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ASSESSMENT ON THE FACTORS AFFECTING QUALITY SERVICES AND CUSTOMER SATISFACTION IN AIRLINE INDUSTRY AT JULIUS NYERERE INTERNATIONAL AIRPORT IN TANZANIA

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Abstract:
This study aimed at assessing the factors affecting quality services and customer satisfaction in airline industry. Specifically, to identify the factors affects customer satisfaction; the quality services and improves the quality of services at Julius Nyerere International Airport (JNIA). The data for the study were collected using self-administered questionnaires, interviews to 95 respondents where by 10 respondents were top management 20 JNIA staff, and 65 respondents were customers. The respondents selected using simple random sampling, purposive. The collected data were analyzed using the Microsoft excel 2007. Tables and figures were drawn by using Microsoft excel 2007 which made the presentation easy to understand and interpret. The findings revealed most of Air Tanzania employees agreed that poor service that offered JNIA affects customers' satisfaction. The study recommended that the JNIA be required to improve its management. The main driver to increasing satisfaction levels of internal and external customers is leadership involvement in service quality initiatives. Top management must become convinced that customer satisfaction is a pre-requisite for increased profits and revenue

Keyword:
Factors Affecting Quality Services, Customer Satisfaction, Airline Industry, JuliusNyerere International Airport

1.0 Introduction

An Act of Parliament founded Tanzania Airports Authority (TAA) in 1999, the Authority is responsible for the provision of airport services; airport management services; ground support; business planning; airport expansion within Tanzania; construction of airports and airport facilities; and whatever else in entailed in the sustenance of the aviation industry in Tanzania. The Authority operates under the purview of the Ministry of Infrastructure Development.

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Airline plays a vital role in moving people or products from one place to another, it can be domestic or international, in a highly competitive environment, the provision of high quality services to passengers is the core competitive advantage for an airline's profitability and sustained growth. As the air transportation market has become even more challenging, many airlines have turned to focus on airline service quality to increase customer satisfaction. Service quality conditions influences a firm's competitive advantage by retaining customer patronage. Customer satisfaction is fundamental to the practice of consumer sovereignty. Satisfaction and loyalty are not surrogates for each other. It is possible for customers to be loyal without being highly satisfied and to be highly satisfied and yet not loyal (Kottler, 2005).

Airline customer satisfaction can define as a judgment made because of a specific service encounter. Satisfaction and loyalty are not surrogates for each other. It is likely for customers to be loyal without being highly satisfied and to be highly satisfied and yet not loyal. Companies needed to gain a better understanding of the relationship between satisfaction and behavioral intention in the online environment and to allocate the online marketing efforts between satisfaction initiatives and behavioral intention program. Moreover, the results from this research would assist airline managers to better serve their customers, monitor and develop service quality to achieve the highest level of their customer satisfaction.

Customer satisfaction is a well-known and established concept in several areas like marketing, consumer research, economic psychology, welfare-economics, and economics. The interpretations extracted from different authors reflect the notion that satisfaction is a feeling that results from a process of evaluating what has received against what expected, including the purchase decision itself and the needs and wants associated with the purchase (Armstrong & Kotler, 1996).

Study differentiates many characteristics that are associated with service quality. Researchers such as Benjamin Schneider and David Bowen assert that "service organizations must meet three key customer needs to deliver service excellence:" security, esteem, and justice. Research identifies an array of service quality factors that are important for customers, including timeliness and convenience, personal attention, reliability and dependability, employee competence and professionalism, empathy, responsiveness, assurance, availability, and tangibles such as physical facilities and equipment and the appearance of the personnel. For a long period, the TAA has been using the old airports. On this study, let us focus on the busy airport of Julius Nyerere International Airport (JNIA)

JNIA facilities start from the check in security all the way to the check in counter and the lounge for passengers to wait for the boarding of their flights and the bridges for passengers to embarking and disembarking from the aircraft. Since there is a constructed for the new terminal

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3 this means it will attract more airlines to come and start their scheduled flights since it able to handle 6 million passengers per annum.

Taking an organization from good to great customer service ultimately depends on the people who provide that service. It can only happen through the volunteerism the willingness to go beyond what is merely required of people who serve on the front lines. Despite of the effort done by the United Republic of Tanzania in privatizing its companies/organizations still there is problem in running the organizations, handling of customer goods, timetable, this study, therefore, sought to establish the Assessment of the factors affecting quality of services and customer satisfaction in airline industry:

1.1 Benefits and maintaining quality of service

Benefits gained from creating and maintaining quality of service are greater than the cost to reach or because of poor quality. Superior service quality as a tool to achieve competitive advantage of company, Superior service quality, and consistency can lead to customer satisfaction that in turn will provide various benefits, such as:

- The relationship between the company and its customers will become more harmonious,
- Provide a good basis for re-purchase activities,
- Encourage customer loyalty,
- Creating a recommendation by word of mouth (word of mouth) that benefit the company,
- To be a good corporate reputation in the customer's mind, and
- Company's profit will increase. The implication of these benefits is that each company must realize the strategic importance of quality. Continuous quality improvement is not a cost but an investment to generate greater profits (Hutt and Speh in Tjiptopno Fandy 2001; 78, 79).

Zeithaml & Bitner (1996; 117) explains that the quality of service is the excellence or superior service delivery process to those with consumer expectations. The two main factors that affect the quality of services, namely: expected service and perceived service, if the service received as expected then the service quality is good or satisfactory, but if the services received exceed the expectations will be very satisfied customer and perceived service quality is very good or ideal. Conversely, if the service received is lower than expected then the perceived poor quality of services. Quality of service will depend on how much the service provider's ability to consistently to meet the needs and desires of consumers.

There are two main aspects that describe and affect both service quality; the actual service customers expected (expected service) and services perceived (perceived service). Fitzsimmons & Fitzsimmons (2001: 44) explains that the creation of customer satisfaction for a service

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identified through a comparison between service perceptions with service expectation see figure 1.

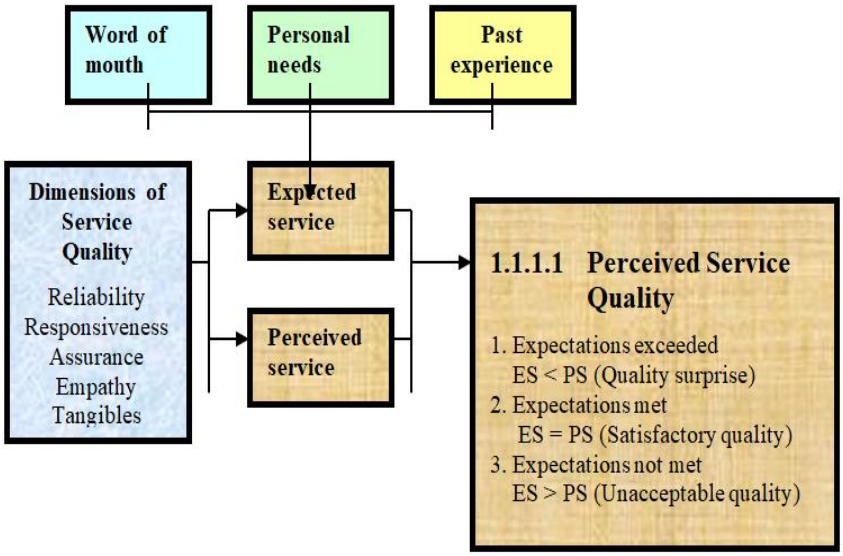

Figure 1 perceived service quality model

2.0 Factors Affecting Customer Satisfaction

Customer service is a system of activities that comprises customer, support systems, complaint processing, speed of complaint processing, ease of reporting complaint and friendliness when reporting complaint. Customer services either are the opportunities for telecom service providers that added to mobile network other than voice services in which contents self-produced by service provider or provided through strategic compliance with service provider the improved customer services are the focal point of the telecom service providers for social as well as for economic reasons. From a social point of view, services should be available to the customers on reasonable terms. As far as economic factor is concerned, services should satisfy the needs of the customers (Turel and Serenko, 2006)

For developing satisfaction among customers, the airline service providers need to be extra careful for the customer services they provide. Satisfaction of customer is determined by his evaluation of service provided by a company The study of Ahn, Han and Lee (2006) shows that when the customers, do not get their complaints considered properly, they start looking for other company. It happens because either the customer service centers do not handle the complaints or the customers are not able to address them properly. Sometimes, airline service providers take considerably longer time to resolve the problems like network coverage or call quality, the

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customers do not wait for long, and hence they lose satisfaction with that particular brand (Ahn, Han, and Lee, 2006).

2.1 The importance of customer satisfaction

It seems self-evident that companies should satisfy their customers. Satisfied customers normally return and buy more, they tell other people about their experiences, and they may well pay a premium for the privilege of doing business with a supplier they trust. Statistics bandied around that suggest that the cost of keeping a customer is only one tenth of winning a new one. Therefore, when we win a customer, we should hang on to them. Why is it that we can think of more examples of companies failing to satisfy us rather than when we have been satisfied? There could be a number of reasons for this. When we buy a product or service, we expect it to be right. We do not jump up and down with glee saying, "isn't it wonderful, it actually worked". That is what we paid our money for; add to this our world of ever exacting standards. We now have products available to us that would astound our great grandparents and yet we quickly become used to them. The bar is getting higher and higher. At the same time, our lives are ever more complicated with higher stress levels. Delighting customers and achieving high customer satisfaction scores in this environment is ever more difficult

2.2 Quality services versus customer satisfaction service quality

When a customer recognizes quality, it reflected in customer satisfaction. For example in the web environment, the web (user interface) regarded as a service and user as customer. They brows, or surf the internet, access, retrieve and share information interact with other over the internet, order product or trade stock, and obtain entertainment. The quality of this service plays a greater role than the quality of service to customer in other sector, such as hospital or hotels, or the customer service of a bookstore. Firstly, customers of traditional service usually experience the service quality after they have committed to the organizations. In the case of the web, users experience the service quality first, then decide whether to commit. Secondly, since there is no face-to-face human interaction in the web environment, and service adjustments based on verbal and non-verbal cues are not evidence. Thus, the design of the website is crucial importance in delivering service (Neilsen, 2000).

The useful business relationships with key customer personnel are paramount to making it easy for customers to do business with your company. From the shop floor to the front office, we must establish "one-on-one" customer communications that provide real-time customer input relative to business relations, product performance, and field service. We must convert these communications to action plans and put forth our best effort to quickly resolve all issues. Let's remember that being nice to people is just 20% of providing good customer service. The important part is designing systems that allow you to do the job right the first time. Not all the

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smiles in the world are going to help you if your products or service is unsatisfactory. Individual and team direct-line communications with customers is the best way to obtaining timely and relevant "how are we doing" feedback from customers. Customer satisfaction surveys are possibly supplier biased and not very accurate in their customer service portrayal. We prefer a "one-on-one "customer satisfaction system (Kottler, 2005).

The difference between service quality and customer satisfaction has been introduced and briefly discussed. Satisfaction is a response to a perceived discrepancy between prior expectations and perceived performance after consumption. However, customer satisfaction is a biased concept because expectations differ from customer-to-customer. Any firm that wants to assess its performance needs to distinguish between measuring the following (Van Looy, Gemmel and Van Dierdonck, 2003): perceived service quality client satisfaction and technical quality

2.3 Customer Service in Terms of Service Quality (SQ) and Customer Satisfaction

Customer satisfaction is a complex offering that involves several interrelated activities/interactions (so called "moments of truth") through which a business interacts with its customers. Customer satisfaction is intangible and therefore particularly difficult to evaluate objectively (Levy and Weitz 2001). In a competitive marketplace, intentional effort is needed to improve customer satisfaction in terms of Service Quality so that a shopping. Experience is perceived as more rewarding especially for discerning customer satisfaction is generally evaluated in terms of Service Quality (which is affective and feelings-based with an evaluative, objective component) based on the premise that c needs to add value to a purchasing experience to boost the perception of Service Quality with a prospect of customer loyalty.

2.4 Customer satisfaction from goods

Parasuraman et al. (1985) suggested that services differ from goods in terms of how they are produced, consumed, and evaluated. They further viewed that services are intangible since they are performances and experiences rather than objects that can be precisely manufactured. Services are heterogeneous, that is, their performance often varies from producer to producer, customer to customer, and day to day. More importantly, production and consumption of services are inseparable. Unlike goods that engineered at a manufacturing plant and delivered intact to the customer, quality in services often occurs during service delivery, which is the interaction between a customer and a service provider. Given the differences between services and goods as previously mentioned, quality of service is more difficult for customers to evaluate than quality of goods. Customers evaluate service quality not only on the outcome of the service but also on the process of service delivery, and from how well a service provider actually performs, given their expectations of service performance.

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2.5 Customer satisfaction chain reaction

Many businesses are interested in maximizing customer satisfaction it is not because customer satisfaction is the ultimate objective in itself. The underlying motive is that satisfied customers yield greater profits. Companies with more satisfied customers will be more successful and more profitable. As briefly discussed earlier, customer satisfaction can result in various benefits. For instance, satisfied customers tend to be less price sensitive, more willing to buy additional products, and less influenced by competitors (Hansemark and Albinsson, 2004). Therefore, rather than focusing on maximizing customer satisfaction alone, it is more important to understand the chain reaction of customer satisfaction and to aim for maximizing the impact of the entire chain. Anderson and Mittal (2000) proposed the conceptual logic of relationships within the customer satisfaction chain: By improving product and service quality attributes, customer satisfaction should increase.

2.6 Improvement of the quality of services

According to Stirtz (2007), poor customer service from airlines is legendary. It's cliché. It's so common that when we do get great service we feel like we've won the lottery, if only for a moment. Nevertheless, it does not have to be that way. Sure, airlines have big challenges that can be obstacles to providing great customer service. So do many other companies that find ways to provide remarkable service to their customers. They choose to overcome their challenges and they take care of their customers very well. In addition, they do it consistently.

2. 7 Get management in direct contact with customers

All levels of management exposed to customers. In addition,I am not just talking about focus groups or round-tables. Members of management need to roll up their sleeves and do the work of their employees occasionally. In addition, they should talk to customers. It's easy. Just drive to the nearest airport. They will find hundreds of customers sitting around waiting. I'd bet my mortgage payment most of these people would be happy to spend a few minutes chatting with an executive from the airline whose plane they're waiting to board The work of any business happens at the point of customer contact. It does not happen in executive offices or boardrooms. Customer facing employees and their customers are the two groups of people who know exactly how your company does business. As a company leader, you will never know this by reading reports. You need to get this information by experiencing it. There is no substitute for direct customer contact. (Stirtz, 2007)

2.8 Get customers involved in creating customer service standards

No one knows more about what your customers want than they do. So get them involved, do not mean lengthy surveys or phone calls by consultants. Talk to them like real people. Get your employees out where your customers are and talk to them. Buy them coffee or lunch and get them talking. Doing this one on one using your employees will produce much better results than

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using consultants produce or survey companies. If you want your customers to be honest with you, start by being authentic with them. Then use their input to create meaningful standards in how you will serve your customers. Not that you will do everything they want. Nevertheless, you should do everything you can within your mission, your resources, and the context of your business. Too many companies disregard and disrespect their customers. They think all the answers reside at the corporate headquarters. That arrogance will ruin a company. Talk to the people who know. Talk to your customers. (Parker, 2001)

2.9 Leadership and customer service is a priority

There are many examples of employees who deliver fantastic service. Some people will do this no matter who leads their company. However, these people tend to be exceptions. I've never seen a company that delivers great service consistently without 100% support from the top leaders of the company. The leaders set the tone and direction for a company's culture. If the top leaders expect great service for every customer every time, then they will naturally do what it takes to create a culture that breeds such service. Ultimately, for a company to deliver fantastic service consistently across their organization, the top leaders need to make that a priority. There are no alternative paths to getting this done. The company's leadership must decide to make service a priority. Then they need to demonstrate this in their words and their actions. It needs to be at the core of everything they do.

3.0 Methodology

This is a systematic collection of information concerning the problem under the study. In order to obtain primary data, questionnaires, observation of primary data refers to the data a researcher obtains from the field that is a subject in the sample (Mugenda, 2003). Guest (2003) argues that a primary source of data provides the word of witness or first record of an event. They include a broad range of materials such as diaries, letters, and other documents produced by the participants in an event. In this study, primary data were collected using self-administered questionnaires observation and in depth-interview. Secondary data, during the study the data gathered further information through internet and reading various publications, reports from the Ministry of transport, and other sources, books and other materials relevant to the study. The study collected secondary data by reading regulations and laws used airport in Tanzania, this study carried out at (JNIA), International airport of Dar es Salaam, and the largest city in Tanzania.

3.1 Simple Random Sampling

Random selection done to the 20 ordinary employees' respondents and 70 respondents' wereJulius Nyerere International Airport (JNIA)'s customers. According to Yates et al (2008), in random selection each individual chosen randomly entirely by chance, such that each individual has the same probability of being chosen at any stage during the sampling process and each

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subset of individuals have the same probability of being chosen for the sample as any other subset of individuals. In this context, simple random sampling has the advantage of being free from bias and classification error remains one of the biggest advantages. Simple random sampling offers each member from a population an equal chance of being selected. If done right, simple random sampling results in a sample that is highly representative of the population of interest

Table 1: Distribution of the Expected Sample Size

Categories of Respondents	Expected Sample size
Top Management from Julius Nyerere International Airport (JNIA)	10
Julius Nyerere International Airport (JNIA), Customers 1. Foreigners 2. Local residents	70
Ordinary employees	20
TOTAL SAMPLE SIZE	100

These administered to the 20 staff respondent from Julius Nyerere International Airport (JNIA), ordinary employee about employee, motivation customer satisfaction and 70 respondents who were Julius Nyerere International Airport (JNIA) customers.

4.0 General Information

In this part, the sample characteristics fully analyzed. For this study, the sample characteristics were the characteristics of JNIA top management, employee, and customers. The characteristics observed included age, gender, and the education level of the respondents. The reviews of these characteristics provide insight to why the answers of the respondents may vary. The characteristics of the respondents analyzed in relation to management and ordinary employees of JNIA, a sample size of 100 employees i.e. 70 customers and 20 ordinary staff and10 top management staff.

4.1 Response Rate of Respondents

The sample was expected to be one hundred (100) respondents in numbers however because of some of employee were out of the office for longtime and others were on annual leave five (5) respondents did not replay regardless of the effort made by the researcher to convince them from time to time. All the time when these workers were remained to fill the questionnaire they were just accepting the request orally but they did nothing to them until the end of the period of collecting data the researcher made an assumption that respondents have no knowledge of research or afraid to answer the questionnaires. The distribution of the respondents is represented from the table 2 below.

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Table 2: Response rate the Respondents

	Distributed Questionnaires	Collected questionnaires	Actual Percentage
Top Management from Julius Nyerere International Airport (JNIA),	10	10	100%
Julius Nyerere International Airport (JNIA), Customers 1. Foreigners 2. Local residents	70	65	92.8%
Ordinary employees	20	20	100
TOTAL SAMPLE SIZE	100	95	95%

4.2. Education Level of Respondents

The category that had the most of the respondents in terms of academic level was of degree holder were 42 making up 44.2% of all employee and customer respondents. The second most frequent category was that of advanced diploma which constituted 21 making (22.1%) of the sampled respondents. The third frequent category was that of diploma level and master's degree of whom were16 making up 16.8% of all respondents as shown in table 3.

Table 3 A Summary Description of the Education Level of Respondents

		Frequency	Percent	Valid Percent
Valid	Diploma	16	16.8	16.8
	Advanced diploma	21	22.1	22.1
	First degree	42	44.2	44.2
	Master's Degree	16	16.8	16.8
	Total	95	100.0	100.0

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Data from a table 3 above implies that most of respondents who answered questionnaire concerning the assessment of the factors that affect the quality services and customer satisfaction at JNIA had degree. These staff at this level had great knowledge and understanding concerning different issues. Their education gave hope a research that all information that was been given was true based to their knowledge.

4.3 Working Experience of ATC employee

A majority of the respondents at ATC were above 15 years. They were 11 in number, making 36.7% of the total number of respondents. The second frequent occurring group was that of the staffs who have worked between11-15 years they were 9 respondents making up 30% of the sample. The third group had the age between 6-10 years they were 7 making out 23.3% and the last group was between 1-5 years, they were 3 making up 10%. The findings show that, JNIA employees are working at this institution for a long period.

Table 4 A summary description of the respondent's period working at ATC

		Frequency	Percent	Valid Percent
Valid	1-5	3	10.0	10.0
	6-10	7	23.3	23.3
	11-15	9	30.0	30.0
	Above 15	11	36.7	36.7
	Total	30	100.0	100.0

Table 4 above implies that most of JNIA employees had great working experience. 11 JNIA staff had more than 15 years working experience, so they had more knowledge on dealing with airline issues, they had clear communication strategies so as to win a customers and also they had a great knowledge to create a profitable market plans.

4.4 Factors affecting customer satisfaction at JNIA

4.4.1 Using the JNIA Services as a Customer

JNIA customers asked on how long they have been as JNIA customer. The finding showed that 29 (44.6%) of customer have used the JNIA services for 1-5 years, 22 (33.8%) of customer have used the JNIA services for 6-10 years and 14 (21.5%) of JNIA customer have used the service for more than 10 years.

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Table 5 There is good management in this organization

		Frequency	Percent	Valid Percent
Valid	1-5	29	44.6	44.6
	5-10	22	33.8	33.8
	Above 10 years	14	21.5	21.5
	Total	65	100.0	100.0

The finding reveled that most of the customers had great experience on JNIA since they had been with JNIA for many years. For all these years knew many issues that JNIA had, for example they knew the weaknesses and the strength of JNIA etc. being a customer for more than 6 years at a same company is a great factor of knowing the operation of company if is good or bad.

4.4.2 Safety affects customer satisfaction

Customer and employee from JNIA asked if safety affect customer satisfaction. The findings show that 62 (65.3%) of respondents agree that safety affect customer satisfaction, 16(16.8%) of respondents were strongly agree. 10(10.5%) of respondents disagree, 6(6.3%) of respondents were strongly disagree and 1 (1.1%) of respondents was neutral. See table 6

Table 6 Safety affects customer satisfaction

	Frequency	Percent	Valid Percent	
Valid	Strongly Agree	16	16.8	16.8
	Agree	62	65.3	65.3
	Neutral	1	1.1	1.1
	Disagree	10	10.5	10.5
	Strongly Disagree	6	6.3	6.3
	Total	95	100.0	100.0

From a table above, the findings show that taking other factors constants, safety that JNIA assured its customers could affect the customers' satisfaction. This implied that low improvement of planes and most of the time these planes got problems. Most of customers get worried to use these planes, because they thought that they might get problems when they flew with these planes, hence they would have low satisfaction.

4.4.3 Promotion affects customer satisfaction

The question asked to all respondents if promotion affects customer satisfaction. The finding revealed that 32 (33.7%) of JNIA employee disagreed that promotion affect customer

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satisfaction, 30 (31.6%) of respondents were, 16(16.8%0 of respondents were strongly disagree and strongly agree, 1 (1.1%) of respondents were neutral, as shown in table 7.

Table 7 Promotions Affects Customer Satisfaction

	Frequency	Percent	Valid Percent	
Valid	Strongly Agree	16	16.8	16.8
	Agree	30	31.6	31.6
	Neutral	1	1.1	1.1
	Disagree	32	33.7	33.7
	Strongly Disagree	16	16.8	16.8
	Total	95	100.0	100.0

Based on marketing, promotion is one among 4Ps of marketing. From a table above most of respondents from both parts disagreed, and agree that means promotion at JNIA did not affect and affect customers' satisfaction, this meant most of promotions that designed by JNIA had no impact on satisfying its customers. JNIA didn't know what its customers want and needs that's why the administration failed to create relevant promotion that would give more satisfaction to its customers

4.4.4 Handling of Complaints

The question asked to all customers on how complaints handled. The findings show that 36(55.4%) of respondents were low satisfied with how complaints are handled followed by 15(23.1%) of respondents who were not satisfied, 12(18.5%) of respondents were satisfied and only 2(3.1%) of respondents were highly satisfied. See table 4.16.

Table 8 Handling of complaints

	Handling of complaints	Frequency	Percent	Valid Percent
Valid	Highly satisfied	2	3.1	3.1
	Satisfied	12	18.5	18.5
	Low Satisfied	36	55.4	55.4
	Not satisfied	15	23.1	23.1
	Total	65	100.0	100.0

The findings from the above table imply that the ability of the JNIA management to handle complaints was very weak. This might be due to poor management strategies that JNIA had.

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JNIA seemed to be not well organized that is why they fail to handle customers' complaints. This had proved by the answers of all respondents as most of them were low satisfied.

4.4.5 Measure to be taken to improve service offered by JNIA

The question asked to all respondents on the measure to be taken to improve service offered by JNIA. The findings show that 88(92.6%) of respondents said improve customer care and improve management followed by 87(91.6%0 of respondents who said improve and cope with new technology, 78(82.1%) of respondents said find source of funds and 76(80%) of respondents said stable scheduling see table 9.

Table 9 Measure to be taken to improve service offered by JNIA

	Frequency	Percent	Total
Improve customer care	88	92.6	95
Find source of funds	78	82.1	95
Stable scheduling	76	80.0	95
Improve management	88	92.6	95
Improve and cope with new technology	87	91.6	95

A **table 9**above shows the weakness that JNIA had. In order to improve the service offered by this JNIA, respondents suggest the improvement of the following;

- Management, by referring to the above findings researcher noted that JNIA had poor management that's why it failed to create good strategies that would help the organization to improve is services. More emphasis had put on the improvement of the management in the organization.
- Lack of funds, may be lack of fund was the reason why this organization had poor management hence it failed to provide services of high quality. To overcome this situation JNIA should design good ways to raise funds, may be by selling more shares etc.
- Technology always changes; this was one among the suggestions made by respondents. JNIA required improving its technology on providing services to its customers so as to win market.
- JNIA provided poor customer service. This might be due to lack of training to its employees. So in order to improve customer service it required to make more training to staff concerning customer care.

5. Improve management

JNIA is required to improve its management. The main driver to increasing satisfaction levels of internal and external customers is leadership involvement in service quality initiatives. Top

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management must become convinced that customer satisfaction is a pre-requisite for increased profits and revenue. A researcher has seen that this organization has poor management that's why it failed to create good customer services. To improve management JNIA is required to have clear management of working force by creating environment that will be favorable to these employees. Also it has to make sure that all duties that are required to be performed should be put in good manner so has to encourage workers to perform their duties (making good customer care) well. Improving of management associate with the improvement of technology, finding new ways that an organization can use to raise capital etc

6. Conclusions

Based on the findings obtained above, author concludes the following;

Most of Air Tanzania employees agreed that poor service that offered JNIA affects customers' satisfaction. Poor management on customer service hence failed to create good ways of providing services to its customers. Customers are not satisfied with the services that offered by JNIA due to poor management that JNIA had. Most of respondents disagreed with promotion style being done by JNIA as it does not have any effect to customers' satisfaction. JNIA do not know what its customers want and needs. Poor management that JNIA has makes the organization fails to handle complaints. More complaints from its customers were sent to the top management so as they could take them as challenges and could use those complaints to create some marketing strategies that will help the organization to provide good services to its customers

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