**CUSTOMER CARE AND SERVICE DELIVERY IN UNITED NATIONS AGENCIES IN UGANDA,**

**A CASE STUDY OF REGIONAL SERVICE CENTRE ENTEBBE**

**BY**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS ADMINISTRATION IN PARTIAL FULFILLMENT OF THE**

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# **DECLARATION**

I Nabatanzi Janet declare that this Dissertation under the topic “Customer Care and Service Delivery in United Nations Agencies in Uganda, a case study of regional service center Entebbe (RSCE)” is my original work and has never been submitted for an award in any higher institution of learning elsewhere.

Signature ………………………….

Nabatanzi Janet

Date………………………..

**APPROVAL**

This Dissertation entitled “*customer care and service delivery in united nations agencies, a case study of Regional Service Center Entebbe (RSCE)”* has been approved in its current form.

Signature ……………………………..

Mr. Kamusiime Samuel (Supervisor)

Date……………………….

**DEDICATION**

I would like to dedicate this study to mom and my entire family who have supported me in every way. Your belief in me has propelled me to heights.

**ACKNOWLEDGEMENTS**

I first of all, to the Almighty God be the glory for His faithfulness to me and without Whom I would never have come this far.

I wish to thank my supervisor Mr. Kamusiime Samuel for his support and continued guidance during this research study.

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**ABBREVIATIONS**

**UN** – United Nations

**RSCE** -The Regional Service Centre in Entebbe

***GFSS -*** *Global Field Support Strategy*

**MONUSCO** - United Nations Organization Stabilization Mission in the Democratic Republic of Congo

**UNMISS** - United Nations Mission in South Sudan

**UNISFA** - The United Nations Interim Security Force for Abyei

**UNAMID** - The African Union-United Nations Hybrid Operation in Darfur

**MINUSCA** - The United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

**UNSOS** - The United Nations Support Office in Somalia

**UNSOM** - The United Nations Assistance Mission in Somalia

**MINUSMA** - The United Nations Multidimensional Integrated Stabilization Mission in Mali

**SESG-GL** - The Office of the Special Envoy of the Secretary-General to the Great Lakes Region

**UNOCA** - The United Nations Regional Office for Central Africa

**MINURSO** - United Nations Mission for the Referendum in Western Sahara

**OSESG-B** - The Office of the Special Envoy of the Secretary General in Burundi

**UNOAU** - United Nations Office to the African Union

**SESG-HOA -** The Office of the Special Envoy of the Secretary-General for the Horn of Africa

**UNIOGBIS** - United Nations Integrated Peacebuilding Office in Guinea-Bissau

**UNSMIL** - United Nations Support Mission in Libya

**UNOWAS** -United Nations Office for West Africa and the Sahel

**CNMC** - Cameroon-Nigeria Mixed Commission

**DEFINITION OF KEY TERMS**

**Customer:** Customers could best be described as those who use the output of work, the end users of products or services. They may be internal to the organization such as the employees and directors or external like members of the public, other organizations, or government (Dei-Tumi, 2005).

**Customer service:** According to Turban et al (2002), it 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 (e.g., sales and service representative), or by automated means called self-service.

**Service:** Service can be defined as the performance of work or duty by an official or an act of helping others, or power to control or make use of resources, or an organization or system providing the public with something useful or necessary (The Universal Dictionary, 1961).

**Delivery:** The act of delivery can be defined as producing or performing, handing over, taking goods to the intended recipient, or producing results as promised or expected (The Universal Dictionary, 1961).

**Service Delivery:** According to Riekert (2001), 'Service delivery is concerned with the provision of a product or service, by a government or government body to a community that it was promised to, or which is expected by that community.

**ABSTRACT**

The study is about the customer and service delivery in United Nations agencies, a case study of regional service center Entebbe (RSCE). It was guided by three objectives of: exploring the influence of customer feedback on service delivery, finding out the relationship between communication and service delivery and examining the relationship of staff Training on service delivery.

The study was based on case study strategy where the researcher used a case study of Regional Service Centre Entebbe (RSCE). It involved the use of questionnaires, interview and documentary analysis in order to understand the context of the research. The researcher used a mixed research methodology where both qualitative and quantitative data were used in order to examine the variables of the study.

Findings of the study revealed that Customer feedback gives data that helps taking decisions at RSCE, is a reliable source for information to other customers, improves customer retention, helpful in creating the best customer experience for the clientele, RSCE values their opinions and helpful in improving services. On Examining the influence of Customer care training on Service delivery at RSCE, Customer care training builds employee’s confidence in understanding of job responsibilities, yields results in terms of enhanced personal performance, advantage of encouraging learning and team bonding of the RSCE customer care team, increase productivity of RSCE customer care staff, helpful in staff applying new methodologies and approaches to their work at RSCE, improve the overall service quality experience for customers and on Examining the influence of Customer care Communication on Service delivery at RSCE, RSCE customer care unit was found not to respond to client’s complaints promptly, in the same way, RSCE did not communicate client’s challenges to higher management promptly, RSCE does not have open communication with its clientele. But on the other hand, RSCE customer care unit was to communicate organization policies to clients effectively, uses different communication platforms to communicate to clients and responds to client’s issues in respectable manner.

The study conclude that customer cares attributes of communication, feedback and staff straining had a significant relationship to service silvery at RSCE.

It is recommended that there is need to design feedback system that capture all aspects of the RSCE centre roles in order to capture all the would be queries from the customers; Training should be intensified in the areas were respondents have noted weaknesses and thus training should be geared towards that given the RSCE already has a good training program; Communication that received the negative, needs to be improved especially on the platforms used for the clientele as many clientele felt misunderstood and RSCE should establish proper customer care policy so as the staff to follow and work on them, more over it would act as a bench mark for clientele on what quality service is.

**CHAPTER ONE**

**INTRODUCTION**

**Background to the Study**

This study is about the role of customer care in service delivery in United Nations Agencies in Uganda, a case study of Regional Service Centre Entebbe (RSCE).

The study on customer care and service delivery is importance because customer service cannot be overemphasized because nowadays, customers share their views and opinions about organisations online and via social media. You, therefore, need to invest in your customer service and seal a good relationship with your customers to portray a good image to outsiders (Matanga, 2020).

According to Muhammad (2008), Quality customer care service has become among the hottest and most pressing issues discussed and pursued in the public and corporate arena. This stems from the undeniable fact that today’s customers are increasingly sophisticated and quality conscious. They want service and value they can depend on and they don’t want to spend a lot of time looking for it. The “quality service” ingredient is no longer an advantage, like it used to be. It has become a necessity for the survival of the fittest amongst fierce competition. It is clear now that organizations who maintain a strong and consuming passion and zeal for customers overcome any barriers encountered and succeed in the marketplace. The voice of the customer provides the only true direction for any organization. Indeed, in the long run, people do not buy from companies who do not go “the extra-mile” in looking after their customers (Cook, 2004). Over the past two decades, the theory and practice of customer service quality has received considerable attention from academics and practitioners alike. Viewed as a means by which customers distinguish between competing organizations, customer service quality is known to contribute to market share and customer satisfaction. Thus, the pursuit of quality customer services in both private and public sector organizations is driven by the need to survive and remain competitive (Agus et al, 2017).The slow uptake of customer service practices in organizations is further exacerbated by difficulties in measuring outcomes, greater scrutiny from the public and press, a lack of freedom to act in an arbitrary fashion, and a requirement for decisions to be based in law.

Customer care is defined as the process of delivering high quality service to internal and external customers. Customer care results in high levels of customer satisfaction leading to long-term `buying’ relationships between suppliers and customers (Atkinson, 2011). A client is described as one to whom services are rendered, or one receiving attention and care. Even though there does not seem to be a considerable difference between the terms customer and client, customer is the term which will be used for the purposes of this dissertation. On the other hand service delivery is defined as any contact with the public administration during which customer’s citizens, residents or enterprises seek or provide data, handle their affairs or fulfil their duties. These services should be delivered in an effective, predictable, reliable and customer-friendly manner. Service can be defined as the performance of work or duty by an official or an act of helping others, or power to control or make use of resources, or an organization or system providing the public with something useful or necessary (The Universal Dictionary 1961). The act of delivery can be defined as producing or performing, handing over, taking goods to the intended recipient, or producing results as promised or expected (The Universal Dictionary 1961). These definitions are adopted by Riekert (2001), arriving at a combined definition which reads as follows: 'Service delivery is concerned with the provision of a product or service, by An organization to a community that it was promised to, or which is expected by that community'.

The study was guided by the two factor theory, the two-factor theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory) propounded in 1959. states that there are certain factors in the workplace that cause job satisfaction while a separate set of factors cause dissatisfaction, all of which act independently of each other. It was developed by psychologist Frederick Herzberg (Herzberg, et al.1959). Frederick Herzberg introduced his research that has revolutionized the way we look at motivation in the workplace. This theory is known as the “Two Factor Theory” and it introduces two separate scales measuring employee satisfaction. There is one scale that measures satisfaction, and the other scale measures dissatisfaction. The key is to focus on the fact that Herzberg’s theory does not identify them on the same scale. This means satisfaction and dissatisfaction are not co-dependent opposites, but rather separate measurements all together. The two factors that comprise the theory are motivators and hygiene factors.

The second theory, Expectation disconfirmation (E-D) theory has been used to explain individuals’ satisfaction with performance (Ilgen, 1971), products (Oliver, 1980), or jobs (Smith et al., 1969). Recently, the theory has become popular among public administration scholars interested in citizen satisfaction with governmental services (Andersen & Hjortskov, 2016; James, 2009; Petrovsky et al., 2017; Van Ryzin, 2004, 2013). The basic premise of E-D theory is that individuals have expectations of certain products or services, and their satisfaction with these products or services depends on whether these products or services are performed in line with their expectations (Van Ryzin, 2004). The basic E-D model contains several relationships that are important to consider when looking into expectation-disconfirmation.

Regional Service Center Entebbe was selected because it is the only center that supports UN peace keeping operations in Africa which means its main duty is to provide customer care service (RSCE, 2021). In 2014, United Nations department of field support started to measure client satisfaction system­atically, using a twice-yearly Global Client Survey. The August 2014 noted that there were significant differences in client satisfaction between missions. Personnel in well-established, support-focused missions such as UNIFIL, UNDOF, UNSOA or UNTSO tend to express higher satisfaction with service quality. While personnel in volatile and relatively new missions like MINUSMA, UNSMIL or UNISFA tend to be less satisfied. In some missions, for example UNSOM, UNIOGBIS or UNMISS, there were strong negative perceptions. To some extent, the differences in client satisfaction may be related to the ease of operations - where well-established missions have smoother processes in place, and better conditions overall, while staff with missions in volatile areas deal with a host of operational challenges and more difficult living conditions overall.

In relation to the case study, The Regional Service Centre in Entebbe (RSCE) *established in 2010* though General Assembly resolution 64/269 as part of the *Global Field Support Strategy (GFSS).* Its overall objective of is to *transform service delivery to field missions* through a fundamental shift in the existing division of labor and a relocation of functions to improve responsiveness and address the needs of the field missions. Ulbrich (2017) points out that with client orientation as a cornerstone of improving mission performance and client satisfaction, the RSCE, given its support to more than 63% of all UN field operations must look use forward-looking approach to service delivery.

According to RSCE policy, the Customer/Client Care department is charged with the following objectives:

1. Provide continuous client service staff training (Training)
2. Plan and schedule mission visits to gather information and feedback about client services (Feedback)
3. Initiate and support continuous improvement opportunities
4. Collect and provide information for monthly key performance indicators (Communication)
5. Oversee time management processes such time approval and scheduling
6. Work closely with client entities counterparts to resolve escalated issues to management

Therefore the study examine whether the following objective of customer care at RSCE are being achieved in relation to service delivery expectations of the clients.

1. Plan and schedule mission visits to gather information and feedback about client services (Feedback)
2. Provide continuous client service staff training (Training)
3. Collect and provide information for monthly key performance indicators (Communication)

**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 god service delivery. Bhasin (2018) indicated the advantage of good customer care to customers that; to retain the customers, gets the organization’s to offer efficient, effective and responsive service. At RSCE, The Client service Delivery Pillar (CSDP) is responsible for embedding a client-centric culture within the RSCE, underpinned by the philosophy of “One Client Experience” which emphasizes professionalism, consistency and standardization in client service across all service delivery channels. CSDP delivers high quality, timely and cost-effective Client Support Service through the one-stop-shop approach (CSDP, 2021).Also, because the quality of customer service provided has a tremendous influence on public perceptions of the quality of service delivery at RSCE. In spite of the above, there is emerging evidence indicating problems with customer care at Regional Service Center Entebbe, due to the different issues they deal such Educational grants, travels among others, Most of the time workers find themselves overwhelmed due to much work (Kaheru, 2021), In addition, the last Client satisfaction survey carried out in 2019 Showed a 75% satisfaction rate which was below the at least 90% expected satisfaction level, coupled to these(Kaheru, 2021), clients have also complained about the their complaints not being reported in time including not informing management about escalated issues between the customer care department and the clients (RSCE Report, 2019). This is the bench mark on which this is based. Therefore, this research is meant to find out the effectiveness of customer care towards service delivery in RSCE.

**Purpose of the Study**

The purpose of the study was to examine the customer care and service delivery in United Nations Agencies in Uganda, a case study of Regional Service Centre Entebbe (RSCE).

**Objectives of the Study**

The study was guided by the following objectives:

1. To examine how customer feedback affects service delivery at RSCE.
2. To explore the relationship between staff training and service delivery at RSCE.
3. To assess the relationship between Communication and service delivery at RSCE.

**Research Questions**

The Study was guided by the following research questions;

1. How does customer feedback affects service delivery at RSCE
2. How does staff training affect service delivery at RSCE?
3. How Communication does affects service delivery at RSCE?

**Hypothesis**

*H*0: There is no significant relationship between customer care and Service delivery at RSCE.

*H*1:  There is a significant relationship between customer care and Service delivery at RSCE.

**Scope of the study**

The scope of the study was divided into three sections; the content scope, geographical scope and time scope as indicated below: to examine how planning and scheduling mission visits to gather information and feedback about client services affects service delivery at RSCE; assess how providing information for monthly key performance indicators affects service delivery at RSCE and explore how providing continuous client service staff training affect its service delivery at RSCE.

**Content scope**

The study focused on finding out the services provided by UN regional service centre Entebbe in relation to the following objectives:

**Geographical scope**

The study was based in Entebbe, where the UN regional service centre is located, Buku Road, Old Airport, and Entebbe, Uganda

**Time Scope**

The research study surveyed the period of 2016 -2022 because between these years, there had been reported complaints about UN operations especially behaviour of staff at the regional centre in Entebbe.

**Significance of the Study**

**Management of RSCE:** United Nations has customer service as one of its products, hence the need to find out whether they really are providing that service and what ways they can improve so as to have competitive advantage over rivals in the market. This work will therefore provide information regarding excellent customer service and its effects on customer satisfaction. This piece will be available to the centre being researched for the management to know the perception of their customers on services being provided to them and to help improve on service quality. It will also benefit other service providers to make informed decisions as far as service is concerned.

**Customer care Practitioners**: The outcome of the study will be useful for the customer care service Practitioners to help improve customer service quality as this study may be used as a reference for evaluating customer service quality in the public sector especially with UN system.

**Future researchers:** other researchers will also benefit from this research in making informed decisions when it comes to quality customer service to satisfy the customers.

**Setting of the study**

The Regional Service Centre in Entebbe (RSCE) was established in 2010 though General Assembly resolution 64/269 as part of the Global Field Support Strategy (GFSS). The overall objective of GFSS was to transform service delivery to field missions through a fundamental shift in the existing division of labor and a relocation of functions to improve responsiveness and address the needs of the field missions. The RSCE is located at United Nations Base, Buku Road, Kampala East, Entebbe, Wakiso District.

**CHAPTER TWO**

**STUDY** **LITERATURE**

**Introduction**

This chapter presents the study literature. It highlights literature survey, literature review and a conceptual framework. Literature survey identifying the research gap the study attempts to close, Literature review presents a model within which issues related to customer care and service delivery at RSCE may be explained and understood.

**Literature Survey**

There are yet not scholarly studies undertaken customer care and service delivery at RSCE, but similar other studies have been carried out in other organizations, findings and conclusions from each of each studies are reviewed below.

Nalubega (2018), carried a study on the influence of service failure in determining the level of customer satisfaction in the hotel industry in Uganda. The study used specific objectives; to determine the service failure that occurs in the hotel industry, establish the causes of the service failures in the hotel industry and establish a relationship between service failures and customer satisfaction in the hotel industry. The research design used was cross sectional. The used a population of 100 persons (employees and customers of the selected hotels) with 100 as a sample size, the research used convenient sampling technique. The study relied on both primary and secondary data but Primary data was collected using structured questionnaires. The study found out that 3- star hotels in Kampala presents high quality food to their customers in terms of taste of the food, its, warmth among others. The study further discovered that most hotel workers are irresponsible and inefficient. The study findings also showed an effective mutual communication between the hotel‘s staff and its customer as required. The results of the study further notify out that the products of the hotel industry are not easily accessed by their customers anywhere any time in the market. But Nalubega study did not determine how customer affects service in general, because where customer satisfaction can be achieved by an organization, it may fail to achieve customer satisfaction objectives, for example in the current study one of the key aspects of dissatisfaction of the clients are the long response time of the organization.

Tamale and Twinomugisha (2014), in there study focused on Customer Care, Service Quality and Customer Satisfaction in two Commercial banks in Uganda. The objectives of the study aimed at establishing the relationship between Customer Care and Customer Satisfaction, Customer Care and Service Quality, Customer Perception and Customer Satisfaction, and studying the factor structure of Customer Care, Service Quality, Customer Perception and Customer Satisfaction in two commercial banks in Uganda; Post Bank and Housing Finance Bank. The research design was a cross sectional which comprised of both qualitative and quantitative approaches conducted to collect information from the targeted population totaling of 160 respondents. Proportionate stratified random sampling was used to select the sample of 132 bank staff members and customers in two commercial banks. The major findings of the study were that there was a significant positive correlation between Customer Care, Service Quality, Customer Perception and Customer Satisfaction in Commercial Banks in Uganda. Whereas Tamale and Twinomugisha (2014) examined Customer Care, Service Quality and Customer Satisfaction, this was within a setting of profit oriented organization where quality is based on profitability whereas the current study is service based organization with the multination system of the United Nations were service is based on the predetermined service delivery platform called the Client Service Delivery Model (CSDM), provides a structured mechanism for the CSDP to partner with client missions in the process of service delivery.

Nakayiso (2006) carried out with the main objective of finding out the impact of ATMs on customer satisfaction in Crane Bank Uganda. This study focused don four research questions, finding out the impact of ATMs on Customer Satisfaction, finding out the relationship between ATMs and customer satisfaction, finding out the challenges faced by the banks when installing the ATMs and find out how the challenges can be handled. Data was collected using self-administered questionnaires to forty ATM customers. Key informants included the banking staff. Data was entered and analyzed using statistical means. The results of the study revealed that there was positive impact of ATMs on customer satisfaction in Crane Bank Uganda

A study by Namayanj (2018) on the Effect of Service Quality Management on Customer Loyalty in the Telecommunication Industry: a Case Study of MTN Uganda Limited and it was guided by three objectives which were: to establish the effect of service reliability on customer loyalty; to assess the effect of service responsiveness on customer loyalty; and to examine the contribution of service tangibility on customer loyalty. A case study design was adopted by the study. Data sources included primary data and secondary data. Questionnaires were used to collect quantitative data. The findings showed that reliability; responsiveness and service tangibility were significantly related to customer loyalty. The findings imply that service quality is not the only factor that could lead to customer loyalty in the telecom sector. In conclusion, all the findings on the relationships between reliability, responsiveness and service tangibility revealed significant effect on customer loyalty. The findings confirmed that service quality was a major determinant of customer loyalty at MTN Uganda.

Mangeni (2018) conducted a study to assess the level of satisfaction with health care services (Out Patient Department) of CHIS at Bishop C. Asili hospital and also to look at quality in the perspectives of clients. Client satisfaction is regarded as one of the ultimate goals that all health system should strive for because it reflects the health system in client prospect, a cross sectional descriptive study design was used. The study involved both qualitative and quantitative data collection methods. This study revealed that (64) of CHIS enrollees were knowledgeable on the overall operation of the scheme which was attributed to the field staff from SHU who regularly went to villages to conduct educational sessions on CHIS operation. Mangeni (2018) study was focused on the employees rather than the organization which the current study is focused on.

**Literature Review**

This part presents theories, literature and study findings related to the customer care and customers satisfaction from global perspective. Problems of customer and service delivery are not unique to RSCE, they have been a subject of study by various authors in other organizations and countries all over the world. Below is a review of such major studies with the aim of deriving a conceptual framework of analysis for the current study. The review follows their which have been popular with those who have ventured in doing research in this area.

**Theoretical review**

According to Adom, Hussein and Agyem (2018), “theoretical review as 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 Service delivery. This study adopted the Two-Factor Theory of Customer Satisfaction and the Expectation-Disconfirmation Theory.

**The Two-Factor Theory of Customer Satisfaction**

The Two-Factor Theory of Customer Satisfaction was proposed by Earl Neumann and Donald Jackson, Jr. The essence of this model is the use of two factors to describe customer satisfaction. The two factors are hygiene elements and satisfiers. The hygiene elements are those attributes that customers expect to be part of the product or service. The absence of these elements generally result in customer dissatisfaction. (They may be described as dissatisfies in some models). One key point is that the presence of hygiene elements generally does not contribute to customer satisfaction. One example of a hygiene element would be a clean restroom at the movie theater. Consistently maintaining a clean restroom may not contribute much to customer satisfaction. In general, a company must ensure that the hygiene elements consistently meet customer expectations. These elements are necessary but insufficient to create customer satisfaction. Satisfaction does not become important until the hygiene elements are present at a level that meets customer expectations (William, 2010).

J.M. Juran (1951) gave a rank-ordered list of elements based on a study of 2,500 passengers of Quantas Airways. From this list he demonstrated that the hygiene factors would cause the passengers extreme dissatisfaction. He also included the list of those elements that would lead to extreme positive satisfaction. Virtually all of the top elements were hygiene factors. In general, the satisfiers were ranked lower than the hygiene factors. The authors note that satisfaction levels are only achieved when the hygiene factors meet customer expectations and the satisfiers exceed customer expectations. The conclusion is that while the hygiene elements are a must, the satisfiers are what lead to customer satisfaction. Some of the hygiene factors noted by Juran include: no lost luggage, no damaged luggage, clean toilets, clean and tidy cabin, comfortable cabin temperature and humidity, etc. On the other hand, some of the satisfiers include: comfortable seats, prompt baggage delivery, ample leg room, good quality meals, assistance with connections, quick/friendly airport check in, etc. The authors present a generic grid of hygiene elements and satisfiers, for example Hygiene elements include: credibility, reliability, accessibility, delivery and accuracy.  
The satisfiers include: responsiveness, courtesy, empathy, exceptional quality and personnel who are thoroughly trained and knowledgeable. The key issue to focus on for this model is understanding the term hygiene and its implications especially in terms of its position as the predecessor of satisfiers. This is a new perspective that I have not seen in other models. In my next blog I will describe their customer satisfaction grid and discuss how they use the grid to examine pre-sale, transaction and post-sale aspects of customer satisfaction.

**Expectation-Disconfirmation Theory**

Expectation disconfirmation (E-D) theory has been used to explain individuals’ satisfaction with performance ([Ilgen, 1971](https://journals.sagepub.com/doi/full/10.1177/0734371X211065348)), products ([Oliver, 1980](https://journals.sagepub.com/doi/full/10.1177/0734371X211065348)), or jobs ([Smith et al., 1969](https://journals.sagepub.com/doi/full/10.1177/0734371X211065348)). Recently, the theory has become popular among public administration scholars interested in citizen satisfaction with governmental services ([Andersen and Hjortskov, 2016](https://journals.sagepub.com/doi/full/10.1177/0734371X211065348); [Van Ryzin, 2013](https://journals.sagepub.com/doi/full/10.1177/0734371X211065348)). The basic premise of E-D theory is that individuals have expectations of certain products or services, and their satisfaction with these products or services depends on whether these products or services are performed in line with their expectations (Van Ryzin, 2013). The basic E-D model contains several relationships that are important to consider when looking into expectation-disconfirmation. One of these relationships concerns the direct relationship between performance and satisfaction (F). This relationship is an intuitive one, in which performance (for instance, the quality of a certain product or service) is directly related to satisfaction ([Van Ryzin, 2013](https://journals.sagepub.com/doi/full/10.1177/0734371X211065348)). Applied to supervisor support: the supervisor’s performance when it comes to supporting employees has a direct effect on employees’ satisfaction with supervisor support. Applied to service delivery in relation to customer care offered. The customer care staff performance has a direct effect on service delivered to the clients that is effective, efficient and responsive to the needs of the customers. Another slightly less intuitive relationship concerns the direct relationship between expectations and satisfaction (E). The proposed theory of service delivery integrates findings from different disciplines that have examined the service delivery process. The theory, while being grounded in the human resources, behavioral decision theory, marketing, and operations management literature, is articulated using a system dynamics model along with a detailed account and evidence from the literature for the proposed constructs, causal linkages, and formulations that compose the theory.

**To assess the relationship between customer feedback and service delivery**

Customer feedback is [information provided by clients](https://blog.startquestion.com/top-5-customer-survey-tools-in-2022/) about whether they are satisfied or dissatisfied with a product or service and about general experience they had with a company. Customer opinion is a resource for improving customer experience and adjusting your actions to their needs. This information can be collected with different kinds of surveys (prompted feedback), but you can also find opinions and reviews your clients post online ([unprompted feedback](https://blog.startquestion.com/all-you-need-to-know-about-prompted-and-unprompted-feedback/)) and collect them using Internet monitoring tools. Both sources are important to get a full picture of how your clients perceive your brand.

Top performing companies understand an important role that customer feedback plays in business. They consistently listen to the voice of their clients. Not only they search for opinions they clients publish on social media and reviews they provide on websites designed for gathering feedback but they also deliberately ask for feedback using distinct kinds of surveys. If you want to stay ahead of competition you should never stop listening to customer feedback whether it is positive or negative, prompted or unprompted.

Lusch and Vargo (2006) argued that when you initially introduce a new product, brand, or service to market you probably have an idea about customer needs. Market research that you conduct before introduction gives you an idea if potential customers would be willing to buy it and also they can give you some tips on how you could improve it. However, only after your customers use your product or service you can learn about all the advantages, flaws, and their actual experience. On top of that, their needs and expectations evolve with time. Customer feedback is an insight into what is working well about your product or service and what should be done to make the experience better. You might have the best expertise in the industry in which your company operates, but your professional knowledge will never be more valuable to business performance than customer insights. Their opinions help you ensure that the end product will actually meet their expectations, solve their problems and fulfill their needs.

Erickson and Erich (2001) opined that Customer satisfaction and loyalty is a crucial factor that determines a company’s financial performance. It is directly linked to many benefits, such as increased market share, lower costs, or higher revenue. Many studies confirmed the close connection between customer satisfaction and business performance. Therefore, there is no doubt that you want to make sure your clients are happy with your products and services. Naturally, the best way to find out if you meet their expectation is to get their opinions. Using rating-based questions you can easily estimate the level of satisfaction and consequently predict your company’s financial condition in the future

Collecting customer feedback shows you value their opinions: By asking your clients for feedback you communicate that their opinion is important to you. You involve them in shaping your business so they feel more attached to your company. Listening to their voice helps you create stronger relations with them. This is the best way to gain valuable brand ambassadors who will spread positive word-of-mouth for you. And I am sure you are aware that their recommendations is probably the most effective and, at the same time, the cheapest way to acquire new customers and become more trustworthy in the eyes of your current and potential clients.

Kraft and Martin (2001) notes that a [satisfied customer](https://blog.startquestion.com/csat-measure-customer-satisfaction-with-an-online-survey/) will stay with you. An unhappy customer will eventually find a better alternative to your business and leave. Customer feedback benefits are significant. It helps you determine if your clients are satisfied with your service and detect areas where you should improve. Thanks to asking for opinions regularly you can always keep a finger on the pulse. Each time a dissatisfied customer expresses his disappointment you can immediately react and find a solution to fix an issue. This is a perfect moment to win a client back and even increase his level of loyalty. In many cases, an unhappy customer who encountered a problem with your service, but you got it fixed straightaway demonstrates bigger devotion to your brand that a customer who has never been disappointed with your service (Kraft and Martin, 2001)

Customer feedback is a reliable source for information to other consumers: In the times of social media, consumers do not trust commercials or expert advice so much. Opinions provided by other customers who have already used a product or service are more reliable source for information these days. When you look for an accommodation in a city you visit or you want to find a nice new restaurant to have dinner with friends you read reviews beforehand. When you want to buy new shoes you ask for opinion on Facebook or go to a trustworthy blog to read a review. Many companies today incorporate review system in their services and products.

Customer feedback gives you data that helps taking decisions: According to Young and Hutchinson (2012), there is no place for business decisions based on loose guesses on a highly competitive market. Successful business owners gather and manage distinct kind of data that helps them develop future strategies. Only in this way they are able to adjust their products and services to perfectly fit customer needs. Customer feedback is one of the most reliable sources for tangible data that further can be used in taking business decisions. Customer insights will help you understand clients and their needs more profoundly. Take their suggestions into consideration and thanks to that find out where you should allocate your money to get the highest return on investment. You might discover that, for instance, further product development is not necessary in your case, but instead you should focus on promoting your brand to get bigger exposure. Customer feedback is a valuable source for such data, but you must learn how to listen to it and how to translate it into actionable takeaways for your business (Edmondson and Boyer, 2013).

**To examine Relationship between Communication and service delivery**

In their study, Bolorinwa and Olorunfemi (2009) highlighted that effective communication is crucial for enhancing task performance in an organization. A systematic communication stream builds credence and openness among the employees, leading to high productivity (Sayki-Baidoo, 2003). Efficient internal and external communication leads to positive growth of the business (Emojorho, 2010). For organized service delivery, the practices of human relations must be maintained. Communication enhances the service delivery process in the following manner:

Building and maintaining relationships,the smooth flow of information between internal and external clients and employees is vital for achieving common goals. Open communication, either in the form of oral or written, clearly explains roles and responsibilities to workers and encourages them to ask for help if required. By developing a robust positive environment at work, the productivity of the service delivery process is enhanced (Joseph, 2016).

Treating and solving complaints, Complaints arising due to human or technical errors are beyond one’s control. Therefore, active communication amongst the people in the workplace boosts confidence to share ideas concerning progress to the management. This leads to the two-way flow of feedback from top to bottom on the hierarchical chain and vice-versa. It not only encourages conflict resolution but also builds up trust between the service provider and receiver. This eases the flow of services between the parties (Pomfowaa and Agyekum, 2018).

Managing expectations, Customers are an essential element of any service delivery process. Free communication with them is necessary not only for making the process useful but also for constructing loyalty in the organization. In the service delivery process, it becomes crucial to receive and recognize the needs of the customers and present them with exceptional customer service by acknowledging their questions. This will guide the organization towards a better judgment regarding service distribution (Owoeye and Dahunsi, 2014).

Timely delivery with constant improvements, every service delivery process has a predefined set of rules and regulations that need to be observed to guarantee the successful completion of the task. Strong communication skills are necessary to convey either the particular method of carrying out a job or the result of underachieving the target. Research has shown that communication flows beyond the writing of a memo and circulating it. It is about expressing the expectations and policies of the business and learning about their impact on the employees (Zeithaml et al., 1988).

**To explore the relationship between staff training and service delivery**

A company’s ability to deliver quality customer service experience hinges upon how well-trained, qualified and experienced its customer service staff is. In order to develop and maintain effective customer service teams, it is important to adequately train and educate the workforce. There are several ways through which companies can go about training their customer service staff including workshops, seminars and with the help of training games (Decker, 2021).

An employee who receives the necessary training is better able to perform her job. She becomes more aware of safety practices and proper procedures for basic tasks. The training may also build the employees confidence because she has a strong understanding of the industry and responsibilities of her job. This confidence may push her to perform even better and think of new ideas that help her excel. Continuous training also keeps your employees on the cutting edge of industry developments. Employees who are competent and on top of changing industry standards help your company hold a position as a leader and strong competitor within the industry (Frost, 2013).

Imparts Learning and Helps in Skill Enhancement, Training customer service staff can yield impactful results in terms of enhanced personal performance. As CSRs are exposed to new and emerging customer service trends, it helps them apply the new methodologies and approaches to their work. Moreover, training can help develop different skillsets which are essential for those working in customer service. Not only does training help develop better communication skills and problem solving abilities but also teaches how to manage human relations more effectively. Training activities, especially games, are usually fun and highly engaging. These games can help encourage teamwork and putting aside all personal differences to achieve a common goal ([Qureshi](https://www.customerservice.ae/author/shahzad/), 2016).

Increased Employee Engagement, Training activities have an added advantage of engaging employees in such a way that it encourages learning and team bonding. Companies often experience difficulty in finding the right mix for teams owing to conflict between employees and disparity in personal philosophy. Keeping employees engaged also boosts motivation and job satisfaction. If employees feel that they are learning and constantly upgrading their skills, they are likely to stay motivated and give their 100% to their job. Employee engagement also helps reduce any communication barrier that might exist, between the co-workers and with the management. The activities provide a good opportunity for employees to voice their concerns and give recommendations to improve service experience for customers (Hejase, et al. 2017).

Improves Productivity, Several studies have shown a clear link between training and increased productivity. A study conducted by the National Center on the Educational Quality of the Workforce (EQW) concluded that on average, a 10 percent increase in workforce education level led to an 8.6 percent gain in total productivity. Education and training inevitably equips employees to perform their tasks more effectively, which eventually leads to happier customers and more sales for the company ([Qureshi](https://www.customerservice.ae/author/shahzad/), 2016).

Enhances Customer Experience, Customer service training workshops and seminars have the potential to drastically change the behaviors of CSRs, which, consequently will help them deliver better [customer experience](https://www.customerservice.ae/how-banks-can-improve-customer-experience). Customer Service training teaches CSRs to develop a customer-centric approach, encouraging them to put themselves in the customers’ shoes to see things from their perspective. The training activities focus on developing a customer-centric philosophy which goes a long way to deliver and improve the overall experience for customers. Training activities help CSRs develop an ability to understand the needs of the customer and formulate solutions in accordance. Offering better customer service will in turn lead to more growth for the business (Hejase, et al. 2017).

**Conceptual framework**

As a result of the above analysis, literature review, he following has emerged as the conceptual framework of analysis for the current study. Customer care is the independent variable and the dependent variable is service delivery. The following is the model of the study which will further be discussed and justified.

**Figure 2. 1: Conceptual framework**

**Independent Variable Dependent Variable**

**Service Delivery**

* Effectiveness
* Efficiency
* Customer satisfaction

**Customer Care Service**

* Communication
* Staff Training
* Feedback
* Organizational policy
* Organizational culture

**Source: Adopted from literature review and modified by the researcher (2022)**

The conceptual framework above shows that the independent variable (customer care service) with variables of Communication, Training, Feedback affect the dependent variable (service delivery) with variables of Effective service, Efficient service and customer satisfaction . On the other hand Organizational policy and Organizational culture are the intervening variables which affect the customer care thus affecting also the quality of service delivered by the organization.

**CHAPTER THREE**

**METHODOLOGY**

**Introduction**

This section discusses the research methods and the instruments used by the researcher to carry out the research. It provides a description of the research design, data collection and analysis procedures.

**Research Design**

Polit, Hungler and Beck (2001) define research design as “the overall plan for collecting and analyzing data including specifications for enhancing the internal and external validity of the study”. Under this section, the following are identified and explained research approach, research strategy, research duration and classification.

**Research approach**

In the research approach the researcher used a mixed methods approach where the researcher directly asked questions to the respondents. This type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches (e.g., use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purpose of breath and depth of understanding. This research approach combines the positivism approach based in the hypothesis and phenomenological approach where the researcher presents information as observed and used in the study. The research approach is important because it was used to test the validity of the research hypothesis (Brewer and Hunter, 2006).

**Research strategy**

Research strategy is methodology that helps the researcher to examine the research issue. The study used a case study as the research strategy. This involved a detailed examination of customer care service at RSCE and its influence on service delivery. It involved the use of questionnaire, interview and documentary analysis in order to understand the context of the research.

**Research duration**

The study duration was based on (2018 -2021) period based on the Client Satisfaction Survey for these years. The researcher carried out the research in a period of three month. The data was carried out for One month which time was enough to collect and provide the relevant and reliable information given that respondents are easily accessible.

**Research classification**

The study used both quantitative and qualitative techniques. It involved collecting and converting data into numerical form hence use of statistical calculation where calculations were drawn. In order to predict the possible relationship between the variable, the study used various instruments such as a self-administered questionnaire, interview and observation and documentary review analysis.

**Study population**

A population can also be understood to be an entire group of individuals, events or objects having common observable characteristics (Mugenda and Mugenda, 2003). As such, this study focused mainly on the RCSE office clients from the different Missions of UN work within Uganda and the according to UN clients manual, they include UN military staff, UN Police staff , International staff , national staff and mission based staff such as MUNUSCO, UNMISS, UNISFA , UNAMID, MINUSCA, UNSOS , UNSOM AND Customer care department staff.  The population of the study was 150.

**Sampling Techniques**

In carrying out the study, the researcher used the following sampling techniques:

**Purposive sampling**

Jupp (2006) define purposive sampling as a non-probability sample that is selected based on characteristics of a population and the objective of the study. Purposive sampling is also known as judgmental, selective, or subjective sampling.

**Simple random sampling**

The researcher purposively selected 109 respondents who had the knowledge of the effectiveness of customer care towards service delivery in United Nations, a case study of regional service centre Entebbe. The researcher purposively selected sample size of respondents because it would have been rather idle if a larger sample of ignorant respondents was involved in the study. The study sample size of was determined using Slovin’s formula (Yamane, 1967).

The Slovin’s formula for determining sample size;

N= Total target population

n= Required Sample Size

e= Desired margin of error = 5%

***Table 3 1: Population distribution and sample size***

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Study Population** | **Number of Respondents** | **Sample size** |
|  | **UN military staff** | 20 | 15 |
|  | **UN Police staff** | 20 | 15 |
|  | **International staff** | 30 | 15 |
|  | **National staff** | 40 | 34 |
|  | **Mission staff** | 50 | 30 |
|  | **Total** | **150** | **109** |

**Source: Researcher 2019**

The RCSE office clients from the different Missions of UN work within Uganda and the according to UN clients manual, they include UN military staff, UN Police staff , International staff , national staff and mission based staff such as MUNUSCO, UNMISS, UNISFA , UNAMID, MINUSCA, UNSOS , UNSOM among other staff.

**Data Collection Sources**

**Primary Data**

Primary data collection method is the collection of data that has not been previously published and is collected by the investigator conducting the research. For this study, primary data was collected using the survey methods.

**Secondary data**

These are data collection methods that use data that has been already collected and recorded by someone else and readily available from other sources. The study employed documentary review for secondary data collection. Documents in form of hard copy or electronic included reports, meeting minutes, newsletters collected from both primary and secondary sources.

**Data collection methods**

**Questionnaires**

The researcher used a questionnaires as data collection instrument. These questionnaires were self-administered for purpose of explaining to the respondents the reason for the research and receive appropriate and reliable information from the respondents. The questionnaire were divided into two sections. The first section provided demographic information that would provide a clear understanding of the sample attributes. The second section provided data on the measurement of the research variables.

**Document analysis**

Document analysis is a form of qualitative research in which documents are interpreted by the researcher to give voice and meaning around an assessment topic (Bowen, 2009). Analyzing documents incorporates coding content into themes similar to how focus group or interview transcripts are analyzed (Bowen, 2009). A rubric can also be used to grade or score document. There are three primary types of documents (O’Leary, 2014):

* Public Records: The official, ongoing records of an organization’s activities. Examples include transcripts, mission statements, and annual reports.
* Personal Documents: First-person accounts of an individual’s actions, experiences, and beliefs. Examples include calendars, e-mails, scrapbooks, blogs, Facebook posts, duty logs, incident reports, reflections/journals, and newspapers.
* Physical Evidence: Physical objects found within the study setting (often called artifacts). Examples include flyers, posters, agendas, handbooks, and training materials.

**Data Collection Tools**

Data collection tools refer to the devices/instruments used to collect data.

**Self-administered Questionnaires**

A self-administered questionnaire is a structured form that consists of a series of closed-ended and open-ended questions. It is called self-administered as the respondents fill it in themselves, without an interviewer. A self-administered questionnaire is a structured form that consists of a series of closed-ended and open-ended questions.

It is called self-administered as the respondents fill it in themselves, without an interviewer. Closed-ended questions have a list of possible options listed, from which the respondents must choose - these can be pre-coded. Open-ended questions permits any answer that the respondent thinks is appropriate and should be recorded in the respondents' own words. These need to be coded after all the possible responses and assigned themes have been read.

**Documents Review Analysis**

Under this method, the researcher conducted library research to extract information from previous authors and scholars who have researched about the same study variables.

**Data Quality Management**

**Validity of instruments**

Validity refers to how accurately a method measures what it is intended to measure. If research has high validity that means it produces results that correspond to real properties, characteristics, and variations in the physical or social world (Liu, 2010).

The research instruments were tested using Content validity which indicates the extent to which items adequately measure or represent the content of the property or trait that the researcher wishes to measure. Subject matter expert review is often a good first step in instrument development to assess content validity, in relation to the study.

**Reliability of Instrument**

Reliability refers to the consistency of a measure. Psychologists consider three types of consistency: over time (test-retest reliability), across items (internal consistency), and across different researchers (inter-rater reliability).

Test-Retest Reliability is when researchers measure a construct that they assume to be consistent across time, then the scores they obtain should also be consistent across time. Test-Retest Reliability is the extent to which this is actually the case (Liu, 2010). Reliability will done using Cronbach’s alpha) is used to assess the internal consistency of the item.  If the alpha value is .70 or higher, the instrument is considered reliable.  The split-halves method also requires one test administered once.  The number of items in the scale are divided into halves and a correlation is taken to estimate the reliability of each half of the test.   To estimate the reliability of the entire survey, the Spearman-Brown correction must be applied.  Inter-rater reliability involves comparing the observations of two or more individuals and assessing the agreement of the observations.

|  |  |
| --- | --- |
| **Reliability Statistics** | |
| Cronbach's Alpha | N of Items |
| .978 | 18 |

Source: Primary data (2022).

A reliability analysis was carried out on the perceived task values scale comprising 18 items. Cronbach’s alpha showed the questionnaire to reach acceptable reliability, α =0.97. All items appeared to be worthy of retention, resulting in a decrease in the alpha if deleted. As such, no removal of item was considered.

**Data Processing**

The data was collected, compared, and contrasted to identify the gaps. The data was coded, compiled, word processed, typed, and edited to make it accurate. Data processing was done using SPSS version 20.

**Data Analysis**

After data processing, the scored questionnaires were analyzed using SPSS into the desired descriptive statistics. The processed data was presented in form of tables and frequencies using SPSS Version 20.

**Access to data Collection Sources**

An introductory letter was taken from Nkumba University to the respondents to officially seek permission from the respondents who are to participate in the study. After, permission was granted the researcher briefed the respondents as to what the study was about, in order to get the needed attention, support, and co-operation of the respondents. The questionnaires was hand-delivered to all the respondents by the researcher while interviews were also scheduled as the key informants too.

**Ethical considerations**

All respondents were assured of confidentiality and the purpose of the research being academic was declared and explained in advance to all respondents. An introduction letter was delivered to all respondents to ask for permission. Identity of respondents was required on the questionnaire. All respondents were skillfully and professionally approached.

**Imitations of the study**

The researcher may be faced with problems that include much pressure; the researcher has limited time for the research and at the same time.

**COVID-19-19:** The Challenge of COVID-19 that disorganized the research time table especially collection of research from the field. This was overcome by repeated visitation of until respondent data was collected.

**Non response:** Nonresponse bias occurs when some respondents included in the sample do not respond. Low response rates can generate biased samples where study participants are systematically different from no respondents.

**Limited Access to Information:** This study involved RSCE and people in the research, and sometimes you may get problems with access to these because it’s a voluntary participation

**Time Limits:** Needless to say, all the researchers have their deadlines when they need to complete their studies. Sometimes, time constraints can affect your research negatively. If this happened, you need to acknowledge it and mention a need for future research to solve the main problem.

**Conflicts on Biased Views and Personal Issues:** Some researchers can have biased views because of their cultural background or personal views. Needless to say, it can affect the research. Apart from this, researchers with biased views can choose only those results and data that support their main arguments. If you want to avoid this problem, pay your attention to the problem statement and proper data gathering.

To overcome these challenges, the researcher devoted most of the time on the research and financial constraints, since the research required money for typing and printing, transport and internet surfing. The researcher ensured that costs were minimized as much as possible.

**CHAPTER FOUR**

**DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS**

**Introduction**

The analyses of the report in this chapter are derived from observations of the respondents and documentary evidences on the effectiveness of customer care towards service delivery in United Nations, a case study of regional service centre Entebbe. A total of (109) questionnaires and interviews were given out and conducted to all categories of people that were targeted and only (80) responded. It was from these respondents that the analysis below was drawn. This chapter first presents the demographic characteristics of respondents. Findings obtained from the Feld are presented in tables below:

**Demographic Characteristics of Respondents**

The basic socio-demographic characteristics of respondents were probed, key among them included the following; gender, age, level of education, and occupation within the United Nations system.

**Sex of respondents**

The gender of the respondents was necessary in order to examine the effectiveness of customer care towards service delivery in United Nations, a case study of regional service centre Entebbe. The study asked respondents about their sex/gender. The results are indicated in table 4.1.

**Table 4.1: Gender of respondents**

|  |  |  |  |
| --- | --- | --- | --- |
| **Gender** | | **Frequency** | **Percentage** |
|  | Male | 56 | 70.7 |
| Female | 24 | 29.3 |
| **Total** | **80** | **100.0** |

**Source: Primary data (2022)**

According to table 4.1, majority 70.7 % of the respondents were male while 29.3 % were female. This implies that more male participated in the study than the female. The data about gender reflects gender balance between men and women meaning the research was not gender biased. It was necessary to have views from both. But documentary of the human resource roaster showed that generally within the ranks of mission, police and military designation within the United Nations system, there were more men than women.

**Age of respondents**

The study also considered the age characteristic to be very essential in effectiveness of customer care towards service delivery in United Nations, a case study of regional service centre Entebbe. The study asked respondents about their age groups. The results are indicated in table 4.2:

**Table 4.2: Age group**

|  |  |  |  |
| --- | --- | --- | --- |
| **Age Range** | | **Frequency** | **Percentage** |
|  | 20 - 29 | 19 | 23.8 |
| 30 - 39 | 32 | 40.0 |
| 40 - 49 | 19 | 23.8 |
| 50 + | 10 | 12.5 |
| Total | 80 | 100.0 |

**Source: Primary data (2022)**

According to the table above, 40.0% of the respondents were under 30-39 years, 23.8% were under 40-49 years, 23.8% were under 20-29 years, and 12.5% were under 50 and above years when asked about their age groups. This represents those years when people are most active and with enormous experience in terms of engagement in work activities. This therefore implies that majority of the respondents were mature and energetic thus provided valid information.

**Education level**

The educational level of the respondents was categorized under certificate, diploma, degree, Masters and PHD. The study asked respondents about their level of education. The results are indicated in table 4.3:

**Table 4.3: Level of education**

|  |  |  |  |
| --- | --- | --- | --- |
| **Educational Level** | | **Frequency** | **Percentage** |
|  | PHD | 1 | 1.3 |
| Masters | 21 | 26.3 |
| Degree | 17 | 21.3 |
| Diploma | 28 | 35.0 |
| Certificate | 13 | 16.3 |
| Total | 80 | 100.0 |

**Source: Primary data (2022)**

According to the table above, 1.3 % had PHD as their highest level of education, 26.3 % had Masters, 21.3 % had bachelors, 35% had a diploma, and 16.3 % had a certificate. This implies that all the respondents had substantial levels of education that enabled them to give informed responses because they understood the questions asked. Good education is a key in terms of capability for people to do their work and to critically understand issues governing organizations.

**Occupation of respondents**

The study asked respondents about their occupation. The results are indicated in table 4.4:

**Table 4.4: Occupation**

|  |  |  |  |
| --- | --- | --- | --- |
| **Occupation** | | **Frequency** | **Percentage** |
|  | UN military staff | 9 | 11.3 |
| UN Police staff | 8 | 10.0 |
| International staff | 13 | 16.3 |
| National staff | 15 | 18.8 |
| Mission staff | 35 | 43.8 |
| Total | 80 | 100.0 |

**Source: Primary data (2022)**

Table 4.4 shows that 43.8% of the total respondents were mission staff, 18.8% national staff, 16.3% international staff, 11.3% were UN Military staff, 10.0% were UN Police staff. This implies that the respondents were active members in the society, and could provide the necessary information needed by the study, and could provide relevant information on effectiveness of customer care towards service delivery in United Nations, a case study of regional service centre Entebbe.

**CHAPTER FIVE**

**CUSTOMER FEEDBACK AND SERVICE DELIVERY AT RSCE**

**Introduction**

This chapter seeks to examine how customer feedback as tool used by customer care service unit of RSCE influences service delivery.

Customer feedback is the information an organization collects directly from its customers about their preferences and experiences with a product or service. Customers can share their opinions through surveys, interviews, and other channels to tell a company whether they’re satisfied or dissatisfied. Customer feedback allows any organization to learn directly from its customers; the information can then be used to improve the customer experience (De Jesus, 2021).

**Customer feedback gives data that helps taking decisions at RSCE**

The respondents were asked whether Customer feedback gives data that helps taking decisions at RSCE and the findings are presented in table 5.1.

**Table 5.1: Customer feedback gives data that helps taking decisions at RSCE**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Strongly disagree | 6 | 7.5 | 7.5 |
| Disagree | 4 | 5.0 | 12.5 |
| Not Sure | 10 | 12.5 | 25.0 |
| Agree | 18 | 22.5 | 47.5 |
| Strongly agree | 42 | 52.5 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Results in table 5.1 shows that a majority 52.5% of the total respondents strongly agreed that Customer feedback gives data that helps taking decisions at RSCE, 22.5% agreed, 12.5% were not sure , 7/5% strongly disagreed and the remaining 5% disagreed. This implies that Customer feedback gives data that helps taking decisions at RSCE given that a cumulative majority 75 agreed to the assertion.

Additionally in an interview with a key respondents with the department, it was revealed that “*customer feedback is taken seriously at RSCE because it’s within organization policy for clientele to leave feedback on service received from the Unit”.*

**Customer feedback is a reliable source for information to other customers**

The researcher sought to find out whether Customer feedback is a reliable source for information to other customers and the findings are presented in table 5.2.

**Table 5.2: Customer feedback is a reliable source for information to other customers**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Strongly disagree | 8 | 10.0 | 10.0 |
| Disagree | 2 | 2.5 | 12.5 |
| Not Sure | 8 | 10.0 | 22.5 |
| Agree | 21 | 26.3 | 48.8 |
| Strongly agree | 41 | 51.3 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 5.2 indicates that a majority 51.3% of the total respondents strongly agreed that Customer feedback is a reliable source for information to other customers , 26.3% agreed, 10% were not sure, 10% strongly disagreed and the remaining 2.5% disagreed. This implies that Customer feedback is a reliable source for information to other customers given that a cumulative majority 77.6% were in agreement.

It can be said that Customer feedback is a reliable source for information to other consumers. In the times of social media, consumers do not trust commercials or expert advice so much. Opinions provided by other customers who have already used service are more reliable source for information these days.

**Customer feedback helps to improve customer retention**

The researcher sought to find out whether Customer feedback helps to improve customer retention and the findings are presented in table 5.3.

**Table 5.3: Customer feedback helps to improve customer retention**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Strongly disagree | 30 | 37.5 | 37.5 |
| Disagree | 11 | 13.8 | 51.3 |
| Not Sure | 5 | 6.3 | 57.5 |
| Agree | 14 | 17.5 | 75.0 |
| Strongly agree | 20 | 25.0 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 5.3 shows that a cumulative majority 51.3% of the total respondents disagreed that Customer feedback helps to improve customer retention, 25% strongly agreed, 17.5% agreed and the remaining 6.3% were not sure. This implies that Customer feedback does not help to improve customer retention at RSCE according to the respondents.

The findings are not a surprise given that RSCE is a business though it types of clientele does not need a retention motivation, Though the service delivery quality is key is an important objectives of the service center with the major ones being effective, efficient and responsive service delivery according to The Client Service Delivery Model (CSDM) used (RSCE, 2021).

**Customer feedback helps you create the best customer experience**

The researcher sought to find out whether Customer feedback helps you create the best customer experience and the findings are presented in table 5.4.

**Table 5.4: Customer feedback helps you create the best customer experience**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Disagree | 1 | 1.3 | 1.3 |
| Not Sure | 4 | 5.0 | 6.3 |
| Agree | 15 | 18.8 | 25.0 |
| Strongly agree | 60 | 75.0 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 5.4 shows that a majority 75% of the total respondents strongly agreed that Customer feedback helps you create the best customer experience, 18.8% agreed, 5% were not sure and the remaining 1.3% disagreed. This implies that Customer feedback helps RSCE create the best customer experience given that the majority were in agreement.

Customer feedback is key in ascertaining how the service of the regional center are being viewed by the clientele/customer they are serving, therefore it’s quite important they take customer feedback as its they only way they can know whether they are doing a good service or not and thus improve where necessary.

**Collecting customer feedback shows you value their opinions**

The researcher sought to find out whether Collecting customer feedback shows the unit value their opinions and the findings are presented in table 5.5.

**Table 5.5: Collecting customer feedback shows you value their opinions**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Strongly disagree | 1 | 1.3 | 1.3 |
| Agree | 19 | 23.8 | 25.0 |
| Strongly agree | 60 | 75.0 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 5.5 shows that a majority 75% of the total respondents strongly agreed that collecting customer feedback shows the unit value their opinions, 23.8% agreed and the remaining 1.3% strongly disagreed. This implies that RSCE Collecting customer feedback shows the unit values their opinions.

The respondents are right to agree to the assertion , that when feedback is required of customers, it only means that that the center (RSCE) cares about how they are perceived by the customer/clientele they serve because this is the way they can evaluate the service they are offering to the customers.

**Customer feedback helps improve services**

The researcher sought to find out whether Customer feedback at RSCE helps improve services and the findings are presented in table 5.6.

**Table 5.6: Customer feedback at RSCE helps improve services**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Strongly disagree | 1 | 1.3 | 1.3 |
| Disagree | 2 | 2.5 | 3.8 |
| Not Sure | 4 | 5.0 | 8.8 |
| Agree | 2 | 2.5 | 11.3 |
| Strongly agree | 71 | 88.8 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 5.6 shows that majority 88.8% of the total respondents strongly agreed that Customer feedback at RSCE helps improve services, 5% were not sure, 2.5% agreed, 2.5% disagreed and the remaining 1.3% strongly disagreed. This implies that Customer feedback at RSCE helps improve services

According to an interview with a key respondent on the Customer feedback at RSCE helps improve services through training honest mistakes being made can be corrected by supervisors and trainers from which valuable lessons can be drawn and creativity can be realized and thus improve service delivery to the clientele.

**CHAPTER SIX**

**STAFF TRAINING AND SERVICE DELIVERY AT RSCE**

**Introduction**

This chapter seeks to examine how customer care training at RSCE influences service delivery and the findings are presented in the following tables.

Training is teaching, or developing in oneself or others, any [skills](https://en.wikipedia.org/wiki/Skill) and [knowledge](https://en.wikipedia.org/wiki/Knowledge) or [fitness](https://en.wikipedia.org/wiki/Physical_fitness) that relate to specific [useful](https://en.wikipedia.org/wiki/Practicality) [competencies](https://en.wikipedia.org/wiki/Competence_(human_resources)). Training has specific goals of improving one's [capability](https://en.wiktionary.org/wiki/capability), capacity, [productivity](https://en.wikipedia.org/wiki/Productivity) and [performance](https://en.wiktionary.org/wiki/performance). It forms the core of [apprenticeships](https://en.wikipedia.org/wiki/Apprenticeship) and provides the backbone of content at [institutes of technology](https://en.wikipedia.org/wiki/Institute_of_technology) (also known as technical colleges or polytechnics). In addition to the basic training required for a [trade](https://en.wikipedia.org/wiki/Trade_(profession)), [occupation](https://en.wikipedia.org/wiki/Employment) or [profession](https://en.wikipedia.org/wiki/Profession), training may continue beyond initial competence to maintain, upgrade and update skills throughout [working life](https://en.wikipedia.org/wiki/Career). People within some professions and occupations may refer to this sort of training as [professional development](https://en.wikipedia.org/wiki/Professional_development). Training also refers to the development of physical fitness related to a specific competence, such as sport, martial arts, military applications and some other occupations.

Kamoche and Mueller (1998) mentioned that training leads to increase in learning capabilities and enhances employee performance and ultimately higher return on investment (in training) for the firm. According to Wright and Geroy (2001), employee skills and behaviors change through effective training programs. It not only improves the overall performance of individuals but also improves the knowledge, skills of the workers which are necessary for the future job. Through training the employee competencies are developed which enables them to implement the job related work efficiently, and achieve objectives of organizations in a timely and in competitive manner.

**Training builds employee’s confidence in understanding of job responsibilities**

The researcher sought to find out whether Training builds employee’s confidence in understanding of job responsibilities and the findings are presented in table 6.1.

**Table 6.1: Training builds employee’s confidence in understanding of job responsibilities**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Strongly disagree | 7 | 8.8 | 8.8 |
| Disagree | 14 | 17.5 | 26.3 |
| Not Sure | 10 | 12.5 | 38.8 |
| Agree | 15 | 18.8 | 57.5 |
| Strongly agree | 34 | 42.5 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 6.1 shows that a cumulative majority 71.3% of the total respondents agreed that training builds employee’s confidence in understanding of job responsibilities, 18.8% agreed, 17.5% disagreed, 12.5% were not sure and the remaining 8.8% strongly disagreed. This implies that training builds employee’s confidence in understanding of job responsibilities given that majority were in agreement.

Respondents through interview noted that:

*“……. Trainings is often carried at RSCE as a way of reminding employees to meet their existing job requirements, these trainings are refresher courses”.*

**Training staff can yield results in terms of enhanced personal performance**

The researcher sought to find out whether Training staff can yield results in terms of enhanced personal performance and the findings are presented in table 6.1.

**Table 6.2: Training staff can yield results in terms of enhanced personal performance**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Strongly disagree | 10 | 12.5 | 12.5 |
| Disagree | 10 | 12.5 | 25.0 |
| Not Sure | 12 | 15.0 | 40.0 |
| Agree | 7 | 8.8 | 48.8 |
| Strongly agree | 41 | 51.3 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 6.2 shows that a majority 51.3% strongly agreed that Training staff can yield results in terms of enhanced personal performance, 15% were not sure, 12.5% disagreed, 12.5% strongly disagreed and remaining 8.8% agreed. This implies that Training staff can yield results in terms of enhanced personal performance given that the majority were in agreement to the assertion.

Documentary review analysis of RSCE shows that one of the operational objectives is to continue to meet the needs of clients and partners effectively, we will focus on the application of better solutions that meet existing needs, unarticulated requirements or new demands (RSCE, 2021).

**Training has an added advantage of encourages learning and team bonding**

The researcher sought to find out whether Training has an added advantage of encourages learning and team bonding and the findings are presented in table 6.3.

**Table 6.3: Training has an added advantage of encourages learning and team bonding**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Strongly disagree | 15 | 18.8 | 18.8 |
| Disagree | 5 | 6.3 | 25.0 |
| Not Sure | 10 | 12.5 | 37.5 |
| Agree | 15 | 18.8 | 56.3 |
| Strongly agree | 35 | 43.8 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 6.3 shows that a cumulative majority 62% of the total respondents agreed that Training has an added advantage of encourages learning and team bonding, 18.8% strongly disagreed, 12.5% were not sure and the remaining 6.3% disagreed. This implies that raining has an added advantage of encourages learning and team bonding given that a majority agreed with the assertion.

It can be noted that Team building at RSCE can be a process of creating a team that is cohesively working together towards a common goal. The importance and main purpose of team building is to create a strong team through forming bonds and connections. Creating these bonds through team building is very beneficial to organizations like RSCE. The benefits of team building include increased communication, planning skills, employee motivation, and employee collaboration.

**Customer care training increases productivity**

The researcher sought to find out whether Customer care training increases productivity of staff and the findings are presented in table 6.4.

**Table 6.4: Customer care training increases productivity**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Strongly disagree | 14 | 17.5 | 17.5 |
| Disagree | 17 | 21.3 | 38.8 |
| Agree | 21 | 26.3 | 65.0 |
| Strongly agree | 28 | 35.0 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 6.4 shows that a cumulative majority 61.3% of the total respondents agreed that Customer care training increases productivity of staff, 21.3% disagreed and the remaining 17.5% strongly disagreed. This implies that Customer care training increases productivity of staff because majority were in agreement.

Based on the field findings it can be said that Training customer care staff at RSCE does not onlyhelp employeesto meet theirexisting job requirementsbut alsohelps employees to increasetheirproductivity which intern improve service delivery through the goals of efficiency, effectiveness and responsive service to the customers (Clientele).

**Training helps staff apply new methodologies and approaches to their work**

The researcher sought to find out whether Training helps staff apply new methodologies and approaches to their work and the findings are presented in table 6.5.

**Table 6.5: Training helps staff apply new methodologies and approaches to their work**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Strongly disagree | 4 | 5.0 | 5.0 |
| Disagree | 8 | 10.0 | 15.0 |
| Not Sure | 8 | 10.0 | 25.0 |
| Agree | 9 | 11.3 | 36.3 |
| Strongly agree | 51 | 63.8 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 6.5 shows that a majority 63.8% of the total respondents strongly agreed that Training helps staff apply new methodologies and approaches to their work, 11.3% agreed, 10% agreed, 10% were not sure and the remaining 5% strongly disagreed. This implies that Training helps staff apply new methodologies and approaches to their work give that majority agreed.

From the interview with a customer service supervisor, it was revealed that: *“….RSCE works under the UN system that is constantly changing and thus new methodologies and approaches are always adopted and thus it can only be through training that such methodologies and approaches can be taught and imparted to the staff”.*

**Training improve the overall experience for customers**

The researcher sought to find out whether Training improve the overall experience for customers and the findings are presented in table 6.6.

**Table 6.6: Training improve the overall service quality experience for customers**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Strongly disagree | 16 | 20.0 | 20.0 |
| Disagree | 7 | 8.8 | 28.8 |
| Not Sure | 8 | 10.0 | 38.8 |
| Agree | 15 | 18.8 | 57.5 |
| Strongly agree | 34 | 42.5 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 6.6 shows that a cumulative majority 61.3% of the total respondents agreed that Training improve the overall experience for customers, 20% strongly disagreed, 10% were not sure and the remaining 8.8% disagreed. This implies that training improve the overall service quality experience for customers given that the majority were in agreement.

Documentary review analysis shows that training has truly improved how customer care staff improve overall service quality experience for customers, in the last client survey report, it was noted for the first time. The Regional Service Centre Entebbe had no client queries pending over 30 days. This declaration was made by The Chief Client Service Delivery Pillar (CSDP), at the regular User Group VTC Meeting in the Kofi Annan Conference Room 3 on the afternoon of 30th January 2020. It was further revealed that out of 1,696 queries received in the second quarter of the year 2019/20, the team cleared a total of 2,003 queries. She attributed the higher figure to the clearing of backlog of queries by the CSDP team at an average of 31 resolutions per day.

In an interview with Customer care service supervisor, it was revealed that:

“…*.through the regular training, we undertake at RSCE, we have been able to improve our service offering to our clientele from the previous 75% client satisfaction…”*

**CHAPTER SEVEN**

**COMMUNICATION AND SERVICE DELIVERY AT RSCE**

**Introduction**

This chapter presents the results from the field relating customer care use of communication and its influence on service delivery at RSCE.

**RSCE customer care unit respondents to clients complaints promptly**

The researcher sought to find out whether RSCE customer care unit respondents to client’s complaints promptly and findings are presented in table 7.1.

**Table 7.1: RSCE customer care unit respondents to clients complaints promptly**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Statement | | Frequency | Percentage | Cumulative Percentage |
|  | Strongly disagree | 41 | 51.3 | 51.3 |
| Disagree | 8 | 10.0 | 61.3 |
| Not Sure | 4 | 5.0 | 66.3 |
| Agree | 3 | 3.8 | 70.0 |
| Strongly agree | 24 | 30.0 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 7.1 shows that a majority 51.3% strongly disagreed that RSCE customer care unit respondents to client’s complaints promptly, 30% strongly agreed, 10% disagreed, 5% were not sure and the remaining 3.8% agreed. This implies that RSCE customer care unit does not respond to client’s complaints promptly given that a majority were in disagreement.

An interview with a key informant showed that despite the responses from the survey, they argued that: “ *The Client service Delivery Pillar (CSDP) used by RSCE operates a multi-lingual contact center through which the 20,000 staff in missions can reach the RSCE, therefore with such a huge number of clientele, it understandable to have some delays in service response”*

In addition documentary review findings were inline the interviewed that confirms that despite the findings, for the first time, The Regional Service Centre Entebbe has achieved 100% query resolution for the period July 2020 to June 2021 with 85% of these resolved within the 7 day promise as per Service Level Agreements with client missions. A key milestone since the inception of the Centre (Kaheru, 2021)

**RSCE customer care unit communicates organization policies to clients effectively**

The researcher sought to find out whether RSCE customer care unit communicates organization policies to clients effectively and the findings are presented in table 7.2.

**Table 7.2: RSCE customer care communicates organization policies to clients effectively**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Strongly disagree | 24 | 30.0 | 30.0 |
| Disagree | 5 | 6.3 | 36.3 |
| Not Sure | 5 | 6.3 | 42.5 |
| Agree | 4 | 5.0 | 47.5 |
| Strongly agree | 42 | 52.5 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 7.2 shows that a majority 52.5% of the total respondents agreed that RSCE customer care unit communicates organization policies to clients effectively, 30% strongly disagreed, 6.3% disagreed, 6.3% were not sure and the remaining 5% agreed. This implies that RSCE customer care unit communicates organization policies to clients effectively.

Documentary review analysis shows that that clients/customer of the center are aware and made aware of the policies of the center specially the CSDM, Client Service Delivery Pillar (CSDP systems through which customer log their queries through, though also the because some clientele given that they are based on the field such as the peace keeping staff, they may not give notice until a need arises and thus the reason that some disagreed with the assertion.

**RSCE uses different communication platforms to communicate to clients**

The researcher sought to find out whether RSCE uses different communication platforms to communicate to clients and the findings are presented in table 7.3.

***Table 7.3: RSCE uses different communication platforms to communicate to clients***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Agree | 4 | 5.0 | 5.0 |
| Strongly agree | 76 | 95.0 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 7.3 shows that a majority 95% of the total respondents strongly agreed that RSCE uses different communication platforms to communicate to clients and 5% agreed. This implies that RSCE uses different communication platforms to communicate to clients given that all (100%) of respondents were in agreement.

The RSCE used platforms such as Email, Social media, System such as CSDM, CSDP as Professional meeting platforms for example RSCE was chosen to pilot the Unite Workspace Project, which saw the Centre migrate all its internal content on COSMOS, the old SharePoint Online, to Microsoft Teams in phase one and then to the new SharePoint Online in October 2020.

**RSCE communicates client’s challenges to higher management promptly**

The researcher sought to find out whether RSCE communicates client’s challenges to higher management promptly and the findings are presented in table 7.4.

**Table 7.4: RSCE communicates client’s challenges to higher management promptly**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Strongly disagree | 23 | 28.8 | 28.8 |
| Disagree | 26 | 32.5 | 61.3 |
| Not Sure | 17 | 21.3 | 82.5 |
| Agree | 14 | 17.5 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 7.4% reveal that a cumulative majority 61.3% disagreed that RSCE communicates client’s challenges to higher management promptly, 21.3% were not sure and the remaining 17.5% agreed. This implies that RSCE does not communicates client’s challenges to higher management promptly given that majority were in disagreement.

The responses from the field mirror a compliant raised by staff from department that shows that RSCE policy is that the staff

“ *The CSDM, a hub-and -spoke model - in which the RSCE is the hub and its client missions are the spokes - ensures staff members first channel all their queries through a customer relationship management system to their mission CSU for resolution. In the event the issue requires escalation, the mission CSU/focal point channels to the Client Service Delivery Pillar (CSDP) to allow for proper tracking and quick response”*

Therefore this system though helpful can cause delays and clientele/customers some time feel that there queries are not communication to management in time.

**RSCE responds to clients issues in respectable manner**

The researcher sought to find out whether RSCE responds to clients issues in respectable manner and the findings are presented in table 7.5.

**Table 7.5: RSCE responds to clients issues in respectable manner**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Strongly disagree | 12 | 15.0 | 15.0 |
| Disagree | 7 | 8.8 | 23.8 |
| Not Sure | 16 | 20.0 | 43.8 |
| Agree | 11 | 13.8 | 57.5 |
| Strongly agree | 34 | 42.5 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 7.5 shows that a cumulative majority 56.3% of the total respondents agreed that RSCE responds to client’s issues in respectable manner, 20% were not sure, 15% strongly disagreed and remaining 8.8% disagreed. This implies that RSCE responds to clients issues in respectable manner.

The above findings are quite worrying given that a slight majority out rightly said that they feel that there quires are note responded to in respectable manner and thus there is need to revise the way staff respond. In an interview with a key respondents from the department, it was revealed:

“ *The UN system is highly productive and work never stops because you’re dealing with staff from all over the world and sometimes a simple delay in a response, can yield a negative review from a client but we do our best as over client satisfaction ranking are always above 75% though we can improve”.*

**RSCE has open communication with its clientele**

The researcher sought to find out whether RSCE has open communication with its clientele and the findings are presented in table 7.6.

**Table 7.6: RSCE has open communication with its clientele**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Statement** | | **Frequency** | **Percentage** | **Cumulative Percentage** |
|  | Strongly disagree | 23 | 28.8 | 28.8 |
| Disagree | 32 | 40.0 | 68.8 |
| Not Sure | 6 | 7.5 | 76.3 |
| Agree | 9 | 11.3 | 87.5 |
| Strongly agree | 10 | 12.5 | 100.0 |
| Total | 80 | 100.0 |  |

**Source: Primary data (2022)**

Findings in table 7.6 shows that a cumulative majority 68.8% of the total respondents 68.8% disagreed that RSCE has open communication with its clientele, 12.5% strongly agreed, 11.3% agreed and the remaining 7.5% were not sure. This implies that RSCE does not have open communication with its clientele given that majority disagreed to the assertion.

From the findings, it can deduced that though communication is an important part of the customer care service offering at RSCE, It is surprising that respondents disagreed to this assertion give that good client communication often involves actively listening to your customers to interpret their emotions and better cater to their needs.

**CHAPTER EIGHT**

**HARMONIZATIN OF THE ROLE OF CUSTOMER CARE IN SERVICE DELIVERY AT REGIONAL SERVICE CENTER ENETBBE (RSCE)**

**Introduction**

This chapter links the findings to literature review and suggests the way forward for customer acre and service delivery at RSCE. The study findings were in line with the study objectives and made a contribution towards harmonizing key aspects and variables as the researcher’s contribution to the current study. It further discusses the recommendation for customer care and service at RSCE.

**Customer feedback and service delivery at RSCE**

On Customer feedback and Service delivery at RSCE, the study found that Customer feedback gives data that helps taking decisions at RSCE. They also revealed that Customer feedback is a reliable source for information to other customers , Customer feedback helps to improve customer retention, Customer feedback helps you create the best customer experience, collecting customer feedback shows the unit value their opinions and that Customer feedback at RSCE helps improve services.

The role of Customer feedback received is to improve the service to customers and thus by doing this service delivery at the center would be improved through the service delivery objectives of effective, efficient and response service. Therefore customer feedback should be the basis for a quality service delivery at RSCE.

In relating customer feedback with service delivery, different authors have such as Wellington (2020) who noted implementing a client feedback program is one of the best ways to ensure you are delivering distinctive client service. Feedback can help you assess what's working and what's not, so that you can take actions to improve end to end client service. Kluwer (2020) adds that having a client feedback program increase your staff sensitivity to customer service, making them more active participants in ensuring satisfaction. Secondly, it puts focus on your existing clients and creates a climate where clients feel comfortable raising concerns in a constructive environment (versus in public forums like Facebook). And finally, feedback gives you a chance to change what’s not working, differentiate from competitors and build stronger, long term relationships with loyal clients and the end result is an efficient, effective and response service offering.

**Staff training and service delivery at RSCE**

Majority agreed that training builds employee’s confidence in understanding of job responsibilities, Training staff can yield results in terms of enhanced personal performance, Training has an added advantage of encourages learning and team bonding, Customer care training increases productivity of staff, Training helps staff apply new methodologies and approaches to their work, Training improve the overall experience for customers.

The relationship between staff training in customer care and service delivery has been articulated by other authors for example Dotsey (2020) argued that Service firms depend heavily on the ability of customer contact employees to properly deliver their services. They think that the attitudes and behaviors of contact employees can significantly affect customers’ perceptions of the service because service delivery occurs during the interaction between employees and customers (the service encounter). Because of the importance of the service encounter, service firms must find ways by which they can effectively manage their customer contact employees so as to help ensure that their attitudes and behaviors are conducive to the delivery of high-quality service. The provision of the necessary skills and ethics that enable employees to show professionalism, and deliver fast and reliable service experience to customers permeates the culture of any customer-focused organization (Chebat et al 2000).

**Communication and service delivery at RSCE**

Majority disagreed that RSCE customer care unit respondents to client’s complaints promptly, RSCE communicates client’s challenges to higher management promptly and that RSCE has open communication with its clientele. On the other hand, Majority agreed that RSCE customer care unit communicates organization policies to clients effectively, RSCE uses different communication platforms to communicate to clients and that RSCE responds to client’s issues in respectable manner. Customer care can only be delivered through communication and therefor the quality communication is directly related to how effective, efficient and responsive the clientele are to the service offering of the RSCE.

In relating communication to service delivery, Harness (2019) argues that Communication is not just part of customer service; it is the most important part of customer service. That is because good customer service requires listening to a customer's needs and then telling her how you plan to meet those needs in other words, communicating with your customer. In addition Patel (2021) supplement Harness augment that Effective communication is not just part of customer service but the most important part. The secret sauce to effective customer service communication lies in the ability to gauge your customer’s expectations and then to mirror and respond appropriately. Service providers who attempt to create and provide value to their customers find it essential to deliver services of high quality (Grönroos and Ravald. 2011).

**CHAPTER NINE**

**CONCLUSION AND RECOMMENDATIONs**

**Introduction**

This section of the study presents the conclusion and recommendations of the study based on the three objectives, exploring the influence of customer feedback on service delivery, finding out the relationship between communication and service delivery and examining the relationship of staff Training on service delivery.

**Conclusion of the study**

**Customer feedback about client services affects service delivery at RSCE**

Results obtained indicate that: Majority agreed that Customer feedback gives data that helps taking decisions at RSCE, Customer feedback was found to be a reliable source for information to other customers , Customer feedback at RSCE was also found to be of help to improve customer retention, Also Customer feedback was found to helpful in creating the best customer experience for the clientele, Customer care feedback was found that collecting customer feedback shows the RSCE values their opinions and finally Customer feedback at RSCE was found to be helpful in improving services and thus it can be summary that Customer feedback was found to have a positive influence on service delivery at RSCE.

**Staff training and service delivery at RSCE**

Findings of the study revealed that: Customer care training builds employee’s confidence in understanding of job responsibilities at the customer care department, Training customer care staff was to yield results in terms of enhanced personal performance, Customer care Training was found to have an added advantage of encouraging learning and team bonding of the RSCE customer care team, Customer care training was also found to increase productivity of RSCE customer care staff, also the study revealed that customer care staff Training was helpful in staff applying new methodologies and approaches to their work at RSCE, Customer care training was also found to improve the overall experience for customers. Therefore in summary, customer care training was found to have a positive influence on service delivery at RSCE.

**Communication and service delivery at RSCE**

Study findings revealed that:RSCE customer care unit was found not to respond to client’s complaints promptly, in the same way, it was found that RSCE did not communicate client’s challenges to higher management promptly. In addition, it was also revealed that RSCE does not have open communication with its clientele. But on the other hand, RSCE customer care unit was to communicate organization policies to clients effectively, RSCE also uses different communication platforms to communicate to clients and finally RSCE was found to responds to client’s issues in respectable manner.

Therefore, on the influence of Customer care Communication on Service delivery at RSCE, it can be summarized that client complaints were responded to promptly, clients challenges were not communicated to higher management, and there was open communication between staff and clientele or customers while the unit used different platforms for communication, policies were communicated effectively and client issues are responded in a respectable manner.

Customers are an essential element of any service delivery process. In the service delivery process, it becomes crucial to receive and recognize the needs of the customers and present them with exceptional customer service by acknowledging their questions. This will guide the organization towards a better judgment regarding service distribution (Owoeye and Dahunsi, 2014).

Customer care is not just the solving and giving of services to the customers. It involves a series of activities, making sure the customers are satisfied and being able to solve their queries and ensure satisfaction and positive customer experiences. Therefore, customer service should not be viewed as a department but as a pervasive kind of thought in every body’s mind through the variables examined in this study of feedback, communication and training.

**Recommendations of the study**

The study recommends that feedback is the best way to gauge your delivery, therefore there is need to design feedback system that capture all aspects of the RSCE center roles in order to capture all the would be queries from the customers and address them effectively.

The study recommends that Training should be intensified in the areas were respondents have not weaknesses and thus training should be geared towards that given the RSCE already has a good training program.

The researcher recommends the following to be attended to: Communication that received the negative, needs to be improved especially on the platforms used for the clientele as many clientele felt misunderstood and RSCE should establish proper customer care policy so as the staff to follow and work on them, more over it would act as a bench mark for clientele on what quality service is.

The purpose of the study was to analyze the role of customer care on service delivery at Regional Service Center Entebbe (RSCE). More research and information could have been gathered if more time is available and that could have helped to make a broad research. Time limitation influenced the researchers from getting more details. The researcher could conduct more interviews if time would available.

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**Appendix i: Questionnaire Survey**

**QUESTIONNAIRE SURVEY**

Dear Sir/Madam

I am currently undertaking a study on the topic ***“customer care and service delivery in United Nations agencies in Uganda, a case study of regional service centre Entebbe”***  in partial fulfilment of the Requirements for the an Award of a Master’s Degree Business Administration of Nkumba University. The information sought is required only for academic purposes. Participation is entirely out of your free will and necessary for the success of this work. Information provided will be handled with utmost confidentiality.

**SECTION A: BACKGROUND INFORMATION**

1. **Your Sex**

|  |  |
| --- | --- |
| Male | Female |
|  |  |

1. **Your age group**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 20-30 years | 31-39 years | 40-49 years | 40-50 years | above 51 years |
|  |  |  |  |  |

1. **Your level of education**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Certificate | Diploma | Bachelor’s Degree | Master Degree | PhD Degree |
|  |  |  |  |  |

1. **What is your Occupation..............................................................................................?**

**SECTION B: CUSTOMER FEEDBACK AND SERVICE DELIVERY**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Statement** | **SD** | **D** | **NS** | **A** | **SA** |
| **1** | **Customer feedback gives you data that helps taking decisions** |  |  |  |  |  |
| **2** | **Customer feedback is a reliable source for information to other consumers** |  |  |  |  |  |
| **3** | **Customer feedback helps to improve customer retention** |  |  |  |  |  |
| **4** | **Customer feedback helps you create the best customer experience** |  |  |  |  |  |
| **5** | **Collecting customer feedback shows you value their opinions** |  |  |  |  |  |
| **6** | **Customer feedback helps improve services** |  |  |  |  |  |

**SECTION C: CUSTOMER CARE TRAINING AND SERVICE DELIVERY**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Statement** | **SD** | **D** | **NS** | **A** | **SA** |
| **1** | **Training builds the employee’s confidence in understanding of job responsibilities.** |  |  |  |  |  |
| **2** | **Training customer care staff can yield impactful results in terms of enhanced personal performance.** |  |  |  |  |  |
| **3** | **Training has an added advantage of encourages learning and team bonding** |  |  |  |  |  |
| **4** | **Customer care training increases productivity.** |  |  |  |  |  |
| **5** | **Training helps customer care staff apply new methodologies and approaches to their work.** |  |  |  |  |  |
| **6** | **Training improve the overall experience for customers** |  |  |  |  |  |

**SECTION C: COMMUNICATION AND SERVICE DELIVERY**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Statement** | **SD** | **D** | **NS** | **A** | **SA** |
| **1** | **RSCE customer care unit respondents to clients complaints promptly** |  |  |  |  |  |
| **2** | **RSCE customer care unit communicates organization policies to clients effectively** |  |  |  |  |  |
| **3** | **RSCE uses different communication platforms to communicate to clients** |  |  |  |  |  |
| **4** | **RSCE communicates clients challenges to higher management promptly** |  |  |  |  |  |
| **5** | **RSCE responds to clients issues in respectable manner** |  |  |  |  |  |
| **6** | **RSCE has open communication with its clientele** |  |  |  |  |  |

**Appendix ii: Interview Guide (Management, RSCE)**

Dear Sir/Madam

I am currently undertaking a study on the topic ***“customer care and service delivery in United Nations agencies in Uganda, a case study of regional service centre Entebbe”***  in partial fulfilment of the Requirements for the an Award of a Master’s Degree Business Administration of Nkumba University. The information sought is required only for academic purposes. Participation is entirely out of your free will and necessary for the success of this work. Information provided will be handled with utmost confidentiality.

**QUESTIONS**

1. Do all department have the right employee number to avoid service delivery lapses from some departments?
2. Are there any service delivery manual/Protocols followed in the Organization?
3. What challenges do you face in handling clients?
4. Suggest some ways that service delivery can be improved?
5. Has staff training contributed to service delivery?
6. How has customer feedback affect service delivery?

**Appendix iii: Documentary Review**

1. Client Satisfaction Survey report

2. RSCE Website

3. RSCE Annual Reports

4. State of the Internal Audit Function in the United Nations System