



Factors Affecting Customers' Satisfaction at Dares Salaam Port. Can it Compete in East African Ports?

BY

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Abstract

The focus of this paper is to examine the Factors Affecting Customer Satisfaction at the Tanzania Port Authority (TPA). The paper draws the data from the previous study which was conducted in TPA on Analysis of the factors Affecting Customers' satisfaction at Tanzania Ports Authority specifically Dar es Salaam Port. The paper will examine critically the types of staffs training that affected TPA customers' satisfaction. The paper will also address critically how poor working environment and emergence of technology contributed to customers' satisfaction in our organizations. The Paper uses SERVQUAL Model, Expectancy theory, and Goal-Setting Theory to show whether or not Tanzania Ports Authority (TPA) is fulfilling its customers' satisfaction to its customers. Simple random sampling and purposive techniques were used to select 40 respondents for this study. Data was collected using questionnaires, interview, observation, and focus group and were analyzed by using descriptive statistics with the help of the computer software called Statistical Packages for Social Science (SPSS). The study used descriptive research design and explanatory research design to describe factors affecting customers' satisfaction. The paper shows that absence of in-service training among the TPA employees, poor working conditions, and bureaucratic procedures in decision-making contributed much to customers' dissatisfaction. The paper ends with giving conclusions and recommendations that should be taken seriously by managerial position in order to improve the wellbeing of workers as well as raising national revenue.

Key words: customers' satisfaction and dissatisfaction, intrinsic motivation and extrinsic motivation, customer services, service quality, employee performance, and in-service training.

1.0 Introduction

Customer satisfaction refers to the positive experience clients have when an organization provides a product or service that meets their expectations, with high-quality experiences attracting new customers and preventing negative feedback (Safariena 2020). Again, Paul (2018) defines customer satisfaction as the total number of customers. Businesses worldwide rely on customers for product and profit growth. Customer satisfaction is crucial as it measures the level of expectation between company and customer, affecting both products and profits. Again, according to Jonathan, (2018) has defined Customer satisfaction as the evaluation of a product or service by customers, based on whether it meets their needs and expectations. It is crucial for efficient business

achievement and customer retention, and is integral to organizational objectives (Edward, 2021).

Customer satisfaction is a crucial aspect of an organization's success, influencing employee happiness or discontent, and can significantly impact their intention to join, stay, or leave the organization. Employees' needs, interests, and preferences shape their job satisfaction. Positive motivation leads to higher performance and satisfaction. A positive attitude increases satisfaction levels, as it is strongly linked to the expected reward for performance. Providing best products in a competitive market is crucial for customer satisfaction and loyalty, with the customer service department being the most important. according to Khadka, (2017) when your product or service does not meet the expectations of your customers, this is called customer dissatisfaction. The customer service



department is the most important departments, The department involves handling customer complaints, providing solutions, maintaining records, processing accounts, and adhering to communication procedures, while also engaging customers (Lovetta, 2022; Mapunda, 2016).

Tanzania port Authority was established by the port Act no 17, has the responsibility to operate and manage the ocean port and lake port of the country of Tanzania. Provide facilities relating to harbors and provide harbor services, Construct, operate and maintain new harbors, beacons and other navigational aids Carry on the business of stevedore, wharfage or lighterage Act as a warehouseman to store goods, whether or not the goods have been or are to be, handled as cargo or carried by the Authority, Consign goods on behalf of the other persons to any place either within or outside the United Republic Act as carriers of goods or passengers by land or sea Provide amenities or facilities that the Authority considers necessary or desirable for persons making use of the facilities or services. Customer satisfaction will remain to be the only key to growing confidence among local and regional trade partners. TPA should improve customer satisfaction to facilitate more import and more export of goods (Fadhili, 2019).

Motivation is very important from an organizational point of view because it transforms human resources into action. They keep on saying that this further develops the effectiveness level of the workers, and it prompts accomplishing archiving company goals. In this manner motivational is an emotional feeling that comes from inside. At the point when employees are inspired towards their positions, they are also motivated to accomplish more work. Thus, it is important to give such a good working environment to the employees so they feel inspired and perform better every day. Therefore, motivation may be viewed as those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed.

Otuko (2013) found that training and development activities contribute to business growth in Barclays Bank and Mumias Sugar Company. Wachira suggests that these activities help employees develop plans and take on higher roles, while Otuko's study found a positive impact on employee performance, again Imra, (2013) argues that organizations should provide training to maximize the potential of their employees in order to prepare them to perform their jobs as intended.

Improving the employee performance through superior level of motivation and commitment and when employees recognize their organization interest in them through offering training programs, they in turn apply their best efforts to achieve organizational goals and show high performance on the job. Therefore, training is essential for achieving a flexible workforce that is committed and motivated (Amir 2013). According to Fadhili (2019), a customer is demonstrated to play a critical part in the port business, it is important to figure out the main factors affecting customer satisfaction Tanzania Port Authority.

2. 0 Definitions of the Key Concepts

2.1 Customers Satisfaction

According to Alan, (2015), customer satisfaction is a broader concept. It is a measure of how satisfied your customers are with your product or service, and for many businesses, it is the difference between success and failure. Customer satisfaction is a measure of how well a company's product, service, and overall customer experience meet customer expectations. It shows how well your products and services resonate with buyers and reflects your business's health. Customers who are satisfied with your product or service are more likely to continue doing business with you in the future. The most effective strategy for retaining existing customers and attracting new ones is to provide contentment for existing ones.

Organizations should not assume that they understand what the customer needs. Instead, it is very important to understand the problem of the customer first, organizations can acquire detailed information as to what their customers' needs and designs their services or products to meet or exceed customer expectations. The goal for every organization should be to make its customers happy and satisfied. Satisfied customers will come again and might stay as customers for a longer period. It is very necessary for the company to care and treat well a customer, as they say when a customer is well satisfied, he will come back again.

It is very important to improve customers satisfaction. A good customer services will always attract customers in an organization. Customer expectations are slightly different, some customers have high expectations, there are always customers who are not satisfied with the services provided. Dissatisfaction can be caused by several factors, but whatever the reason it is always equally important to solve the cause of dissatisfaction. If the cause is not solved properly, the company might be losing its customers and they will never come back again. Good customer service is always seen as a desirable value. Good customer satisfaction is always created together with the customer in a service situation. Customers in a service situation want to be treated as people whose needs, ideas, feelings, and person is highly respected. A good customer servant has the humility to listen to the customer carefully and take the customer seriously.

2.3 Customer Services

Customers are also known as buyers, purchasers, or clients. From the first time a customer contacts your company to long periods of time afterward, customer service is the support you offer to them Teresa, (2023) customer service gives the client both the assets and the information they want about their delivery item. customer service should address the issues of various clients. Customer service ought to be of the best quality to fulfill a client. Unfortunate client brings about poor or low consumer satisfaction. Clients will be fulfilled on the off chance that they get what they need, where they need, and how they need it. Customer service plays an important part in estimating customer satisfaction. In customer satisfaction customer does not necessarily have to buy any-thing or even

be directly and personally in contact with the company. A customer just wants to be somehow in contact with the company.

When a company can serve its customers well enough and make them satisfied, then company can create long-term customer relationships and possibly get free service at the same time when satisfied customers talk about the good service they got. Satisfied customers have a positive effect on the company's results and that is why it is very necessary and interesting to investigate this factor affecting customer satisfaction. When measuring customer satisfaction, it is possible to get useful data of the company customers and the expectations can be used to improve the company and its services. You get an exact idea what your customers need, and you can start creating the services. Measuring customer satisfaction should be a continuous process that is carried out regularly, not just once if it is done regularly the ending will be more beneficial.

2.4 Service Quality

One of the keys to its organization is to convey the best service quality, which is an evaluation of how all around conveyed services adjust to the client's assumptions. Purity (2020) pointed out that service quality is a combination of two words quality and service. Quality is accepted to be the fundamental component in the degree of consumer satisfaction. The help quality is estimated by looking at a client's normal service which come from informal, individual requirements, and involvement in their view of administrations.

Purity (2020) Characterizes service quality as how your business service delivery compared your client's assumptions, each business has different help quality principles, and the help quality aspects are substance, dependability, responsiveness, affirmation, and compassion. Great assistance quality prompts consumer satisfaction. Customer satisfaction is primarily measured by service quality, with high-quality service being one of many aspects that structure the premise of fulfillment and fulfillment is the most conceivable outcomes that impact future quality perspectives.

2.5 Employee Performance

Employees' performance is depending on the willingness and the openness of the employees on doing their job willingness and openness of the employees in doing their job, it could increase the employees' productivity as well as the performance which also cause to the performance. Management must get the employees task to be done on track as to achieve the company goal or achievements. By having the work or job done on track, employers could be able to control their employees and help them to improve their productivity and as well their performance.

poor workplace layout, overcrowding, and noise can lead to accidents and reduced productivity. Tasks and environment can impact employees' performance. A good environment allows employees to focus on their work, enhancing productivity and satisfaction.

Organizations motivate employees through internal and external rewards, such as challenging assignments and higher compensation. Poor performance in professional employees is due to poor working environment, lack of human resource management, poor working conditions, absence of performance appraisal system, and poor feedback. Changes in promotions, compensation, and benefits increase production.

Again, a reward should be implemented based on the performance of the employees. This is to motivate the employees to perform more on their task in a good manner. There are several factors that being described by Alan (2015) towards the success of the employee's performance. The factors are such as physical work environment, tools, meaningful work, performance expectation, response on performance, bonuses for good or bad system, standard operating procedures, knowledge, skills, and attitudes.

2.6 The SERVQUAL Model

SERVQUAL mode was constructed of ten components of administration quality when made effects, dependability, responsiveness, correspondence, security, capability, civility, and figuring out the client. Consumer satisfaction is affected by comfort, correspondence, dependability, and responsiveness in strategic administrations. A significant degree of consumer loyalty needs an elevated degree of client quality, the help quality model is the technique to catch and quantify the assistance quality experienced by client's hypothesis depends on five develops dependability, responsiveness, confirmation, effects, and compassion (Mapunda, 2021).

The SERVQUAL model is a structure for estimating administration quality and clients. Clients will quite often anticipate spotless and proficient offices, satisfying clients, answering rapidly to some client questions, and viable correspondence and the client needs to feel like they are more than an exchange. In this review, all autonomous factors of this study will acquire from the help quality model of the administrations conveyed in the workplace where vital customization will be finished to suit the Tanzania climate.

Again Mason (2021) utilized the SERVQUAL system to look at the progressions in clients' virtual entertainment ways of behaving that have happened since the pandemic. His discoveries presume that the pandemic has changed client needs shopping and buys ways of behaving and post-buy fulfillment. The issue confronting a specialist co-op who doesn't straightforwardly convey a help quality hole. an answer for this issue is to utilize the SERVQUAL model.

2.7 The Goal-Setting Theory

The goal setting had been proposed by Edwin in the year 1968. This shows how goal process motivate process. This theory recommends that the individual goals established by an employee play an important role in motivating him for superior productivity. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance feedback. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing

adequate resources and workplace training. It also suggests that managers and supervisors should emphasize the human side of their organization to bring it to its full potential. Rule here is the human-to-human cooperation through providing individualized encouragement and support to every single employee (Ilham, 2020).

2.8 Expectancy Theory

Expectancy theory, proposed by Victor Vroom, suggests that an employee's motivation to perform better is based on the belief that better performance will lead to better appraisal and personal goals, which can be rewarded for future actions. The theory suggests that individuals are motivated to choose a specific behaviour based on the desirability of the outcome, but the cognitive process of processing these motivational elements is at the core of this decision-making process.

Individuals make choices based on expectations of behavior's results, starting from childhood and continuing throughout life. Expectancy theory consists of expectancy, instrumentality, and valence. It focuses on performance appraisal, reward relationships, and personal goals, highlighting the importance of recognition and attractiveness. The Expectancy Theory, as proposed by Victor Vroom, should not be interpreted simplistically by managers. It emphasizes the importance of meaningful rewards and valuing a person's personal and cultural aspects. Although not applicable to all jobs, these qualities are highly valued by employees and employers.

2.9 In-service training and Motivation

According to Asim (2013), many people view motivation as a personal thing. Studies have however revealed that motivation is found because of interaction between an individual and the situation. People differ in their basic motivational drive. Also, define motivation as the willingness to exert high levels of effort towards company goals conditioned by the efforts and success to satisfy some individual goal. In-service training always is ongoing process within the organizations.

In-service training boosts employee morale, lowers production costs, reduces turnover, aids change management, provides recognition, enhances responsibility, and may lead to increased pay and promotion. It also enhances staff availability and quality, thereby reducing labor turnover and absenteeism. Therefore, training is a valuable tool for businesses. Staffing is the process of hiring and selecting suitable individuals for a job, ensuring a correct match within an organization. It involves identifying the most suitable candidates.

There are three keys to motivation and these are achievements, organizational target, and wants. Achievements are a measure of the strength put in by the individual. A motivated individual will put in more effort than a less motivated individual in an organization. However, high levels do not necessarily mean favourable job performance outcomes unless the achievements are put in a way that interests the organization. It is therefore important to consider the quality of work as well as its strength. Achievements must be directed

toward and consistent with organizational goals to be productive.

3.0 The Description of the Study Area

The study was carried out in Dar es Salaam port. The reason for selecting this area was that Dar es Salaam port had a massive number of people who used it to export and import goods at a large quantity. Furthermore, Dar es Salaam port is a major port compared to other ports like Tanga, Mtwara, Mwanza, and Bukoba in Tanzania.

4.0 Methodology

Primary data were collected using both qualitative and quantitative methods, where secondary data obtained from literature search and review of relevant official documents. The literature review further highlighted the key concepts used in the study. The sample of the study comprised of 40 respondents picked out of the 80 targeted population by using purposive sampling and simple random sampling techniques. The study used descriptive research design because this technique describes in detail the factors which contributed to customers' dissatisfaction at the Tanzania Port Authority. Two phases of data collection and analysis were conducted. In the first phase, qualitative data was collected based on factors affecting customers' satisfaction. The second phase of data collection was focused on quantifying some variables on important issues discussed during focus group discussion, observation, and key informant interviews.

5.0 Findings of the Study

The findings of the study are presented under the following subsections: The gender, age, education level, and Working experience in the public sector are used to describe the respondents' demographics in this section. The following was the analysis and discussion of these variables.

5.1 Respondents by Gender

Out of 40 respondents, women were (40%), while men were (60%). Gender review was important to the satisfaction of customers at TPA because it implied the contribution of all genders to customers' satisfaction. The study revealed that men dominated at TPA due to the patriarch ideology which ignores women's work for difficult jobs. Men tended to have more awareness than women on the factors affecting customer satisfaction at TPA. See table 5.1 below.

Table 5.1 Respondents by Gender

Gender	Frequency	Percentage
Male	24	60%
Female	16	40%
Total	40	100

Source: Field Data, (2023)

5.2 Respondents by Age

Age distribution of respondents is very important to get the actual facts of a particular events (Imran, 2013). The findings of the study revealed that 77.5% were between the aged of 21 to 40, and 22.5% were between the aged of 41 to 60. Therefore, study showed that the age group between 21 to 40 were the most employed compared to the aged group between 41 to 60, The lowest number of respondents was within 41 to 60 aged group. This justified that TPA jobs mostly were done by the group of youths which is highly affected technological development. See table 5.2 below.

Table 5. 2 Respondents by Age

Age Group	Frequency	Percentage
41-60 years	9	22.5%
21-40 years	31	77.5%
Below 20years	0	0
Total	40	100

Source: Field Data, (2023)

5.6 Education Levels of Respondents

The findings showed that 5% of respondents had a higher level of education with Master’s degree, majority of respondents 55% had Bachelor degree level, meanwhile 5% of respondents had completed secondary education, and 35% had certificate education level. Therefore this could be concluded that majority of respondents who were interviewed were educated enough and therefore, they were in a good position to mention critically factors which demotivate customers’ satisfaction at TPA. See table 5.6 below.

Table 5.6 Education Levels of Respondents

Education Level	Frequency	Percentage
Masters	2	5%
Bachelor Degree level	22	55%
Certification level	14	35%
Secondary education	2	5%
Total	40	100

Source: Field Data, (2023)

5.7 Working Experience of Respondents

Working experience always is the corner stone of employees’ performance. It makes employees to be more competent than the ones who have less working experience (Otuko, 2013). 5 % of the total sample chosen had less than one-year working experience in the customer service department, while 37.5% of the total sample chosen had more than ten years, 45% of the respondents had more than 4 to 9

years of experience in the customers’ service department, Therefore the study showed that majority were between 4 to 9 years of working experience. Therefore, from the above findings, it revealed that that most respondents were aware of the environment surrounded TPA because mostly employees who were able to work for a long time and they had a better position to provide reliable information on factors affecting customers’ satisfaction at Tanzania Port Authority. See Table 5.7 below.

Table 5.7 Working Experience of Respondents

Number Of Years	Frequency	Percentage
10 and above	15	37.5%
4-9years	18	45%
0-4 years	5	12.5%
Less than 1 year	2	5%
Total	40	100

Source: Field Data, (2023)

5.8. Types of Staff Training Affecting TPA Customers Satisfaction

The study was very interested results to see the types of staff training which were offered to the employee for the sake of improving customers satisfaction at TPA. It was computed using short- and long-term training. The respondents were questioned on what type of training was beneficial to TPA employees to improve productivity and as well as performance. Majority of employees agreed that there was a strong correlation between long-term training and short-term training for the workers’ performance. This showed that it was the responsibilities of the organization to provide training programmes to their employees to work comfortable and perform their job well.

During the study, both 25% of respondents agreed and 50% were strongly agreed that they had never participated in any type of in-service training programmes. In another case, 10% of respondents stayed unbiased, and 5% of respondents strongly disagreed that they participated in training programmes. Therefore, from the above narrations it could be concluded that there was not enough in-service training to the employees and this contributed much to the customers’ dissatisfaction. Paul (2018; Mezue, 2014.) pointed out that the absence of in-service training at areas of work results to employee absenteeism and labor turnover. See Table 5.8 below.

Table 5.8 To find out how TPA employees have participated in staff training programs

Staff Training	Frequency	Percentage
Strongly Disagreed	2	5%
Disagreed	4	10%
Agreed	10	25%
Strongly Agreed	20	50%



Total	40	100
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Source: Field Data, (2023)

5.9 Poor Working Environment at TPA Contributed to Customer Dissatisfaction

Customers' satisfaction is always measured by using annual bonuses, availability of office facilities, transportation services, and availability of health insurance (TPA, 2012; 2019). The respondents were questioned on how lack of annual bonuses, poor office facilities, lack of transportation services, and lack of health insurance contributed to factors affecting customers' satisfaction. The response was as follows.

5.9.1 Lack of Annual Bonuses

The nature of paying bonuses to employees is to increase performance levels, by showing that an employer values their work output both quantitatively and above all qualitatively. In addition, to being a tool of enhancing work performance, bonuses are fundamental tool that can be used to hold highly productive staff, and therefore, saving expenses of enrollment and training new employees.

In Tanzania, the Employment Act is the primary piece of legislation governing employment and labor matters. However, it does not expressly provide for issuance to employees of bonuses or similarly, matters of incentives, commissions, and other compensation schemes outside the ordinary basic wage or salary of an employee. As a result, payment of rewards to employees is a standard practice in large and medium corporate circles in Tanzania and is discretionary at the option of the employer.

Annual bonuses may either be in cash or noncash, Annual bonuses can be inform of package or holiday bonuses and according to the respondents, 60% of respondents strongly agreed that lack of annual bonuses contributed to factors affecting customer satisfaction,(30%) agreed that lack of annual bonuses contributed to factors affecting customer satisfaction and 2.5 % of TPA disagree that lack of annual bonuses did not contributed to factors affecting customer satisfaction and 7.5 % respondents remained neutral.

The study suggested that it was a responsibility of the TPA to provide the employees with annual bonuses. Annual bonuses motivate employees to work harder to archive organization goals. Annual bonuses always drove employees to feel like they were a big part of the company and contributed to the performance of the company. The study also suggested that Tanzania Port Authority should consider the uses of bonuses to increase customers satisfaction in the organizations and a way to attract performance. Employees needs to be motivated so as to satisfy a customer. See table 5.9.

Table 5.9 To find out how lack of annual bonuses contributed to factors affecting customer satisfaction

Annual Bonus	Frequency	Percentage
Strongly Disagree	0	0

Disagree	1	2.5%
Neutral	3	7.5%
Agree	12	30%
Strongly Agree	24	60%
Total	40	100

Source: Field Data, (2023)

5.9.2 Poor Office Facilities

Luxurious office facilities that possess that "wow factor" are less likely to impress than things that make us feel safe against diseases that we continue to fight against. For instance, using touchless technologies will prevent us from touching germ surfaces to access and exit buildings. These advancements may also allow us to use our cell phones to control lifts or sanitize our hands at touch-free cleaning stations before entering the work area. Although not all businesses can afford these, there are still some additional facilities for employees that most can stretch to. providing a cooler and a microwave can assist with raising staff morale and let your staff know how much you appreciate their hard effort.

It showed that (50%) of the respondents strongly agreed that poor office facilities contributed to factors affecting customers' satisfaction, (17.5%) also agreed that poor office facilities led to factors affecting customers' satisfaction, while (25 %) disagreed that poor office facilities did not contribute to factors affecting customers' satisfaction and (7.5 %) respondents remained neutral. Therefore, these findings revealed that majority of employees agreed that poor office facilities contributed much to factors affecting customers' satisfaction. Therefore, it is the role Tanzania Port Authority to invest more for new office facilities like comfortable chairs, office furniture, and desk furniture in order to motivate its workers. See Table 5.9 below.

Table 5.9 To find out how poor office facilities contributed to factors affecting customer satisfaction

Office Facilities	Frequency	Percentage
Strongly Disagreed	0	0
Disagreed	10	25%
Neutral	3	7.5%
Agree	7	17.5%
Strongly Agreed	20	50%
total	40	100

Source: Field Data 2023

6.0 Lack of Transportation Services

Punctuality can be a major issue for staff who are commuting, with everything from traffic to finding a parking space once they arrive at the office. If a company meets the transportation needs of its employees, it can also ensure that employees

arrive at work on time and reduce. In areas where public transport is limited and when employees do not drive, supplying transport can encourage members of staff to work hours they would not in any case.

This can increase production and it has a positive impact on the bottom line of a company. There is the bonus that you are reducing a build-up of traffic and contributing to the local area by doing so. This can help your company's general goodwill in the area it is based, opposed to the opposite, when your company's influx of commuters is negatively contributing to rush hour traffic.

Based on the above narrations, 62.5% of the respondents were strongly agreed that lack of transportation services contributed to factors affecting customers' satisfaction, 30% also were agreed that lack of transportation services contributed to factors affecting customers' satisfaction, while 2.5 % disagreed that lack of transportation services contributed to factors affecting customers' satisfaction and 5 % respondents remained neutral. This could be suggested that employees were highly demanded transportation service in order to motivate them. These findings were concurred by Alan (2015) who maintains that Transportation services among the employees always will promote customers' satisfaction and time management also transportation services boost productivity and reduced absenteeism. See table

Table 6 To find out how transportation services contributed to factors affecting customer satisfaction

Transportation Services	Frequency	Percentage
Strongly Disagreed	0	0
Disagreed	1	2.5%
Neutral	2	5%
Agree	12	30%
Strongly Agreed	25	62.5%
Total	40	100

Source: Field Data (2023)

6.1 Lack of Health Insurance

Health insurance benefits are an important investment in the well-being of employees. They provide a layer of protection and care that can help employees prioritize their health and wellness, which in turn leads to increased productivity. By providing access to quality healthcare, employers can ensure that their employees are able to focus on their work without worrying about medical bills or other financial worries. Additionally, health insurance benefits can also help reduce stress levels and improve overall morale within the workplace. In short, investing in health insurance benefits for your employees is a wise decision that will pay off in the long run through improved productivity and employee satisfaction.

Health insurance benefits can include coverage for medical expenses, prescription drugs, dental and vision care, mental

health services, and more. These benefits help to ensure that employees are healthy and productive and that they remain loyal to their employers. This can ultimately lead to increased productivity as well as reduced absenteeism and turnover rates. Additionally, providing health insurance benefits can also help to attract top talent as well as improve morale among existing staff members.

Based on below findings, 20% of respondents were Strongly agreed that lack of health insurance contributed to factors affecting customer satisfaction, 50% also agreed that lack of health insurance contributed to factors affecting customers' satisfaction, while 12.5% strongly disagreed that lack of health insurance caused to factors affecting customers' satisfaction, Therefore, it was suggested that Tanzania Port Authority should provide health insurance services to its employees so as to ensure their safety and good health condition among employees, The employees were more likely to stay with an organization that puts forward valuable insurance benefits like health. As presented in table 6.1 below.

Table 6.1 To find out how lack of health insurance contributed to factors affecting customer satisfaction

Health Insurance	Frequency	Percentage
Strongly Disagree	5	12.5%
Disagree	2	4%
Neutral	2	5%
Agree	20	50%
Strongly Agree	10	20%
Total	40	100

Source: Field Data, (2023).

6.2 Technology Affects TPA Customers' Satisfaction

The study also interested on determining how TPA's customers' satisfaction were affected by technology. The respondents were asked to consider the impact that technology had contributed to customers dissatisfaction. Information technology set expectations of customers high. There's no better feeling than for a customer to have expectations exceeded. No business was immune to unhappy customers. In fact, even companies with the best customer service in the world will still lose up to 9% of their customers to competitors. Information technology provides customer feedback. Information technology strongly ensures customer loyalty.

Information technology significantly builds customer loyalty as it strives to empower and educate customers and invests in a self-service support channel. Information technology provides an interactive platform to customers to share their grievances and have their needs attended to on time and concisely. Information technology sets the stage for a two-way communication effort. For example, follow up with a customer after a business transaction proves to customers that the company wants to hear from them.



7.0 Conclusion

Based on the discussion above, a number of conclusions can be drawn from this paper.

- a. The absence of in-service staff training was one of the factors affecting customers' satisfaction at Tanzania Port Authority. In-service training is crucial to both new and newly promoted employees because it improves customers' satisfaction and reduces absenteeism, dissatisfaction, and employee turnover.
- b. Lack of outdated technology was another factor affecting customer satisfaction at Tanzania port authority, most officials at TPA headquarters used poor technology which led to poor services, lack of efficiency, and poor productivity.
- c. Good working environment has positive contribution towards customer satisfaction. It can be concluded that customers demand the quality of service together with all factors that directly or indirectly effect the services to make him satisfied

Therefore, from the above findings, the paper may convince us to argue that TPA survive as generating organization, and to win the East African competition might be a distant dream unless more efforts should be done by both government and other stakeholders in order to minimize these factors which affecting to customers' satisfaction. The users of TPA (members of East African countries, SADC countries, and other Great lakes regions may take other opportunities of transporting their commodities if these challenges will not be solved by TPA managerial. Hence less competition in the global market.

8.0 Recommendations

Based on the study findings and ensuing conclusion, the following recommendations are made:

- Job training in customer service should be provided on a normal basis to maintain necessary skills like problem-solving, listening skills, and telephone skills. Training is crucial because it addresses opportunities for employees to develop their insight and further develop their work abilities to become more responsible in the workplace.
- The organization should concentrate more on enhancing the safety and security of employees. Employees always wish to be guaranteed their protection with no distractions.
- The integration of advanced ICT use and related materials should not be neglected if the organization is to stay competitive in the customer service organization.
- Management should develop a framework for employees by setting the flexible rules which will allow the workers to participate fully in decision-making.

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