0.708, all of which exceeded the acceptable threshold of 0.70 as proposed by Gujarati (2010). The reliability results for the variables related to the growth of postal services, bureaucracy, service quality, and organizational structure were 0.708, 0.720, 0.787, and 0.708, respectively, as shown in Table 3.3.

Table 3.3: Reliability Results

Construct	Reliability
	Cronbach's alpha
Growth of postal service	0.708

Effect of bureaucracy on the growth of postal service	0.720
Effect of service quality on the growth of postal service	0.787
Effect of organizational structure on the growth of postal service	0.708

Source: SPSS Output (2024)

From Table 4.2, the Cronbach's Alpha results indicate that all statements in the instrument were reliable, as their values were above 0.7. Therefore, the variables were appropriate for the model.

3.14 Data Analysis and Interpretation

The following section presents how the data were analyzed and interpreted.

3.14.1 Data Analysis

Data analysis involves examining, cleaning, transforming, and modeling data to extract valuable insights, draw conclusions, and support decision-making (Saunders et al., 2019). In this study, the data were analyzed using descriptive analysis, which summarizes findings through measures such as means, standard deviations, and score ranges (Saunders et al., 2019). Descriptive analysis was selected because it is the most straightforward method for calculating and interpreting the data. The data were categorized and coded according to the study's objectives and analyzed using the Statistical Package for the Social Sciences (SPSS), version 20. Additionally, a multiple linear regression model was used to assess the factors influencing the growth of postal services, represented by the following equation:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \alpha.$$

Whereby: Y is the dependent variable = growth of Postal service, β_0 is Y-Intercept
 X_1 , X_2 , and X_3 are independent variables = Bureaucracy, organizational structure, and service quality, β_1 -3 are the coefficients of X_1 - X_3 , and α is an error term. The

researchers expected to test the multiple regression model of multicollinearity, heteroscedasticity, and normality.

3.14.2 Testing Linear Regression Assumptions

Data interpretation refers to the application of statistical methods to analyze specific observations from a given assessment (Saunders et al., 2019). In this study, the researcher employed multiple regression analysis to examine the relationship between the dependent and independent variables. This model not only quantifies the strength of the association but also assesses its statistical significance. According to Gujarati (2010), regression analysis is a technique used to evaluate how an independent variable influences a dependent variable. To ensure the validity of the regression results, all assumptions were carefully considered and tested.

Multicollinearity

Gujarati (2010) described that the presence of multicollinearity in a model violates the model's assumptions. Multicollinearity is analyzed using the variance inflation factors and tolerance values. One of the assumptions of multiple regression is that the independent variables should not be highly correlated with each other, as this can lead to multicollinearity, which is considered a problem.

Heteroscedasticity

A model is valid and qualifies only when the assumption of homoscedastic variance is not violated. The presence of error variance in a linear regression model constitutes a violation of this assumption (Gujarati, 2010). Heteroscedasticity can be identified using White's test analysis.

Normality

The assumption of normality implies that the variances of the groups being tested are equal. It suggests that the data are drawn from a normally distributed population with symmetric characteristics, where the mode, mean, and median are equal (Orcan, 2020). Normality can be tested using various methods, such as the Kolmogorov-Smirnov test, Shapiro-Wilk test, skewness and kurtosis measures, and the Jarque-Bera test, among others. However, this study applied skewness and kurtosis because these measures offer greater flexibility in interpreting the reference values.

3.15 Ethical Considerations

According to Saunders et al. (2019), ethical considerations include principles such as informed consent, confidentiality, privacy, protection from harm, and the right to withdraw from the study. This research adhered to these ethical guidelines in the following ways: First, participation was entirely voluntary, with no coercion involved. Second, participants were given ample time to express their views freely. Third, the data collection process did not require participants' names or any identifying details, as these were not relevant to the study. The researcher obtained approval for the study through a clearance letter from the Director of Postgraduate Studies at the Open University of Tanzania (OUT), which was then forwarded to the regional postal manager of the Lindi Regional Post Office for further approval and action. In reporting, the researcher ensured that the data was presented truthfully, as collected, and properly credited any secondary sources used. Efforts were made to avoid data manipulation or falsification.

CHAPTER FOUR

RESEARCH FINDINGS

4.1 Overview

This chapter focuses on analyzing and presenting the findings of the study. It includes an overview of the response rate, an analysis of the demographic data, and an examination of the results from the study's specific objectives.

4.2 Response Rate

Of the 80 respondents targeted, 61 completed questionnaires were returned, representing 76.2%, while 19 respondents, or 23.8%, did not submit their questionnaires. Data analysis was conducted because the response rate met or exceeded 30%, as supported by Hair Jr. et al. (2010). The findings depicting the response rate are presented in Table 4.1.

Table 4.1: Response Rate

Item	Frequency	Percentage
Distributed questionnaires	80	100%
Completed and returned questionnaires	61	76.2%
Unreturned questionnaires	19	23.8%

Source: Field Data (2024)

4.3 Descriptive Demographic Analysis

This section outlines the demographic characteristics of the study respondents. The demographic traits of postal customers were assessed based on age, gender, education, the type of postal services most frequently used, and their status as customers of the postal organization. Respondents were asked to provide their demographic information through structured questions. A summary of the demographic data for postal customers is presented in Table 4.2.

Table 4.2: Respondents Demographic Characteristics

	Variable	Frequency	%
Gender	Male	40	65.6
	Female	16	26.2
Age group	Below 35	20	32.8

	35-45	19	31.1
	Above 45	17	27.9
Type of postal services you use most often	EMS	47	77.0
	Mail	4	6.6
	Others	6	9.8
Type of customer	Student	5	8.2
	Self employed	7	11.5
	Government sector	32	52.5
	Private sector	11	18.0
	Others	2	3.3
Highest education level	Primary education	7	11.5
	Secondary education	8	13.1
	High school	8	13.1
	Completed undergraduate	22	36.1
	Completed postgraduate	3	4.9
	Others	9	14.8

Source: Field Data (2024)

The descriptive statistics in Table 4.2 show that the government sector was the largest postal customer, accounting for 52.5%, followed by the private sector at 18%, self-employed individuals at 11.5%, students at 8.2%, and others at 3.3%. These findings are consistent with those reported by Chia et al. (2023). In terms of age, the largest group of respondents were under 30 years old (32.8%), followed closely by those aged 35 to 45 (31.1%). The smallest group consisted of individuals over 45 years old (27.9%). These age categories align with those used in Rukunga's (2018) study on factors affecting service quality in Kenyan courier companies. Additionally, 65.6% of respondents were males, and 26.2% were females.

Regarding postal service preferences, 77% of customers favored the EMS service, 9.8% used other services, and 6.6% relied on mail services. This pattern mirrors the findings of Chia et al. (2023). As for education levels, the majority of respondents

(36.1%) had completed undergraduate studies, while 14.8% had other forms of education, 13.1% had completed secondary education or high school, 11.5% had primary education, and 4.9% held postgraduate qualifications. These results align with those reported by Wamuyu (2020).

4.4 Regression Results

A regression analysis was conducted to evaluate the fit statistics. The results revealed a positive relationship between the growth of postal services and all three independent variables. The R-squared value was 0.315, indicating that 31.5% of the variations in postal service growth in Tanzania could be explained by bureaucracy, service quality, and organizational structure. Other factors affecting postal service growth in the Lindi region, which were not addressed in the study, accounted for the remaining 68.5%. This suggests that future research should explore these additional factors. Therefore, it can be concluded that the independent variables in this study were predictors of postal service growth.

4.4.1 Results of Goodness of Fit Statistics

Table 4.3: Goodness of Fit

Model Summary of the Goodness of Fit				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.561 ^a	.315	.271	.713

Source: SPSS Output (2024)

An ANOVA analysis was also performed to determine the suitability of the regression model for the analysis. The results indicated that the regression model was statistically significant, with a p-value of 0.000 ($p < 0.001$), which is below the 0.05 threshold. Therefore, it can be concluded that the model was significant in assessing the growth of postal services.

Table 4.4: ANOVA Findings

Findings of ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.953	3	3.651	7.189	.000 ^b
	Residual	23.870	47	.508		
	Total	34.824	50			

Source: SPSS Output (2024)

4.4.3 Multiple Regression Statistics

A multiple regression analysis was conducted to assess the relationship between service quality, organizational structure, and the growth of postal services, as well as the negative relationship between bureaucracy and postal service growth. The results are as follows:

The analysis revealed that bureaucracy has a significant negative impact on postal service growth in the Lindi region ($\beta = -0.582$, $P = 0.000$). This indicates that bureaucracy negatively and significantly affects the growth of postal services in Lindi, leading to the rejection of the first hypothesis (H1). These findings contradict those of Mapunda (2016), Alornyeku (2011), Ali (2017), and Yasin et al. (2021). However, they align with Schneider's (2021) findings, which also reported a negative relationship between bureaucracy and the performance of public organizations. On the other hand,

the study found a positive but statistically insignificant relationship between organizational structure and postal service growth ($\beta = 0.024$, $P = 0.826$), which does not support the second hypothesis (H2). This suggests that the organizational structure does not significantly contribute to the growth of postal services. This could be due to weaknesses in the existing structure that hinder its effectiveness. These results are consistent with Chesenge et al. (2022), who found that organizational structure was not a significant factor in the performance of the Postal Corporation of Kenya.

Furthermore, the study found a positive coefficient for service quality on postal service growth, but it was also statistically insignificant ($\beta = 0.238$, $P = 0.019$). As a result, the third hypothesis (H3) was not supported. This suggests that the services provided either do not fully meet customer needs or fail to achieve high customer satisfaction. This finding is consistent with Modiri et al. (2020), who found that tangibility and assurance were not significant factors in customer satisfaction.

Table 4.5: Multiple Regression Results

Multiple Regression Findings							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.364	.800	.455	.000		

Bureaucracy	-.582	.142	.506	4.096	.000	.954	1.048
Organizational structure	.024	.111	.027	.221	.826	.944	1.059
Service quality	.238	.098	.302	2.436	.019	.946	1.057

Source: SPSS output (2024)

The established model was: $Y = 0.364 + 0.582X_1 + 0.024X_2 + 0.238X_3$, Where: Y=

Growth of postal services in Tanzania, X_1 = Bureaucracy, X_2 = Organizational structure, and X_3 = service quality.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Overview

This chapter offers a detailed analysis of the results presented in Chapter Four. It compares these findings with previous studies on similar cases, from both theoretical

and empirical perspectives, and connects them with earlier research, focusing on the relevant variables and their constructs.

5.2 The Effects of Bureaucracy on the Growth of Postal Services

The results indicate that bureaucracy had a significant negative impact on the growth of postal services. This finding aligns with the studies of Uguru (2014) and Wahad et al. (2008), but contradicts the research conducted by Ali (2017), Mapunda (2016), Ngungat (2019), and Arsyad et al. (2020). Additionally, the lack of significance may be attributed to the specific indicators used in the analysis.

5.3 The Effects of Organizational Structure on the Growth of Postal Services

The study found that the organizational structure had a positive but insignificant impact on the performance of postal services. This suggests that the organizational structure of Tanzania Posts Corporation did not influence its performance. These findings align with those reported by Oduor (2022), Karemu et al. (2021), Wangui et al. (2021), Muriu (2019), Johanna et al. (2014), and Onyuma (2020). However, they contrast with the findings of Mushtaq et al. (2014) and Kalay et al. (2016), who observed that organizational structure negatively affected organizational performance.

5.4 The Effects of Service Quality on the Growth of Postal Services

The impact of service quality on the growth of the postal sector was assessed based on factors such as service availability, pricing, customer service response time, delivery methods, and customer handling. The results indicate that service quality is a statistically significant positive predictor of postal service growth. This suggests that service delivery plays a crucial role in an organization's performance, although its contribution in this study is relatively minor. This finding aligns with studies by

Rukunga (2018) and Dwianto and Purnamasari (2018), but contradicts the results found by Modiri et al. (2020).

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 Overview

The previous chapter presented the study's findings, with a detailed discussion of the results from the multiple regression analysis in Chapter Four. This chapter focuses on the implications of those results. The key outcomes of the study provide important theoretical and managerial insights for stakeholders in the postal sector, including employees and policymakers. Additionally, this chapter discusses the limitations of the research and offers suggestions for areas of future study.

6.2 Managerial Implications

Today, postal organizations are increasingly focused on attracting more customers and generating higher revenue, while facing growing challenges each day. In Tanzania, the postal sector is still developing, with the Tanzania Posts Corporation (TPC) competing against other couriers such as DHL. A thorough analysis of postal services and the factors affecting them is necessary to assess the level of bureaucracy at the grassroots level. This evaluation could provide valuable insights into existing postal performance studies.

6.3 Theoretical Implications

One of the theoretical contributions of this study is that it is among the few to integrate bureaucracy, organizational structure, and service quality in the examination of postal service growth. While many studies in the postal sector have explored bureaucracy, organizational structure, service quality, and performance as individual factors, most have primarily focused on the impact of service quality. Few studies, however, have explored the combined influence of bureaucracy, organizational structure, and service quality on postal service growth. Therefore, investigating these relationships enhances our understanding of the broader concept of postal services. Additionally, the findings contribute to bureaucracy theory, which has not previously addressed the relationship between service quality and organizational structure.

6.4 Conclusion

The findings of this study provide solid empirical evidence that bureaucracy does not impact the growth of postal services. However, these results offer valuable insights for postal stakeholders to consider when utilizing postal services. This information can

assist them in aligning with the necessary requirements. TPC managers should pay more attention to this factor when planning and executing postal projects to ensure sustainability and success.

Additionally, the study explored the relationship between organizational structure and the growth of postal services. It was found that organizational structure plays a significant role in postal operations, acting as a key factor in facilitating the flow of information both top-down and bottom-up. It also supports effective employee supervision and ensures proper reporting systems. Furthermore, the study highlighted the critical role of service quality in influencing postal services. The research underscored how sensitive service quality is to the performance of postal services—an important point for Tanzania Posts Corporation to consider.

Given that customers have alternatives from other providers, if TPC continues to offer unsatisfactory customer service, as indicated in the study, the corporation may struggle to grow. Therefore, these findings can guide TPC in revising its strategies for improvement. Although the study's results are not longitudinal, it is expected that the detailed findings and their implications will be valuable to postal stakeholders. Policymakers and postal managers can also benefit from this information to develop more competitive strategies, helping Tanzania Posts Corporation thrive in the postal industry.

6.5 Limitations

The study was conducted in the Lindi region, one of Tanzania's 26 regions. Using a quantitative approach and an explanatory research design, the findings were derived

through multiple regression analysis. This approach, however, limited a detailed explanation of how bureaucracy, organizational structure, and service quality hinder the growth of postal services in the Lindi region of Tanzania.

6.6 Areas for Further Studies

The research suggests that future studies should focus more on rural areas to capture a broader range of population data. It is recommended that subsequent research adopt a longitudinal design to track changes in these factors over an extended period. Since the sample in this study was limited to a single region in Tanzania, future studies could expand to include additional regions and potentially explore other countries to gain a more comprehensive understanding of the factors influencing the growth of postal services on a global scale. Furthermore, future research could consider incorporating more variables beyond the three examined in this study.

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APPENDICES

Appendix I: Questionnaire

Introduction

Dear Respondent,

I am a postgraduate student enrolled in the Master of Business Administration (General Management) program with honors at the Open University of Tanzania. I am currently

conducting research on "Factors Affecting the Growth of Postal Services in the Lindi Region, Tanzania" as part of my final year studies.

I would like to invite you to assist me by completing the attached questionnaire. The questionnaire consists of five sections (A, B, C, D, and E) and will take approximately 5 to 10 minutes to complete. Your participation will be invaluable in helping me successfully complete this research.

Regarding ethical considerations, your responses will be kept confidential and anonymous. The information you provide will only be used for academic purposes. I greatly appreciate your time and cooperation in completing this questionnaire.

Thank you in advance for your participation.

Sincerely,

Danford Gabriel Mwandenuka

MBA Student.

SECTION A: BUREAUCRACY

- 1) Please indicate your level of agreement or disagreement with the following statements on bureaucracy. Use a scale of 1 to 5, where 1 is Strongly Disagree, 2 is Disagree, 3 is Undecided, 4 is Agree, and 5 is Strongly Agree.

	1	2	3	4	5
Corruption and the misuse of office hinder the growth of the postal sector.					

Postal services are greatly affected by employees' commitment.					
Accountability and responsibility contribute to the decline in the postal sector.					
Employees comply with the rules and regulations in post offices.					
Ethical standards are adhered to by employees of the postal operator.					
Customer needs are a priority in postal services.					

SECTION B: ORGANIZATIONAL STRUCTURE

2) Please indicate the level of agreement or disagreement with various statements on organizational structure. 1 is strongly disagree, 2 is Disagree, 3 is Undecided, 4 is Agree and 5 is strongly agree.

	1	2	3	4	5
A centralized system reduces the efficiency of postal services					
Fair allocation of resources between departments leads to the growth of postal services.					
Properly defined roles and responsibilities of employees impact the postal sector.					
A clear reporting system adds value to postal growth.					
Effective supervision of employees influences the postal sector.					

SECTION C: SERVICE QUALITY

3) Please indicate the level of agreement or disagreement with various statements on service quality. 1 is strongly disagree, 2 is Disagree, 3 is Undecided, 4 is Agree and 5 is strongly agree.

	1	2	3	4	5
Postal offices provide the service promised to customers.					
The postal service delivers my parcel on time.					

Postal services provide the right service for the customer.					
Postal services are ready to help customers if they encounter any problems.					
Postal services respond to any customer inquiries					
The delivery man from the postal office always delivers the correct and actual parcel to the customer.					
Counter officers at the post office are attentive in serving their customers.					
Customer service is available 24 hours a day for customers.					
Postal Staff Dress Code and Professional Image					
Postal organization's facilities are advanced and efficient.					
The price set is reasonable based on the weight of the item or parcel.					

SECTION D: GROWTH OF POSTAL SERVICE

4) Please indicate the level of agreement or disagreement with various statements on growth of postal service. 1 is strongly disagree, 2 is Disagree, 3 is Undecided, 4 is Agree and 5 is strongly agree.

	1	2	3	4	5
Business objectives influence the growth of postal organizations.					
The growth of postal services is influenced by a conducive working environment.					
Risk management policies are crucial for the growth of postal services.					
Insufficient budget results in the failure of postal projects and hinders growth					
Skilled employees are essential for enhancing the effectiveness of postal operations.					
The employees have been properly trained for their roles.					
Operating resources are sufficient for optimal postal performance.					
The increase in the number of competitors affected the growth of the postal service.					
Technological advancements have largely contributed to the decline of the postal sector.					

SECTION E: DEMOGRAPHIC INFORMATION

5) Age

6) Indicate your gender. Male [] Female [] (Tick the appropriate)

7) "What is your highest level of education?" (Tick the appropriate)

Primary education []

Secondary education []

High school []

Completed undergraduate university []

Completed postgraduate university []

Other (Please explain) -----

8) Type of consumer (Tick the appropriate)

Student []

Self-employed []

Government sector []

Private sector []

Other []

9) Which type of postal service do you use most often? (Tick the appropriate)

EMS []

MAIL []

Others []

TRANSLATED QUESTIONNAIRE INTO KISWAHILI

**DODOSO KUHUSIANA NA HUDUMA ZA KIPOSTA MAALUMU KWA
WATEJA**

SEHEMU A: URASIMU

10) Tafadhali onyesha kiwango cha makubaliano au kutokubaliana na taarifa mbalimbali kuhusu urasimu: 1 sikubaliani kabisa, 2 sikubaliani, 3 sifahamu, 4

ninakubali na 5 ninakubali kabisa. ***Weka alama ya “V” kwenye kisanduku husika***

	1	2	3	4	5
Rushwa na matumizi mabaya ya ofisi huathiri ukuaji wa sekta ya Posta					
Huduma za posta huathiriwa na uwajibikaji wa mtoa huduma wa posta					
Katika kutoa huduma za kipošta, maadili yanazingatiwa na wafanyakazi wa Posta					
Sera za uthibiti wa matumizi mabaya ya ofisi zinasaidia kukuza sekta ya Posta					
Mahitaji ya wateja ni kipaumbele katika kutoa huduma za Posta					

SEHEMU B: MUUNDO WA SHIRIKA

I)Tafadhali onyesha kiwango cha makubaliano au kutokubaliana na taarifa mbalimbali kuhusu muundo wa shirika: 1 sikubaliani kabisa, 2 sikubaliani, 3 sifahamu, 4 ninakubali na 5 ninakubali kabisa. ***Weka alama ya “V” kwenye kisanduku cha namba husika***

	1	2	3	4	5
Usimamizi kwa wafanyakazi unaathiri hali ya utendaji wa Posta					
Huduma za posta zinaweza kuathiriwa na muundo wa shirika					
Mfumo sahihi wa mawasiliano huongeza ufanisi katika shughuli za posta					
Uwepo wa vitendea kazi vya kisasa na vinavyotosheleza huchangia ukuaji wa huduma za posta					

SEHEMU C: UBORA WA HUDUMA

II)Tafadhali onyesha kiwango cha makubaliano au kutokubaliana na taarifa mbalimbali kuhusu ubora wa huduma: 1 sikubaliani kabisa, 2 sikubaliani, 3 sifahamu, 4 ninakubali na 5 ninakubali kabisa. ***Weka alama ya “V” kwenye kisanduku cha namba husika***

	1	2	3	4	5

Ofisi za posta hutoa huduma kama zilivyoahidiwa kwa mteja					
Wafanyakazi wa posta hufikisha kifurushi changu kwa wakati					
Wafanyakazi wa posta hutoa huduma inayofaa kwa mteja					
Wafanyakazi wa posta wapo tayari kusaidia wateja ikiwa mteja ana changamoto					
Mteja hukabidhiwa kifurushi/mzigo sahihi na kwa wakati sahihi					
Maafisa wa kaunta katika ofisi ya Posta wanajali katika kuwahudumia wateja wao					
Huduma kwa wateja zinapatikana kila wakati kwa saa 24					
Muonekano wa mavazi ya watumishi wa Posta ni nadhifu wakati wote					
Seti ya bei inalingana na uzito wa bidhaa au kifurushi					

SEHEMU D: UKUAJI WA HUDUMA ZA POSTA

12) Tafadhali onyesha kiwango cha makubaliano au kutokubaliana na taarifa mbalimbali kuhusu ukuaji wa huduma za Posta: 1 sikubaliani kabisa, 2 sikubaliani, 3 sifahamu, 4 ninakubali na 5 ninakubali kabisa. ***Weka alama ya “V” kwenye kibanduku cha namba husika***

	1	2	3	4	5
Ufinyu wa bajeti husababisha kutofanikiwa kwa miradi Pamoja na ukuaji wa huduma za kiposta					
Ofisi za Posta zina wafanyakazi wenye ujuzi					
Kuongezeka kwa idadi ya washindani huathiri ukuaji wa huduma za Posta					
Maendeleo ya kiteknolojia kwa kiasi kikubwa husababisha kushuka kwa sekta ya posta					

SEHEMU E: TAARIFA ZA MTOA MAONI

1) Umri

2) Jinsia: Me [] Ke [] (Weka Tick)

3) Kiwango chako cha juu cha elimu ni kipi? (Weka Tick)

Elimu ya msingi []

Elimu ya sekondari []

Elimu ya juu ya sekondari []

Chuo kikuu: shahada ya kwanza []

Chuo kikuu shahada ya Uzamili []

Nyingine (Tafadhali ainisha) -----

4) Aina ya mteja (Weka Tick)

Mwanafunzi []

Aliyejiajiri []

Taasisi ya Umma []

Taasisi binafsi []

Nyingine []

5) Ni aina gani ya huduma za Posta unazotumia mara nyingi zaidi?

EMS []

MAIL []

Nyingine [] (Tafadhali ainisha).....

APPENDIX III: CLEARANCE

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

THE OPEN UNIVERSITY OF TANZANIA



Ref. No OUT/PG202186670

13th June, 2024

Regional Manager, Tanzania Posts Corporation,
P.O. Box 200,
LINDI.

Dear Manager,

**RE: RESEARCH CLEARANCE FOR MR. DANFORD G. MWANDENUKA,
REG NO: PG202186670**

- 2 The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.
- 3 To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Danford G. Mwandenuka Reg.No: PG202186670**), pursuing **Master of Business Administration (MBA)**. We here by grant this clearance to conduct a research titled "**The Factors Affecting Growth of Postal Services in Tanzania**". He will collect his data at your office from 14th June to 30th July 2024.
- 4 In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this

research academic activity.

Yours sincerely,
THE OPEN UNIVERSITY OF TANZANIA



Prof. Gwahula Raphael Kimamala

For: **VICE CHANCELLOR**

Kinondoni Biafra, Kawawa Road; P.O 23409; Dar es Salaam; Tel: +255 22 2668 445; E-Mail: vc@out.ac.tz | Website:

www.out.ac.tz

LOCAL REFERENCE LETTER



17TH JUNE 2024

DANFORD G MWANDENUKA
P.O. BOX
LINDI

RE: PERMISSION TO COLLECT DATA

I acknowledge receipt of request letter from the Open University of Tanzania dated 13TH June 2024 in which the University was requesting the corporation to allow you to gather data from our customers based on your title "Factors affecting growth of Postal services in Tanzania".

With this letter, I would like to officially inform you that you are allowed to collect data as per requisition. If there are more requirements needed, the management is ready to support you.

Regards

A handwritten signature in blue ink is written over a circular blue stamp. The stamp contains the text 'TANZANIA POSTS CORPORATION' around the perimeter and 'LINDI' at the bottom. A horizontal dotted line is drawn across the signature.

Gloria Daniel
Regional Manager