

## Customer satisfaction with public sector services in Tanzania: Evidence from the Tanzania Bureau of Standards (TBS)

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<https://doi.org/10.51867/ajernet.7.1.123>

### ABSTRACT

Customer satisfaction is an important driver of organizational performance in both private and public sectors. In the public sector, it affects everything from how often people use services to how much they trust those services and whether they stay engaged with what the government is doing. This study examined customer satisfaction with public services at the Tanzania Bureau of Standards (TBS). The study employed a mixed-method design. The target population comprised TBS customers and members of the public across five regions in Tanzania. Using purposeful and simple random sampling techniques, a total of 100 respondents were selected. Data was collected by using questionnaires to customers and conducting in-depth interviews with key informants. Quantitative data were analyzed using descriptive statistics and qualitative data by thematic analysis. The findings show that customer satisfaction, public awareness, and institutional image at TBS had a strong positive influence on customer satisfaction. The study also found that responsiveness, reliability, and assurance were the strongest predictors of satisfaction. However, the study also noted that bureaucracy, resource limitations, and weak monitoring systems hindered service delivery at TBS. It recommends that TBS need to strengthen service delivery systems, enhance public engagement, and build institutional capacity so as to improve trust and effectiveness.

**Keywords:** Customer Satisfaction, Public Sector, Service Quality, SERVQUAL, Tanzania Bureau of Standards

### I. INTRODUCTION

In the current competitive environment, customer satisfaction is deemed as an important aspect that influences organizational performance. Customer satisfaction is defined as a customer's overall evaluation of the performance of an offering to date (Majeed et al., 2022). This satisfaction has strong positive effect on customer loyalty intentions across a wide range of product and service categories. Customer satisfaction is one of the most important issues concerning business organization of all types, which is justified by the customer oriented philosophy and the principles of continuous improvement in modern enterprise. Firms have come to realize that their customers are the most important assets and that they must keep those assets, grow them, and profit from them (Berger et al., 2002).

Although widely examined in consumer behaviour and marketing, where it represents the degree to which customer expectations are met or exceeded (Esekomunu, 2020; Sambaombe & Phiri, 2022; Tzeng, et al., 2021), customer satisfaction is equally essential within the public sector a domain often overlooked in early conceptual discussions (Suchánek & Králová, 2019). Customer satisfaction influences loyalty, service utilization, and the prospect of recommending services, serving as a key indicator of institutional performance (Khairawati, 2020.); (Budur, 2021). For both private and public institutions, it helps identify service gaps, strengthen operations, and enhance long-term effectiveness.

When customers are contented they tend to come back for more services. In so doing, this reduces the cost of acquiring new customers which, in turn, reinforces organizational stability (Zouari & Abdelhedi., 2021). Public institutions have been shown to depend on digital systems and online communication platforms in order to offer services to customers. This shapes organizational reputation and public perceptions as citizens and businesses now can easily access government services at the comfort of their workplaces. When customer satisfaction is viewed as a differentiating factor, it proffers a reliable, responsive, and timely service which enables both private and public entities to build trust and loyalty (Tzeng, et al., 2021).

The relevance of customer satisfaction is particularly significant in the public sector, where the quality of essential services such as administration, health, education, infrastructure, and regulatory oversight directly affects citizens' well-being and perceptions of government effectiveness (Dlamini & Barnard, 2020). High levels of satisfaction are therefore fundamental to strengthening public trust, enhancing institutional credibility, and promoting civic engagement (Syahnur et al., 2020); In this context, customer satisfaction becomes central to governance, reflecting the

extent to which citizens are satisfied with the accessibility, responsiveness, and transparency of government (Hailu & Shifare, 2019; Mathangani & Sile, 2020). Evaluating satisfaction in government institutions is crucial for improving service delivery, reinforcing accountability, and enhancing institutional legitimacy. Key determinants of satisfaction such as process efficiency, clarity of information, complaint handling, and the ability to meet public needs play a major role in shaping citizens' perceptions. Transparent communication, ethical conduct, and citizen engagement further elevate satisfaction levels, especially when governments seek feedback and communicate policy decisions openly (Kobero & Swallehe, 2022). Technological advancements also contribute to improved satisfaction by increasing service accessibility and simplifying procedures through digital platforms (Ali, et al., 2021). Thus, customer satisfaction in the public sector encompasses multiple dimensions, including service quality, transparency, technological innovation, and citizen participation (Perera & Sachitra, 2019).

Despite its importance, customer satisfaction is generally more prioritized in private organizations than in public ones, largely because of competitive pressures and profit motives (Zamil & Shammot, 2021). Public institutions, in contrast, often grapple with bureaucratic processes, limited competition, and resource constraints, which weaken the systematic tracking of citizen satisfaction (Mosimanegape et al., 2020). Consequently, understanding and improving satisfaction in public service settings remains an on-going challenge. Within this broader public sector context, this study focuses on the Tanzania Bureau of Standards (TBS), a pivotal national institution that significantly influences business operations, investment, industrial development, and consumer protection in Tanzania. As a regulatory agency operating across domestic and international markets, TBS must ensure that its staff and systems are capable of delivering customer-centered, efficient, and reliable services to diverse stakeholders.

Established under the Ministry of Industry and Trade through the Standards Act No. 3 of 1975 and strengthened by subsequent Acts in 1977 and 2009. TBS is mandated to promote standardization, quality assurance, and public safety. Yet, despite decades of operation, the institution continues to face challenges that affect customer satisfaction. These include delays in service delivery, ineffective complaint handling, inadequate human resources, limited technological capacity, governance issues, and skills gaps. Such persistent challenges underscore the need for empirical research on customer satisfaction specifically within TBS to inform service improvements and strengthen institutional effectiveness.

### 1.1 Statement of the Problem

In the current competitive environment, customer satisfaction is deemed as an important aspect that influences organizational performance. However, in government parastatals in developing countries, customer satisfaction research shows mixed outcomes. This contradiction arises from a combination of structural inefficiencies, and unique cultural contexts. While customer-centricity is recognized as a key driver of performance, research shows that public sector organizations often struggle to translate these initiatives into consistently positive results.

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However, the lack of context-specific evidence creates a gap in understanding how service quality dimensions responsiveness, reliability, and assurance, efficiency, and accountability shape customer experiences within parastatals. Additionally, the absence of empirical data on customer perceptions, satisfaction levels, and awareness limits the ability of policymakers to improve service delivery, build public trust, and strengthen regulatory performance. Therefore, study sought to address this gap by examining customer satisfaction within public sector services in Tanzania by using TBS as a case study.

### 1.2 Research Objectives

- i. To examine the overall level of customer satisfaction with services provided by the Tanzania Bureau of Standards.
- ii. To assess the level of customer satisfaction with TBS services.
- iii. To analyze public awareness of TBS services.
- iv. To examine public perceptions of the institutional image of TBS.

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

#### 2.1.1 Service Quality Theory

Service Quality Theory was initially put forward by Parasuraman et al., (1985). The theory is broadly seen as a framework for understanding and measuring customer satisfaction when it comes to service delivery studies. The theory posits that customer's access service quality based on five dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Akroush et al., 2019). Tangibles refer to the physical evidence of the service, such as facilities, equipment, and appearance of personnel. The theory is broken down into components that explain various levels of customer satisfaction. Reliability pertains to the ability of the service provider to perform promised services dependably and accurately. On the other hand, responsiveness involves the willingness of the service provider to help customers and provide prompt service. As articulated by Akroush et al., (2019), assurance relates to the knowledge and courtesy of employees and their ability to convey trust and confidence. Finally, empathy concerns the provision of caring, individualized attention to customers. These dimensions collectively form the basis for evaluating the overall quality of a service. Therefore, application of this theory to this study allows for a better assessment of customer satisfaction across these dimensions. In this case, the theory is used to examine factors that influence customer satisfaction at TBS and identify areas for improvement.

#### 2.1.2 Diffusion of Innovations Theory

Diffusion of Innovations Theory was first proposed by E.M. Rogers in 1962. The theory is seen as anchor for understanding the process through which new ideas, products, or services are adopted by members of a social system. The theory gives valuable views into the factors that influence the adoption and spread of innovations within a given population. In this study, the theory is used lay the foundation for analyzing the dissemination and adoption of services at TBS (Rogers, 1962). The elements that contribute to the diffusion of innovations entail: "the characteristics of innovation itself", "the communication channels through which information about innovation is disseminated", "the social system within which the innovation is being adopted", and "the time it takes for individuals to adopt the innovation." The application of the theory in this study will help us to grasp how knowledge and awareness of these services have spread among different segments of the public. The segments include innovators, early adopters, early majority, late majority, and laggards. Therefore, the theory will bring out the insights into how different segments of the population have responded to and adopted these services over time. Furthermore, the theory emphasizes the role of various factors in influencing the adoption and diffusion of innovations. These factors include perceived attributes of innovation (such as relative advantage, compatibility, complexity, trialability, and observability), as well as social influences and communication channels (Prihadyanti et al., 2023). When looking at these factors in relation to TBS services, the study will be able to identify barriers to adoption and develop strategies to enhance awareness uptake among different segments of the population.

#### 2.1.3 Social Identity Theory

Social Identity Theory (SIT) was initially put forth by Tajfel (2010) and Turner (2012). The theory states that "individuals' self-concept and self-esteem are influenced by their membership in social groups, and people categorize themselves and others into "in-groups" and "out-groups" (Stets & Burke, 2000). According to this theory, individuals strive to maintain a positive social identity by favoring their in-group over out-groups, which can lead to intergroup discrimination and bias. SI categorizes the social world into a natural and inevitable human instinct, serving to simplify the environment. This categorization extents putting people into groups and thus, creating "social identification" (Stets & Burke, 2000). The motivational basis of social identity theory is a desire for positive self-concept (Hornsey, 2008). This theory is important ant in grasping perception of the people on TBS as a service provider and how this perception relates to their social identity. The theory further links perception peoples' attitudes toward TBS services. The theory suggests that individuals derive a sense of belonging and self-worth from their membership in social groups, which can include various categories such as nationality, ethnicity, religion, profession, or consumer preferences (Hornsey, 2008). These social identities influence individuals' perceptions of themselves and others, as well as their behaviors and attitudes toward different entities or organizations. For TBS, understanding how individuals categorize themselves in relation to the service provider and how this impacts their attitudes and behaviors is crucial for marketing strategies, customer relations, and overall brand management. Moreover, SIT emphasizes the importance of social categorization, identification with groups, comparison between groups, and the psychological significance of group membership. Additionally, understanding the comparison processes between TBS and other service providers within the same category can shed light on consumers' preferences and decision-making processes.

## 2.5 Empirical Review

Kobero & Swallehe (2022) conducted a study to investigate service quality and customer satisfaction within Tanzania higher learning sector. The researcher applied Service Quality model (SERVQUAL). The findings show that students were satisfied with the reliability of the services offered. However, other dimensions of service quality received negative gap score, showing that students were not satisfied with the services. The study concluded that students who were satisfied with the services became loyal consumers by desiring to continue their studies at the same institution. The study recommends that managers and policymakers at public higher education institutions should focus on monitoring service quality on a regular basis so that they are always informed of their situation.

This finding is corroborated by Ali, et al., (2021), who conducted a study to assess the influence of technical and functional service quality on customer satisfaction and loyalty in Iraq. The study recruited participants from diverse nationalities and professional roles within universities. The findings show that matters related to privacy had a significant effect on both customer satisfaction and loyalty.

Mosimanegape, et al., (2020) conducted a study to investigate the impact of service quality dimensions on customer satisfaction within the Tonota Sub-Region. The researchers obtained data from 135 participants who were spread across 27 education institutions that comprised primary and secondary levels. The study found that “tangibility, empathy, assurance, and responsiveness” all had a positive and significant influence on customer satisfaction. The study concluded that improved customer satisfaction in the public sector was found to strengthen public trust in government programs and improve employee job satisfaction. The study recommended training programs for employees to strengthen their customer handling skills.

Lanin & Hermanto (2019) studied the effect of service quality on public satisfaction and trust in local government institutions in Indonesia. The study employed a quantitative research approach. The study found that improving service delivery, timeliness, staff professionalism, information accessibility, and managerial roles had a positive impact on public satisfaction and trust. The study also found that controlling of internal politics improved service outcomes.

Sutrisno, et al., (2019), on the other hand, looked at the effects of service quality on customer satisfaction and loyalty in the logistics industry. The study used Structural Equation Modeling (SEM) with AMOS software on data which was collected from 150 respondents. The findings show that there is a positive relationship between service quality and customer satisfaction. The study also found that customer satisfaction had a significant effect on loyalty.

Kasiri, et al., (2017) conducted a study to examine the direct and indirect effects of standardization on customer satisfaction and loyalty. The researchers collected data from 315 respondents across various industries. The study applied Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyse the data. The study found that integrating standardization and customization enhances service quality. However, standardization exerted a stronger influence than customization. The study also found that functional quality had a greater impact on customer satisfaction than technical quality. Furthermore, customer satisfaction was found to exhibit greater influence on customer loyalty.

## III. METHODOLOGY

### 3.1 Research Design and Philosophy

The study adopted a constructivist research philosophy and a mixed-methods approach, integrating quantitative surveys and qualitative interviews to capture both measurable outcomes and subjective experiences (Creswell & Creswell, 2018). This design is appropriate for this study as it captures both the socially constructed meanings of participants and the measurable patterns underlying the phenomenon under investigation.

### 3.2 Population and Sample

The target population comprised 1,180 TBS customers and members of the general public. Using Slovin (1960) formula, a sample of 95 respondents and 5 key informants was selected, yielding a total sample size of 100.

The Slovin's Formula:

$$n = \frac{N}{1 + N(e)^2} \text{ ----- (1)}$$

Where: n = sample size, N= population size, e=level of precision

$$= \frac{1180}{1 + 1180(0.1)^2} \text{ ----- (2)}$$

$$n = \frac{1180}{1 + 11.8}$$

$$n = \frac{1180}{12.8}$$

$$94.8 \text{ Approximately 95 and 5 key informants}$$

$$\text{Total sample size 100}$$

### 3.3 Data Collection and Analysis

Primary data were collected through structured questionnaires and in-depth interviews. Quantitative data were analyzed using SPSS to generate descriptive statistics, while qualitative data were analyzed thematically. Reliability was assessed using Cronbach's Alpha, and validity was ensured through methodological triangulation.

### 3.4 Sampling

For this research, a combination of random and stratified sampling was employed. Random sampling ensured a broad representation of TBS customers, while stratified sampling considered key demographic characteristics, including age, gender, and frequency of interaction with TBS services. This strategy was designed to capture diverse customer perspectives and ensure that the study findings reflect the experiences and satisfaction levels of different segments of TBS's customer base.

### 3.5 Source of Data

This study used both primary and secondary data to get reliable data. Primary and Secondary data are hereunder described in details. The questionnaire and interview methods were used as the main instrument for collecting the primary data for this study. Both structured questionnaires and interviews are appropriate for their ability to be easily administered, completed and analyzed.

#### 3.5.1 Questionnaires

Structured questionnaires were used to collect quantitative data from the selected sample of 95 TBS customers. The questionnaire included items adapted from validated scales, including the SERVQUAL model, to assess various dimensions of customer satisfaction such as tangibles, reliability, responsiveness, assurance, and empathy. Likert scales were employed to quantify responses, facilitating statistical analysis of customer satisfaction levels and service quality dimensions.

#### 3.5.2 Interviews

In-depth semi-structured interviews were conducted with 5 key informants, including TBS managers, frontline staff, and frequent customers. Interviewees were selected using purposive sampling to ensure participants had relevant experience and insights into TBS service delivery. Each interview lasted approximately 30–45 minutes and focused on topics such as service quality, responsiveness, public awareness of TBS services, and institutional challenges.

### 3.6 Data Analysis

Quantitative data were analyzed using SPSS, with **descriptive statistics** (mean scores and standard deviations) computed to assess overall customer satisfaction. Qualitative data from in-depth interviews were examined through thematic analysis, systematically identifying and interpreting patterns to capture the depth and nuances of customer experiences.

## IV. FINDINGS & DISCUSSION

### 4.1 Demographic Profile of Respondents

A demographic profile in research findings refers to the description and analysis of the characteristics of a particular population or group under study. The purpose of creating a demographic profile is to understand the composition and diversity of a specific population and how these factors may influence research outcomes. The demographic variables considered in this study included gender, age, education level, and work experience as per table 1 below.

**Table 1**

*Demographic Profile of Respondents*

Variable	Category	Frequency	Percent
Gender	Male	60	60
	Female	40	40
Age (Years)	18–30	21	21
	30–40	47	47
	40–50	23	23
	50–60	7	7
	60 and above	2	2
Education Level	Primary	3	3
	Ordinary Level	4	4
	Certificate	6	6
	Diploma	9	9
	Degree	18	18
	Master's Degree	48	48
	PhD	12	12

Work Experience	Less than 5 years	45	45
	6–10 years	21	21
	11–15 years	19	19
	More than 15 years	15	15
<b>Total</b>		<b>100</b>	<b>100</b>

#### 4.1.1 Age Distribution

The survey on TBS customer overall satisfaction in Tanzania shows that 47% were aged 30–40, followed by 23% aged 40–50, while younger respondents 18–30 accounted for 21%. Older groups were less represented, with 7% aged 50–60 and only 2% aged 60 and above. This pattern highlights that middle-aged customers form the majority of TBS users, reflecting Rogers' Diffusion of Innovations Theory, where the early and late majority dominate adoption (Rogers, 1962). The limited participation of older respondents aligns with the “laggards” category, which are typically slower to embrace new services. Younger respondents, though fewer, represent innovators and early adopters, often more open to technology-based services. These findings also connect with Social Identity Theory (Stets & Burke, 2000) as age groups form distinct social categories influencing perceptions of TBS. Finally, applying Service Quality Theory suggests that expectations of responsiveness and empathy may differ across age groups, shaping satisfaction outcomes (Parasuraman et al., 1985).

#### 4.1.2 Gender Distribution

The study revealed that 60% of respondents were male, while 40% were female, indicating a higher representation of men compared to women in assessing TBS services. This gender distribution is important for interpreting satisfaction outcomes, as men and women may differ in expectations and perceptions of service quality. In line with Social Identity Theory, gender represents a key social category that shapes attitudes toward service providers (Stets & Burke, 2000). Moreover, Service Quality Theory suggests that responsiveness, empathy, and assurance may be valued differently across genders (Parasuraman et al., 1985), requiring TBS to tailor its strategies accordingly. Understanding these differences enables TBS to design inclusive approaches that address both male and female customer needs.

#### 4.1.3 Education Level

The study revealed that respondents were predominantly highly educated, with 48% holding a Master's degree and 12% a PhD, while 18% had a degree, 9% a diploma, 6% a certificate, 4% ordinary level, and only 3% primary education. This distribution highlights that most TBS customers are well-educated, which is significant for interpreting satisfaction outcomes. In line with Diffusion of Innovations Theory (Rogers, 1962), higher education levels often correlate with greater openness to adopting new services, suggesting that educated respondents may be more receptive to TBS innovations. Similarly, Service Quality Theory implies that expectations of reliability, responsiveness, and assurance may be more demanding (Parasuraman et al., 1985), among highly educated customers, who are likely to evaluate services critically. These findings also connect with Social Identity Theory, as education forms a social category influencing perceptions, with highly educated groups potentially identifying more strongly with innovation-driven in-groups (Platow et al., 2025).

#### 4.1.4 Work Experience

The study results showed that 45% of respondents had less than 5 years of work experience, while 21% had between 6–10 years. Additionally, 19% reported 11–15 years of experience, and the remaining 15% had more than 15 years. This distribution highlights that nearly half of TBS customers are relatively new in their careers, which may influence their expectations and openness to adopting new services. In line with Diffusion of Innovations Theory, less experienced respondents may represent early adopters, while those with longer tenure align with late majority or laggards. Moreover, Service Quality Theory suggests that perceptions of reliability and assurance may differ across experience levels, shaping satisfaction outcomes.

### 4.2 Level of Customer Satisfaction with TBS Services

The customer responses provided indicate the level of satisfaction with the services offered by TBS, measured on a Likert scale where 1 represents strong disagreement and 5 represents strong agreement. The mean and standard deviations for each statement give an indication of the average level of agreement and variability in responses. TBS has received positive feedback, as shown by the survey results. The mean score for timeliness and efficiency was 4.1 with a standard deviation of 0.9481, suggesting customers generally perceive services as timely and efficient. Furthermore, the staff at TBS was rated highly for their knowledge and helpfulness, with a mean score of 4.31 and a standard deviation of 0.7977, indicating consistent satisfaction in this aspect. These findings align with Service Quality Theory (Parasuraman et al., 1985), which emphasizes reliability, responsiveness, and assurance as key drivers of satisfaction,

and are supported by studies such as (Sutrisno, et al., 2019) and (Mosimanegape, et al., 2020) who found service quality dimensions strongly linked to satisfaction and loyalty.

**Table 2**

*Level of Customer Satisfaction with TBS Services*

Statement	Mean	Std. Dev.
Timely and efficient service delivery	4.10	0.9481
Knowledgeable and helpful staff	4.31	0.7977
Accurate and reliable information	4.45	0.5924
Overall service quality	4.65	0.6092
Meets customer expectations	4.37	0.8122
Willingness to recommend TBS	4.08	0.8724
Commitment to customer satisfaction	4.22	0.7598
Feeling valued as a customer	4.28	0.9220
Clear communication	4.38	0.8012
Consideration of customer feedback	4.52	0.7847
<b>Average</b>	<b>4.33</b>	<b>0.79</b>

Moreover, customers expressed confidence in the accuracy and reliability of the information provided by TBS, as evidenced by a mean score of 4.45 and a relatively low standard deviation of 0.5924. This suggests that customers have a high level of trust in the information delivered by TBS. In addition; the overall quality of services provided by TBS received a mean score of 4.65 with a standard deviation of 0.6092, indicating a high level of satisfaction among customers. In terms of meeting customer expectations, TBS also performed well, with a mean score of 4.37 and a standard deviation of 0.8122. This indicates that TBS generally meets or exceeds the expectations of its customers in terms of service delivery.

Furthermore, the results indicate that the majority of respondents highly recommend the services of TBS to others, with an average rating of 4.08 and a standard deviation of 0.8724. This suggests a generally positive perception of the services provided by TBS. The bureau demonstrates a strong commitment to customer satisfaction, as evidenced by an average rating of 4.22 with a standard deviation of 0.7598. This indicates that customers feel valued and supported in their interactions with TBS, as reflected in an average rating of 4.28 with a standard deviation of 0.922. Moreover, communication from TBS is deemed clear and understandable by customers, as indicated by an average rating of 4.38 with a standard deviation of 0.8012. This highlights the effectiveness of TBS in conveying information to its customers in a manner that is easily comprehensible. Additionally, the bureau's receptiveness to customer feedback is evident, with an average rating of 4.52 and a standard deviation of 0.7847 for considering customer input for improvement.

### 4.3 Public Awareness of TBS Services

The findings indicate that TBS is perceived positively in terms of the services it offers, with mean scores for awareness, trust in quality certification, and effective communication all above 4.0, reflecting a favorable perception. The high mean score of 4.46 with a low standard deviation of 0.8217 for adequacy of information highlights strong confidence in transparency and accessibility of standards. However, trust in quality certification, while positive (mean 4.31), showed greater variability (SD 0.9287), suggesting differing consumer experiences. Respondents expressed strong belief in the safety of TBS-certified products (mean 4.52, SD 0.6432), reinforcing public trust in quality and safety standards. Engagement with businesses was also rated positively (mean 4.19, SD 0.9287), showing TBS's proactive role in compliance. Confidence in detecting substandard and counterfeit products (mean 4.37, SD 0.7801) further demonstrates the trust placed in TBS. These results align with Service Quality Theory (Parasuraman et al., 1985) and empirical studies such as (Lanin & Hermanto., 2019) and (Kasiri, et al., 2017), which emphasize transparency, professionalism, and assurance as critical drivers of satisfaction and trust.

**Table 3***Public Awareness of TBS Services*

Statement	Mean	Std. Dev.
Role in quality and safety assurance	4.21	0.8989
Awareness of TBS services	4.33	0.8535
Adequate public information	4.46	0.8217
Trust in certification	4.31	0.9287
Effective consumer communication	4.64	0.7456
TBS-certified products are safer	4.52	0.6432
Engagement with businesses	4.19	0.9287
Detection of counterfeit products	4.37	0.7801
Contribution to consumer protection	4.43	0.6904
Recommendation of TBS-certified products	4.58	0.7678
<b>Average</b>	<b>4.40</b>	<b>0.81</b>

**4.4 Public Perception of the Image of TBS**

The survey findings indicate that the Tanzania Bureau of Standards (TBS) is perceived as a highly reliable authority, with a mean score of 4.28 (SD = 0.7396), reflecting strong trust in its ability to uphold quality standards. TBS was also rated highly for ensuring consumer safety (mean = 4.47, SD = 0.7582) and for the credibility of its certification processes (mean = 4.23, SD = 0.8511). Transparency and effective communication scored 4.45 (SD = 0.7017), reinforcing confidence in its operations. Respondents acknowledged TBS's role in promoting trade (mean = 4.36) and environmental sustainability (mean = 4.21), while responsiveness to business needs scored 4.33 (SD = 0.6204). Overall perception was overwhelmingly positive (mean = 4.51, SD = 0.6435), with ethical practices (mean = 4.29) and adaptability to global trends (mean = 4.21) also recognized. These findings align with Service Quality Theory (Parasuraman et al., 1985) and empirical studies such as (Lanin & Hermanto, 2019) and (Kasiri, et al., 2017), which emphasize transparency, professionalism, and assurance as critical drivers of satisfaction and trust.

**Table 4***Public Perception of the Image of TBS*

Statement	Mean	Std. Dev.
Reliable authority on standards	4.28	0.7396
Ensures consumer safety	4.47	0.7582
Trusted certification processes	4.23	0.8511
Transparency and communication	4.45	0.7017
Promotes trade and development	4.36	0.6893
Environmental sustainability	4.21	0.7654
Responsiveness to business needs	4.33	0.6204
Positive overall image	4.51	0.6435
Ethical and integrity-driven	4.29	0.6079
Alignment with global standards	4.21	0.6860
<b>Average</b>	<b>4.33</b>	<b>0.71</b>

**4.5 Discussion**

The study found that service quality, awareness, and institutional image exerted influence to customer satisfaction at TBS. This finding is in line with the finding by Monferrer et al., (2019) and Pham et al., (2010) who found that consumers evaluate their aspirations with the services they consider to have ended up getting. Furthermore, awareness increases customers' satisfaction when the outcome of a service interaction. Therefore, these attributes are identified as a critical and focal aspect in customer satisfaction. High satisfaction levels reflect effective service delivery, professionalism, and trust in regulatory functions. As such this buttresses the prominence of customer-centered approaches in public institutions.

The findings also aligns with Diffusion of Innovations Theory (Rogers, 1962), which contextualizes that awareness and adoption of TBS services reflect the role of perception by the customers. On the other hand, the strong trust in certification and safety standards resonates with Kasiri, et al., (2017), who found that functional quality and assurance are key drivers of loyalty.

Finally, the finding on institutional image is in tandem with Social Identity Theory (Tajfel, 2010) and (Turner, et al., 2012). The study contextualizes that consumer identify with TBS is a function of "in-group" categorization which in the long run build confidence and preference. This finding is also consistent with the finding by Lanin and

Hermanto. (2019), who found that transparency, professionalism, and ethical practices were important ingredients when it comes to building trust in public institutions.

## V. CONCLUSION & RECOMMENDATIONS

### 5.1 Conclusion

The study shows that TBS is doing its job well as the national standards authority. TBS stands out in service delivery, communication, and quality assurance. When people notices, their trusts increases in the organization and feels satisfied with what it delivers. It's clear that ongoing improvements, being open about what happening and reaching out to the public really matters if you want a public institution to work well. If TBS wants to keep its good reputation and build even more trust with stakeholders, it needs to keep investing in these areas. That's how you make sure the organization keeps performing in the long run.

### 5.2 Recommendations

The study suggests TBS should focus on getting better all the time. In this sense it should keep improving services by listening to feedback and regularly checking performance. Raising public awareness is also key; so that more people actually know what TBS does. To keep quality high, TBS needs to stick to international standards. Using digital tools and talking directly to stakeholders helps them connect with customers more easily. Finally, teaming up with the right partners can spark new ideas, help TBS reach more people, and boost how well they perform overall..

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