The Role of Customer care in bringing Customer Satisfaction in Private Universities. A case of University of Arusha, Tanzania

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Abstract: This study sought to investigate customer care in bringing customers satisfaction at the University of Arusha. Its specific objectives included; to determine whether the University of Arusha is practicing customer care and customer satisfaction, to identify challenges of customer care and customer satisfaction at the University of Arusha, and to identify mechanism to improve customer care and customer satisfaction at the University of Arusha. The study employed qualitative approach in collecting and analyzing data at the University of Arusha. Open ended questionnaires were used to collect data from 79 respondents. Findings revealed that respondents had a view that the University of Arusha is practicing customer care and customer satisfaction. Although, the study revealed that, employees in the office have less knowledge on customer care and skills that hindered effective provision of good customer care to customers and lack of commitment to offer a quality customer care service was also found to be a problem. Findings also indicated that there were mechanisms to remove the challenges such as training of customer care skills among the staff. The study concluded that, the customer satisfaction between main and town campus differed. It was also concluded that, inadequacy of facilities such as computer lab equipment were among the source of dissatisfaction. It was recommended that, training the staff on the customer care skills is essential in improving the customer care, the University should balance the services between the main campus and Arusha extension center which seems to be ignored.

Key words: Customer, Care, Satisfaction, Private Universities, Arusha, Tanzania.

I. INTRODUCTION

In the competition world today, creating customer satisfaction provides sustainable competitive advantage and differentiation from other service providers. One of the reasons good businesses become great is because of the loyalty they command from their customers. This satisfaction ensures that the customers stay back with the organization over the years. To command such a loyalty from customers, you need to give sound customer care and Customer Satisfaction (Khadka and Maharjan, 2017). Numerous empirical studies have indicated that customer care may result to customer’s satisfaction. A study by Archakova (2013) in Indonesia revealed that, good customer care is a result of organized corporate culture, which can be considered as a kind of social culture in general. Setting the values of a generalized trend of activity, rules, regulations and standards concretize this direction. Another study in Mexico by Bhasin (2018) indicated the advantage of good customer care to customers that; First, it retains the customers - naturally, when the customer is happy with the service, he will stick back with the brand and will not shift to competitors. Second, gets the organization’s more references - When the organization give good customer service, your customers talk about the organization to others. They tend to do so even more when they have been receiving good quality service over a period of time. Third, increases profitability. Fourth, gives the employers and employees’ confidence. Firth provides competitive advantage (Golkar, 2017).

Customer satisfaction in the other hand is the key factor for successful and depends highly on the behaviors of frontline service providers. Customers should be managed as assets, and that customers vary in their needs, preferences, and buying behavior. It is generally accepted that customer satisfaction depends on the quality of the product or service offered (Lee, 2016). Carelse (2017) believes that, customer satisfaction is the customer’s fulfillment response to a consumption experience or some part of it. Globally, much has been investigated about the role of customer care and customer’s satisfaction. A study done by Kursunluoglu (2011) in Turkey revealed that, customer care is only one of the tools which are used for creating customer satisfaction and customer loyalty. Except customer service, there may be stronger tools than customer service like service quality, product variety, product quality, perceived value etc.in creating customer satisfaction and customer loyalty. Customer services can explain 13.9 % of the variance in customer satisfaction and 12.5 % of the variance in customer loyalty. In India, a study by Padhy and Swar (2010) revealed that poor service quality in public sector banks is mainly because of deficiency in tangibility, lack of responsiveness and empathy. But on these five dimensions, private sector banks reformed better than the public sector banks. As expectations of customers have not been fully met, there is a lot of scope for improvement on service quality. However; foreign banks are relatively close to the expectations their customers with regard to the five dimensions of service quality. From this literature, the author has tried to pinpoint what happens when there is no good customers care.
In Africa, a study done by Carelse (2017) in South Africa indicated that, perceived service quality positively influenced customer loyalty directly and via customer satisfaction. In addition, customer satisfaction also positively influenced customer loyalty. However, the findings revealed that perceived service quality influences customer loyalty only indirectly via customer satisfaction and a positive relationship exists between customer satisfaction. Like other countries, in Tanzania studies have been conducted abut customer care and customer satisfaction. A study by Khamis (2016) on service quality and customer’s satisfaction in Tanzania’s Islamic University found there is a relationship between customer care and customer satisfaction. Similarly, Mkoma (2014) conducted a study on customer care and customer satisfaction in Standard Chartered Bank and it was found that, relationship exist between customer care and customer satisfaction. The plausibility of the finding show that most customers of the Standard. This result also suggests that the service charges of the bank are reasonable and not highly deviated from those of other banks. However, accuracy of service and welcoming attitude of staffs of the Standard Chartered Bank were found not be strong source of customers’ satisfaction. This study examined the customer care in bringing customer satisfaction at the University of Arusha in order to find the perception of students on customer care and customer satisfaction. The study was propelled by the fact that, customer satisfaction is a prerequisite for successful leaning in higher learning Institutions. The study therefore was guided by the following research questions:

- Is the University of Arusha practicing Customer care in bringing Customer Satisfaction?
- What are the Challenges that hinder the provision of good Customer care?
- Which mechanism can be used to improve Customer care at the University of Arusha?

**Statement of the Problem**

Customers are important stakeholders in organizations and their satisfaction is a priority to any organizations. In fact, Good customer care leads to customer’s satisfaction. Bhasin (2018) indicated the advantage of good customer care to customers that; to retains the customers, gets the organization’s more references, increases profitability, gives the employers and employees’ confidence and provides competitive advantage. Organizations and institutions are trying their level best to make sure customers are satisfied. Peter (2018) in his study on academic staff capacity in Private Universities in Tanzania affirmed that, most of the institutions in Tanzania especially the private learning institutions are not performing well due to shortage of qualified staff.

University of Arusha has experienced the increase in number of students for the past three academic years. For example in 2016/2017 there were 1486, 2017/2018 were 1163 and in 2018/2019 there were 1494 (Record from Registrar’s office). Therefore, the increase in number of students has brought challenges on the services offered at the University of Arusha. The role of customer care in bringing customer satisfaction is the cornerstone for development of high learning Institution. Though many organizations do offer quality services to their customers, yet there are blames and unsatisfactory elements from the customer they serve. The University of Arusha is among the high learning institutions which offer quality service to customers but yet there is a lot of customer’s unsatisfaction on the service they offer.

It is from this context that the researcher investigated on the role of customer care in bringing customer satisfaction at the University of Arusha.

**II. LITERATURE REVIEW**

This part presents theories, literature and study findings related to the customer care and customers satisfaction from global to local perspective.

*Theory that guided the study*

According to Adom, Hussein and Agyem (2018,p.438), “theoretical Framework is the blueprint or guide for a research. It is a framework based on an existing theory in a field of inquiry that is related and/or reflects the hypothesis of a study. It is a blueprint that is often ‘borrowed’ by the researcher to build his/her research inquiry. There are many theories that explain the concept of customer care and customer satisfaction. This study adopted the theory of assimilation. This theory asserts that consumers make some kind of cognitive comparison between expectations about the product and the perceived product performance. The assimilation theory was introduced after discovering that the consumer evaluates the products after using them.

Anderson (1973) asserted that consumers seek to avoid dissonance by adjusting perceptions about a given product to bring it more in line with expectations. According to this theory consumers can reduce the tension resulting from poor product performance either by distorting expectations so that they coincide with perceived product performance or by raising the level of satisfaction by minimizing the relative importance of the disconfirmation experienced. This theory has some weakness like the fact that the simplicity of assumed relationship between expectation and satisfaction without specifying how disconfirmation of an expectation leads to either satisfaction or dissatisfaction is not clear. The theory claim that consumers are motivated enough to adjust either their expectations or their perceptions about the performance of the services offered. Therefore, it would appear that dissatisfaction could never occur unless the evaluative processes were to begin with negative consumer expectations. It was the aim of this study to examine customers’ satisfaction at the University of Arusha. However, the theory of assimilation helped in understanding the role of customer care and customer’s satisfaction at the University of Arusha.
Literature and study findings

Customer’s perception on services provided

Customer satisfaction is the state of mind that customers perceive about a company when their expectations have been met or exceeded over the lifetime of the product or service. The achievement of customer satisfaction leads to company loyalty and product repurchase. It is obvious that customers are important stakeholders in organizations and their satisfaction is a priority to management. According to Turban (2002), customer care or service is a series of activities designed to enhance the level of customer satisfaction - that is, the feeling that a product or service has met the customer expectation. Customer service may be provided by a person such as sales and service representative, or by automated means called self-service like ATMs in financial institutions. It is not easy to capture the customer perception on the services provided because the issue of satisfaction can refer to a number of different facts of the relationship with a customer. For example, it can refer to any or all of the following: satisfaction with the quality of a particular product or service, satisfaction with an ongoing business relationship, satisfaction with the price-performance ratio of a product or service or satisfaction because a product/service met or exceeded the customer’s expectations (National Business Research Institute, 2017).

Carelse (2017) in the other hand believes that, customer satisfaction is the customer’s fulfillment response to a consumption experience or some part of it. Customer satisfaction is a pleasurable fulfillment response and the most common approach to operationalize customer satisfaction is to compare the customer’s perception of an experience with their expectation. Therefore, the presence of customer satisfaction is the key toward the development of the entity. The perception of customer perception on the services provided depends on the following: A study by Yebooh, Gyawu and Add (2015) on restaurants and drivers in Ghana revealed that customers’ perception towards the customer service practices among the restaurants are quite acceptable except that the industry needs some improvement in certain areas like frequent customer feedback as well as displaying their commitment to effective service delivery. Customers were particularly interested in their privacy when visit, tangible aspect of the restaurant, as well as showing commitment to serve their clients.

A study by Khamis (2016) revealed that, there is a relationship between customer care and customer satisfaction. He argues that, customers are satisfied with the Islamic Institutions services provided by Islamic School. However, it has been found that customers are attracted by compliance, tangibility and reliability of the Institutions. The findings further indicate a significant relationship between service quality and customers’ satisfaction. Indeed, empathy, compliance and reliability were found to be the only significant predictors of customers’ satisfaction. Furthermore, A study done by Carelse (2017) in South Africa indicated that, perceived service quality positively influenced customer loyalty directly and via customer satisfaction. In addition, customer satisfaction also positively influenced customer loyalty. However, the findings revealed that perceived service quality influences customer loyalty only indirectly via customer satisfaction and a positive relationship exists between customer satisfaction. Another study by Etgar (2009) in the health sector revealed that, in these kinds of medical service encounters, physicians should explicitly recognize the role of service quality perceptions for anxiety reduction and incorporate as many anxiety-reducing cues as possible in the environment of such interactions.

Levels of customers satisfaction

Customer satisfaction is an asset that should be monitored and managed just like any physical asset. The relationship between customer service and customer satisfaction is a vital one (Ako-Nai, 2011). It is therefore obvious that high levels of customer satisfaction bring several positive aspects to a company. Agbor (2011) the other hand postulates that, customers are always aiming to get maximum satisfaction from the products or services that they buy. Therefore, winning in today’s marketplace entails the need to build customer relationship and not just building the products; building customer relationship means delivering superior value over competitors to the target customers. National Business Research Institute (2017) pointed out the most basic objectives that should be met by any customer surveying program in the organizations including; understanding the expectations and requirements of your customers, determining how well your Institution and its competitors are satisfying these expectations and requirements, developing service and/or product standards based on your findings, examining trends over time in order to take action on a timely basis and establishing priorities and standards to judge how well you’ve met these goals.

Daikh (2015) has it that, the marketing concept suggests that a satisfied buyer will be more likely to repurchase again, or at least has the intention of repurchasing again, than those who are dissatisfied. They consider that customer satisfaction and retention the most important long-term objectives of firms. He suggested that new buyers cost more to serve than repeat customer, which means that repeat customers are benefiting a firm’s cost structure. A firm’s primary strategic objectives are to minimize customer regrets and to maximize customer intention rates to buy, as evidenced by the recent emphasis on customer relationship management. Thus, previously satisfied buyers may help firms both reduce marketing costs, and develop more stable levels of sales when a large number of satisfied buyers are retained to purchase again in the future (Laroche, 2004). To ensure high level of customers satisfaction, Archakova (2013) describe some features to be considered which important parameters in organization; speech formulas - the language (vocabulary), facial
A study done by Agbor (2011) shows that empathy, responsiveness and tangible had significant relationships with service quality and customer satisfaction; reliability had no significant relationship with customer satisfaction and service quality. Meanwhile, there was a significant relationship between customer satisfaction and service quality. The findings further reveals; the result from Forex bank showed that: reliability, responsiveness and empathy had significant relationships with service quality and customer satisfaction; also customer satisfaction had a significant relationship with service quality. Moreover, it could be seen from the group result that; responsiveness, empathy and reliability were significantly related to service quality, reliability and empathy were significantly related to customer satisfaction but “responsiveness” was not significantly related to customer satisfaction; meanwhile customer satisfaction was significantly related to service quality.

Another study by Mkoma (2014) in Tanzania revealed that, relationship exists between customer care and customer satisfaction. Customers of the Standard Chartered were very loyal to the bank. The plausibility of this conclusion emanates from the results which show that most customers of the Standard Chartered Bank were unlikely to switch banks even if by doing so they could save about 10%. This result also suggests that the service charges of the bank are reasonable and not highly deviated from those of other banks. Accuracy of service and welcoming attitude of staffers of the Standard Chartered Bank were not strong source of customers’ satisfaction with the bank.

Barriers to customer care services provision

Carelse (2017) explained that, the problem institutions face, however, is exactly how to measure customer satisfaction and do it well. They need to understand how to quantify, measure, and track customer satisfaction. Without a clear and accurate sense of what needs to be measured and how to collect, analyze, and use the data as a strategic weapon to drive the business, no firm can be effective in this new business climate. Plans constructed using customer satisfaction research results can be designed to target customers and processes that are most able to extend profits. In making clear on the barriers to customer care provisions, Lebed (2015) identified the following barriers; inattention, lack of commitment, poor team work, overworking, scripted communication and lack of customer personal data or insufficient use of it. When these challenges are not solved can lead to customer’s dissatisfaction. Clark (2014) also argues that the main barriers that companies in provision of better customer service are; Failing to deliver on promises, Inability to connect the dots, Falling behind the curve on social media and missing the opportunity to turn feedback into actionable insights.

Richard (2014) also emphasized that one important reason why customer service can suffer in organizations is due to bureaucracy. The more layers and red tape an employee has to go through to service a client, the more difficult it can be. Poor accountability is another barrier. If the staff is not held accountable for customer service, there is no reason for the staff to try harder to make sure customers are happy. The staff can always place the blame elsewhere and know they can never get in trouble for letting a customer leave unhappy. Organizations in all sectors including education will need to overcome these barriers by encouraging a culture whereby customer service is valued from the top down. Company culture needs to drive customer focus throughout the organization. If customers are treated fairly and their needs are handled efficiently, Institutions will quickly begin to benefit from the rewards that a loyal, satisfied customer base brings.

A study by Lebed (2015) revealed that one of the major challenges in customer care service provision is low first call resolution rate. Statistically, if customers get a solution to their problem in the first call, 92% are likely to continue using the company, 86% are likely to recommend the brand, 88% are likely to spread positive word of mouth about the brand. This leads to much higher levels of loyalty and advocacy, better perception of the company. Richard (2014) also in his study identified two major barriers to customers care services. The findings revealed that one important reason why customer service can suffer in organizations is due to bureaucracy. The more layers and red tape an employee has to go through to service a client, the more difficult it can be. Poor accountability is another barrier. If the staff is not held accountable for customer service, there is no reason for the staff to try harder to make sure customers are happy. The staff can always place the blame elsewhere and know they can never get in trouble for letting a customer leave unhappy.

III. RESEARCH METHODOLOGY

This section discusses the methodology used in this study. The study employed qualitative research approach.

Research Design

The study adopted the case study research design. According to Crouch and McKenzie (2006) a case study research design investigates the phenomenon within its real life context. In this study the qualitative research approach was used so as to achieve the main objective of the study through getting the respondents own experience on the topic under investigation. According to Kothari (2004), qualitative approach is useful in capturing the respondents own experience not the researcher’s perception. He further adds that, qualitative approach is useful in knowing what, who, when and how. The study therefore used sample to gather information through qualitative form
through open-ended questionnaires which were analyzed through content analysis.

Population and Sampling

Mugenda and Mugenda (1999), defines population of the study as the population to which a researcher wants to generalize the results of the study. Population involves a larger group of people, institution or things that has one or more characteristics in common on which a study focuses. It consists of all cases of individuals or elements that fit a certain specification (Kothari 2004). The target population for this study included students from the University of Arusha. The University total population was 1674, where the sample size was 79. This sample consisted of students ranging from Certificate to Master’s Degree, and were obtained by random sampling by picking and empty piece of paper in the box which contains both written piece of paper and empty piece of paper. Those who picked empty piece of paper were taken respondents and those who picked written piece of paper were not included in the study.

Sampling

According to Phrasisombath (2009), sampling involves the selection of a number of study units from a defined study population. A researcher should take as big sample as possible. With big sample, the researcher is confident that if another sample of the same size were selected, findings from the two samples would be similar to a high degree (Mugenda and Mugenda, 1999). In this study, purposive sampling were used to get a sample to represent the population. Purposive sampling as a form non-probability sampling in which the researcher rely on his own judgment when choosing members of the population to participate in the study. The sampling method requires the researcher to have prior knowledge about the purpose of the study so that he can properly choose and approach eligible participants (Kothari 2004).

In this study data were collected from the entire population and therefore a purposive sample was selected to represent the population.

Sampling Techniques

This study employed the maximum variation purposive sampling, also referred to as a heterogeneous purposive sampling technique. The researcher employed this technique as the study aims at looking at a diverse range of cases that are all relevant to the phenomenon under investigation. This technique allowed the researcher to gain as much insight from as many angles as possible

In this study, the use of the maximum variation sampling technique accorded each member of the population an equal chance of being included in the study (Cohen and Manion 1994). Therefore, maximum variation sampling was used to select students from the University of Arusha.

Sampling Procedures

In administering the simple random sampling technique, there were rotary cards prepared. There were the “yes” and the “no” cards put in a tin and were shaken enough to ensure that they were well mixed. Respondents who picked the “yes” cards were included in the study. Those who picked the “no” cards were excluded. This technique was used to select students from the University of Arusha.

IV. DATA ANALYSIS

In analysing the data, the researcher employed the content analysis. Data were grouped into themes and analysed accordingly. Where necessary to capture the real feelings of the respondents, some quotable narratives were put forth. Data were inductively sorted to get themes and sub themes. On this basis, they were categorized and coded. During analysis, data were organized into narratives to be able to capture the experience of respondents. Content analysis to determine the meaning of words, sentences and paragraphs was carried out to get the inner meanings of the qualitative data.

Validity and Reliability

Expert judgment approach was employed to determine the validity of the data collection instruments. Pilot study was also done and any correction or adjustments was made accordingly in relation to the topic under study. The results of the pilot study were not included in the final research findings.

Reliability in the other hand is the degree or extent to which a test is consistent and stable in measuring whatever it is measuring. Reliability requires the administration of the same test to the same respondents twice with a short time interval after the first test. In this study, reliability was measured by Cronbach’s alpha statistics. Reliability measures the extent to which results are consistent with time and acts as the best representation of the population under study (Joppe, 2000). Cronbach’ alpha is a consistency test of whether all items within the instruments measure the same thing. Only reliability of coefficient of 0.7 was accepted

V. RESULTS

These findings are according to the research objectives as well as research questions that guided the study. The findings presented in this chapter give information about: whether or not the University of Arusha is practicing customer care in bringing customer satisfaction, identify challenges of customer care and customer satisfaction at the University of Arusha and identify mechanism to improve customer care and customer satisfaction at the University of Arusha. Thematic approach to presentation of findings was adopted in this study. The presentation therefore was according to themes. Content analysis was used to analyse data in this study. Data were grouped into themes and analysed accordingly. Data were inductively sorted to get themes and sub themes. On this basis, they were categorized and coded. Data were organized into narratives to be able to capture the experience of
respondents. Content analysis to determine the meaning of words, sentences and paragraphs was carried out to get the inner meanings of the qualitative data.

Customer care practice at the University of Arusha

The researcher sought to determine whether or not the University of Arusha is practicing customer care. The findings in this study revealed that there were varying perceptions among respondents on whether or not the University of Arusha is practicing customer care. Findings indicated that 89% of respondents agreed that lecturers and support staff (e.g. tutors) were polite and courteous while 11% had an opposing view. Findings also indicated that, the majority of respondents had a view that Lecturers and support staff were concerned about student welfare and interests as they formed 62%. 38% of the total respondents had an opposing view as they believed that Lecturers and support staff were not concerned about student welfare and interests at the University of Arusha. Furthermore, respondents had a view that marked assignments were returned from lecturers and/or support staff at a promised time as they formed 93% of the total respondents. Only 7% of the respondents had an opposing view. However, the findings indicated that, 56% of the total respondents had view that administrative staff did not solve students’ problems at a promised time. 44% of respondents believed that administrative staff solved students’ problems at a promised time. The findings further indicated that, respondents disagreed that computer labs had quality equipment as they formed 93%. Only 7% of the total respondents had a view that computer labs had quality equipment. The results also shows that, 81% of the total respondents had a view that lecture rooms do not have quality equipment (e.g. overhead projector, boards, and audio-visual facilities) as they formed 81% of the total respondents. Only 18% had an opposing view.

Challenges to customer service provision by the staff of the University of Arusha

The researcher sought to determine whether or not the challenges to customer service provision by the staff of the University of Arusha. The findings in this study revealed that the majority of respondents disagreed that there are few service providers as they formed 72% of the total respondents. Only 28% had an opposing view. Furthermore, the findings indicated that, respondents had a view that service providers had no customer care knowledge and skills that hindered effective provision of good customer care to customers as they formed 87% of the total respondents. Only 13% had a view that service providers had customer care knowledge and skills. The study also indicated that, the majority of respondents had a view that there was lack of commitment to offer quality customer care services as they formed 87% of the total respondents. Only 13% had a view that staff at the University of Arusha had commitment to offer high quality customer services. The study also indicated that, the majority of respondents believed that there was good team work among service providers at the University of Arusha as they formed 69% different from those who believed that there were poor teamwork that formed 31%. It was also revealed that, the majority of respondents believed that there was no bureaucracy at the University of Arusha as they formed 82%. 18% of the total respondents had a different view as they believed that bureaucracy is one of the major barriers that hindered the provision of quality customer care services at the University of Arusha.

VI. DISCUSSION, RECOMMENDATIONS AND CONCLUSION

Findings in this study revealed that the University of Arusha practice customer care. Specifically, the findings indicated that, lecturers and support staff (e.g. tutors) were polite and courteous. Agbor (2011) shows that empathy, responsiveness and tangible had significant relationships with service quality and customer satisfaction. Therefore, when lecturers and support staff (e.g. tutors) are polite and courteous such as returning the marked assignments on time are likely to enhance customer satisfaction. The findings also indicated that administrative staff did not solve students' problems at a promised time. This had a great impact on the customer satisfaction. Polaczyk (2018) argues that when the customers’ problems are not solved on time, customers become dissatisfied with the services since they assume that they are not valued.

Findings in this study further indicated that library staff provided relevant information when required. This is one of the customer care service to the students n any University. A study by Idiegbeyan- Ose and Esse (2013) indicated that, in spite of the increase of library resources, an important aspect of an academic library is the services provided by the library, and personal interaction between users and the library staff. Furthermore the findings indicated that computer labs had no quality equipment (e.g. hardware, software). Astudy by Vajargah, Jahani and Azadmanesh (2010) affirmed that, Information and communication technologies (ICTs) are a diverse set of technological tools and resources used for creating, storing, managing and communicating information. For educational purposes, ICTs can be used to support teaching and learning as well as research activities including collaborative learning and inquiring. One of the main applications of the ICTs in higher education is teaching and learning based on these new technologies. On the other hand findings revealed that lecture rooms had no quality equipment (e.g. overhead projector, boards, and audio-visual facilities). This is not good because it doesn’t smoothly conduct teaching and learning process hence reducing customer satisfaction among the students. Panopto (2017) reported that, argues that, when lecturer rooms are not well equipped, learners are demoralized to lean and hence dissatisfied with the services offered.

Room size, seating, lighting, and existing presenter tools will all impact the setup of audio and video feeds for lecture
capture in a new space. In some cases, rooms will have existing AV equipment like microphones and projectors that can be used with your lecture capture solution, so you may not need to add extra peripherals or computers to every room. There are also many possible use cases for lectures capture within non-standard classroom settings such labs, student simulation spaces, the field and more. Therefore, customers were not satisfied with the way lecturer rooms were equipped, contrary to the explanation above on how lecture rooms should look like. Results also indicated that service providers had no customer care knowledge and skills that hindered effective provision of good customer care to customers. This affected the customers’ satisfaction at the University of Arusha. McCabe (2018) in her study on the 21 essential customer service skills for every employee revealed that, there are benefits customer service skills is increased: Customer retention rates, Customer lifetime value, Referrals and word of mouth marketing. Net Promoter Score (NPS), Customer reviews Upsells and renewals and Brand advocates. Therefore it is essential for all employees to have customer care skills for customer satisfaction with the service offered. Furthermore the findings indicated that, there are various measures to improve customer care and satisfaction at the University of Arusha. Solomon (2015) argues that the only means to improve customer service is through training the staff of the proper customer care skills and being committed to serve the customers.

Recommendations:

From this study, the recommendations made were as follows;

1. The University of Arusha should have both short and long term strategies on how to increase ICT gadgets so as to equip computer labs and lecture rooms with adequate necessary facilities to make teaching and learning more effective.
2. It was recommended that training the staff on the customer care skills is essential in improving the customer care at the University of Arusha.
3. It was recommended that, the University should balance the services between the main campus and Arusha extension center so that all customers are satisfied.
4. The University Management and that of student’s organization should work closely in removing barriers towards customer care and satisfaction at the University of Arusha.
5. The university management should hire employees based on competence and professionalism not based on nepotism or religion affiliation.

Conclusion

On the basis of data presentation made in chapter four, the following conclusions were made from this study;

1. There were mixed perceptions on the practice of customer service and satisfaction at the University of Arusha.
2. It was concluded that, barriers for customer service and satisfaction at the University of Arusha can be removed only when the University will be committed to remove them.
3. The study concluded that, training on customer care skills is one of the key factor to promote customer care and satisfaction at the University of Arusha.
4. It was concluded that, the customer satisfaction between main and town campus differed. Most of the respondents at the main campus were more satisfied than those in Arusha extension center due to the fact that main campus has more facilities and services compared to Arusha extension center.
5. It was also concluded that, the inadequate computer lab high quality instruments dissatisfied some respondents because they were not able to meet their expectations related to ICT

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