EVALUATING THE LEVEL OF CUSTOMER SATISFACTION WITH THE SERVICES PROVIDED BY THE INFORMATION TECHNOLOGY DEPARTMENT OF THE UNITED NATIONS OFFICE AT NAIROBI

BY

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UNITED STATES INTERNATIONAL UNIVERSITY

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BY

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A Project Report Submitted to the School of Business in Partial Fulfillment of the Requirement for the Degree of Masters of Science in Management and Organizational Development

UNITED STATES INTERNATIONAL UNIVERSITY

FALL 2004
STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for Academic credit.

Signed: _______________ Date: 29 Nov 2004
Winfred Gakenia Oben (ID. 607954)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: _______________ Date: 10-1-2005
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ABSTRACT

Chisholm (2002) contends that customer satisfaction is by far the most important marketing strategy a business can use in its quest to capture and retain market shares. Hannagan (2002) argues that customers have become more demanding and that they have more alternatives to choose from. This study evaluated the level of customer satisfaction with the services provided by the Information Technology (IT) department of the United Nations Office at Nairobi (UNON), Kenya. It followed-up on two previous surveys conducted in 2001 and 2002 which did not adequately address the issue.

The study was guided by four research questions, namely: are UNEP staff satisfied with the services provided by the UNON Information Technology (IT) department; secondly, do UNEP staff perceive that there are adequate measures in place to solve their IT complaints; thirdly, do UNEP staff believe that the IT problems are caused by the IT systems used in the organization; and lastly, are staff in the IT department adequately trained and positively motivated.

The study focused on the Nairobi-based staff of the United Nations Environment Programme (UNEP), with a sample of 64 staff members of UNEP and seven staff members of the UNON/IT department. The study used the survey research design and the probability sampling technique to ensure fair representation and generalization of result. Two questionnaires were used as the main tool for primary data collection. A total of 63 responses were received from UNEP staff and seven responses from the UNON IT department. Secondary data was derived from two previous surveys carried out by the UNON IT department in 2001 and 2002. The results of the survey were entered into the SPSS computer programme and analyzed using the descriptive statistics method. The results were presented in pie and bar charts and in tables.

On the issue of customer satisfaction, many respondents indicated that the IT department did not respond promptly to their problems. Most respondents also indicated that the department was unable to solve their problems on the telephone. This concurred with the 2001 and 2002 surveys where many respondents also felt that the IT department did not respond promptly to their problems. On complaint management, most staff believed that the IT problems recurred after being worked on while an overwhelming number of staff indicated that the
users were not adequately trained to use their computers. This was contrary to the results of the 2001 and 2002 surveys where few staff believed that the IT problems recurred. On the IT systems, most respondents were positive that the software was easy to learn and use and that the hardware was reliable and durable. The majority of staff however disagreed that the hardware was regularly updated or replaced. On motivation, most respondents from the IT department felt that they were highly motivated to do their jobs. The issues of computer software and hardware as well as motivation of IT providers were not covered in the 2001 and 2002 surveys.

Regarding customer satisfaction, the study recommended that the IT department should consider increasing the number of professional and highly trained computer engineers attached to the department. On the issue of customer complaints, the study recommended that the IT department should provide regular training to its computer engineers to keep them abreast with new skills of solving computer problems. On IT systems, the study recommended that the IT department should develop a coherent strategy for updating UNEP's computers, taking into account current and future trends in IT and the growing reliance on IT by the organization.
ACKNOWLEDGEMENT

I have many people to thank for their generous support in accomplishing this task. First, and foremost, I extend my appreciation to Ciru Getecha for her guidance and support throughout the process.

I would like to extend my appreciation to all the staff who took their time to complete the questionnaires and all colleagues in the UNON/IT department for their continuous support and involvement in this project. I especially want to thank the following individuals: Jonathan Gitari, Mercy Macharia, Grace Macharia, Troy Govender and Samuel Ngede.

Finally, and most importantly, I want to thank Theodore, for his patience, understanding and encouragement. He truly made it possible to get this project going and finally completed. I could never have hoped for a more encouraging and supportive friend.
DEDICATION

I dedicate this project to my son, Bertrand, whose support and love I treasure and to my spouse Theodore, whose encouragement got me through.

It is also dedicated to my parents, Esther and Eluid Macharia, for making a lot of sacrifices in their lives to enable me get a solid education, and whose love I will always cherish.
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ACRONYMS

1. UNON: United Nations Office at Nairobi
2. UNEP: United Nations Environment Programme
3. IT: Information Technology
CHAPTER I

1.0 INTRODUCTION

1.1 Background to the Problem

Customer satisfaction is at the centre of the survival of any organization. Anderson and Kerr (2002) contend that every business activity is ultimately justified by how it serves its customers. Even if the owner and his or her employees never see the cash paying customer, the contribution they make must have some positive impact on external customer relationships, else they should strongly question the value and purpose of the business. According to Chisholm (2002), customer service is the art of serving the customer. It is by far the most important marketing strategy a business can use in its quest to capture and retain market shares.

Scholars on the early organizational era focused more on internal processes and mass production than on the needs of customers. According to James (1996), the world economy was booming and virtually any product could be sold in the classical era. Thus the era was a seller's market. James further contends that the era tried to develop a more unified theory of management, but with the backdrop of increasing economic gains and ever increasing pressure for organizations to produce more goods, the outside environment was insignificant in the management of enterprises.

Even though the human relations movement gave some thought to the human aspects of the organization, it was more about the internal customers (the workers). According to Clegg and Hardy (1999), the Hawthorne studies sought to merge both 'psychological' and 'economics' variables in the understanding of the behaviour first of the individuals, and then of groups in an organization. These psychological approaches focused on the centrality of the worker to the organization. Stahl (1995), on the behavioural school, holds that the impersonality, formalized structure, and specialization of the classical school produced some rigid organizations which were unable to fully use their human resources and unable to react to changes. The behavioural school flourished in the mid-1920s partly in reaction to the impersonal nature of classical school.
Weinstein and Johnston (1999) contend that customer satisfaction evolved from total quality management (TQM) in the 1940’s. The concept was first conceived in Japan. The TQM gurus Demning, Juran and Crosby stressed the importance of customer satisfaction and focus. Kennedy (1998) observes that Demming’s basic management philosophy, as impressed on his eager Japanese audience, was to regard the customer as the most important part of the production line. Demming stressed that merely having a satisfied customer was not enough as profits in business come from repeat customers, and customers that boast about the product and service of the business and that bring friends with them.

According to Peeler (1996), business success in the new global economy depended on the ability to establish differentiating product value through quality in design and production and communicating that value to the customer. Peeler further states that these times were defined as the “Quality Era”. In this Era, a broader view of personal selling service or products which emphasized on the integration of the sales group within the business organization was required. Customer satisfaction is one of the major principles of total quality management. In order to fully implement total quality management, one has to fully focus on the customer.

The United Nations Office at Nairobi (UNON) was established in 1996 to provide joint administrative services to the United Nations Environment Programme and the United Nations Human Settlements Programme (UN Habitat) as well as to other UN entities with regional or national offices in Nairobi. As a result of the creation of UNON, Nairobi became the fourth United Nations headquarters after New York, Geneva and Vienna. The common services provided by UNON include human resource management, conference services, finance operations, general support services, such as contracts and procurement, travel and transportation, and information technology services. This study focused on the information technology service from UNON to UNEP. The UNON Information Technology (IT) department is responsible for the support and maintenance of Office Automation Services, Management of Local Area Networks (LAN), Wide Area Network (WAN) and the Technical Support of Integrated Management Information System (IMIS).

The IT department has been providing these services for several years. Due to the rapid evolution of IT and the rapidly increasing number of users, it has become quite crucial to provide quality and prompt services to the UN staff. The need, therefore, arises to
constantly evaluate the services provided by the IT department in relation to what the customers require.

The department is responsible for the day-to-day computer needs of the United Nations in Nairobi and, as the IT department is in daily contact with UN staff members, it is important to evaluate the level of customer satisfaction because the IT services are paid for by the various UN entities in Nairobi. The staff members who are the customers of the IT department have to be satisfied with the service otherwise the organizations might question why they continue to rely on UNON for these services. The department, on the other hand, has to generate income to sustain its staff and operations.

1.2 Statement of the Problem.

The IT department conducted a survey in 1999 to evaluate the level of customer satisfaction, and to improve the quality of its services. The survey revealed that the department did not meet the expectations of its customers.

A significant number of customers perceived that the services provided by the IT department were inadequate and threatened to seek IT services elsewhere. In order to improve on the quality of services, the following measures were taken by the IT department:

i. Recruitment of more staff to meet the needs of the increased number of users.

ii. Acquisition of high capacity network servers and centralized software systems that are easy to use.

These measures were taken to cater for the increasing number of customers. Despite these measures the second and third surveys conducted in 2001 and 2002 respectively did not show any improvement in the way customers perceived the services of the department. Most computer users did not perceive the services to be of higher quality than those provided before the improvements were implemented. Indeed, there were more complaints than before. A review of the results of the 2001 and 2002 surveys revealed a number of shortcomings. Firstly, the results lacked depth, as they were never analyzed
beyond the rough data. Secondly, the surveys did not generate any recommendations for use by the department to improve on the quality of its services. Thirdly, the surveys did not attempt to establish whether the IT department itself contributed to the rising number of customer complaints. Finally, the surveys were not independent as they were carried out by the IT department itself. The researcher was a staff member of the department up to early 2003 and witnessed first hand, a steady increase in the number of complaints by customers. Because of the above reason, it was important to carry out an independent and comprehensive evaluation of the perceived declining level of customer satisfaction with a view of making concrete recommending ways of improving those services.

1.3 Purpose of the Study

The purpose of the study was to evaluate the level of customer satisfaction with the services of the IT department of UNON and to come up with recommendations that will reduce customer complaints. The study sought to establish the extent to which the customers of the IT department perceived the services rendered by the department to be adequate and satisfactory. An attempt was made to establish whether the department had adequate staffing in terms of numbers and qualifications. The study explored the suitability of software and hardware in use.

1.4 Research Questions.

The study was guided by the following questions:

i. Are UNEP employees satisfied with the services provided by the UNON IT department?

ii. Do UNEP staff perceive that there are adequate measures in place to solve their IT complaints?

iii. Do UNEP staff believe that the IT problems are caused by the IT systems used in the organization?

iv. Are staff in the IT Department adequately trained and positively motivated?
1.5 Importance of the Study.

The study was important in that it identified the causes of the declining level of customer satisfaction and made recommendations on how the services could be improved by the Information Technology department. The study provided information that could enable the department to reduce the number of complaints and provide high quality and efficient services to its customers. The study also provided useful information for UNON/IT department to use in formulating its long-term IT policy and in recognizing the gap between its strengths and weaknesses. The department will be able to make long-term plans in terms of computer needs. The study provided useful data for any subsequent study on the services, particularly IT services of UNON to UNEP or other UN entities in Nairobi. The study will assist the department to determine the training needs of its service providers and the computer users.

1.6 Scope of the Study.

The study focused on the United Nations Environment Programme (UNEP), one of the UN agencies in Nairobi serviced by the IT department of UNON. UNEP is the largest UN agency in Nairobi and the largest recipient of services from the IT department. As developments in IT are uniform across UN agencies, focusing on UNEP ensured that the study captured the views of the entire clientele of the IT department. The study was confined to the services provided by the IT department and how the Nairobi-based staff of UNEP perceived those services. The study also focused on the IT department itself. It sought to investigate whether the perceived declining level of customer satisfaction had a relationship with the motivation and skills of the staff in the IT department.

1.7 Definition of Terms.

1.7.1 Total Quality Management (TQM)

According to Ross (1999), TQM is the integration of all functions and processes within the organization in order to achieve continuous improvement of the quality of goods and services. The goal is customer satisfaction.
1.7.2 IT Service

Support and maintenance of office Automation services. These services include providing state-of-the-art desktop hardware and software. Supporting day-to-day office work of all staff.

1.7.3 Customer Complaints

According to Hinton and Schaffer (1994), understanding your customer’s expectations and making the appropriate changes to improve customer satisfaction is possible only if you listen to your customer and then move quickly to act upon their suggestions. He further states that only a small percentage of customers will express their dissatisfaction to you. Those who do not complain may move on to other companies for similar services.

1.7.4 Customer Satisfaction

According to Woodruff and Gardial (1996), customer satisfaction is a customer’s negative or positive feeling about the value that was received as a result of using an organization’s offering in specific situations. Satisfaction has traditionally been conceptualized as a judgment that occurs during and after consumption.

1.7.5 Customer

According to Rice (1997), customers are people who use our services and pay for them.

1.7.6 Motivation

Chisholm (2002) defines motivation as an incentive, an inducement, or a stimulus for action. A motivation is anything - verbal, physical, or psychological - that causes somebody to do something in response.
1.8 Chapter Summary

The study aimed at evaluating the perceived level of customer satisfaction with the services of the IT department of UNON and coming up with recommendations to improve these services. This chapter provided information on the importance of customer satisfaction to an organization. It also provided background on the influence of internal and external customer satisfaction on the performance and survival of any organization, and explained the role of UNON in relation to the United Nations system and its administrative services to UN agencies in Nairobi. The chapter provided information on the role of the IT department, which was the main focus of the study. It revealed that the role of the department is the provision of IT services to staff of UNEP, UN Habitat Programme as well as regional and national offices of the other UN agencies in Nairobi. It established that the study focused on the Nairobi-based staff of UNEP and how they perceived IT services offered by the IT department of UNON. It revealed that the research problem was the perceived decline of customer satisfaction with the services of the department. The chapter raised questions on whether UNEP staff were satisfied with the IT services provided by the UNON/IT department, on the motivation of staff in the IT department and suitability of IT systems as well as systems which were used to measure customer complaints by the department. It also defined major terms used throughout this study. The next chapter reviews literature on customer satisfaction and its emergence as an important component of organizational survival.
Chapter II

2.0 LITERATURE REVIEW

2.1 Introduction

The chapter reviews relevant literature on customer satisfaction, complaint management, IT systems and staff motivation. It highlights the evolution of customer satisfaction, complaint management and motivation of the IT systems and internal customers and how these variables have become quite important in the provision of high quality IT services. It also provides background of the IT department and various efforts, including surveys, undertaken previously to promote satisfaction and ensure effective complaint management.

2.2 Customer Satisfaction.

According to Kessler (1995), there are four key elements of the customer satisfaction process:

i. The first element of customer satisfaction is an assessment that focuses on the needs of the customers. How customers receive and value the service is essential to the success of the business. What will the service do for the customer? Every organization must assess how its customers define value and endeavour to surpass those benchmarks.

ii. Commenting on service delivery, Kessler (1995) further states that the company should be able to deliver the right service at the right place and at the right time. How the service is delivered matters because, sometimes, some companies take an extra step to deliver their services.

iii. Along the same line of thought, he recommends a strong emphasis on monitoring. He notes that measurements are a vital aspect of gauging satisfaction. Key factors should be established to reflect how well the customer’s needs are met.
iv. When measurements are driven by customer needs, tremendous opportunity for improvement may be found. Measuring out against performance and striving to improve on it will provide a meaningful reward. The greatest challenge that companies face is exactly how to go about measuring customer satisfaction. Management needs to understand how to quantify, measure and track customer satisfaction. Without a clear and accurate sense of what needs to be collected, measured and analysed, and how to use this data as a strategic weapon to drive the business, no company can be effective in today’s turbulent environment.

Although organizations exist to satisfy the needs of customers, the issue of customer satisfaction has not always been a key focus in organizational policies. Rice (1997) points out that the quest to satisfy customers’ needs as the main focus of marketing efforts was influenced by growing international competition, very rapid and comprehensive channels of communications, technological improvements and the growth of the ‘quality movement’. According to Naumann and Giel (1995), the more predominant factor that appears to influence customer expectations is competition. The more intense the competition, the more rapidly new product alternatives are developed in an attempt to get ahead of the competition. Meeting last year’s customer’s expectations will not ensure success – a firm must know what a customer wants today or will want in the future.

Rice (1997) further contends that in the years following the Industrial Revolution, the shortage of products and excessive demand led to a situation where products ‘sold themselves’. The development of the assembly line led to a standardization of product – but given a high level of demand, the customer was not necessarily a critical part of the process. Companies focused on producing to meet excessive demands and were not concerned about the level of satisfaction of their customers.

Daft (2001) states that Fredrick Taylor pioneered the scientific management approach in the early 1900s. The management style postulated that decision about organizations and job design should be based on precise scientific study of individual situations. To use this approach, managers developed precise standard procedures for doing each job, selecting workers with appropriate abilities, training workers in the standard procedure, carefully planning work, and providing wage incentives to increase output. Experiments carried out
at the Bethlehem steel factory helped to establish organizational assumptions that the role of management is to maintain stability and efficiency, with top managers doing the thinking and workers doing what they are told. The customer was by no means a priority during this era of organizational development.

Stahl (1995), on the behavioural school, contends that the impersonality, formalized structure, and specialization of the classical era produced some rigid organizations unable to fully use their human resources and unable to react to changes. The behavioural school flourished from the 1920s partly in reaction to the impersonal nature of Weber’s theory. According to Nelson and Quick (2000), the informal organization or the informal influence on the employee became as important as the formal organization. It was then recognized that people’s feelings, thoughts and attitude about their work do make a difference. While the psychological feelings of the workers (internal customers) were integrated in the organization, the behavioural school still ignored the external customers.

Rice (1997) states that the growth of the mass communication systems in the middle part of the twentieth century led to a growing move towards ‘selling’ the product to the population via an emphasis on advertising. The latter part of the century saw an increasing awareness of the need to satisfy the customer’s needs – once again changing the focus of marketing efforts. Naumann and Giel (1995) concur with Rice in asserting that emergent or traditional cultures were not a problem in the business environment of the 1950s, 1960s and 1970s because the external environment was changing relatively slowly. At this point, the importance of the customer was gaining momentum in the organization although the customer was not yet quite prominent.

Rice (1997) further points out that the rate of change accelerated rapidly in the 1980s and increased even more in the 1990s. An organization that has not proactively shaped and nurtured an appropriate culture is definitely at risk. Emerging cultures that reinforce tradition can be compared to swimmers wearing belts. No matter how much the swimmers try, the additional weight will eventually pull them under. Naumann and Giel (1995) contend that technology has helped shatter mass markets into splinter groups and micro segments. No longer is mass advertising adequate, promotional strategies must be personalized and customized, often using a diverse array of television networks, print media, direct marketing, and sales support.
Weinstein and Johnson (1999) contend that in the 1980’s the battle for customers was won or lost based on quality. As total quality management (TQM) became the rage in business, quality gaps diminished, and companies focused on customer service. Enhanced customer value synthesizes and extends the quality and customer service movements and has emerged as the dominant theme for business success for 21st century companies. Naumann and Giel (1995) further posit that firms must constantly revitalize themselves in a world that is less tolerant of the complacency and less accepting of old products and old ways of doing things.

According to Hannagan (2002), organizations have changed as a result of a focus on the customer. It is now recognized that meeting customer needs is the foundation of any successful organization, and that the customers come first, second and third in organizational priorities. Customers have, of course always been important, what has changed is the priority given to them and the urgency with which their needs are considered. Hannagan (2002) further states that at the same time the customers have changed, they have become more demanding and they have more choices. For most organizations their customers’ perceptions are formed by contact with people representing the organizations. According to Naumann and Giel (1995), as customers become even more demanding, and competition intensifies, achieving high customer satisfaction is essential for survival. Any firm with low customer satisfaction will experience a continual erosion of its customer base, resulting in declining market share.

Naumann and Giel (1995) further contend that customer expectations are not static; they continue to evolve in an upward spiral. The diversity of product offering has conditioned customers to higher and higher expectations. They also point out that in the present and future business environment, the culture is based on the idea that organizations must be flexible, adaptable, responsive, and proactively anticipating necessary changes. The new culture is one that shuns complacency and constantly improves, learns and seeks new ideas. New ideas are funnelled into the organization from all directions: from customers, suppliers, competitors, or other industries.

Schneider and Bowen (1995) note that it is difficult in the service industry to distinguish clearly between the service, the process of providing the service and the system for
delivering it. Since the service itself almost always consists of an act involving the
customer, the customer in terms of his interaction will perceive quality. When delivering
service the system is judged from the behaviour and style of the contact personnel and the
physical tools and facilities involved. This is because service is very intangible and
variable. The fact that the service delivery process is variable creates uncertainty and
higher risks for the customer who wants to purchase a service. This in turn raises the
question as to how a company ensures that it delivers consistently high quality services to
its customers. Considering the fact that service output is essentially intangible, the
company should always strive to maintain high quality service.

According to the 2001 survey, most computer users in UNEP were concerned about the
amount of time it took to receive technical assistance from the IT department.
Furthermore, most staff experienced other related problems after the initial problem had
been solved and repeat problems were quite frequent. Most staff were therefore
dissatisfied with the services of the IT department.

2.3 Complaints Management

According to Hinton and Schaffer (1994), understanding your customer’s expectations
and making the appropriate changes to improve customer satisfaction is possible only if
you first listen to your customer and then move quickly to act upon their suggestions. It is
also important to maintain a mechanism for tracking complaints. They further state that
only a small percentage of the customers are likely to complain, therefore it is important
to take these complaints seriously as a larger percentage of customers will not make their
complaints known to you. Those who do not complain may move on to other companies
for services. It is important for a company to maintain a complaint tracking system.

From the point of view of Ross (1995), measuring customer satisfaction only through
complaints is not effective, as this will imply attending to customers only after they lodge
complaints. Customer complaints focus on the negative aspects by measuring
dissatisfaction rather than satisfaction. According to Swift et al (1998), the widespread
tendency to ignore complaints or track them and identify the causes can have very serious
consequences. This is particularly true in the service industry, where it is estimated that,
for every complaint a business receives, there are 26 other customers who feel the same way but do not air their feelings to the company.

Writing on complaint tracking system, Ross (1995), holds the view that when a company maintains a complaint tracking system, it is only useful if there is a strong relationship with customer satisfaction measurement survey. Customer surveys should be carried out regularly, as often as weekly. This helps the company to win confidence from its customers. Some US auto companies call their clients on a weekly basis to ensure that the customers are satisfied with their product.

Slack et al (1998) contend that organizations sometimes may not be aware that the system has failed and thereby lose the opportunity both to put things right for the customer, and to learn from the experience. Customers dissatisfied with the food or service at a restaurant are likely to ‘vote with their feet’ and tell their friends about the bad experience rather than complain to the management at the time. Slack et al (1998) go on to say that when some customers complain about a product or a service, the situation may be dealt with on the spot but the system may not be changed to prevent such problems occurring again. This may be due to staff fearing that drawing attention to a problem might be seen to be a sign of weakness or lack of ability, or because there are inadequate failure identification systems, or a lack of managerial support or interest in making improvements.

Swift et al (1998) argue that failure to identify the root causes of complaints means that reduction of variation in the causative process is more difficult. A customer unable to get through to a sales representative is evidence of a malfunction in the telephone procedure (process) or the sales and marketing functions.

According to the United Nations Office at Nairobi (2003), the IT department has to tackle the problem of ensuring that proper records are maintained from the moment a staff in the helpdesk of the department gets a call for assistance, especially in cases where technical support staff were unable to solve the problem or where the user was unavailable when the technical staff got to his or her office.
2.4 IT Systems

Nelson and Quick (2000) define technology as the intellectual and mechanical processes used by an organization to transform inputs into products or services that meet organizational goals. Managers face the challenge of rapidly changing technology and of putting technology to optimum use in organizations. The inability of managers to incorporate technology successfully into their organizations is a major factor that has limited economic growth.

The invention of the computer is a very recent phenomenon and, as White (2001) points out, it is hard to imagine that the Internet is only 350 weeks old. He further states that it is important to realize that the Internet was invented to ensure that sensitive information could be securely transmitted. In 1969, the US Department of Defence developed a strategy to create a data-transmission network linking the nation’s major research computers. The idea was to be able to disperse intelligence information across many computers without leaving any one computer vulnerable to interception. Entrepreneurs, corporations and academic institutions such as the Massachusetts Institute of Technology (MIT) and the University of California at Los Angeles (UCLA) - working in an environment that promoted innovation – were able to build upon this network and help it evolve into the World Wide Web (WWW) which was functional by the early 1980s.

According to McClain and Romaine (2002), when personal computers first entered the office environment in the 1980s, managers greeted them with scepticism. In those early days, a computer was viewed as an investment that would amortize over five to seven years. This concurs with Drucker (2002) who states “I was reminded of this story in the early 1960s when I was working with IBM to make computers accessible to executives. Back then, some of us already understood this wasn’t just another gimmick – that it was something that would profoundly, even fundamentally, change the way we organize industry and do business. Information would become the main productivity factor” (p. 43).

According to Wiggins (2003), the Internet Protocol (IP) was approved on 1 January 1983 to set the stage for a global peer-to-peer network in which every computer was able to exchange information with any other computer.
Wiggins (2003) further states that few understood the web’s importance in 1993 and no one in 1983 expected the global Internet of 2003. However, today, an 8-year-old (or younger) child will grow up never having known a world without the Internet. Millions of his or her elders assume the Internet and the Web to be a part of everyday life. Where will the revolution take us in the next 20 years?

Drucker (2002) argues that what we call information revolution is actually a knowledge revolution. What has made it possible to routinize processes is not machinery; the computer is only the trigger. Software is the reorganization of traditional work, based on centuries of experience, through the application of knowledge and especially of systematic and logical analysis.

Technological changes have many positive benefits to organizations and, as Nelson and Quick (2000) put it, one fascinating technological change is the expert system, computer-based applications that use representation of human expertise in a specialized field of knowledge to solve problems. Expert systems can be used in many ways, including providing advise to nonexpert, providing assistance to expert, replacing experts, and serving as a training and development tool in an organization.

Drucker (2002) contends that even “CEOs must learn to accept that if the computer is a tool, it is the tool user’s job to decide how to use it. They must learn to assume “information responsibility”. Which means asking what information do I need to do my job? From whom? In what form? When? As well as, What Information do I owe? To Whom? In What form? When? Unfortunately, most people still expect the chief information officer or some other technologist to answer those questions. This won’t do” (p. 46).

According to Drucker (2002), “diversification can work only if we have the information. And you don’t have it if the competition can come in from Osaka (elsewhere) without any warning. We have so little information on the outside, on markets, on computers. Nothing – as many people have learned the hard way – is changing faster than distribution channels. And if you wait until you get the report, it is way too late.” (p.49-50)
Nelson and Quick (2000) argue that managers face a substantial challenge in leading organizations to adopt new technologies more humbly and effectively. Technological changes are essential for earning growth and for expanding employment opportunities. The adoption of new technologies is a critical determinant of the competitiveness of any company in the global market place.

McClain and Romaine (2002) argue that technology has forever altered the business landscape. Nearly everyone is connected – we use online calendars to schedule meetings and appointments, Web-based purchases to manage inventory and handling organizers to keep in touch with offices everywhere in the world. Technology has become the largest portion of business expenses, after employees, for most companies.

According to the 2001 survey of the IT department, sixty-two percent of staff members indicated that they cannot work if they have computer related problems while forty-five percent indicated that most of their calls had to do with problems encountered with logging into their computers. These are essentially problems which are related to the IT system in the organization.

Davidson, Gellman and Chung (1997) sum it up by observing that computers are now everywhere. Their newest users are now the most powerful because they are running our businesses. Most organizations are changing so fast that their information management requirements are changing even faster. As a result, most organizations use their computers poorly. Even worse, some organizations have built-in idiosyncrasies that make them use computers ineffectively.

2.5 Motivation and Training

Armstrong (1999) contends that people hold the key to more productive and efficient organization. The way in which people are managed and developed at work has major effects upon quality, customer service, organization flexibility and costs. He states that employees are stakeholders; they are people who have a legitimate claim to share in the prosperity of the organization.
Stahl (1995) defines motivation as the amount of energy and the direction of energy displayed by an individual. An individual can be greatly motivated in one setting but poorly motivated in another. Nelson and Quick (2000) observe that motivational theories may be broadly classified into internal, process and external theories of motivation. Internal theories of motivation give primary consideration to variables within the individual that give rise to motivation and behaviour. External theories of motivation focus on the elements in the environment including the consequences of behaviour, as the basis for understanding and explaining people’s behaviour at work.

Although the quest for effectiveness and efficiency of staff has been a major preoccupation of organizations from the inception, staff motivation was not a major concern of early organizational eras.

Nelson and Quick (2000) contend that Frederick Taylor, the founder of scientific management, was also concerned about labour efficiency and effectiveness. His basic concern was the reformation of the relationship between management and labour from one of conflict to one of cooperation. Taylor saw the difference between the two to be the division of the profits. Labour and management should form a cooperative relationship aimed at enlarging the total profit. Even though there was a focus on cooperation, scientific management did not advocate any form of staff motivation.

According to Bowin and Harvey (2000), the human relations school believes employees want to do a good job. Although their individual behaviour may differ, they would be motivated to achieve their potential.

Heller and Hindle (1998) point to the fact that Maslow’s hierarchy of needs grouped motivation into five areas, the first being the physiological needs followed by safety and social needs, and self-esteem and self-actualization needs. They further contend that for Maslow, these needs are tackled in a way that once an individual draws near satisfying one, the priority of the next one becomes higher. Also, once a need becomes satisfied, it is no longer a stimulus.

Stahl (1995) observes that Theory X by Douglas McGregor was based on the assumption that people really do not want to work hard or assume responsibility. McGregor provides
an alternative set of assumptions which he terms Theory Y - here the theory assumed that employees want to do a good job and assume more responsibility, management’s role is thus to enable workers to reach their potential by productively channelling their motivation to succeed.

Heller and Hindle (1998) observe that the “two factor” theory of motivation by Herzberg was based on “motivators” and “hygiene” factors. Hygiene factors were basic needs at work, which do not motivate but failure to meet them causes dissatisfaction. These factors can be seemingly trivial as packing space, or as vital as sufficient holiday time, but the most important hygiene factor is finance. The motivators are those factors that actually drive people to achieve. These are what the manager should aim to provide in order to maintain a satisfied workforce. How much a person enjoys achievement depends on its recognition. The ability to achieve, in turn, rests on having an enjoyable job and responsibility. Heller and Hindle (1998) further state that motivators are built around obtaining growth and self-actualization from tasks.

According to Hellriegel et al (1998), a key motivational principle states that performance is based on a person’s level of ability and motivation. Therefore no task can be performed successfully unless the person who is to carry it out has the ability to do so. Ability is the person’s talent for performing goal-related tasks. This talent might include intellectual competencies, such as verbal and spatial skills, and manual competencies, such as physical strength and dexterity.

According to Armstrong (1999), the need theory of motivation is the belief that an unsatisfied need creates tension and disequilibrium. Behaviour is therefore motivated by unsatisfied need.

According to Pettinger (1996), the key to positive motivation is the establishment of a high level of mutual trust, commitment and responsibility. The main objective here lies with the organization. Individuals may be expected to respond positively when these are present.

According to Reichheld (1996), effective training is critical to superior productivity. Many businesses give far too little money and attention to training. Giving new
employees a foundation for productive work may involve formal classroom training as well as on-the-job training. Wages paid during the training period yield little or no contribution to the firm. While good companies continue to invest in training, even for their most experienced people, the expense is more than offset by free training for senior employees, in other words, training ceases to be a cost and becomes a benefit for the entire business.

None of the previously conducted surveys reviewed the impact of motivation of staff of the IT department to the quality of services received by the customers. As has been shown in this section, the motivation of the staff providing the services can have a strong bearing on the quality of their services.

2.6 Chapter Summary

This chapter presented literature on customer satisfaction. It provided a historical background on the rise of customer satisfaction as an important aspect of the organization. It established that the customer only became an important part of the organization in the modern era and that the place of customer satisfaction has become increasingly important with the advent of globalization and competition. The chapter provided literature on customer complaints management and revealed that only a small fraction of customers bother to complain, thus organizations should seriously consider and address such complaints as they risk losing most of their clients if they ignore customer complaints. The chapter reviewed the importance of IT systems in the organization. It provided a historical background on the development of IT and how it has become an indispensable component of the organization. The chapter also provided literature on motivation and training, and its impact on internal customers. It indicated that staff providing the services will not be able to perform well if they are not motivated. The chapter traced the development of motivation as an important component of the organization from the industrial revolution through the early organizational era to the modern organizational era. The next chapter provides details on the research methodology used in this study.
CHAPTER III

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This section outlines the research methodology and design used in the study. It provides information on the population of study, the background and description of the population. In addition, the chapter examines the sample frame and sample selection. The chapter also presents the research design used in the study and the advantages of using that particular design. It reviews the data collection methods and the research procedures used, and provides information on the data analysis methods used and the presentation of data.

3.2 Research Design.

The study adapted the survey research design. Denscombe (1999) observes that the survey design makes use of a range of methods including questionnaires, interviews, documents and observation. It is an approach in which there is empirical research pertaining to a given point in time and which aims to incorporate as wide and inclusive data as possible. In addition, surveys are popular because they are one of the fastest methods of collecting data in one go. With surveys, it is possible to collect data on attitudes, interests and opinions. This design is also versatile since it can be applied in many different settings. Thus, the survey design was the most appropriate for this study, which aims to provide insights into the perceived declining level of customer satisfaction with the services provided by the IT department. The research evaluated causes of customer complaints and came up with recommendations that would benefit the customers and the IT department. This design ensured that all the variables were covered within two questionnaires.
3.3 Population and Sampling Design

3.3.1 Population

The study targeted all the UNEP staff who received IT support from the IT department. The study focused on all Nairobi-based staff of UNEP who use computers and contact the IT department for IT support. The size of the population was 304 staff who comprised staff of all categories in the United Nations. In the UN system, there are two categories of staff: the professional/higher level category and the general service category. Staff in the professional/higher level category are recruited internationally and receive different financial rewards as compared to those in the general service category. The professional/higher level category staff are required to have at least a university degree and a minimum of four years work experience, preferably in a national or an international organization. They are also required to have sound abilities to operate various computer programmes. The general service staff are drawn from the host country and their academic experience ranges from secondary school certificates to first degrees with basic work experience. Depending on the area of focus of their jobs, most general service staff are required to have good computer skills. Messengers and some clerical staff are expected to have basic computer skills, but with the growing importance of IT, these staff are also required to increase their computer skills.

The survey also targeted staff in UNON/IT department. The department is responsible for the support and maintenance of Office Automation Services, Management of Local Area Networks (LAN), Wide Area Network (WAN) and the Technical Support of Integrated Management Information System (IMIS). The IT department provides IT services to staff in the various UN entities based at the UN Headquarters in Nairobi. The IT department comprises 30 staff members.

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

Nigel (1993) observes that the purpose of sampling is usually to study a representative subsection of a precisely defined population in order to make inferences about the whole
population. The aim of most researchers is to make the sample representative of the population from which it was selected. This study had two sampling frames – one for the customers and another for the IT providers. For the customers, the sampling frame for this study constituted all Nairobi-based staff members of the UNEP who receive services from the IT department of UNON. UNEP is the largest UN Programme in Nairobi and as IT issues are similar across UN agencies, focusing on UNEP effectively represented the views of all UN users of services of the IT department. The IT department manages an up-to-date database that contains the names, location and telephone numbers of staff who receive support from the department. The Nairobi-based staff of UNEP who use the services of the IT department are 304. For the IT providers, the sampling frame was 30 staff of the IT department who provide services to UNEP and other UN agencies in Nairobi.

3.3.2.2 Sampling Techniques.

The study used the probability-sampling technique to ensure fair representation and generalization of findings to the general population. Simple random sampling technique was used to select staff who were requested to respond to the questionnaires. As indicated earlier, the population of the United Nations is divided into two main categories, namely the professional/higher level and the general service categories. However, as IT problems can be viewed to be common, the sampling included staff from both categories and ensured that the views from staff in both categories were reflected in the collected data.

3.3.2.3 Sample Size.

According to Sommer and Sommer (2002), sample size should be specified in advance in order to avoid the accusation that data collection was manipulated. They further contend that the following factors should be considered in making a decision on sample size:

i. Size of population – large populations call for larger samples.

ii. Available resources and time constraints – pilot testing will reveal the cost in terms of time and effort for data collection. The maximum size of the sample can be determined from constraints such as the time required for each interview or to
run each subject in an experiment, the availability of equipment, or the researcher's time commitments.

iii. Strength of the effect – smaller samples are sufficient for stronger or more straightforward effects. When the independent variable has a strong and clear effect on the dependent variable, a smaller sample can be used.

iv. Refusal and spoilage rates – sample sizes should be increased to allow for usable data.

The sample comprised staff members of UNEP who receive technology support from the IT department and on the other hand the IT providers. In UNEP 64 staff or 21 percent of the total population constituted the sample while the sample for the IT department was seven staff members or 23 percent of the staff in the department. The sample was maintained above 20 percent to ensure that the collected data was as representative as possible. It also ensured that as many staff as possible were involved in the survey.

3.4 Data Collection Method

The main method used to collect data in this study was primary data. The conceptual part of the study was based on the established work of authors and practitioners in the field of customer care. Primary data was obtained with the help of two questionnaires that were developed by the researcher. The questionnaires were tailored to respond to the research questions and consisted mainly of closed questions. One questionnaire targeted the customers in UNEP while the other was for the IT providers. Secondary data was obtained from previous surveys carried out by the department. Two surveys had been carried out in 2001 and 2002 by the IT department and contained a lot of useful data.

3.5 Research Procedures.

The main method used in the study to collect the data was the questionnaire. Two questionnaires were used: one targeted the Nairobi-based staff of UNEP i.e. the customers of the IT department; and the other targeted the employees of the IT department i.e. the providers of IT services.
The structure of the questionnaire focused on the research questions, namely customer satisfaction, complaints management, IT systems, and staff motivation and training. Prior to the distribution of the questionnaires, a pre-testing was done to ensure that the questionnaires fully conformed to the needs of the research and that the respondents clearly understood what was being asked of them. The pre-testing targeted 5 staff from UNEP and 2 staff from the IT department.

After the pre-testing, the refined questionnaires were distributed to 64 Nairobi-based UNEP staff and seven IT department staff. The questionnaires were distributed through the internal mail system and electronically. The researcher had focal points in UNEP and the IT department who followed-up and ensured completion of the questionnaires by the respondents. Two weeks after the questionnaires were distributed, follow-up calls were made to those who had not sent back their completed questionnaires. As all respondents were based in Nairobi, the process took less than one month.

3.6 Data Analysis Method.

The results were entered into the Statistical Programme for Social Scientists (SPSS) computer program. As most of the questions in the questionnaires were closed questions, it was easy to enter them into the SPSS package for analysis. The data was then analyzed using the descriptive statistics method. The advantage of this method is that it can process a wide range of data into frequencies, percentages, tables and charts to make sense out of the data. This method enabled the researcher to easily present the findings of the study in tables and charts.

3.7 Chapter Summary

This chapter revealed that the study used the survey research design. It also revealed that the population of study was the Nairobi-based staff of UNEP and the staff of the IT department. It further revealed that the probability sampling and the simple sampling technique were used to select the sample for the study. The chapter revealed that 64 staff of UNEP and 7 staff of the IT department constituted the sample for the study. It further revealed that the study mainly used the primary method through questionnaires to collect data but also established that secondary data was used for the study. The chapter revealed
that the Statistical Programme for Social Scientists (SPSS) computer programme was used to enter the data and that it was analyzed using the descriptive statistics method. The next chapter presents the results and findings of this study.
CHAPTER IV

4.0 RESULTS AND FINDINGS

4.1 Introduction

The study was conducted to evaluate the level of customer satisfaction with the services provided by the Information Technology department of the United Nations Office at Nairobi (UNON). The study made recommendations on ways of reducing customer complaints and enhancing satisfaction. The study was based on the following research questions:

i. Are the employees of UNEP satisfied with the services provided by the UNON IT department?

ii. Do the employees perceive that there are adequate measures in place to solve their IT complaints?

iii. Do the employees believe that the IT problems are caused by the IT systems used in the organization?

iv. Are the staff in the IT Department adequately trained and positively motivated?

Two surveys were undertaken: one for the UNEP staff who received services from UNON/IT department, and the other one for the staff of UNON/IT department who provided the services. Secondary data was also obtained from two previously conducted surveys on the quality of services rendered by the UNON/IT department. This chapter will present the findings of the study in text, tables, pie and bar charts.
4.2 Research Question One: Customer Satisfaction

This research issue had five questions, which attempted to get information from respondents on whether they were happy with the services provided by the IT department. Respondents were requested to select one of five options (agreed, slightly agreed, slightly disagreed, disagreed and undecided).

4.2.1 Adequate Service

![Pie chart showing distribution of responses]

**Fig. 1: Adequate Service**

As shown in Fig. 1, about thirty-one percent (31.7%) agreed and 30.2 percent slightly agreed that the services provided by the IT department were adequate. On the other hand, 38.1 percent of respondents completely or slightly disagreed that the services provided by the IT department were adequate.

4.2.2 Timely Response by It Providers

**Table 1: Timely Response by IT Providers**

<table>
<thead>
<tr>
<th>Timely response by IT providers</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>1 Agreed</td>
<td>13</td>
</tr>
<tr>
<td>2 Slightly Agreed</td>
<td>23</td>
</tr>
<tr>
<td>3 Slightly Disagreed</td>
<td>13</td>
</tr>
<tr>
<td>4 Disagreed</td>
<td>14</td>
</tr>
<tr>
<td>5 Undecided</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>63</td>
</tr>
</tbody>
</table>
As shown in Table 1, approximately 36 percent (36.6%) slightly agreed and 20.6% agreed that they received timely response from the IT providers to their problems. About twenty-two percent (22.2%) of respondents disagreed that there was timely response by IT providers regarding their problems. About twenty percent (20.6%) of respondents slightly disagreed that there was timely response by the IT providers.

4.2.3 Ability by IT Providers to Solve Problems on the telephone

Table 2: Ability to Solve Problems on the telephone

<table>
<thead>
<tr>
<th>Ability to Solve Problems on the telephone</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>1 Agreed</td>
<td>3</td>
</tr>
<tr>
<td>2 Slightly Agreed</td>
<td>12</td>
</tr>
<tr>
<td>3 Slightly Disagreed</td>
<td>20</td>
</tr>
<tr>
<td>4 Disagreed</td>
<td>28</td>
</tr>
<tr>
<td>5 Undecided</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>63</td>
</tr>
</tbody>
</table>

As indicated in Table 2, about forty-four percent (44.4%) of respondents completely disagreed that the IT department had the ability to solve their problems on the telephone. Approximately thirty-one percent (31.7%) slightly disagreed. Only 23.8 percent fully and slightly agreed that the department had the ability to solve their problems on the telephone.

4.2.4 Quick Response to Problems

![Fig. 2: Quick Response to Problems](image)

Fig. 2: Quick Response to Problems
As demonstrated in Fig. 2, approximately forty-four percent (44.5%) of staff indicated that the IT providers did not respond quickly to their problems. On the other hand, 20.6 percent of the respondents fully agreed while 34.9 percent slightly agreed that the providers responded quickly to their problems.

### 4.2.5 High Quality Service to Users

![Bar Chart](image)

**Fig. 3: High Quality Service to Users**

As pointed out in Fig. 3, approximately fifteen percent (15.9%) of the respondents agreed and 55.6 percent slightly agreed that they received high quality service from the IT department. On the other hand, only 7.9% completely disagreed and 20.6 percent slightly disagreed that they receive high quality service from the IT department.

### 4.3 Research Question Two: Complaints Management

This research problem was broken into questions which required users and IT providers to indicate whether recurrent requests and recommendations on IT problems were acted on. With the exception of one question, the rest of the questions in this section required respondents to select one of five options (agreed, slightly agreed, slightly disagreed, disagreed and undecided) in response to each of the questions. One question required respondents to indicate what they felt was the most recurrent computer problem.
4.3.1 Most Recurrent Computer Problem

Table 3: Most Recurrent Computer Problem

<table>
<thead>
<tr>
<th>Most Recurrent Computer Problem</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>1 Login Problems</td>
<td>15</td>
</tr>
<tr>
<td>2 Lotus Notes</td>
<td>32</td>
</tr>
<tr>
<td>3 Ms-Office</td>
<td>0</td>
</tr>
<tr>
<td>4 Printer</td>
<td>5</td>
</tr>
<tr>
<td>5 Others</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>63</td>
</tr>
</tbody>
</table>

According to Table 3, over fifty percent (50.8%) of respondents indicated that Lotus Notes was the most recurrent computer problem they had. Approximately twenty-three percent (23.8%) highlighted login problems as the most recurrent computer problem they encountered. About seven percent (7.9%) cited printer problems as the most recurrent while 17.9 percent indicated other problems.

4.3.2 Problems do not Recur

Table 4: Problems do not Recur

<table>
<thead>
<tr>
<th>Problems do not Recur</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>1 Agreed</td>
<td>7</td>
</tr>
<tr>
<td>2 Slightly Agreed</td>
<td>27</td>
</tr>
<tr>
<td>3 Slightly Disagreed</td>
<td>16</td>
</tr>
<tr>
<td>4 Disagreed</td>
<td>17</td>
</tr>
<tr>
<td>5 Undecided</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>63</td>
</tr>
</tbody>
</table>
As demonstrated in Table 4, over fifty-two percent (52.4%) of the respondents indicated that the IT problems recurred after being serviced by the IT department. Approximately forty-seven percent (47.6%) said that the problems did not recur.

4.3.3 IT Providers are conversant with Problems

Table 5: IT Providers are Conversant with Problems

<table>
<thead>
<tr>
<th>IT Providers are Conversant with Problems</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>1 Agreed</td>
<td>25</td>
</tr>
<tr>
<td>2 Slightly Agreed</td>
<td>26</td>
</tr>
<tr>
<td>3 Slightly Disagreed</td>
<td>9</td>
</tr>
<tr>
<td>4 Disagreed</td>
<td>2</td>
</tr>
<tr>
<td>5 Undecided</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>63</td>
</tr>
</tbody>
</table>

As shown in Table 5, most respondents felt that IT providers were conversant with their IT problems. Approximately thirty-nine percent (39.6%) fully agreed and 41.3 percent slightly agreed that the IT providers were conversant with the nature of their IT problems. On the contrary, only 17.5 percent of the respondents believed that the IT providers were not conversant with the nature of their problems.

4.3.4 Adequate Training for Users

![Figure 4: Adequate Training for Users](image)

Fig. 4: Adequate Training for Users
As shown in Fig. 4, around forty-two percent (42.9%) of respondents completely disagreed that the staff using the services were adequately trained. Another 28.6% slightly disagreed that users were adequately trained. On the other hand, only 28.6 percent of the respondents believed that staff using the IT services were adequately trained.

### 4.3.5 Recommendations by IT Providers on Training are Acted On

<table>
<thead>
<tr>
<th>Recommendations for Training are Acted On</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Agreed</td>
<td>1</td>
<td>14.3</td>
</tr>
<tr>
<td>2 Slightly Agreed</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>3 Slightly Disagreed</td>
<td>5</td>
<td>71.4</td>
</tr>
<tr>
<td>4 Disagreed</td>
<td>1</td>
<td>14.3</td>
</tr>
<tr>
<td>5 Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>11</td>
<td>100.0</td>
</tr>
</tbody>
</table>

As shown in Table 6, respondents in the IT department overwhelmingly indicated that their recommendations on training of users were not acted on. About seventy-one percent (71.4%) of the respondents slightly disagreed while 14.3 percent completely disagreed that their recommendations on training were acted on. Only 14.3 percent of the IT providers indicated that their recommendations on training were acted on.

### 4.4 Research Question Three: IT Systems

This section had four questions which tried to get information from respondents on whether the problems were related to the IT system used in the organization. It also gave respondents a choice of 5 options (agreed, slightly agreed, slightly disagreed, disagreed and undecided) from which to select one in answering each question.
4.4.1 Software is Easy to Learn and Use

Table 7: Software is Easy to Learn and Use

<table>
<thead>
<tr>
<th>Software is Easy to Use and Learn</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>1 Agreed</td>
<td>30</td>
</tr>
<tr>
<td>2 Slightly Agreed</td>
<td>21</td>
</tr>
<tr>
<td>3 Slightly Disagreed</td>
<td>9</td>
</tr>
<tr>
<td>4 Disagreed</td>
<td>3</td>
</tr>
<tr>
<td>5 Undecided</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>63</td>
</tr>
</tbody>
</table>

As pointed out in Table 7, most respondents agreed or slightly agreed that the software was easy to learn and use. Approximately forty-eight percent (48.4%) fully agreed and 32.6 percent slightly agreed that the software was easy to learn and use. Only 14.3 percent slightly disagreed and 4.8 percent completely disagreed that the software was easy to learn and use.

4.4.2 Reliable Hardware

![Fig. 5: Reliable Hardware](image-url)
As demonstrated in Fig. 5, seventy-three percent of the respondents believed that the computer hardware was reliable. On the other hand, 25.7 percent of the respondents believed that the computer hardware was not reliable.

### 4.4.3 Computer Hardware is Durable

Table 8: Hardware is Durable

<table>
<thead>
<tr>
<th>Hardware is Durable</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>1 Agreed</td>
<td>26</td>
</tr>
<tr>
<td>2 Slightly Agreed</td>
<td>20</td>
</tr>
<tr>
<td>3 Slightly Disagreed</td>
<td>6</td>
</tr>
<tr>
<td>4 Disagreed</td>
<td>10</td>
</tr>
<tr>
<td>5 Undecided</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>63</strong></td>
</tr>
</tbody>
</table>

As shown in Table 8, approximately forty-one percent (41.3%) of respondents agreed that the computer hardware available for staff in UNEP was reliable. About thirty-one (31.7%) slightly agreed that the hardware was durable. Approximately twenty-five percent (25.4%) of the respondents indicated that the computer hardware was not durable.

### 4.4.4 Computer Hardware is Regularly Updated or Replaced

Fig. 6: Hardware Updated or Replaced Regularly
As shown in Fig. 6, approximately fifty-two percent (52.4%) of the respondents completely disagreed that the IT hardware was regularly updated or replaced while 15.9 percent slightly disagreed that the hardware was regularly updated and replaced. On the other hand, only 11.1 percent fully agreed and 19 percent slightly agreed that the computer hardware was regularly updated or replaced.

4.5 Research Question Four: Motivation and Training Among the IT Providers

This research question, which focused on staff motivation in the IT department, had numerous questions. With twelve questions, this section tried to evaluate whether the perceived declining level of customer satisfaction had a relationship with the motivation of the IT providers. The respondents were also given a choice of five options (agreed, slightly agreed, slightly disagreed, disagreed and undecided), from which to select one in answering each question.

4.5.1 Satisfaction with Job

![Bar Chart: Job Satisfaction]

Fig. 7: Job Satisfaction

According to Fig. 7, most respondents (85.8%) fully or slightly agreed that they were satisfied with their jobs. On the other hand, only 14.3 percent slightly disagreed that they were satisfied with their jobs.
4.5.2 Motivation to Work

Table 9: Motivation to Work

<table>
<thead>
<tr>
<th>Motivation to work</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>1 Agreed</td>
<td>2</td>
</tr>
<tr>
<td>2 Slightly Agreed</td>
<td>4</td>
</tr>
<tr>
<td>3 Slightly Disagreed</td>
<td>1</td>
</tr>
<tr>
<td>4 Disagreed</td>
<td>0</td>
</tr>
<tr>
<td>5 Undecided</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
</tr>
</tbody>
</table>

As shown in Table 9, approximately fifty-seven percent (57.1%) of the respondents slightly agreed that they were motivated to perform their work. Another 28.6 fully agreed that they were motivated to perform their work. On the other hand, only 14.3 percent slightly disagreed that they were motivated to do their work.

4.5.3 Job Expectations are Fulfilled

![Pie chart showing 57.1% agreement and 42.9% slight agreement.

Fig. 8: Job Expectations are Fulfilled

As shown in Fig. 8, about fifty-seven percent (57.1%) of the respondents fully agreed that their job expectations were fulfilled. Another 42.9 percent of the respondents slightly agreed that their job expectations were fulfilled in their jobs.
4.5.4 Stress in Work Environment

Table 10: Stressful Work Environment

<table>
<thead>
<tr>
<th>Stressful Work Environment</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Agreed</td>
<td>2</td>
<td>28.6</td>
</tr>
<tr>
<td>2 Slightly Agreed</td>
<td>3</td>
<td>42.8</td>
</tr>
<tr>
<td>3 Slightly Disagreed</td>
<td>1</td>
<td>14.3</td>
</tr>
<tr>
<td>4 Disagreed</td>
<td>1</td>
<td>14.3</td>
</tr>
<tr>
<td>5 Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>100.0</td>
</tr>
</tbody>
</table>

As shown in Table 10, approximately seventy-one percent (71.4%) of the respondents agreed that their work environment was stressful. On the other hand, 14.3 percent completely disagreed and 14.3 percent slightly disagreed that their work environment was stressful.

4.5.5 Relevant Training for Job

Table 11: Relevant Training for Job

<table>
<thead>
<tr>
<th>Distribution</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Agreed</td>
<td>1</td>
<td>14.3</td>
</tr>
<tr>
<td>2 Slightly Agreed</td>
<td>2</td>
<td>28.6</td>
</tr>
<tr>
<td>3 Slightly Disagreed</td>
<td>3</td>
<td>42.8</td>
</tr>
<tr>
<td>4 Disagreed</td>
<td>1</td>
<td>14.3</td>
</tr>
<tr>
<td>5 Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>100.0</td>
</tr>
</tbody>
</table>

As pointed out in Table 11, around forty-two percent (42.8%) of the respondents slightly disagreed that they received relevant training to perform their jobs while 14.3 percent completely disagreed that they received relevant training to perform their jobs. On the
contrary, 28.6 percent slightly agreed that they received relevant training to do their jobs. Only 14.3 percent agreed that they received relevant training to do their jobs.

4.5.6 **Enough Responsibilities**

<table>
<thead>
<tr>
<th>Enough Responsibilities</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>1 Agreed</td>
<td>5</td>
</tr>
<tr>
<td>2 Slightly Agreed</td>
<td>1</td>
</tr>
<tr>
<td>3 Slightly Disagreed</td>
<td>0</td>
</tr>
<tr>
<td>4 Disagreed</td>
<td>1</td>
</tr>
<tr>
<td>5 Undecided</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7</strong></td>
</tr>
</tbody>
</table>

According to Table 12, over seventy-one percent (71.4%) of the respondents agreed that they were given enough responsibilities to perform their work while 14.3 percent slightly agreed that they were given enough responsibilities to perform their work.

4.5.7 **Enough Resources and Support to Work**

![Fig. 9: Enough Resources and Support to Work](image-url)
As shown in Fig. 9, about forty-two percent (42.9%) of respondents disagreed that they were given enough resources and support to do their jobs. On the other hand, 28.6 percent fully agreed and 28.6 percent slightly agreed that they were given enough resources and support to do their jobs.

### 4.5.8 Recommendations are Acted On

#### Table 13: Recommendations are Acted On

<table>
<thead>
<tr>
<th>Recommendation are Acted On</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>1 Agreed</td>
<td>0</td>
</tr>
<tr>
<td>2 Slightly Agreed</td>
<td>3</td>
</tr>
<tr>
<td>3 Slightly Disagreed</td>
<td>4</td>
</tr>
<tr>
<td>4 Disagreed</td>
<td>0</td>
</tr>
<tr>
<td>5 Undecided</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
</tr>
</tbody>
</table>

As shown in Table 13, approximately fifty-seven percent (57.1%) of the IT providers slightly disagreed that their recommendations were acted on by UNON. On the other hand, 42.9 percent slightly agreed that their recommendations were acted on.

### 4.5.9 Enough Manpower to Meet Demands

![Pie chart showing distribution of responses to question about enough manpower to meet demands]

Fig. 10: Enough Manpower to Meet Demands
As demonstrated by Fig. 10, over eighty-five percent (85.8%) of the respondents indicated that the IT department had enough manpower to do its work. Only 14.3 percent of the respondents slightly disagreed that the IT department had enough manpower to do its work.

4.5.10 Respected by Supervisor

**Table 14: Respected by Supervisor**

<table>
<thead>
<tr>
<th>Respected by Supervisor</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>1 Agreed</td>
<td>6</td>
</tr>
<tr>
<td>2 Slightly Agreed</td>
<td>1</td>
</tr>
<tr>
<td>3 Slightly Disagreed</td>
<td>0</td>
</tr>
<tr>
<td>4 Disagreed</td>
<td>0</td>
</tr>
<tr>
<td>5 Undecided</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
</tr>
</tbody>
</table>

According to Table 14, all respondents agreed that they were treated with respect by their supervisor. Over eighty-five percent (85.7%) fully agreed and 14.3 percent slightly agreed that they were treated with respect by their supervisor.

4.5.11 Recognition and Award for Efforts

![Fig. 11: Recognition and Awards](image)
As pointed out in Fig. 11, approximately forty-two percent (42.9%) of the respondents slightly disagreed that they were recognized and rewarded for their efforts. On the other hand, 42.9 percent slightly agreed and 14.2 percent agreed that their efforts were recognized and rewarded by their supervisors.

4.5.12 Computer Skills are Fully Utilized

Table 15: Computer Skills are Fully Utilized

<table>
<thead>
<tr>
<th>Computer Skills are fully Utilized</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>1 Agreed</td>
<td>3</td>
</tr>
<tr>
<td>2 Slightly Agreed</td>
<td>1</td>
</tr>
<tr>
<td>3 Slightly Disagreed</td>
<td>2</td>
</tr>
<tr>
<td>4 Disagreed</td>
<td>1</td>
</tr>
<tr>
<td>5 Undecided</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
</tr>
</tbody>
</table>

As shown in Table 15, around forty-two percent (42.8%) of the respondents agreed that their computer skills were fully utilized. Another 14.3 percent slightly agreed that their computer skills were fully utilized. On the other hand, 42.8 percent of respondents slightly or completely disagreed that their computer skills were fully utilized.

Chapter Summary

This chapter presented the main findings of the study based on the research questions. The chapter revealed that 38.1 percent of respondents completely or slightly disagreed that the services provided by the IT department were adequate. On the speed of response received from the IT department, 20.6 percent agreed that they received timely response from the department. Only 23.8% felt that the IT department had the capacity to tackle computer problems. On complaint management, most staff believed that the IT problems recurred after being worked on, while an overwhelming number of staff indicated that the users were not adequately trained to use their computers. In addition, most respondents indicated that their recommendations on training needs were not acted on by the
organization. Most staff believed that the IT providers were conversant with their jobs. The chapter also showed that staff in the IT department were, in general, well motivated. Lastly, respondents identified the need for the IT department to regularly recommend the upgrading of the computer hardware used by UNEP. The following chapter will discuss the findings, and provide conclusions and recommendations on the study.
5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a synopsis of the important elements of this study. It recaps the purpose of the study, the research problem and research questions as well as the main methods used for collecting and analyzing the data. The chapter also discusses the major findings along the background of the research questions. Based on the discussions of the findings, the chapter draws conclusions and makes recommendations on ways of enhancing customer satisfaction with the services of the IT department of UNON. The chapter also comes up with recommendations for further research in this area of the work of the United Nations Office at Nairobi.

5.2 Summary

The basic premise of this study was to evaluate the levels of customer satisfaction with the services provided by the Information Technology department of the United Nations Office at Nairobi (UNON) and to make recommendations on ways of reducing customer complaints. The study was guided by the following research questions:

i. Are the employees of UNEP satisfied with the services provided by the UNON IT department?

ii. Do they perceive that there are adequate measures in place to manage their IT complaints?

iii. Do they believe that the IT problems are caused by the IT systems used in the organization?

iv. Are the staff in the IT Department adequately trained and positively motivated?

The survey research design was primarily used to collect data for the study. In this regard, two questionnaires were developed and used as the main tool for data collection. A total of 63 staff from the United Nations Environment Programme (UNEP) and 7 staff from the UNON/IT department sent back their completed questionnaires. The results of the
survey were entered into the SPSS computer programme and analysed using the descriptive statistics methods. The results were presented in pie and bar charts and in tables.

On the issue of customer satisfaction, even though many respondents indicated that the services provided by the IT department were to an extent adequate, most respondents, however, disagreed that there was timely response from the IT department to their problems. Most respondents also disagreed that the department had the ability to solve their problems on the telephone. On complaint management, most staff said that the IT problems recurred after being worked on, while an overwhelming number of staff indicated that the users were not adequately trained to use their computers. Along the same line, respondents overwhelmingly disagreed that recommendations by IT providers on training were acted on. On the IT systems, most respondents were positive that the software was easy to learn and use and that the hardware was reliable and durable. The majority of staff however disagreed that the hardware was regularly updated or replaced. On motivation, most respondents from the IT department said that they were adequately trained and highly motivated to do their jobs.

5.3 Discussions of Findings

This section discusses the major findings of the research study, comparing them to the secondary data (or previously conducted surveys by the IT department of UNON in 2001 and 2002). The section is organized along the four research variables.

5.3.1 Customer Satisfaction

The study revealed that most staff felt that the services provided by the IT department were adequate. However, a reasonably good number of staff (38.1%) also felt that the services were not adequate. This is in contrast with the 2001 and 2002 UNON IT customer satisfaction surveys, both of which revealed that less than 12 percent of staff members were somewhat dissatisfied with the services received from the IT department.

The study also revealed that most staff (76.1%) disagreed that the IT department had the ability to solve their problems on the telephone. This result is in line with the 2001
UNON/IT customer satisfaction survey which revealed that 72 percent of staff indicated that they rarely got solutions to their problems on the telephone from the IT staff. The 2002 IT survey on the other hand revealed that the majority of staff (80.4%) indicated that they received immediate solutions to their IT problems on the telephone.

The study revealed that a reasonably high proportion (44.5%) of staff felt that the IT providers did not have the ability to respond quickly to their problems. This concurs with the 2002 customer satisfaction survey, in which 40 percent of staff felt that the response time of the IT department to their computer problems was over 4 hours. In the 2001 survey, only 31 percent of respondents felt that way.

The study revealed that most staff (71.5%) felt that they received high quality service from the IT department. This was a decline from the previously conducted surveys. In the 2001 survey, 91 percent of respondents felt that they received high quality service from the IT department while 96 percent of staff felt that way in 2002.

5.3.2 Complaint Management

The study revealed that all respondents experienced recurrent problems with their computers. The most common problem was Lotus Notes with over fifty percent (50.8%) of respondents citing this as their most recurrent problem. This survey indicated that the situation on complaints seems to be getting worse as 52.4 percent of respondents acknowledged that they experienced recurrent problems when compared to the 2001 survey in which only 27 percent of respondents indicated that they experienced recurrent problems.

Most respondents disagreed that staff using the services were adequately trained and also pointed out that recommendations by IT providers on such matters were not acted on by the organization. This is contrary to Herman’s (1999) point of view that if the staff are trained and developed well, they will be able to do their jobs more competently. They will also be more prepared to take on other challenging assignments and other opportunities in the organization.
5.3.3 IT Systems

The study revealed that most staff (81%) believed that the computer software in the organization was easy to learn and use and that most staff also felt that the computer hardware was reliable and durable.

The study also revealed that most staff (68.3%) indicated that the computer hardware in the organization was not updated or replaced on a regular basis. As Davidson, Gellman and Chung (1997) observe rapid improvements in computers mean short life cycle and high rate of obsolescence. The obvious user requirements seem to take forever to fulfill. They further argue that as soon as you purchase a powerful computer for a fraction of last year's price, and you are celebrating your purchases, you will find a more powerful machine with better software and a more attractive price in the market.

5.3.4 Motivation and Training Among the IT Providers

The study revealed that most (85.8%) of the respondents from the UNON IT department were satisfied with their jobs. It also revealed that almost the same percentage of respondents acknowledged that their job expectations were fulfilled and that most staff felt that they were given enough responsibilities to perform their jobs. According to Hiam (1999), managers should understand the potential for higher motivation and better performance and whenever they must accomplish their goal through their staff, the motivation of their staff is the greatest limiting factor. Kamp (2003) also observes that if people are to be motivated, they need to feel that their potential is being recognized and that they are not subjected to constant supervision and interference.

The study revealed that all respondents in the IT department felt that their supervisors adequately respected them. This is in line with Kamp (2003) who argues that respect is an essential part of working practice if people are to be motivated. Respect makes people feel that they matter and are important in the organization.

The study revealed that most (57.1%) of the respondents from the IT department did not receive relevant training to enable them perform their jobs effectively. Along the same line, the study revealed that most (57.1%) respondents felt that their recommendations
were not acted upon. This is contrary to the observation by Herman (1999) that recent surveys have revealed that a majority of employees are hungry for personal and professional development. Mentoring and sponsoring workers for training is a highly valued retention tool as well as a means of increasing workers’ strength and performance.

The study also revealed that many (42.9%) of the respondents disagreed that their computer skills were fully utilized and that they were recognized and rewarded for their efforts. According to Kamp (2003), we all respond positively to a ‘pat on the back’ and the feeling that someone is noticing what we are doing, even if it is nothing special.

5.4 Conclusions

The conclusions of the research study are presented below on the basis of the four research questions.

5.4.1 Customer Satisfaction

On the issue of customer satisfaction, this study concludes that for many staff, the services provided by the UNON/IT department were inadequate. Most of the respondents felt that the IT department did not have the ability to respond to or solve their problems on the telephone nor did they have the ability to respond promptly to their problems. On the same subject, the study also concludes that in spite of the inadequacy of the services by the IT department, the services received from the UNON/IT department were felt to be of high quality by many users.

5.4.2 Complaints Management

Regarding complaints management, the study concludes that most computer problems in the organization were of a recurrent nature and that users were not adequately trained on basic troubleshooting and on how to use their computers more effectively.
5.4.3 IT Systems

On the issue of IT systems, the study concludes that the computer software was easy to learn and use. Staff believed that the computer hardware was durable and reliable. They however, felt that the computer hardware was not updated or replaced on a regular basis.

5.4.4 Motivation and Training

Regarding motivation of staff in the IT department, the study concludes that the staff in the department were highly motivated. Staff in the IT department felt that their job expectations were fulfilled and that they were respected by their supervisor as well as received recognition for their accomplishments. It, however, also concludes that staff in the IT department did not receive relevant training to enable them do their work and that their computer skills were not fully utilized.

5.5 Recommendations

5.1 Recommendation for Practice

Concerning customer satisfaction, the study revealed that most UNEP staff did not feel that there was timely response to their problems from the IT department. To remedy this situation, the IT department should consider increasing the number of professional and highly trained computer engineers attached to the department. The study also revealed that most staff felt that the IT department could not solve basic computer problems on the telephone. The IT department should organize regular training for its helpdesk staff to enable them to be able to assist in solving basic problems thereby reducing the overwhelming demands on the computer engineers.

Regarding customer complaints, the study revealed that most staff experienced recurrent problems, particularly with Lotus Notes – the e-mail system used by staff in the organization. To minimize complaints, the IT department should provide regular training to its computer engineers to keep them abreast of new skills of solving computer problems and of skills on how to handle new and more efficient software. The department also needs to consider whether Lotus Notes is the best e-mail service available or ensure
that its engineers are well equipped to detect problems before they occur or promptly solve them when they occur. The department also needs to constantly arrange, with UNON Staff Development Unit and UNEP, regular IT training for UNEP staff.

Concerning IT systems, the study revealed that most staff felt that their computers were outdated. To remedy this situation, the IT department should develop a coherent strategy for updating UNEP’s computers, taking into account current and future trends in IT. As argued by Davidson, Gellman and Chung (1997), information technology, like many other business decisions, need to be guided by the business’ blueprint or its strategic plan. They further contend that committing one’s business to a strategic direction is the only way to avoid chasing one’s own tail. It is the only way users can help make technology work for their businesses without fragmenting them, creating islands of information and perhaps even bankrupting their organization.

Regarding Motivation, the survey revealed that most staff in the IT department felt that their recommendations were not acted upon and that their computer skills were not fully utilized. To remedy this problem, the engineers should be encouraged to come up with short and long-term solutions to IT problems.

5.2 Recommendation for Further Research

As customer satisfaction is an evolving issue, it is recommended that independent surveys on the services by UNON/IT department to UNEP be carried out regularly and that the recommendation should form the basis of UNEP-UNON discussions on ways of improving IT services for UNEP. These surveys should also review efforts being made by UNEP to meet recommendations of the IT department on improving hardware and user knowledge of the computer software.
REFERENCES


SURVEY QUESTIONNAIRE

The questionnaire is part of a research study for a Master's of Science degree programme in Management and Organizational Development at the United States International University, Nairobi. The purpose of the research is to evaluate the declining level of customer satisfaction with the aim of coming up with recommendations that will reduce customer complaints.

CUSTOMER SATISFACTION

Please read each item carefully and respond to all questions. Indicate whether you agree or disagree with the statement, by ticking the appropriate option:

1. The service provided by the information technology department is adequate?
   □ Agree □ Slightly Agree □ Slightly Disagree □ Disagree
   □ Undecided

2. You receive timely response when you seek help from the IT service providers?
   □ Agree □ Slightly Agree □ Slightly Disagree □ Disagree

3. The IT service providers are able to solve all of your problems over the telephone.
   □ Agree □ Slightly Agree □ Slightly Disagree □ Disagree

4. The IT service providers are able to quickly respond to your problems.
   □ Agree □ Slightly Agree □ Slightly Disagree □ Disagree

5. The IT service providers are polite.
   □ Agree □ Slightly Agree □ Slightly Disagree □ Disagree

6. The IT staff respond patiently.
   □ Agree □ Slightly Agree □ Slightly Disagree □ Disagree

7. The software used is easy to use.
   □ Agree □ Slightly Agree □ Slightly Disagree □ Disagree

8. The software used is easy to learn.
   □ Agree □ Slightly Agree □ Slightly Disagree □ Disagree

9. Computer hardware is reliable (Hardware i.e. printers, monitors and keyboards.)
10. The hardware is durable?

- Agree
- Slightly Agree
- Slightly Disagree
- Disagree

11. The hardware is regularly updated or replaced with more efficient ones.

- Agree
- Slightly Agree
- Slightly Disagree
- Disagree

12. Please tell us what element you have the most problem with.
   - Login Problems
   - Lotus Notes
   - Ms-Office
   - Printing
   - Others

13. You receive high quality service from the IT department?

- Agree
- Slightly Agree
- Slightly Disagree
- Disagree

14. The problem does not reoccur after it has been solved?

- Agree
- Slightly Agree
- Slightly Disagree
- Disagree

15. The IT service providers are highly reliable?

- Agree
- Slightly Agree
- Slightly Disagree
- Disagree

16. The IT service providers are conversant with the nature of computer problems?

- Agree
- Slightly Agree
- Slightly Disagree
- Disagree

17. Please provide any more information concerning the quality of service provided by the IT department.
SURVEY QUESTIONNAIRE

The questionnaire is part of a research study for a Master’s of Science degree programme in Management and Organizational Development at the United States International University, Nairobi. The purpose of the research is to evaluate the declining level of customer satisfaction with the aim of coming up with recommendations that will reduce customer complaints.

FOR IT PROVIDERS

Please read each item carefully and respond to all questions. Indicate whether you agree or disagree with the statement by ticking the appropriate option.

1. Experience with the UN?
   - [ ] Below 2 years  [ ] 2-4 years
   - [ ] 4-6 years  [ ] 6-8 years
   - [ ] More than 8 years

2. Are you satisfied with your job?
   - [ ] Agree  [ ] Slightly Agree  [ ] Slightly Disagree  [ ] Disagree
   - [ ] Undecided

3. You are motivated to perform your work.
   - [ ] Agree  [ ] Slightly Agree  [ ] Slightly Disagree  [ ] Disagree

4. Your expectations of your job are fulfilled.
   - [ ] Agree  [ ] Slightly Agree  [ ] Slightly Disagree  [ ] Disagree

5. Is your work environment stressful?
   - [ ] Agree  [ ] Slightly Agree  [ ] Slightly Disagree  [ ] Disagree

6. You get relevant training to enable you perform your work?
   - [ ] Agree  [ ] Slightly Agree  [ ] Slightly Disagree  [ ] Disagree

7. Are you given enough responsibilities as part of your work?
   - [ ] Agree  [ ] Slightly Agree  [ ] Slightly Disagree  [ ] Disagree
8. Are you given enough resources and support to carry out your work?
   - Agree
   - Slightly Agree
   - Slightly Disagree
   - Disagree

9. Your recommendations for improvement of IT services are acted on.
   - Agree
   - Slightly Agree
   - Slightly Disagree
   - Disagree

10. Staff who use your services are adequately trained in the use of computers.
    - Agree
    - Slightly Agree
    - Slightly Disagree
    - Disagree

11. Your department usually recommends that staff with inadequate computers skills be trained.
    - Agree
    - Slightly Agree
    - Slightly Disagree
    - Disagree

12. The recommendations given by the staff are acted on.

13. You have enough manpower in the department to handle the requests from users?
    - Agree
    - Slightly Agree
    - Slightly Disagree
    - Disagree

14. You are treated with respect by your supervisors.
    - Agree
    - Slightly Agree
    - Slightly Disagree
    - Disagree

15. You are adequately rewarded and recognized for your efforts and achievements.
    - Agree
    - Slightly Agree
    - Slightly
    - Disagree

16. Your computer skills are fully utilized in the performance of your work.

17. Please provide any more information concerning your job satisfaction, your supervisors and your working environment.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________