UNIVERSITY OF KWAZULU-NATAL

A CUSTOMER SATISFACTION SURVEY OF ETHEKWINI MUNICIPALITY'S ELECTRICITY DEPARTMENT

by

Stella Bajabulile SIBIYA
207525003

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Supervisor: Dr T I Nzimakwe

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Date: November 2013

Student Name: SIBIYA SB

Student no.: 207525003

Dissertation Title: A Customer Satisfaction Survey of eThekwini Municipality's Electricity Department

As the candidate's supervisor I agree to the submission of this dissertation for examination. To the best of my knowledge, the dissertation is primarily the student's own work and the student has acknowledged all reference sources.

The above student has also satisfied the requirements of English language competency.

Name of Supervisor: Dr T I Nzimakwe

Signature:

DECLARATION

I, **Stella Bajabulile SIBIYA,** declare that

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ABSTRACT

The purpose of the study was to evaluate the competence of eThekwini Municipality in delivering their services to the community and other stakeholders. The aim was to utilise the feedback information to improve service delivery by using the outcome of the research for future strategic and operational planning. Work done by Parasuraman, Zeithaml and Leornard (1985) provides the basis for the measurement of customer satisfaction with the service by using the gap between the customer's expectation of performance and what the customer actually gets. One hundred questionnaires were distributed randomly to the public who access electricity provided by the municipality. The largest percentage of respondents felt that the eThekwini Electricity Department delivered the service on time and that there was consistency as the Department kept its service levels at the same standard for all times of the day. According to the respondents, the staff at the eThekwini Electricity Department was knowledgeable and competent, but there was room for improvement in ensuring that the behaviour of staff inspired confidence. The Department therefore has to be proactive in anticipating any disruptions and ought to notify the community well in advance if there is to be an interruption. Most customers reported their queries in person and most problems were dealt with following the initial complaint. Most respondents believed they got value for money which indicates that the eThekwini Electricity does meet the expectations of the consumer.

Key words: customer satisfaction; customers/clients; eThekwini municipality, Electricity department; service delivery

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LIST OF ACRONYMS AND ABBREVIATIONS

NERT : National Emergency Response Team
SPSS : Statistical Package for Social Statistics
SERVQUAL : Service Quality
IDP : Integrated Development Plan
ROI : Return on Investment
SALGA : South African Local Government Association

CHAPTER 1

INTRODUCTION AND OVERVIEW

1.1 INTRODUCTION

The post-apartheid era is characterised by an inter-governmental system which has its basis on the principles of co-operation amongst the three domains of government, namely the National, Provincial and Local sphere of government. The different provinces are run independently, but all report to the National Government. The Constitution of the Republic of South Africa of 1996 was designed in such a way that the municipalities can take over the governance of many functions that were initially the responsibility of the National or Provincial government (National Treasury, 2011).

The municipalities are the branches of the South African government and are there to deliver the basic services to the public; for example, sanitation, clean water, electricity, to name but a few. To identify, prioritise, and implement programmes and projects to address development needs should be the municipalities' main objective. In terms of the Municipal Systems Act No, 32 of 2000, local government is expected to involve integrated development planning, performance management, administration, service provision and debt collection (Maphumulo, 2011).

The service delivery practice does, however, has its administrative and financial constraints as suggested by Schaefer (2005). The political and institutional reforms, as well as severe and the increasing poverty and inequality among the South African households are also barriers to development. Electricity Department is licensed to distribute electricity on the east coast of South Africa, operating under the Electricity Regulation Act of 2006. The eThekwini Municipality prepares policies as specified by the National Energy Regulator of South Africa (NERSA) according to Mayor Obed Mlaba (from the Mayor's Blog)

According to the government's White Paper on municipal services' partnerships, the inequality among households in South Africa is among the most extreme in the world. The government's policy of improving the living conditions of poor households by urgently increasing access to basic services is taking place alongside the slow process of transformation and capacity building at municipal level (Shinga, 2011). However, the problems of administrative and institutional capacity constraints, ineffectiveness, inefficiency, lack of adequate funds within public institutions and failure to respond adequately to the needs of citizens have forced policy makers and political leaders to rethink the role of public institutions.

1.2 BACKGROUND TO THE STUDY

In order to keep abreast of the statistical data for the quality indicators developed within the Performance Management Framework of the municipality, a customer-satisfaction survey must be conducted every year. A customer-satisfaction survey needs to be conducted annually to obtain statistical data for the quality indicators developed within the Performance Management Framework of the Municipality (Smith, 2003). The customer satisfaction index is further required to review yearly performance targets for services delivered by the municipality.

This study will make a contribution from both a theoretical and a practical perspective. Firstly, the relationships between eThekwini municipality and the stakeholders, responsiveness, reliability, perceived value, customer satisfaction and effectiveness will be examined. Secondly, little research has been conducted in the area of customer satisfaction in the electricity service-delivery context. Findings of this study will provide insight into the relationships among municipality managers and stakeholders, so that managers better understand more how to meet or even exceed the customers' needs.

1.3 STATEMENT OF THE RESEARCH PROBLEM

A healthy relationship between the municipality and external customers is essential as customer satisfaction is a yardstick for municipal performance. Surveys on customer satisfaction form part of improving the service delivery of the municipality. The survey ensures that the municipality is in a better position to improve service delivery. Consultation between the municipality and its external customers is beneficial as different views are better understood (Van Dyck, 2005).

According to Churchill (2002), the decisive objective of any municipality is to formulate conditions in that area in order for every stakeholder to enjoy good quality of life. The legislative obligations of local government are rigorous: it must be effective, efficient and responsive in carrying out constitutionally-mandated functions (Creswell, 2004). The administration of municipalities must be well organised, managed and should be able to finance all the undertakings involved. Municipalities must be able to organise their administration, and then manage, plan and finance all undertakings involved. Local government has a duty to perform; it is required to provide a wide range of services such as water supply, sewage collection and disposal, refuse removal, electricity and water supply, municipal health services, municipal roads and storm water drainage, street lighting and municipal parks and recreation (Stout, 2005).

1.4 OBJECTIVES OF THE STUDY

The purpose of the study is to enable the eThekwini Municipality to obtain feedback from its residents/clients regarding the electricity service delivery with the aim of utilising the feedback information to improve service/functions delivery by using the information to inform future strategic and operational planning. The aim is to explore and analyse the views and perceptions of the current service delivery arrangement between the eThekwini Municipality and the relevant stakeholders.

The objectives of the study are to:

- determine the satisfaction/dissatisfaction level of community members and other constituents with regard to electricity service delivery;
- establish the responsiveness of eThekwini Municipality in dealing with complaints on electricity service delivery; and
- ascertain what can be done to improve service delivery.

1.5 KEY RESEARCH QUESTIONS

In order to find possible solutions to the above-mentioned problems, the study attempted to answer the following key questions:

- What can be done to respond effectively to customers' complaints?
- What is the level of satisfaction amongst customers as consumers of electricity?
- How can service excellence be maintained and/or improved within the municipality?

1.6 RESEARCH METHODOLOGY

The methodology focuses on the necessary four aspects essential to conduct a study. They are the sampling method, the data-collection method, and the subsequent data processing and analysis. The research study was qualitative and quantitative in nature. The results are given in numerical values and the use of mathematical and statistical methods were used to evaluate the results.

The target population was customers/clients of the eThekwini Municipality's Department of Electricity. The random sampling method was used; this is a special type of sampling that can improve the cost-effectiveness of research under certain conditions (Welman and Kruger, 2002).

The sample was selected randomly without using any order. The technique was used to give every customer a chance to be interviewed. Customers from different wards who had come to pay their electricity bills were interviewed. The interviews

took place at eThekwini Municipality's Customer Services, 1 Jeff Taylor Crescent, Durban. The area reflected the correct elements of the population.

The total number of Questionnaires used was 100 because this sample size was believed to be large enough for the study, and is justified according to Malhotra (1999). Closed and open-ended questions were used. Demographic questions were included in the study because they would assist during the profiling of customers and data analysis.

The results were analysed and depicted in the form of frequency tabulations and cross tabulations. The data were analysed using the Statistical Package for Social Sciences (SPSS) latest version.

Questionnaire design

Webb (2001) suggests that a good questionnaire authentically reaches the objectives of the research without errors and injustice, and it can be designed. Closed-end questions were used to make the data analysis easier and quicker. To test the survey before the actual issuing of questionnaires involves administering the questionnaire to a small sample of respondents to determine whether or not the questions are understood and if the survey procedures work.

1.7 STRUCTURE OF THE DISSERTATION

The research study is structured as follows:

Chapter One: Introduction

This chapter provides the introduction and overview of the study. Firstly, the background of this study was discussed, followed by the goals and objectives, research problems, and research design with particular reference to the nature of this study, sampling method, data collection method and data analysis method. The theoretical literature framework was discussed, and the main aspects of literature such as municipal services and customer satisfaction, responsiveness and effectiveness were explained.

Chapter Two: Literature review

This chapter provides a theoretical framework for this study by means of a related survey of the literature. Literature regarding the conception and application of the customer satisfaction framework from numerous books, and especially the recently-published journals, reports, internet, magazines, government gazettes and research companies are explored.

Chapter Three: Research methodology

This chapter explains the various research methods used in this study in order to give a guide to the field work. The research design, questionnaire development, population and sampling, data collection methods and data analysis methods are explained.

Chapter Four: Presentation of the findings

In this chapter, data is presented after the questionnaire's implementation. This is followed by a description and interpretation of the results by means of quantitative and qualitative methods.

Chapter Five: Conclusions and recommendations

This chapter presents a summary of the research. In addition, the conclusions drawn from this research, the implications for municipality managers and recommendations derived from the study are presented. Any limitations of the study are also presented.

1.8 LIMITATIONS OF THE STUDY

The study was conducted only in the City of Durban. The outcome of this research will not benefit any other area. The sample size was limited to one hundred users of electricity, subject to a specialised distribution network. Information was only gathered from respondents who purchased and used eThekwini Municipality's electricity.

1.9 CONCLUSION

Municipalities, not only in South Africa, but also around the world are at the forefront of efforts to experiment with innovative forms of service delivery to improve efficiency and minimise wasteful use of limited public resources.

This study seeks to understand to what extent the eThekwini Municipality Electricity Department meets the expectations of its customers, the extent to which service delivery can be improved as well as defining effective governance. The following chapter will be looking at the literature covering the topic, and previous studies done on the topic.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

Customer satisfaction has been described in various ways by different authors. Hoffman *et al* (2001) define customer satisfaction as a comparison of the customer expectations with perceptions regarding the actual service encounter. Furthermore, Hoffman et al (2001), give alternative definitions, namely, the normative standard definition and the procedural fairness definition. The normative standard definition suggests that expectations are based on what the customer believes he/she should receive, therefore satisfaction occurs when the actual outcome is identical to the standard expectation. The procedural fairness definition refers to the customer's belief that he/she has been treated fairly. Brink and Berndt (2004) define customer satisfaction as the customer's evaluation of the product/service and the way in which that particular product or service meets the customer's needs and expectations. Looking at all these definitions one can deduce that satisfaction is all about meeting the customer's expectations.

2.2 THEORETICAL FRAMEWORK

Most organisations believe in quality customer service, but very few actually set up systems to ensure it is provided. Delivering great customer service or satisfying the customer takes both understanding of the customer needs and how those needs are to be met. The government, with all the municipalities, should work hand-in-hand in ensuring quality service delivery. The municipalities should continuously appraise service standards by constantly interacting with the general public. The criticism from the consumers can be used as an important tool in any organisation for improving customer satisfaction. Work done by Parasuraman, Zeithami and Berry between 1985 and 1988 provides the basis for the measurement of customer satisfaction with the service by using the gap between the customer's expectation of performance and what the customer actually gets. This method provides the measurer with the relevant information to close the gap.

According to Zeithaml *et al.* (1990) the word-of-mouth communications; the personal needs; past experience and external communications, can influence the customer's expectations. A gap is created when the perceptions of the delivered service is not the same as what the customer expected. This gap is addressed by identifying and implementing strategies that affect perceptions, or expectations, or both (Parasuraman *et al.*, 1985; Zeithaml *et al.*, 1990). Parasuraman *et al.* (1988:39) state that service quality (SERVQUAL) had been designed to be "applicable across a broad spectrum of services" and the format could be adapted to fit specific needs, and that it would be most valuable when used to track service quality trends periodically. They proposed that the SERVQUAL model could be extended to measure gaps in quality and could therefore be used as a diagnostic tool to enable management to identify service quality shortfalls. The gap score is calculated by the perception statements being deducted from the expectation statements. If any gap scores turn out to be positive then this implies that expectations are actually being exceeded. This allows service managers to review whether they need to re-deploy resources to areas of underperformance (Wisniewski, 2001). The SERVQUAL instrument ascertains the level of service quality based on the five key dimensions and also identifies where gaps in service exist and to what extent

Table 1: Definition of the SERVQUAL Gap

Gap 1 (the positioning gap) managers' perceptions of consumers' expectations and the relative importance consumers attach to the quality dimensions

Gap 2 (the specification gap) the difference between what management believes the consumer wants and what the consumers expect the business to provide

Gap 3 (the delivery gap) the difference between the service provided by the employee of the business and the specifications set by management

Gap 4 (the communication gap) the promises communicated by the business to the consumer do not match the consumers' expectations of those external promises

Gap 5 (the perception gap) the difference between the consumers internal perception and expectation of the services

Table 1 presents the five SERVQUAL gaps as generally defined by (Zeithaml et al., 1990).

It is important to see the world from the customer's perspective to be able to identify the following:

Service	: Quality of the service
Delivery	: Timeous delivery
Staff and Service	: Availability, Friendliness and Responsiveness
The organisation	: Reputation

2.3 SERVICE

Bitner and Zeithaml (2000) quoted by Wahome (2010:08), offer the following definition: "services are deeds, processes, and performances. They are not tangible things that can be touched, seen, and felt, but rather are intangible deeds and performances". Wahome (2010) concludes that services are procedures performed by human beings for human beings which then make it difficult for any two services to be exactly the same.

Zeithaml and Bitner (2000) quoted by Selvan (2009:18) said, “Service quality assessment focuses specifically on dimensions of service such as reliability, responsiveness, assurance, empathy and tangibles. For example, service quality of a health club is judged on attributes such as whether equipment is available and in working order when needed, how responsive the staff are to customer needs, how skilled the trainers are, and whether the facility is well-maintained”. The EThekwini Municipality should also ensure that the service provided is accurate and can be depended upon, meaning that the service must be reliable. The customers will have confidence in employees who are knowledgeable and display courtesy in the performance of their duties. The employees of the EThekwini Municipality should show that they care about their customers and give them individual attention. The physical facilities, equipment and communication materials of the Electricity Customer Care Centres must be appealing to customers, since these tools will be used by customers to evaluate service quality (Selvan, 2009).

Eskom sometimes experiences insufficient generation capacity because of the very high demand for electricity in the urban areas. There is a very high influx of people to urban areas for employment, which has resulted in millions of informal settlement houses being built to accommodate them. More rural areas are now electrified which was not the case before. Democracy has also lifted the strict laws of apartheid on immigrants, hence the increasing number of foreigners in the country (Shinga, 2011). Informal settlements are increasing rapidly day by day which leads to a high demand for electricity.

The eThekwini Electricity Department has responded by supporting Eskom’s initiative to save electricity, which will enable the supply to reach the areas that are not electrified yet. More than 430 000 homes have received three million free energy-saving lamps and some are already seeing the results of their participation in their reduced electricity bills (Free Library by Parlex 2010). Eskom has become innovative in designing the energy-efficient lighting programme that advises consumers about the benefits of saving electricity and saving money as a result. This initiative created employment for 5 800 who were employed to visit homes and

to replace old light bulbs with the new energy-saving ones. These initiatives position Eskom and the government as socially-responsible organisations.

2.4 LOAD SHEDDING

The 49m is a plea to 49 million people of South Africa to save electricity. People should change their behaviour when it comes to energy efficiency. Electricity is generated from limited resources, namely, water and coal and should therefore be used efficiently, to ensure a sustainable energy supply for the future of the country. The Blue Moon has a year-long communication plan drawn up with Eskom which includes campaigns, energy efficiency “days”, competitions and other exciting projects that have been created to drive awareness and influence behavior through T.V. channels. To save electricity is to save money. Different colours are shown on Television that are designed to alert the citizens on electricity usage. The red light shows that the use of electricity is extremely high. The red colour comes with instructions, namely, that geysers, swimming-pool pumps, and any unused plugs must be switched off. The green light means that the current is not under severe strain (The Blue Moon Team, 2011). This is always shown on television after the news in the evening.

The eThekwini Municipality’s Electricity Department took part in the load shedding programme, and was able to identify a number of blocks of predominantly residential load which were practical to isolated and restore from the Control Centre by remote control. These blocks of load matched the amount in the reduction that Eskom had typically required and were based on the principle that those would be isolated for approximately two hours at a time. That forced all the relevant stakeholders to combine their collective wisdom to find a solution to the challenge, which led to the establishment of the National Emergency Response Team (NERT). There is a strong belief that the suspending of load shedding in the first week of May 2008, was due to the engagements by NERT (Maphumulo, 2011).

2.5 THE APPLICATION OF THE CUSTOMER SATISFACTION FRAMEWORK

There are three parties to customer satisfaction, namely, the customer, the supplier and the product. For a customer to be satisfied, the product or service rendered to him/her must be of a good quality. The employee who actually renders or provides the service must be well trained to deal with customers, so that a good service may be offered.

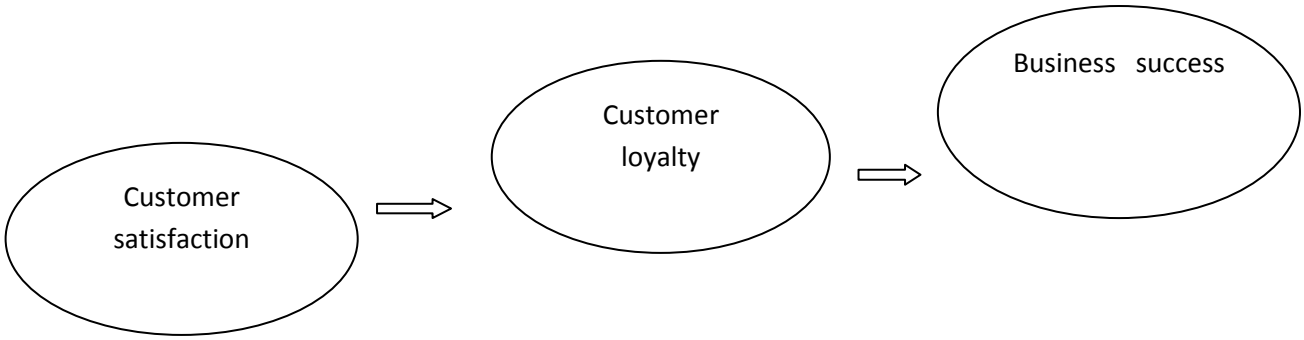
A satisfied customer becomes a loyal customer, hence the importance of improving the service offered by the eThekwini Municipality Electricity Department to its customers. It is expected that loyal electricity users, that are loyal because of good and positive experiences with the municipality will influence others positively through what they say and do. Loyal customers, it is believed, are more profitable to companies than getting new ones. Cartwright (2000) emphasises the importance of loyalty amongst service providers by explaining that there is evidence that people are willing to forgive one mistake or one case of poor service. Dawkins (1976) and Cartwright and Green (1997) point out that it is possible to retain customers even after making a mistake, provided that the mistake is corrected and an apology is extended immediately.

Martin (1994) echoes Cartwright's view that customer satisfaction drives customer loyalty. Leading service companies quantify customer satisfaction by having questionnaires available that are filled in by each customer to monitor satisfaction. Martin (1994) goes further to say that a service company must, at all costs avoid creating terrorists, who are those customers who are so unhappy that they can destroy the goodwill of a company. Terrorists can be avoided by improving service levels and making sure that customers are content.

The performance of any business is improved by customer relationship management through increasing customer satisfaction and results in customer loyalty. According to Martin (2011), customer loyalty is necessary for growth and profitability in an organization. Customer satisfaction increases as customer perception enables organizations to understand customers better; it creates improved customer value propositions. As customer satisfaction rises, so does

customer loyalty which has a remarkable impact on business performance, according to Buttle (2004). This position is supported by Gabbott and Hogg (1998) who suggests that an important feature of loyalty is that it cements the relationship between the customer and the provider. If the organisation is able to maintain a high level of customer satisfaction, it will have achieved customer loyalty which guarantees success in the business. This is clearly illustrated by Hill *et alia* (1999) in Figure 1.1 below:

Figure 1.1: Business performance modelling



Source: Hill *et alia* (1999)

The mission statement of the eThekwini Municipality's Electricity Department is to provide electricity, public lighting and other energy services that satisfy its customers and community whilst maintaining sound business principles. This is also highlighted by Cartwright (2000) who maintains that in the public sector, comprising of more monopolistic situations, it might be thought that customer service is less important. The eThekwini Municipality may be regarded as the sole supplier of electricity, which gives it the monopoly regarding the supply of electricity. Cartwright (2000), however, says that even in a monopoly situation the customer still has the right to not partake of the product or service, hence the importance of developing customer care programmes and the necessary training of staff. Ndlovu (2009) also emphasizes that the advantage enjoyed by the public sector over the private sector, must not be abused. In the private sector the customer can move from one organisation to the other because there is more than one sector.

Most people have shown dissatisfaction with the inappropriate manner in which they are received by the staff and employees at the eThekwini Municipality's Electricity Department. An example would be that of Mr V Naidoo (Hello Peter.com) whose electricity went off on Tuesday 29 November 2011. He called in to report the fault. There was no follow up to his complaint. Mr Naidoo made numerous calls and got the same response, 'You are in a queue and we do not know when you will be attended to'. After a long delay a contractor was sent and they identified a cable fault. Mr Naidoo was told that someone had been dispatched and would be at the premises to rectify the problem. Nobody turned up at the time he was promised; the employees at the eThekwini Electricity Department simply failed to keep their promises. This is a typical example of the response one can expect from a member of staff who is not well trained to assist and did not put the customer first; this person did not take pride in his/her work.

Blanchard *et al* (2004) suggest that organisations should give their personnel the appropriate training and development once the people are hired. The staff must learn the skills and competencies necessary for the jobs offered. The more prior experience people have for a particular job, the less competency training they will need. As technology changes, a great organisation will be committed to constantly retraining and educating its people so that the people will have the appropriate cutting-edge knowledge of the work. According to Zeithaml, Parasuraman and Berry (1990), service quality is the extent to which a firm is able to satisfy the needs of customers. The ultimate expectation of any customers is to get the best and efficient service, which can only be provided by a well-trained employee.

Blanchard *et al* (2004) further suggest that if the organisation keeps its people well informed and allows the people to use their discretion, the organisation will be surprised at how people can help manage cost. This can only be achieved by well-trained employees. The organisation is evaluated by how quickly it can respond to customer needs and problems. The customers can judge the organization by the employees who answer the phone, greet them and respond to their complaints. People want the best service and want it fast, hence the importance of creating a motivating environment for the people working in the organization; and the staff

need an organisation structure that is flexible enough to allow them to be the best they can.

According to Buttle (2004), the Nordic Model, originated by Christian Gronroos and developed by others, suggests the service offered must meet a certain standard, with which the customers compare the actual result. If the expectations are met, this confirms that the organisation has over-performed; this is positive disconfirmation. If the service offered is underperformed this is negative disconfirmation. In the first two cases, service quality is deemed good; and in the last, bad.

Evans and Lindsay (2002) concur with Buttle; they suggest that when the customer approaches a municipality for a service, the customer comes with certain expectations. The actual service, which is regarded as “actual quality”, that the customer gets, may not meet his/her expectations and that is regarded as perceived quality. These different levels of quality can be summarized as follows:
Perceived quality = Actual quality - Expected quality

2.6 CUSTOMER SATISFACTION

The state of satisfaction depends on a number of both psychological and physical variables which are associated with satisfaction behaviours such as return and recommend rate. The level of satisfaction can also vary depending on other options the customer may have, and other products against which the customer can compare the organisation’s products. According to Dawson (1979) the level of satisfaction acquired by the customer may not be from the quality of the product itself but also from the treatment that the customer received when the product was sold to him/her. The after-sales service received is crucial to explaining many aspects of the spatial behaviour of customers. As eThekwini Municipality is now aware of cases of customer dissatisfaction such as Mr V Naidoo’s, staff members should now be encouraged to do follow-ups on complaints by making calls to assure customers that the problem is being dealt with. There must be consultation between the employees of eThekwini Municipality and the electricity users about the standard and quality of the services that the public is supposed to receive (The Times, 2010).

According to Bhengu (2011), the customer satisfaction process cannot be separated from the overall business development and management process. Customer satisfaction is found in every step of the business development process. That information might not be mentioned in each and every step but can be implied somehow.

A typical example of customer satisfaction follows: At every step of the way, Ms Emias Yorkie was e-mailed and told exactly what was going on, why things were going wrong, and how long it would be before the server would start working again. The service provider also apologised repeatedly, which was good. Now if the server had just gone down with no explanation, Ms Emias Yorkie would have been “pretty annoyed” and may have moved her business elsewhere. But because the service provider kept the customer informed, it did not seem so bad, and the customer at least knew the service provider was doing something about the problems. This is a typical example of what customers expect from service providers (The Times, January 6, 2012). It is important for the employees to be friendly, approachable and polite to the clients. They should, smile even if it is on the phone, and show that as an employee they are clear headed on how to handle the problem. A customer will be frustrated if the person on the other side of the phone or the counter does not know who to turn to. Making sure they know exactly what to do at each stage of their enquiry should be of utmost importance, hence the importance of a clearly-defined customer service policy.

2.6.1 Steps to Customer Satisfaction

Courtesy goes beyond respect and a smile. Thompson (2002) suggests that courtesy refers to treating people the way one would like to be treated, showing continuous commitment, honesty and having transparent communication with the public. The attitude or perceptions that the citizens have for municipal workers can change altogether if courtesy is applied properly. Everyone must be treated with courtesy, irrespective of the social status of the person. The employees or the staff

of eThekwini Municipality's Electricity Department should be work-shopped on customer satisfaction.

Thompson (2002) goes on to say that face-to-face dealings must be encouraged; the employees must be taught to be calm and confident when meeting with customers and must not ask them immediately what their problems are. Allow the customer to do the talking, and then take it from there, is the advice.

The customer must feel welcomed, needed and valued. By keeping the customer updated on any changes in the situation, seems so little and is not actually costly but can go a long way to keeping the customers.

2.6.2 Levels of Customer Satisfaction

The eThekwini Electricity Department must always bear in mind that customers are to be given the necessary respect and dignity. The organization does not have the strong competition but despite its monopoly, the organization must always meet the customers' expectations. The customers may be satisfied for the moment but the employees must strive for increased satisfaction in order to keep the customers satisfied. The organization must always strive for competitive service.

Customers look for better deals to stay in a particular organization. The eThekwini Electricity Department must always find better ways of surprising customers in order to reach a higher level of satisfaction, namely, to go beyond what the customers expect. Fast, friendly service, which is always followed by e-mails or phone calls to make sure that all is well, can create a long-lasting relationship between the municipality and the customers. Going beyond what the customers expect will make the eThekwini Municipality's Electricity Department to be a cut above other municipalities, especially because in most cases, municipalities are known for poor services and corruption. This will definitely increase profitability. The eThekwini Municipality's Electricity Department stands a chance of raising prices for the services rendered as customers who experience the kind of service that exceeds their expectations are often willing to pay for it (Thompson, 2002).

According to Hill et al (1999), a customer that received a level of service that not only exceeds his/her expectations, but actually brings a smile to his/her face, is a delighted customer. This kind of service will not only meet the basic needs of the customer, or even exceed what is expected, but the customer will touch the customer on an emotional level. And once customers have experienced this feeling, it will be very difficult for anyone to change the attitude of customers towards the municipality. When the customers are delighted, the business is on the way to creating an exceptional and highly profitable business. There are many ways which are cost effective to delight one's customers. The eThekwini Municipality's Electricity Department has to show that it cares about its customers, and bring a smile to the customers' faces. Hill et al (1999) reiterate that for the organization to succeed there must be customer satisfaction, customer delight and customer loyalty.

Amaze the Customers. At this level the municipality does not just meet or exceed the customer's expectations, or simply delight them, but truly amazes them. When the municipality is able to reach this level on a regular basis, then it will be in a position to achieve remarkable rates of revenue growth and profitability according to Smith *et al* (1999).

2.6.3 How to Measure Customer Satisfaction

Hill *et al* (1999) give an overview of how customer satisfaction is measured. Every organization should have a clear picture of whether customer satisfaction is increasing, static or decreasing, and the only way to know is by measuring customer satisfaction. The analysis can give accurate information on the level of customers' satisfaction and also highlight the problem areas but it can never give solutions to problems. The eThekwini Municipality should know exactly what customers' expectations are. This will need in-depth interviews with customers as individuals or as focus groups, for which a well-designed questionnaire can be prepared. The rating scale must be decided upon and then the survey can be conducted. The

results can be analysed using a chosen analytical technique to get the accurate customer satisfaction index.

Evans and Lindsay (2002) also look at measuring customer satisfaction. They believe surveys are a means of measuring satisfaction, but they look at the different product attributes. They look at product quality, product performance, usability and maintainability. They also look at service attributes, namely, lead time, exception handling, attitude, on-time delivery, accountability and technical support. Finally, image attributes such as reliability and price are taken into account when measuring customer satisfaction.

The organization has internal and external customers. The employees, being the internal customers, must also be satisfied with the work entrusted upon them. The eThekwini Municipality must ensure that the employees understand what the external customers are expecting from them; for example, a warm welcome and quick answers, to name but a few.

Hayes (1992) suggests that as customers are the recipients of the services provided by the municipality, they are in a good position to help the organization understand the critical-incident approach, which emphasizes the use of customers in preparing the list of customers' requirements. If the organization relies mainly on its standards in determining customers' needs this might lead to poor results by not giving the customer what is best.

Hill *et al* (1999) suggest that there must also be a questionnaire for the internal customers to ensure that the employees know their work perfectly, so that the dissatisfaction from the external customers does emanate from the fact that the employees lack the necessary understanding.

2.6.4 Increasing Customer Satisfaction

The customers are the main source of income in the business. Profits are driven by the increasing number of customers. The strategies applied in increasing the

number of customers will help to influence the entire business. Increasing the level of customer satisfaction may increase the amount of referrals. Happy employees are the end-result of happy customers as employee morale is affected by this social interaction.

Customer satisfaction can only be improved if the organization knows its customers, not as individuals, but the classification of customers so that they are treated accordingly. According to Harrington (2012) every organization has internal and external customers. External customers are the customers that buy the product of the organization. According to Du Toit and van Der Walt (1999) as a service provider, the external clients for the eThekwini Municipality's Electricity Department are those people who are not part of the institution but who rely on the municipality to deliver the service. Neisser (2011) also suggests that internal customers are the managers of the business, who are usually left out when monthly reports are prepared, yet the managers are the ones that control costs or expenditure.

Cook (2005) suggests that organizations have since realized that to improve on customer service, the processes have to be streamlined and straight-forward. Organizations use a sequence of activities that lead to improved output for the internal and the external customer in order to help them become more customer focused. Teams of employees associated with organizational processes apply different strategies to make these activities more efficient and customer focused.

2.7 SERVICE EXCELLENCE

Irons (1997) describes service as the seamless solution to the customer's problem. As is the case in manufacturing where the company must produce a differentiated product, everyone in the service business strives for service excellence. Service excellence is a positive attitude entrenched in every department in an organization from the cleaner or the gardener to the CEO of the company (Du Toit and van Der Walt, 1999). It requires more than efficiency in the customer service department or a slogan that is on the wall of the reception area. Excellence is a consistent, premium service offered on a daily basis, irrespective of who is being served; this drives the

organization strategy at every level. Irons (1997) sees service excellence as an obsession; understanding the importance of service to customers, having a vision and the willingness of the staff members to go the extra mile every time a customer needs help.

Cook (2005) regards service excellence as a subjective and intangible experience by a customer. The perception that the customer will have about the service rendered will depend on the customer's expectations. If the treatment that the customer gets is better than what was expected, then the service is excellent. If the treatment is less than what the customer expected, then the service is bad. The staff or employees of eThekwini Municipality's Electricity Department must keep in mind the fact that as technology advances, the needs of customers also become more and more sophisticated. People are becoming educated, confident and more informed, day by day. The staff of the eThekwini Municipality must also improve on their approach day by day. Parasuraman *et al* (1985), quoted by Gowan *et al.* (2001), suggest that service provision is more complex in the public sector because it is not simply a matter of meeting expressed needs, but of finding out unexpressed needs, setting priorities, allocating resources and publicly justifying and accounting for what has been done.

The objective of Customer Service Excellence is to bring professional, high-level customer service perceptions into the equivalent level currency with every customer service by offering a distinctive improvement tool to help those delivering services put their customers at the core of what they do.

2.7.1 Service Evaluation

The service rendered must be assessed or evaluated. According to Gabbott and Hogg (1998), the customer is the evaluator since the customer is the recipient. The customers evaluate the service by looking at the quality of the service and the level of satisfaction derived. Evans and Lindsay (2002) regard the customer as the principal judge of quality, from the time the customer buys, throughout ownership and the service experience. Different authors argue on the importance of 'quality

service' as against 'customer satisfaction'. Cronin and Taylor (1992) quoted by Gabbot and Hogg (1998), amongst others, argue that should the organization deliver satisfied customers, automatically the service will be regarded as good quality service. Alternatively other authors, for example, Zeithaml, Parasuraman and Berry (1985) argue that the distinction between these two terms is of great importance as the researchers feel that good, quality service will result in a high level of satisfaction.

2.7.2 Improving Service Delivery

The former Minister of Public Service and Administration, Zola Skweyiya, introduced the White Paper in 1997, in order to improve service delivery (Du Toit and van Der Walt, 2007). In the White Paper the eight principles of *Batho Pele*, which means putting the people first, were included. These principles, if abided by, will improve service delivery and increase customer satisfaction. The public service cannot claim to have achieved the democratic goals that the country fought so hard for, unless the public sector transforms its delivery (Ndlovu 2009).

Ndlovu (2009) suggests that the National Conference on Public Service Delivery held in the University of Fort Hare in 1997 determined that 'Batho Pele' cannot be mastered overnight. The attitudes of the public service as well as many systems have to change and be geared for *Batho Pele*.

2.7.3 Application of the Batho Pele principles

Consultation

Consultation must take place between all national and provincial departments and the people on the ground. Consultation should not only be about the services currently provided but the citizens must also be able to be part of the decision-making process on services to be delivered in future. Before the Independent Development Plan (IDP) is drawn up the relevant stakeholders of The eThekwini Municipality must have consulted the public by means of customer surveys, interviews with individual users, consultation with groups, and holding meetings with

consumer representative bodies, to name but a few, to have an all-inclusive plan (Du Toit and van Der Walt, 2007).

Service Standards

The eThekwini Municipality's Electricity Department should set standards that are measurable so that the users of electricity can judge whether the service rendered is up to standard or not. Standards must also be measured against those used by other local municipalities in order to make eThekwini Municipality nationally competitive; for example, find out how many times the complainant consulted the eThekwini Municipality before the problem was solved. If the complainant phoned five times yet in other municipalities it takes one phone call to have the problem solved, then eThekwini Municipality is not nationally competitive. The standard must be improved to match those of the other municipalities; failing to do so means that the citizens have a right to complain and demand quality services.

Access

Providing an outline for making decisions about delivering public services is one of the main objectives of *Batho Pele*. According to Du Toit and Van der Walt (2007), many South Africans are still without the basic needs, namely, shelter and water. The employees of the eThekwini Municipality must not deny the citizens the right to quality service rendered. *Batho Pele* also aims to resolve the inequalities in the distribution of existing services. People who have access to information are empowered people.

Courtesy

Electricity is one of the basic needs, and therefore it requires service providers to show empathy to the citizens if there are complaints. The employees of eThekwini Municipality's Electricity Department must treat people with respect, honesty and transparency when communicating and be very considerate, irrespective of the social status of the person concerned. Any obstacle that may result in a delay in the efficient delivery of services of the required standard must be removed. If courtesy is

applied properly, all the negative perceptions that the public has with the public servants, can be removed (Du Toit and van Der Walt, 2007).

Information

The citizens of South Africa are entitled to accurate and timeous information on the service to be delivered. If there are any problems experienced with the service delivery, then the citizens must be informed immediately. In the case of eThekwini Municipality, if there are to be any electricity disruptions, the public should be informed at least two days before the actual cut-off in electricity. The public should also be informed as to when the situation will be remedied. The internal customers, who are the managers and the employees in the organization, should also be well informed about what is happening in the organization.

Openness and Transparency

Openness and transparency is displayed when one enters the building of the eThekwini Municipality. There are three photos: first that of the National Government represented by the President's photo, then that of the Minister of Minerals and Energy and, lastly, that of the MEC. This is the key aspect of openness and transparency: that the public should know who is responsible for what, and be given more information on how well the resources are utilized. The citizens may take advantage of this openness and transparency and make positive suggestions on how to improve the service delivery devices. The public can also make suggestions on how the employees should be kept responsible and accountable (Independent Police Investigative Directorate, 2007).

Redress

Du Toit and van Der Walt, (2007) suggest that the Municipality employees must be on the alert and be quick and accurate in identifying the fall in the quality of the standard of services delivered and have procedures in place to remedy the situation. The employees must take responsibility and apologize to the citizens before the citizens take action and go to the streets. Complaints from the clients

should serve as an opportunity for the eThekwini Municipality to improve their services, identify the gaps and close them.

Value for money

The high price that the citizens pay for electricity, calls for a good service from the Municipality, so as to be regarded as real value for money. The citizens do not usually require a service that will call for additional costs to the Municipality; all that the citizens need is efficient, effective and economic service. Martin (1994) maintains that the organization should seek to maximize the difference between the value of the service to customers and the cost of providing it.

The *Batho Pele* principles serve as a guideline on how the government should present themselves when handling people's problems. The municipalities are the right hand of the government; the municipalities are the face of the government. The quality of the service rendered by the municipalities reflects the failure or the success of the government, hence the importance of adherence to the *Batho Pele* principles.

2.8 ETHICS IN GOVERNMENT INSTITUTIONS

The eThekwini Municipality's Electricity Department's employees are guided by generally-accepted principles in the administration and management of their duties. Ethics are principles that are not written on paper but have their basis on social value systems. For the smooth running of the government institution, and to avoid conflicts, these principles of behaviour are put down in writing in an official document, for example, the code of conduct. Section 33(1) of the Constitution determines that a lawful, reasonable and procedurally-fair administrative action is a right for everyone, in other words, complying with a set of ethical principles (Du Tout and van Der Walt, 2007).

The Constitution of the Republic of South Africa contains a number of clauses in terms of which the political office bearers must pledge faithfulness and obedience to the Constitution. According to Du Toit and van Der Walt (2007), should any political office bearers fail to comply with the oath, he/she pledged for, will be guilty of unethical conduct. Defiance of the Constitution means that the office bearer is conducting himself or herself unethically.

The employees of the eThekwini Municipality's Electricity Department are public servants and should therefore abide by the Public Service Regulations of 1999. The Public Service Regulations provide a code of conduct that lists a set of rules to be followed by public employees. Failure to abide by the Public Service Regulations will render the employee guilty of misconduct, and be charged accordingly. This code provides for the employees of the eThekwini Municipality's Electricity Department's relationship with:

- the legislature and the executive;
- the public; and
- other employees.

The Public Service Regulations also provide a set of guidelines on how the official should conduct himself/herself as an individual and regarding their private interests.

2.9 TRAINING AND CODES OF CONDUCT

Employees of The eThekwini Municipality's Electricity Department must at all times, according to the Public Service Regulations, be polite, display good behaviour and show the right attitude when attending to queries from clients. It is very important that the employees receive the relevant training on how to handle people's problems especially new entrants. Training is important, especially for new entrants, as the eThekwini Municipality's Electricity Department wants to maintain its good reputation of excellent service. Training can take the form of short courses: for example, orientation workshops or in-service training, which will be conducted while people are working.

The training must include all that which is included in the Public Services Regulations, so that new entrants should know what is expected of them, namely, justice and equity, fairness, honesty and accountability, to name but a few. Treating the clients with honesty and with respect is not enough if it is not done professionally. The staff will need to know how to apply professionalism in the workplace.

2.9.1 Professionalism

The clients must be given quality service, which means that professionalism must be included in service delivery. Professionalism, as defined by Van der Waldt and Du Toit (2007), is competence, ethical conduct and proficiency all put together. The implementation of professionalism involves diplomacy, etiquette, one's manner and protocol. Diplomacy means that the staff of the eThekwini Municipality's Electricity Department have to be tactful in dealing with people, thus maintaining excellent relationships with the clients.

Etiquette involves politeness and courtesy and, generally speaking, refers to the conventional rules of social behaviour. Manner, in professionalism, means that the staff of the eThekwini Municipality will treat people according to what the clients accept as good behaviour. Protocol means the appropriate formality and etiquette observed by the staff towards the clients.

The management, or the leadership of the eThekwini Municipality, should, as a Government Institution, ensure that there is responsibility and accountability in the execution of duties. The municipalities, as Government institutions, are obliged to render a good service to the public. The public has a right to basic needs, of which electricity is one. The Government is voted for by the people, hence the obligation to put the people first and to meet the people's expectations.

2.9.2 Service failure

The eThekwini Municipality must expect complaints of service failures from customers. The response by the municipality can either restore customer satisfaction or reinstate loyalty or it can destroy the relationship totally (Smith *et al,* 1999). The municipality has to strive for a positive response that will lead to customer satisfaction, which is referred to as service recovery (Gronroos 1988). Parasuraman and Berry (1991) indicate that recovery management has a significant impact on customer evaluations because customers are more sensitive and observant of the recovery service than when they are served under normal circumstances. Failed recoveries lead to customers switching to other organizations, thus incurring permanent damage to the name of the organization in the eyes of the customer. Therefore, well-executed service recoveries are important for improving customer satisfaction, building customer relationships, and averting customer defections (Fomell and Wemerfelt, 1987).

2.9.3 Financing electricity distribution

Electricity is the major source of income and expenditure for municipalities. Income received from the sale of electricity totalled more than 25% of total revenue for municipalities before the tariff increases that began in 2009/10. When the electricity sales are considered in isolation they amount to 40% of all revenue in 2012/13. Considering the fact that these municipalities are mainly supplied directly by Eskom, the potential for municipalities to generate income from electricity is high (National Treasury Department, 2011)

Shinga (2011) highlights the fact that it is becoming the norm that the sources of revenue allocated for municipalities are limited, whilst the size of responsibility given to municipalities has increased. The Demarcation Act of 2000 and the increase in the responsibility given to municipalities from the central government result in reduced inter-governmental grants received.

Shinga (2011) maintains that the limited resources given to municipalities are not the only problem experienced by the municipalities. According to Soots Naidoo, the CEO of the South African Local Government Association (SALGA) the local municipalities have other financial problems which can be categorised into three areas:

- Structural problems;
- Capacity problems, that is, insufficient skills to manage the finances; and
- Poor finance management.

The municipalities do not determine the price of electricity, neither does Eskom, but the National Energy Regulator of South Africa (NERSA) does. According to Eberhard (2011), Eskom is the state-owned national utility, which generates 96% of the country's electricity from coal. Eberhard (2011) further explains that the average price that Eskom pays for electricity has increased exorbitantly because of short-term contracts with the coal mines. The two coal mines, Majuba and Tutuka, failed to meet Eskom's demand. The Majuba mine uses road transport which in turn has a detrimental effect on Eskom as road repairs are carried out by Eskom.

The quality of coal supplied by local mines is very poor as higher grade coal is reserved for the lucrative export market. Eberhard (2011) says that, "In the cost-plus contracts, Eskom and the coal supplier jointly provided capital for the establishment of the colliery. Eskom pays all the costs of operation of the colliery and the supplier is paid a net income by Eskom on the basis of a return on the capital invested (ROI) by the coal supplier in the colliery". This all adds to the cost of obtaining coal which then results to electricity becoming more and more expensive. The burden is passed on to the final user who is the customer.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Choosing the correct method of research to be used is not an easy task unless one knows what the research involves? In White (2000), research is defined as a study that is intensive and systematic and which goes beyond the ordinarily-found knowledge in order to acquire the detailed and specialized information. It provides a basis for the analysis and descriptive comment of the topic of enquiry. The purpose of doing research involves assessing the relationship between, and among, unobservable constructs using manipulations or measures of variables that serve to operationally define the constructs (Buchanan and Bryman, 2009).

There are two types of research methodologies, namely the qualitative method and the quantitative method. According to Gavin (2008), the qualitative method seeks to understand phenomena using a naturalistic approach, whereas the quantitative method uses the experimental methods and quantifies. Both methods can also be used for the same research. According to Buchanan and Bryman (2009), the mixed-methods approach means that the components of the qualitative and the quantitative research methods must be integrated and linked “amicably”. The researcher must not simply take pieces of information from the qualitative method and pieces from the quantitative method and put them together.

3.1.1 Qualitative Method

Beins and McCarthy (2012) define the qualitative research as an all-inclusive study of anything in its natural environment; the researcher uses a descriptive approach. The qualitative approach focuses on the meaning of the text rather than the subcomponents but the time that this approach consumes to get to the answer, is often the main concern. Daymon and Holloway (2011) suggest that using the qualitative research method will always depend on the topic and on the focus of enquiry, the objectives of the topic, the philosophical orientation and on the

intentions of the researcher. The availability of resources, the experience as well as the competence of the researcher also play a major role in selecting the method of research.

Buchanan and Bryman (2009) maintain that the main aim of qualitative research is to gain insights into how the organization functions and how it interacts through an examination of cultural processes at the workplace. In-depth interviews with the key subjects, extended periods of observation by the researchers, and different kinds of document analysis are included in qualitative methods of collecting information. White (2000) argues that the qualitative research method should not be too prescribed, because that can give a counter-productive result which excludes all the complexities of what qualitative research is. In the case of the eThekwini Electricity Department, the key subjects were the users of electricity.

3.1.2 Quantitative Approach

Beins and McCarthy (2012) suggest that the quantitative approach uses figures or quantities and unlike the qualitative approach, makes use of a shorter time span to get to the answer. White (2000) concurs with Beins and McCarthy (2012), and maintains that with this type of research the results are given numerical values and statistical and mathematical treatment is used in the evaluation of the results. White (2000) also sees quantitative research as scientific research since it has its historical origin in science. Quantitative research sets up a theory or proposition which is tested by the data that is collected which can either support or reject the theory, and, depending on the results, it is accepted or rejected. White (2000), however, goes on to say that numbers alone are not sufficient; units of amount must be included, for example, metres or hours. The researcher must have a clear understanding of what must be measured and how it must be measured. The scale of the measurement to be used must be identified; for example, data may be nominal or categorical. The respondents may be grouped according to age or gender.

3.2 RESEARCH TECHNIQUES

3.2.1 Observational Research

McBurney and White (2004) define the observational research as a research strategy whereby ongoing behaviour is observed and is recorded without attempting to influence it. There are two types of observational research, namely, the naturalistic behaviour and participant-observer research. The method that was followed when observing at the eThekwini Municipality's Electricity Department was the non-reactive research, which is another form of naturalistic observation where the subjects are not aware that there is a study taking place.

A survey, which is defined by McBurney and White (2004) as assessing public opinion or individual characteristics through the use of questionnaires and sampling, was conducted at the eThekwini Municipality's Electricity Department situated at 1 Jelf Taylor Crescent, Durban. The questionnaires were given to customers of different races and ages, at random, after being served, to evaluate the service rendered. The questionnaires were designed according to the 5-Likert scale to make it easier for the respondents to fill in, hence the good response on the day.

3.2.2. Conducting Interviews

Another technique, mostly used in data collection, is that of conducting interviews, according to Gavin (2008), especially when using the qualitative research method. Interviews provide a depth and breadth to data if conducted effectively. McBurney and White (2004) concur with Gavin by saying that personal interviews have the advantage that the interviewers can establish an understanding with the people being interviewed, and get more information as a result. There is, however, a big disadvantage: the interviewee can give biased answers in trying to please the interviewer or thinking that this is what the interviewer wants to hear.

Gavin (2008) suggests that these are the characteristics of a good interview:

- Familiarity with the topic and a high level of knowledge about it;
- The ability to structure a discussion;

- A clear and gentle manner of speaking without jargon or aggression;
- Sensitivity and empathy shown through listening attentively;
- Openness to respond to the interviewee and being flexible enough to change direction if necessary;
- Being focused enough to steer the interview towards its objectives;
- Critical enough to challenge what is said and to deal with inconsistencies in replies;
- Having a good memory and the ability to relate what is said to what has gone before;
- Having the ability to interpret without imposing meaning; and
- Knowing when to be quiet and when to speak.

3.2.3 Research design

White (2000) looks at the research design as a general term in research methodology that embraces a number of separate but related issues. Buchanan and Bryman (2009) concur with White and define it as a plan that encompasses everything needed for conducting a study that considers several components. The objectives of the research, the data-collecting techniques, the chosen methods of data analysis and interpretation, and the selection of the appropriate methodology are all included in research design.

Validity and reliability are the two important concepts that have to be built into the research design. Validity, according to White (2000), is about the research questions and objectives that the researcher aims to answer and achieve, respectively. The main objective of this study was to ensure customer satisfaction and identify possible means of improving service delivery. Reliability is about stability of the research and whether other researchers can use the design applied in one's research and obtain "analogous findings". Daymon and Holloway (2011) state that the problems of reliability in qualitative research can only be overcome by generating a monitoring tool that will be used to monitor all the steps of the research.

3.3 THE RESEARCH INSTRUMENT

The questionnaire was used as a research instrument. The questionnaire was divided into three sections: Section A which consisted of six questions on the demographics of the respondents. Section B consisted of four questions on the personal experience that the respondents had with the service provider. The respondent was supposed to give a clear picture of the kind of service or treatment that he/she experienced when being served. The respondent could only judge from the conversation if the person that served him/her knew his/her work and if the service provider followed the *Batho Pele* principles. Section C of the questionnaire is about how the customer views the physical appearance of the offices of the eThekwini Municipality. Section C consists of ten questions, based on the experience of the respondent while being attended to on the premises of the eThekwini Municipality.

3.4 PROBLEM STATEMENT

Municipalities are awash with corruption and maladministration reports. The MEC for Co-operative Governance and Traditional Affairs in KZN, Ms Nomusa Dube, according to the KZN Top Business Portfolio, regularly announces the names of municipalities that will be under Administration because of maladministration or corruption. A healthy relationship between the municipality and external customers is essential as customer satisfaction is a yardstick for municipal performance. Surveys on customer satisfaction form part of improving the service delivery of the municipality.

3.5 OBJECTIVES OF THE STUDY

The purpose of the study is to enable the eThekwini Municipality to obtain feedback from its residents/clients regarding electricity service delivery, with the aim of utilising the feedback information to improve service/functions delivery and to inform future strategic and operational planning. The aim is to explore and analyse the

views and perceptions of the current service delivery arrangement between the eThekwini Municipality and the relevant stakeholders.

The objectives of the study were to:

- Determine the satisfaction/dissatisfaction level of community members and other constituents with regard to electricity service delivery;
- Establish the responsiveness of the eThekwini Municipality when dealing with complaints on electricity service delivery; and
- Ascertain what can be done to improve service delivery.

3.6 RESEARCH ETHICS

The University of KwaZulu-Natal Research Ethics Committee gave authorization to the researcher prior to the institutionalisation of the research. Daymon and Holloway (2011) state that the university review boards and human research ethics committees give guidance the researcher on how to conduct ethical research and issue ethical clearance certificate. Ownership of the ethical clearance certificate, however, does not guarantee that the researcher will act ethically. When data is collected through human interaction, ethical issues must be of the utmost importance, because of inherent challenges related to qualitative research.

Ethical problems arise throughout the research process, but researchers are obliged to deal with ethical considerations in the planning stage of the research. Daymon and Holloway (2011) go on to suggest that ethical problems occur throughout the research procedure. If the respondents act on anonymity, then the researcher must make sure that the respondents may never be identified. Ethical issues must therefore not just be well understood by the researcher, but have to be included in the writing of the research report, dissertation or thesis (Daymon and Holloway, 2011).

Buchanan and Bryman (2009) suggest that proper academic research is a process defined by scholarly impartiality from the subject studied. The research conducted

must not be associated with political debates about the objectives to which such research must be put.

Buchanan and Bryman (2009) continue to look at the critics views on ethics, as the critics have raised a robust ethical objection to more indirect forms of the detachment by the researcher from the subject and objects of the research. The critics also draw attention to how conservative practices in academic writing push for the emphasis on the authority of an ‘unemotional and objective academic voice’.

Savin-Baden and Major (2013) look at the definition of ethics in general; that ethics are the moral principles that administer behaviour or the correctness of a particular behaviour. Ethics is also a branch of philosophy that focuses on multifaceted questions of morality, hence the importance of including ethics throughout the research project.

3.8 CONCLUSION

According to Mthembu (2009) in a period where democracy and human rights are fundamental, service delivery is imperative. The eThekwini Municipality has seen service delivery protests arising out of unsatisfied members of the public; thus behoves the municipality to be proactive, hence the importance of the study. There have never been strikes or public complaints directed at the eThekwini Municipality’s Electricity Department, but that does not mean there should be complacency. The following chapter will look at the questionnaires completed by the respondents and analyse the results. The analysis of the results will also be presented in the next chapter and that will provide guidance to the Municipality as to what to do from now onwards.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

The data from the completed survey questionnaires were coded and captured in SPSS (Statistical Package for Social Science) Version 20, for Windows and used for descriptive and inferential analysis. The results from the data analysis are also presented in this section. The findings of the research are discussed in the light of the literature on the subject. By interpreting the statistical analysis of the data collected, the extent to which the research objectives are met and the research questions are answered is demonstrated.

Sixty-eight questionnaires were given to customers at the eThekwini Electricity Department; eighteen were given to teachers at different schools and fourteen to households in townships. In all, a hundred questionnaires were distributed to participants. Eighty-eight were returned.

4.2 ANALYSIS

The next section discusses the analysis.

Table 4.1 Age distribution of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 25	9	10.2	10.2	10.2
	26 – 35	23	26.1	26.1	36.4
	36 – 45	23	26.1	26.1	62.5
	46 – 55	23	26.1	26.1	88.6
	56 -65	7	8.0	8.0	96.6
	>66	3	3.4	3.4	100.0
	Total	88	100.0	100.0	

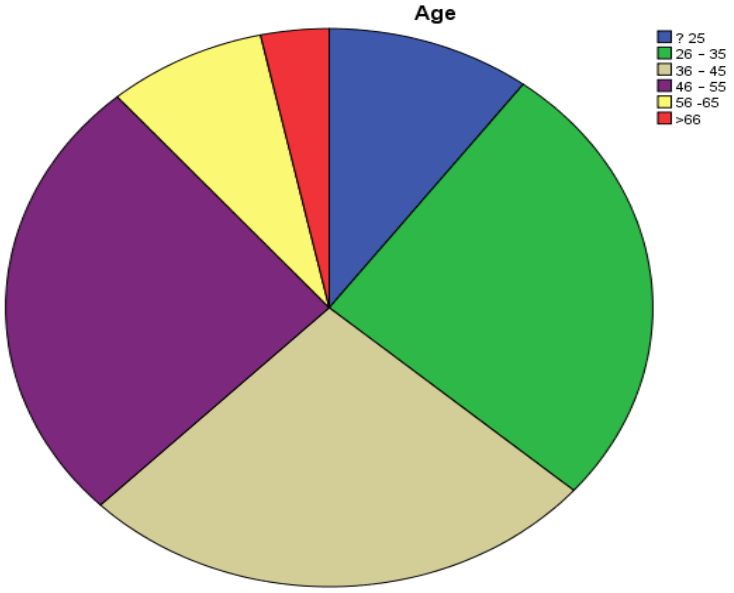


Figure 4.1 Age distribution of respondents.

Table 4.1 and Figure 4.1 indicate the age distribution of respondents. The largest percentages of the respondents fell in the 26-35 category, with a high percentage (26.1%), followed by 36-45 at 26.1%, 46-55 at 26.1%, 25 at 10.2%, 56-65 at 8.0% and >66 comprising 3.4%.

Table 4.2 Marital Status of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	39	44.3	44.3	44.3
	Married	34	38.6	38.6	83.0
	Divorced	6	6.8	6.8	89.8
	Widowed	5	5.7	5.7	95.5
	Never Married	4	4.5	4.5	100.0
	Total	88	100.0	100.0	

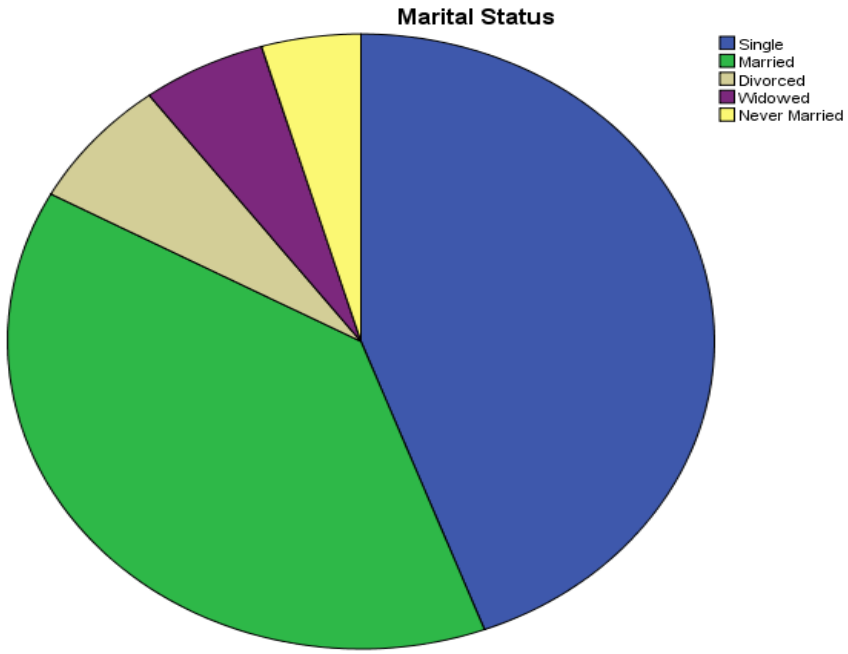


Figure 4.2 Marital status of respondents.

Table 4.2 and Figure 4.2 indicate the marital status of respondents. The largest percentages of the respondents fell into the single category with the high percentage 44.3%, followed by married respondents at 38.6%, divorced at 6.8%, widowed at 5.7%, and unmarried at 4.5%.

Table 4.3 Gender distribution of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	43	48.9	48.9	48.9
	Female	45	51.1	51.1	100.0
	Total	88	100.0	100.0	

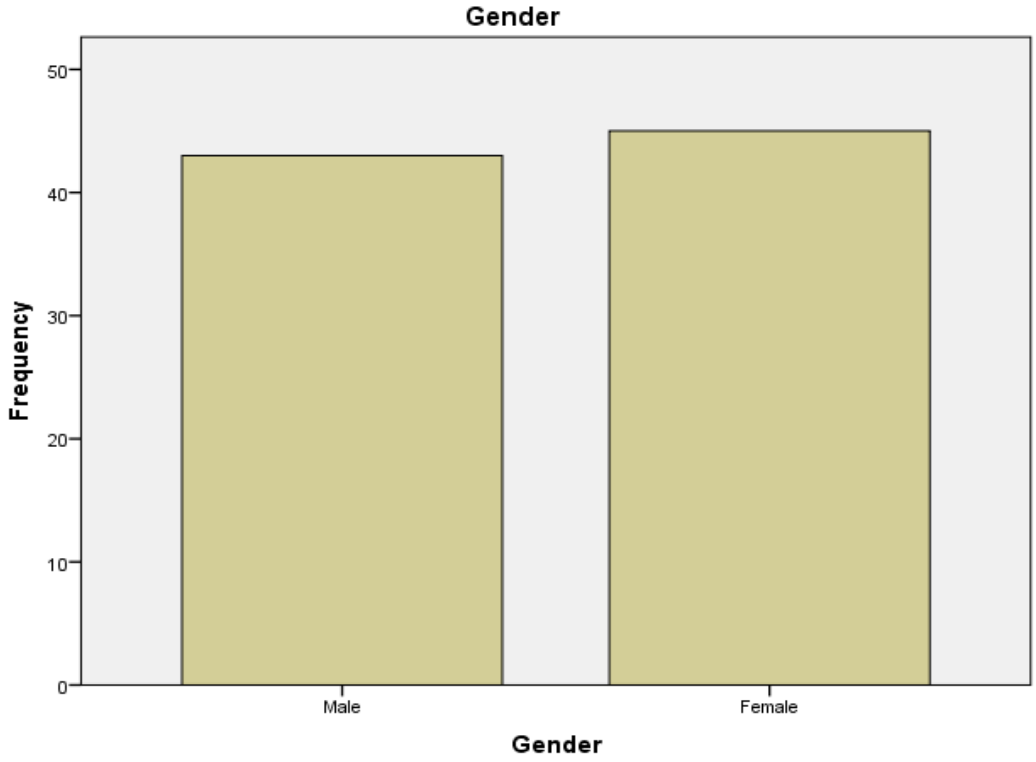


Figure 4.3 Gender distribution of respondents.

Table 4.3 and Figure 4.3 indicate the gender distribution of respondents. The largest percentages of respondents fell into the female category (51.1%), followed by males at 48.9%.

Table 4.4: Level of education of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below matric	4	4.5	4.5	4.5
	Matric	19	21.6	21.6	26.1
	Certificate	9	10.2	10.2	36.4
	Diploma/Degree	40	45.5	45.5	81.8
	Post graduate	16	18.2	18.2	100.0
	Total	88	100.0	100.0	

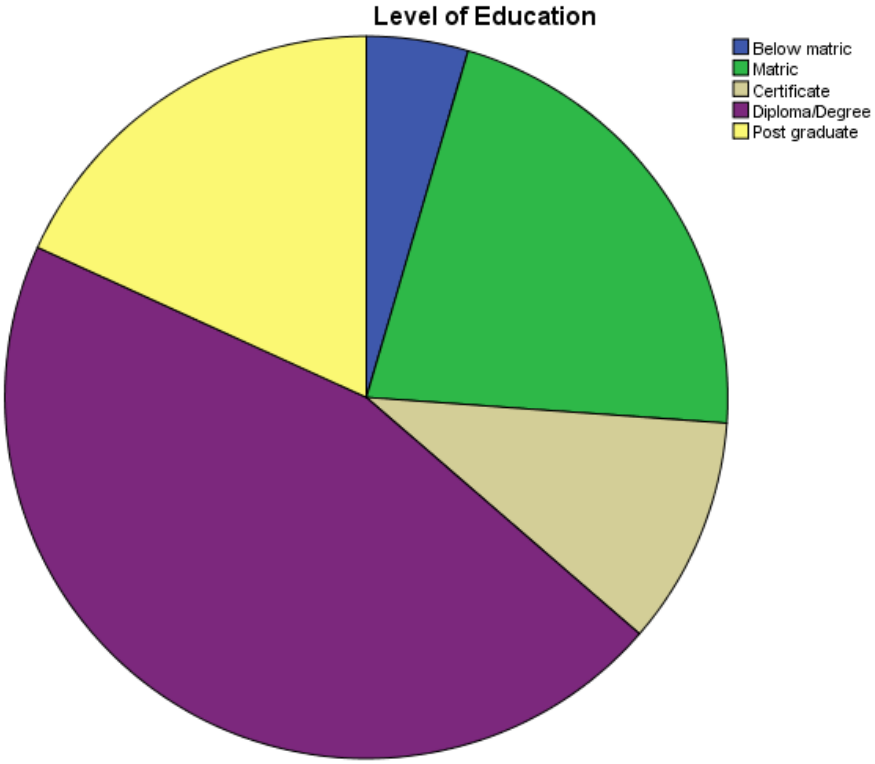


Figure 4.4 Level of education of respondents.

Table 4.4 and Figure 4.4 indicate the level of education of respondents. The largest percentages of the respondents fell into the Diploma/Degree category with a percentage of 45.5%, followed by matric at 21.6%, a post graduate qualification at 18.2%, a certificate at 10.2%, and 4,5% did not have matric.

Table 4.5 Position at work of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unskilled	5	5.7	5.9	5.9
	Skilled	54	61.4	63.5	69.4
	Supervisor	7	8.0	8.2	77.6
	Middle management	15	17.0	17.6	95.3
	Top management	4	4.5	4.7	100.0
	Total	85	96.6	100.0	
Missing	System	3	3.4		
Total		88	100.0		

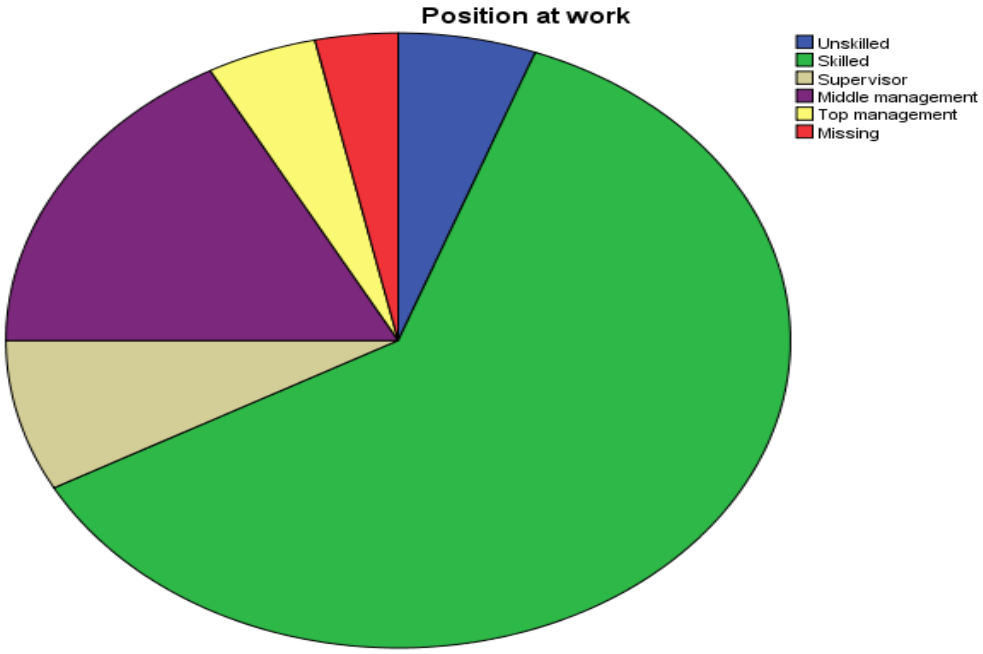


Figure 4.5 Position at work of respondents.

Table 4.5 and Figure 4.5 indicate the distributions of respondents according to positions at work. The largest percentages of the respondents fell into the skilled category with a high percentage of 61.4%, followed by middle management at 17.0%, supervisors at 8.0%, unskilled employees at 5.7%, top management at 4.5% and an unanswered percentage totalled 3.4%.

Table 4.6 Occupation of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employed	68	77.3	77.3	77.3
	Unemployed	8	9.1	9.1	86.4
	Self-employed	12	13.6	13.6	100.0
	Total	88	100.0	100.0	

Figure 4.6 Occupation of respondents.

Table 4.6 and Figure 4.6 indicate the occupation distribution of respondents. The largest percentages of the respondents fell into the employed category with a high percentage of 77.3%, followed by the self-employed at 13.6%, and the unemployed made up 9.1%.

Table 4.7 In your most recent customer service experience, how did you contact the eThekwini electricity department?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	In person	39	44.3	45.9	45.9
	By telephone	37	42.0	43.5	89.4
	By internet	8	9.1	9.4	98.8
	Other	1	1.1	1.2	100.0
	Total	85	96.6	100.0	
Missing	System	3	3.4		
Total		88	100.0		

Figure 4.7 In your most recent customer service experience, how did you contact the eThekwini electricity department?

Table 4.7 reveals that in the most recent customer-service experience, the largest percentage (44.3%) went to the premises in person, followed by telephonic contact at 42.0%, by internet at 9.1%; 3.4% did not answer the question, and other means of contacting the Department came to 1.1% of respondents.

Table 4.8 About how long did you have to wait before speaking to a representative?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I was taken care of immediately	14	15.9	16.9	16.9
	Within 3 minutes	16	18.2	19.3	36.1
	3-5 minutes	16	18.2	19.3	55.4
	5 – 10 minutes	37	42.0	44.6	100.0
	Total	83	94.3	100.0	
Missing	System	5	5.7		
Total		88	100.0		

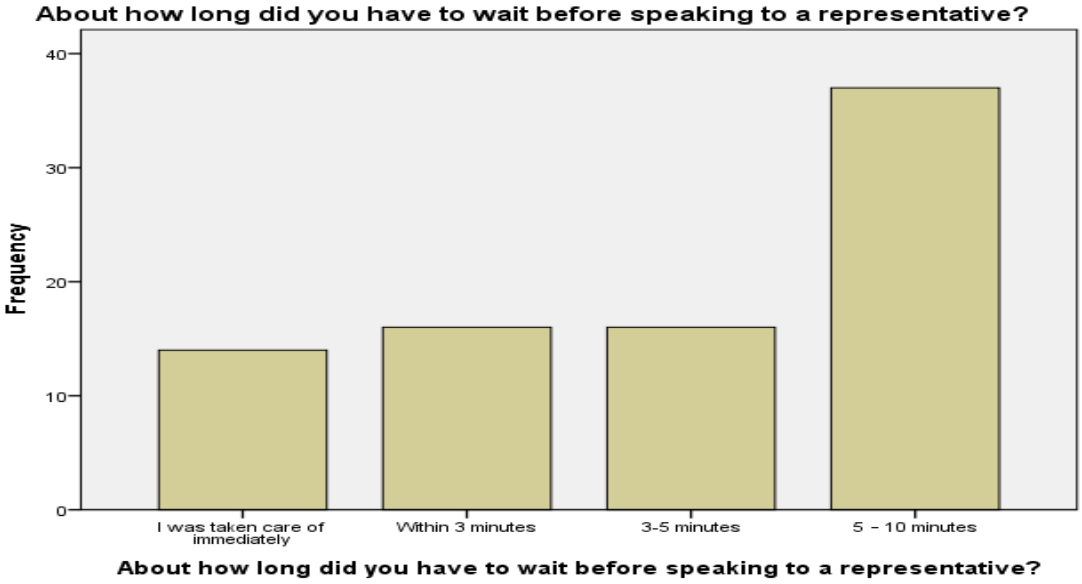


Figure 4.8: About how long did you have to wait before speaking to a representative?

Table 4.8 and Figure 4.8 indicate the approximate length of time the respondent had to wait before speaking to a representative. The largest percentage of the respondents waited 5-10 minutes (42.0%), followed by “within 3 minutes” at 18.2%, 3-5 minutes at 18.2%; 15.9% were attended to immediately. 5.7% did not answer the question.

Table 4.9 How many times did you have to consult with the eThekwini Electricity Department before the problem was solved?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Once	35	39.8	41.2	41.2
	Twice	21	23.9	24.7	65.9
	Three times	12	13.6	14.1	80.0
	More than three times	17	19.3	20.0	100.0
	Total	85	96.6	100.0	
Missing	System	3	3.4		
Total		88	100.0		

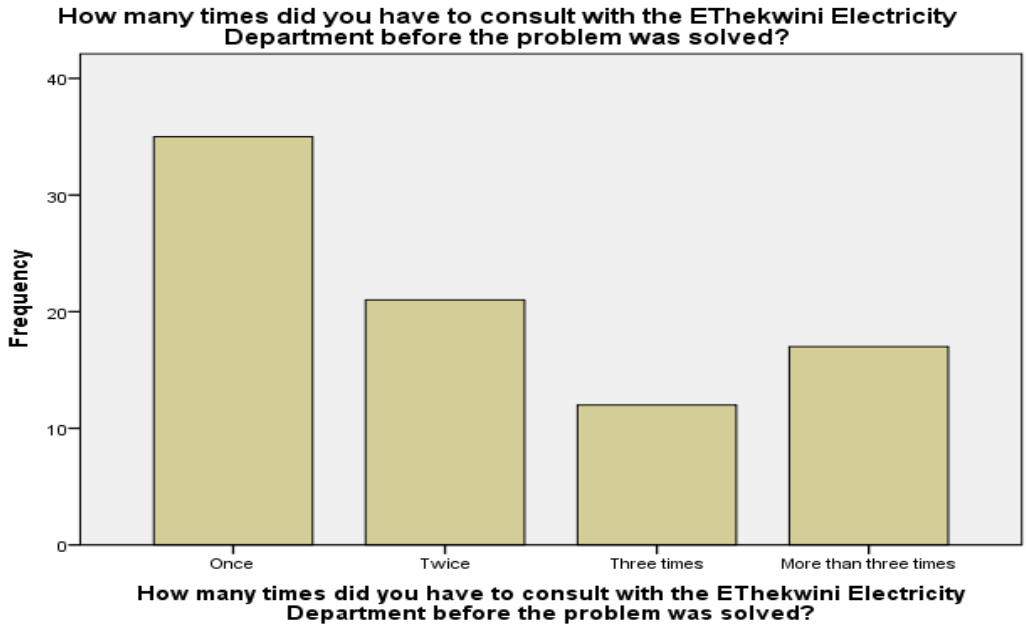


Figure 4.9 How many times did you have to consult with the eThekwini Electricity Department before the problem was solved?

Table 4.9 and Figure 4.9 indicate how many times customers had to consult with the eThekwini Electricity Department before a problem was solved. The largest percentage (39,8%) of the respondents consulted the Department once, followed by twice at 23.9%, more than three times at 19.3%, three times at 13.6%, and 3.4% of participants did not respond to the question.

Table 4.10 Did the representative show competence?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Quickly identified the problem	29	33.0	34.5	34.5
	Appeared knowledgeable and competent	21	23.9	25.0	59.5
	Helped me understand the cause of and the solution to the problem	24	27.3	28.6	88.1
	Handled issues with courtesy and professionalism	10	11.4	11.9	100.0
	Total	84	95.5	100.0	
Missing	System	4	4.5		
Total		88	100.0		

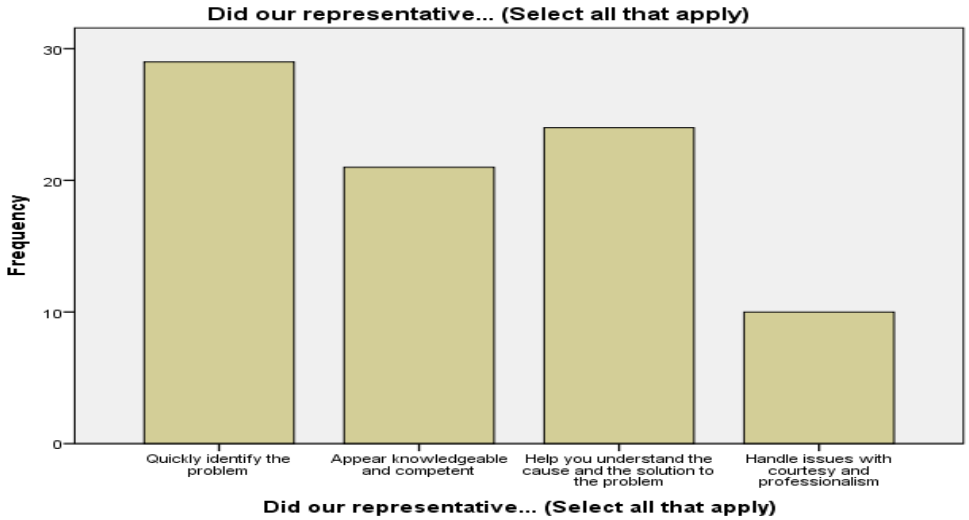


Figure 4.10 Did the representative show competence?

Table 4.10 and Figure 4.10 indicate the perceived competence and speed at which problems were handled. The largest percentage of the respondents (33.0%) agreed that the representative quickly identified the problem, followed by 27.3% who had been helped to understand the cause of, and the solution to the problem, while 23.9% said the representative appeared knowledgeable and competent. Only 11.4% said the representative handled issues with courtesy and professionalism. A few participants (4.5%) did not respond to the question.

Table 4.11 The physical facilities at the eThekwini Electricity Department are visually appealing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	5.7	5.7	5.7
	Disagree	10	11.4	11.5	17.2
	Neutral	24	27.3	27.6	44.8
	Agree	34	38.6	39.1	83.9
	Strongly Agree	14	15.9	16.1	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

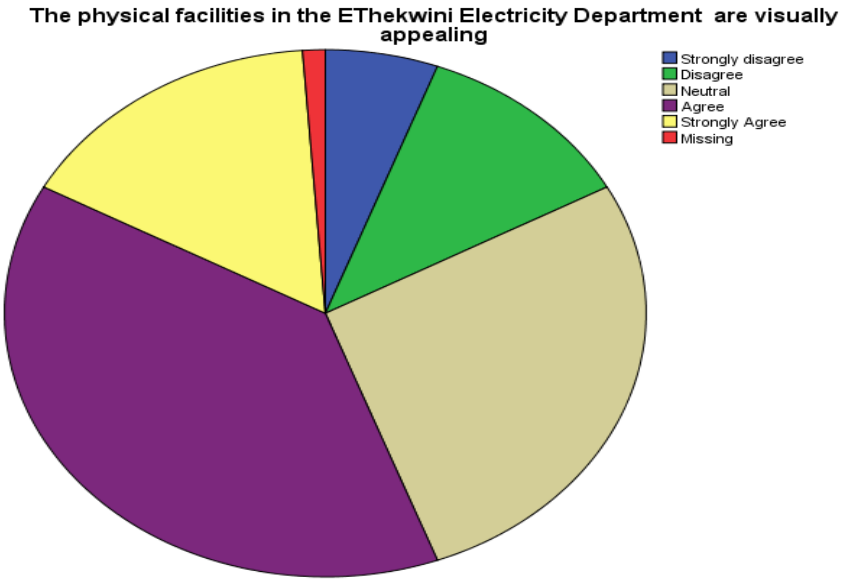


Figure 4.11: The physical facilities at the eThekwini Electricity Department are visually appealing.

Table 4.11 and Figure 4.11 indicate the opinions about the physical facilities at the eThekwini Electricity Department relating to visual appeal. The largest percentage agreed (38.6%), followed by those who were neutral (27.3%); some strongly agreed (15.9%), others disagreed (11.4%), while 5,7% strongly disagreed. A few (1.1%) did not respond.

Table 4.12 Materials associated with the services (such as information brochures) are visually appealing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	3.4	3.4	3.4
	Disagree	13	14.8	14.9	18.4
	Neutral	23	26.1	26.4	44.8
	Agree	35	39.8	40.2	85.1
	Strongly Agree	13	14.8	14.9	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

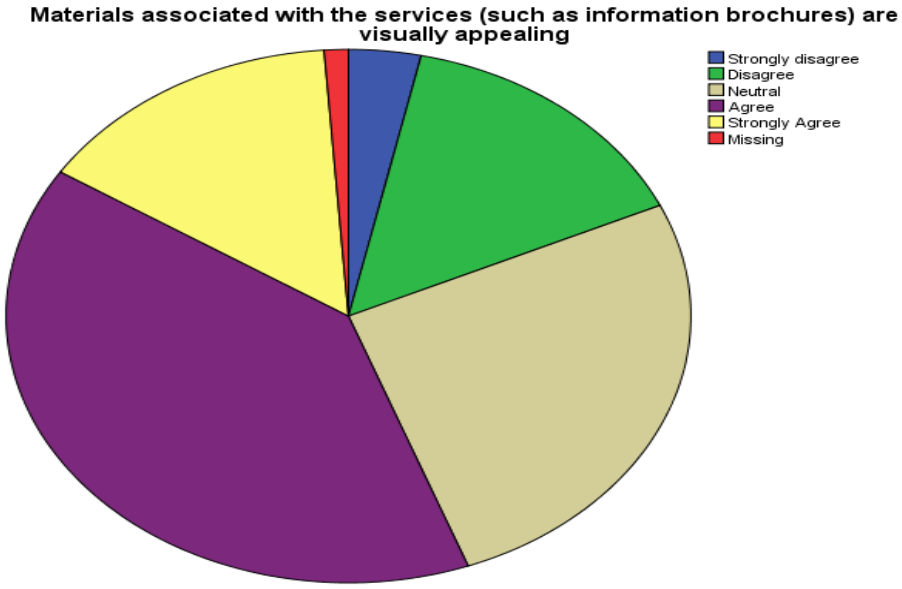


Figure 4.12 Materials associated with the services (such as information brochures) are visually appealing

Table 4.12 and Figure 4.12 indicate opinions about whether the materials associated with the services (such as information brochures) were visually appealing. The largest percentage of the respondents (39.8%) agreed that they were, followed by neutral responses (26.1%); some disagreed (14.8%), others strongly agreed (14.8%), while a few strongly disagreed (3.4%). Only (1.1%) did not give an opinion.

Table 4.13 The eThekwini Electricity Department keeps to its promised response time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	10	11.4	11.5	11.5
	Disagree	14	15.9	16.1	27.6
	Neutral	35	39.8	40.2	67.8
	Agree	16	18.2	18.4	86.2
	Strongly Agree	12	13.6	13.8	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

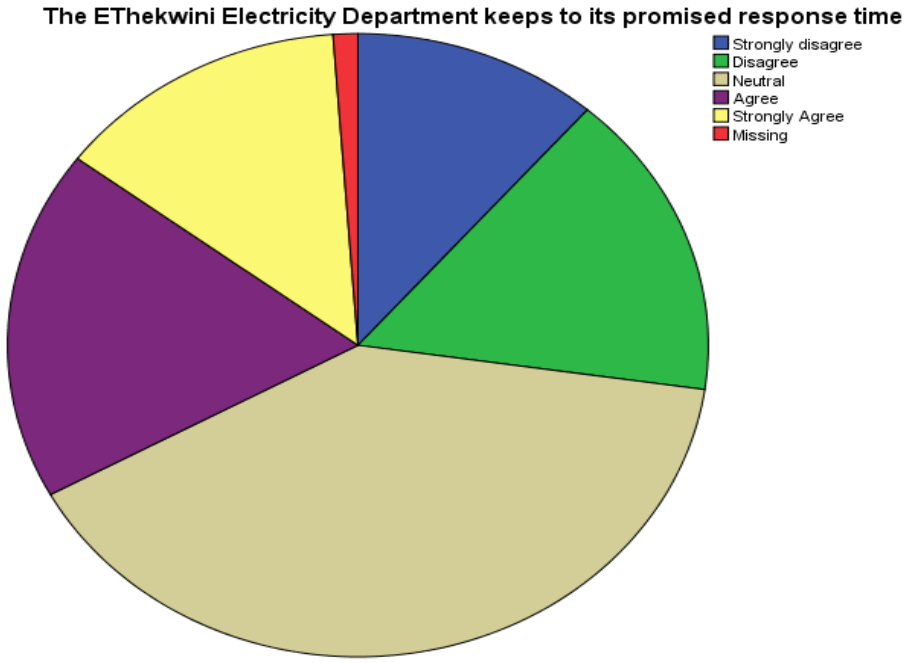


Figure 4.13 The eThekwini Electricity Department keeps to its promised response time.

Table 4.12 and Figure 4.12 indicate that the eThekwini Electricity Department kept to its promised response time. The largest group of respondents were neutral (39.8%), followed by 18.2% who agreed; 15,9% disagreed, 13,6% strongly agreed and 11.4% simply disagreed; 1.1% did not answer the question.

Table 4.14: When customers have a problem, staff show a sincere interest in resolving it

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	4.5	4.7	4.7
	Disagree	14	15.9	16.3	20.9
	Neutral	23	26.1	26.7	47.7
	Agree	31	35.2	36.0	83.7
	Strongly Agree	14	15.9	16.3	100.0
	Total	86	97.7	100.0	
Missing	System	2	2.3		
Total		88	100.0		

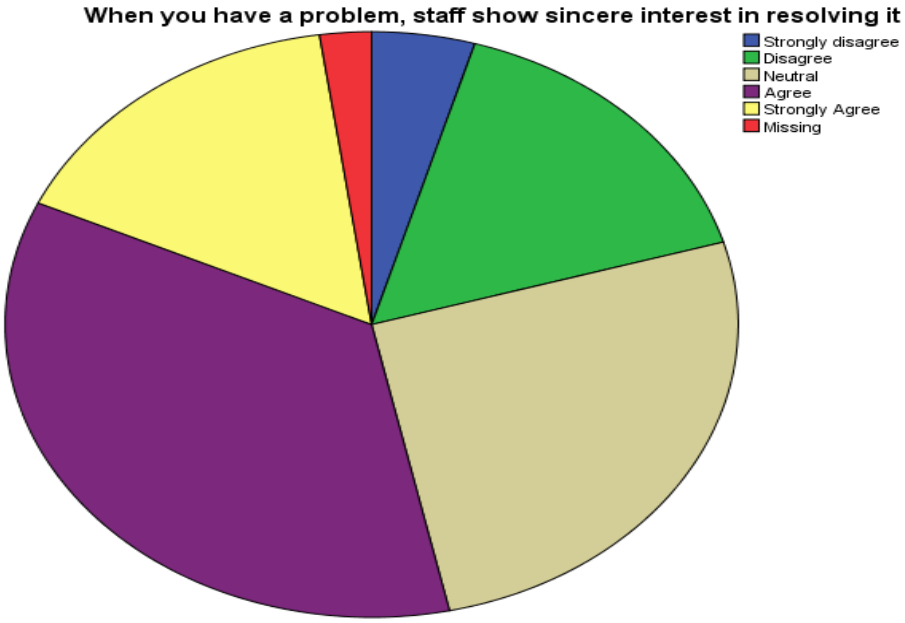


Figure 4.14: When customers have a problem, staff show a sincere interest in resolving it.

Table 4.14 and Figure 4.14 indicate that when participants experienced a problem, staff usually showed a sincere interest in resolving it; 35.2% of respondents formed the largest group and they agreed, followed by those who were neutral (26.1%); 15,9% disagreed, another 15.9% strongly disagreed, 4.5% strongly disagreed while 2.3% chose not to respond to the question.

Table 4.15 The eThekwini Electricity Department rectifies problems correctly at the first attempt

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	8.0	8.2	8.2
	Disagree	16	18.2	18.8	27.1
	Neutral	32	36.4	37.6	64.7
	Agree	22	25.0	25.9	90.6
	Strongly Agree	8	9.1	9.4	100.0
	Total	85	96.6	100.0	
Missing	System	3	3.4		
Total		88	100.0		

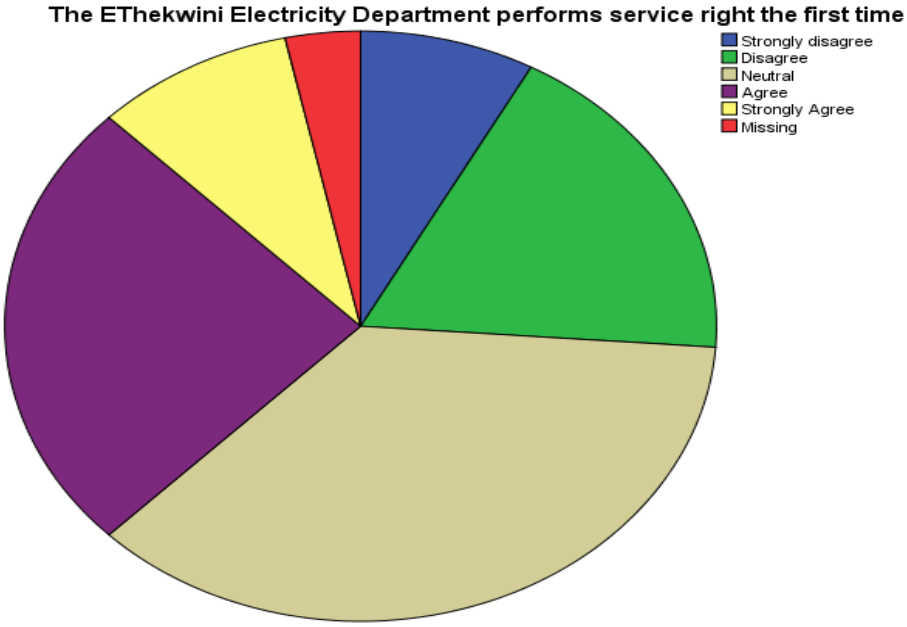


Figure 4.15 The eThekwini Electricity Department rectifies problems correctly at the first attempt

Table 4.15 and Figure 4.15 indicate that the eThekwini Electricity Department usually rectified problems correctly at the first attempt. The largest percentage of respondents fell into the neutral category with a percentage of 36.4%, followed by those who agreed 25.0%; others disagreed (18.2%) while 9,1% strongly agreed and 8% strongly disagreed. Of the participants 3.4% did not answer the question.

Table 4.16: The eThekwini Electricity Department keeps its service levels at the same standard at all times of the day

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	7	8.0	8.1	8.1
	Disagree	22	25.0	25.6	33.7
	Neutral	24	27.3	27.9	61.6
	Agree	24	27.3	27.9	89.5
	Strongly Agree	9	10.2	10.5	100.0
	Total	86	97.7	100.0	
Missing	System	2	2.3		
Total		88	100.0		

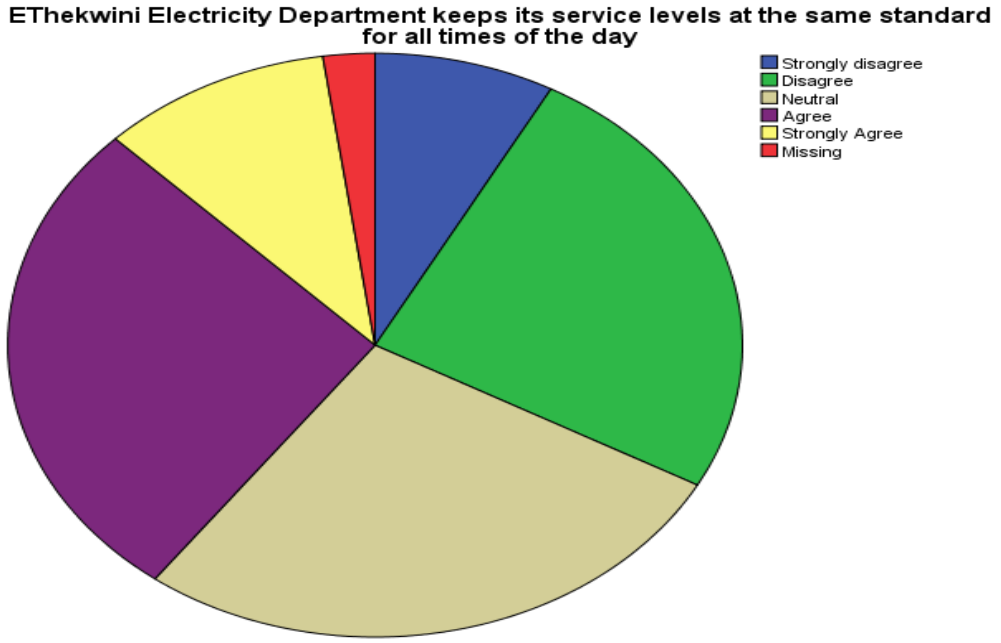


Figure 4.16: The eThekwini Electricity Department keeps its service levels at the same standard at all times of the day

Table 4.16 and Figure 4.16 indicate that the eThekwini Electricity Department usually kept its service levels at the same standard at all times of the day. The largest percentage of respondents fell into the neutral category at 27.3%, followed by those who agreed at 27.3% and those who disagreed at 25.0%; 10.2% strongly agreed at 10.2% and 8.0% strongly disagreed. A few respondents (3.4%) did not answer the question.

Table 4.17: eThekwini Electricity Department insists on an error-free service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	6.8	7.0	7.0
	Disagree	18	20.5	20.9	27.9
	Neutral	29	33.0	33.7	61.6
	Agree	22	25.0	25.6	87.2
	Strongly Agree	11	12.5	12.8	100.0
	Total	86	97.7	100.0	
Missing	System	2	2.3		
Total		88	100.0		

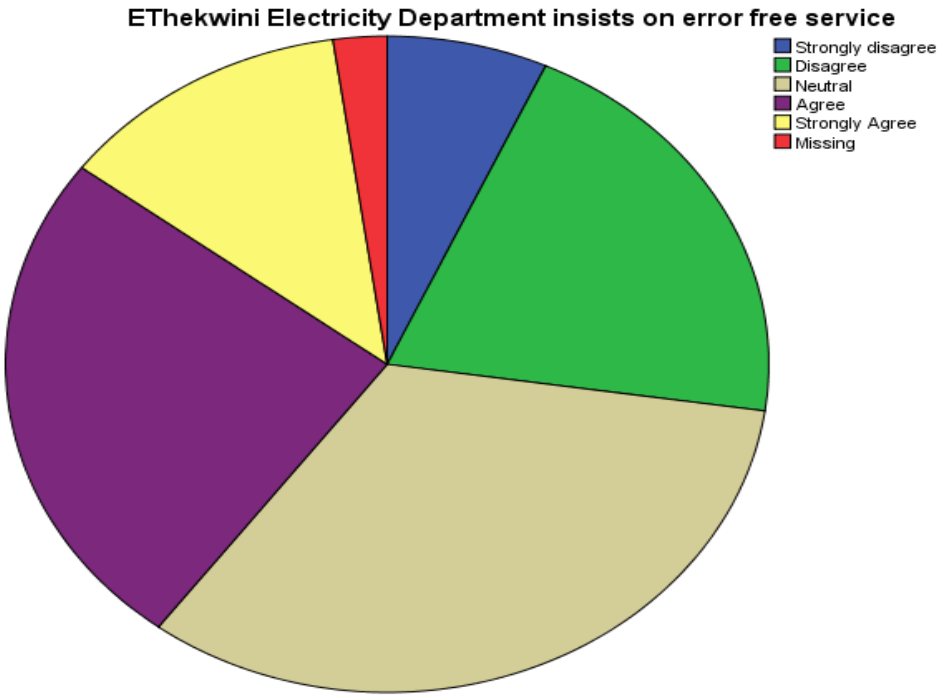


Figure 4.17: eThekwini Electricity Department insists on an error-free service

Table 4.17 and Figure 4.17 indicate opinions about whether the eThekwini Electricity Department insists on an error free service. The largest percentage of respondents fell into the neutral category (33.0%), followed by those who agreed (25.0%), those who disagreed (20.5%), strongly agreed (12.5%), strongly disagreed (6.8%), and 3.4% chose not to answer the question.

Table 4.18: The behaviour of staff at the eThekwini Electricity Department inspires confidence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	3.4	3.4	3.4
	Disagree	7	8.0	8.0	11.5
	Neutral	34	38.6	39.1	50.6
	Agree	28	31.8	32.2	82.8
	Strongly Agree	15	17.0	17.2	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

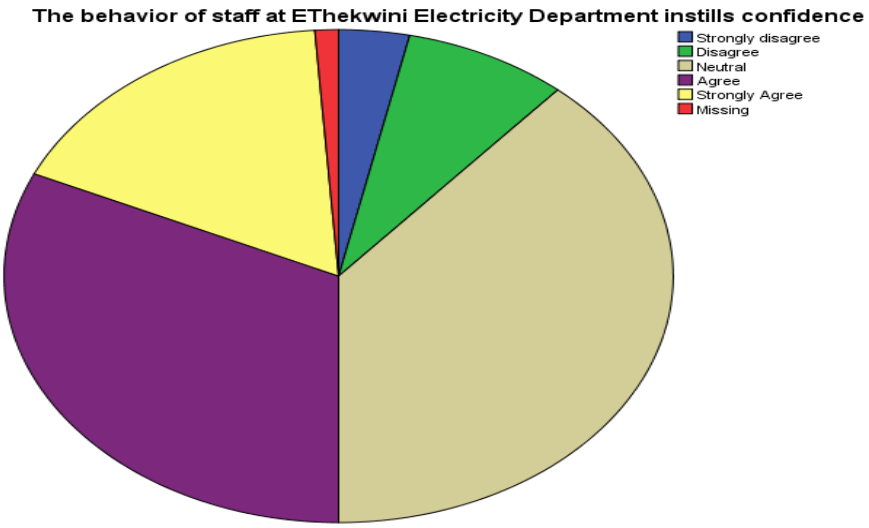


Figure 4.18: The behaviour of staff at eThekwini Electricity Department inspires confidence

Table 4.18 and Figure 4.18 indicate whether the attitudes of staff at the eThekwini Electricity Department inspires confidence. The largest percentage of the respondents fell into the neutral category (38.6%), followed by those who agreed (31.8%), strongly agreed (17.0%), disagreed (8.0%) and strongly disagreed (3.4%). A few (1.1%) chose not to answer the question.

Table 4.19: The staff at eThekwini Electricity Department give customers prompt service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	2.3	2.3	2.3
	Disagree	14	15.9	16.1	18.4
	Neutral	26	29.5	29.9	48.3
	Agree	33	37.5	37.9	86.2
	Strongly Agree	12	13.6	13.8	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

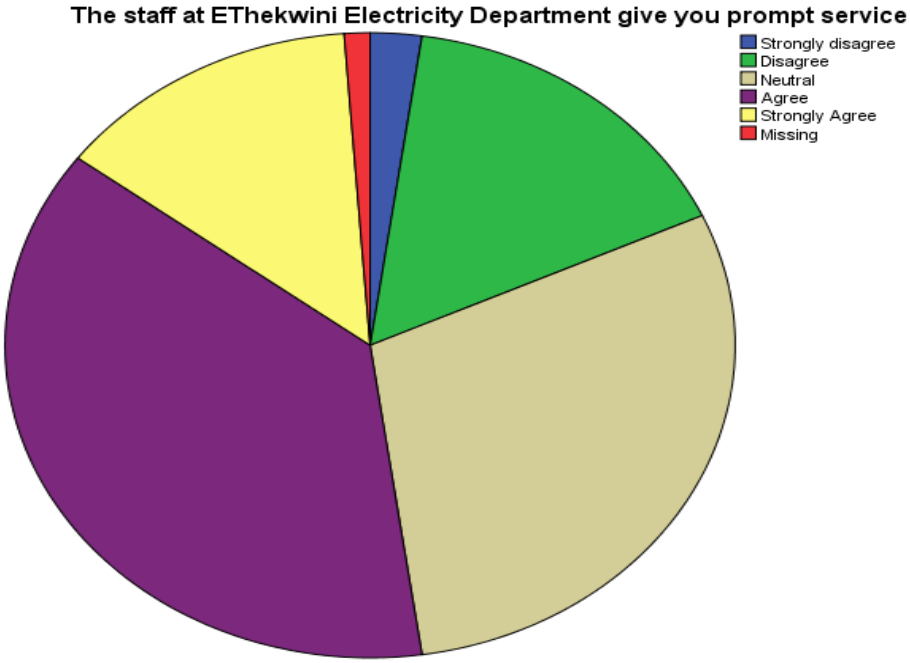


Figure 4.19: The staff at eThekwini Electricity Department give customers prompt service

Table 4.19 and Figure 4.19 indicate customers' views about whether the staff at eThekwini Electricity Department provided prompt service. The largest percentage of the respondents agreed (37.5%), followed by those who were neutral (29.5%), others disagreed (15.9%), some strongly agreed (13.6%), and a few strongly disagreed (2.3%); 1.1% chose not to answer.

Table 4.20: The staff at eThekwini Electricity Department are knowledgeable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.1	1.1	1.1
	Disagree	7	8.0	8.0	9.2
	Neutral	25	28.4	28.7	37.9
	Agree	38	43.2	43.7	81.6
	Strongly Agree	16	18.2	18.4	100.0
	Total	87	98.9	100.0	
Missing	System	1	1.1		
Total		88	100.0		

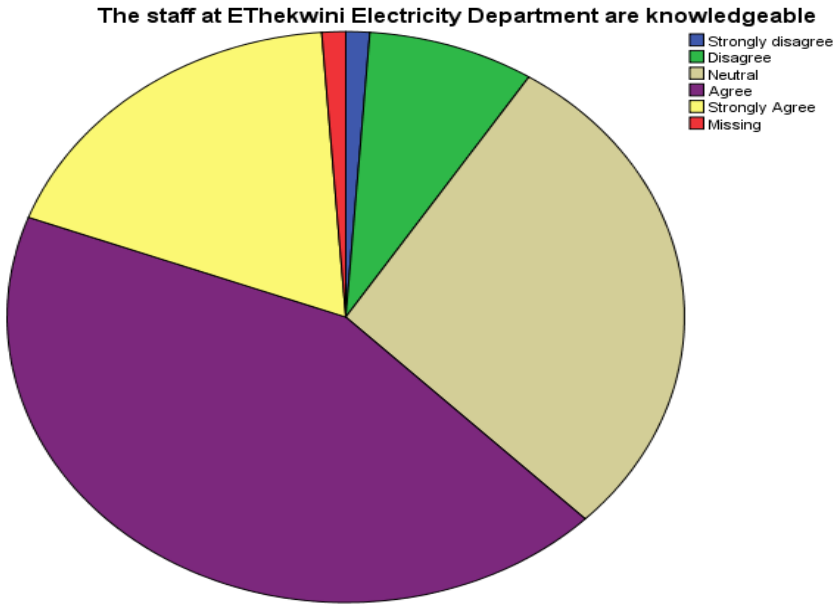


Figure 4.20: The staff at eThekwini Electricity Department are knowledgeable.

Table 4.20 and Figure 4.20 indicate the opinions about whether staff at the eThekwini Electricity Department are knowledgeable. The largest percentage of the respondents agreed (43.2%), followed by “neutral” at (28.4%); however, some strongly agreed (18.2%), and 8.0% disagreed (8.0%), only 1.1% strongly disagreed and 1.1% of respondents chose not to respond to the question.

Table 4.21 Load shedding affected all communities equally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	26	29.5	31.3	31.3
	Disagree	15	17.0	18.1	49.4
	Neutral	15	17.0	18.1	67.5
	Agree	17	19.3	20.5	88.0
	Strongly Agree	10	11.4	12.0	100.0
	Total	83	94.3	100.0	
Missing	System	5	5.7		
Total		88	100.0		

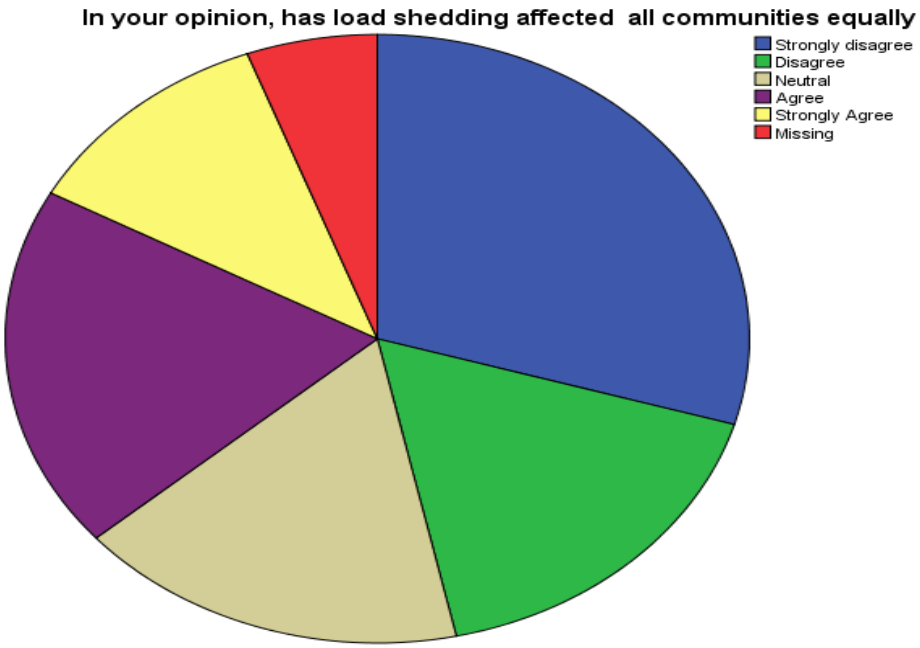


Figure 4.21: Load shedding affected all communities equally

Table 4.21 and Figure 4.21 indicate whether customers thought load shedding affected all communities equally. The largest percentage of the respondents strongly agreed (29.5%), followed by those who agreed (19.3%), some disagreed (17.0%), others were neutral (17.0%), while a few strongly agreed (11.4%); 5.7% chose not to answer the question.

Table 4.22: In my area, I get prior notification of electricity disruptions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	27	30.7	32.5	32.5
	Disagree	11	12.5	13.3	45.8
	Neutral	12	13.6	14.5	60.2
	Agree	24	27.3	28.9	89.2
	Strongly Agree	9	10.2	10.8	100.0
	Total	83	94.3	100.0	
Missing	System	5	5.7		
Total		88	100.0		

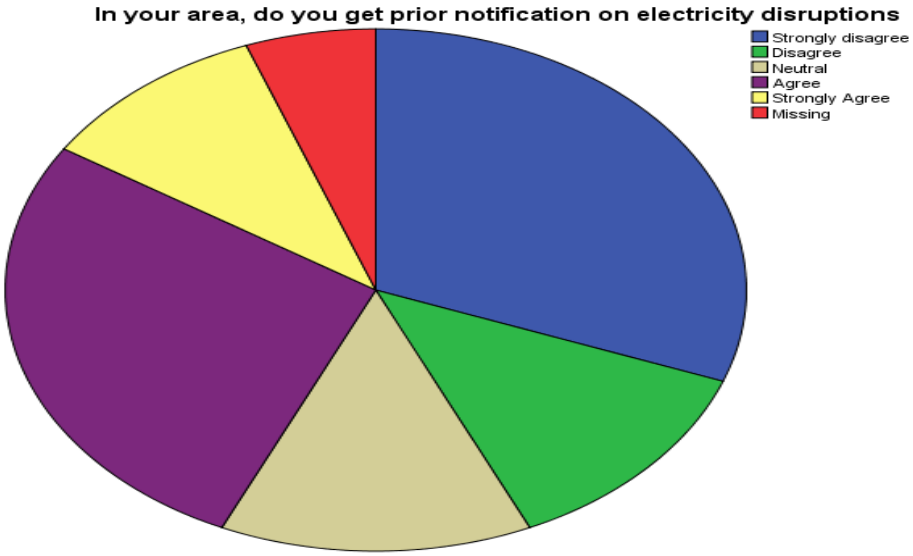


Figure 4.22: In my area, I get prior notification of electricity disruptions

Table 4.22 and Figure 4.22 indicate there was prior notification of electricity disruptions. The largest percentage of the respondents strongly disagreed (30.7%), followed by those who agreed (27.3%); 13.6% were neutral, while some disagreed (12.5%). others strongly agreed (10.2%), and 5.7% chose not to give an opinion.

Table 4.23 The Electricity Department staff includes people who are able to help the hearing-impaired customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	12	13.6	15.2	15.2
	Disagree	9	10.2	11.4	26.6
	Neutral	41	46.6	51.9	78.5
	Agree	9	10.2	11.4	89.9
	Strongly Agree	8	9.1	10.1	100.0
	Total	79	89.8	100.0	
Missing	System	9	10.2		
Total		88	100.0		

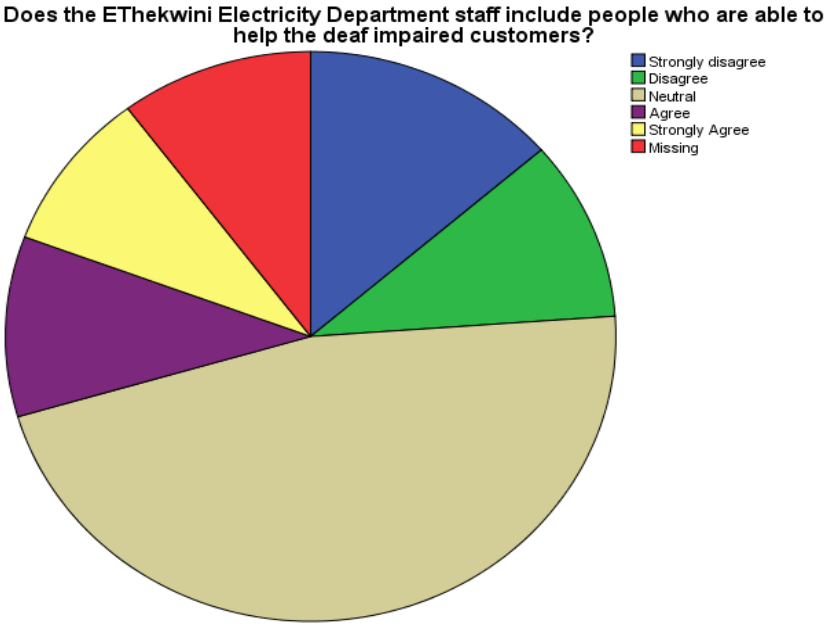


Figure 4.23: The Electricity Department staff includes people who are able to help the hearing-impaired customers

Table 4.23 and Figure 4.23 indicate the views of customers about whether the Electricity Department staff include people who are able to help the hearing-impaired customers. The largest percentage of respondents were neutral (46.6%), followed by those who strongly disagreed (13.6%); others disagreed (10.2%), while some agreed (10.2%); 9.1% did not respond to the question.

Table 4.24: I get value for my money

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	18	20.5	21.7	21.7
	Disagree	25	28.4	30.1	51.8
	Neutral	15	17.0	18.1	69.9
	Agree	16	18.2	19.3	89.2
	Strongly Agree	9	10.2	10.8	100.0
	Total	83	94.3	100.0	
Missing	System	5	5.7		
Total		88	100.0		

Figure 4.24: I get value for my money

Table 4.24 and Figure 4.24 indicate respondents' value for money. The largest percentage of respondents disagreed (28.4%), followed by those who strongly disagreed (20.5%); 18.2% agreed, while 17.0% were neutral, 10.2% strongly agreed and 5.7% did not give any opinion.

Table 4.25: What is your overall rating of the eThekwini Electricity Department?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not satisfied	8	9.1	9.9	9.9
	Somewhat dissatisfied	12	13.6	14.8	24.7
	Neither Satisfied/ Nor dissatisfied	17	19.3	21.0	45.7
	Somewhat satisfied	33	37.5	40.7	86.4
	Very satisfied	11	12.5	13.6	100.0
	Total	81	92.0	100.0	
Missing	System	7	8.0		
Total		88	100.0		

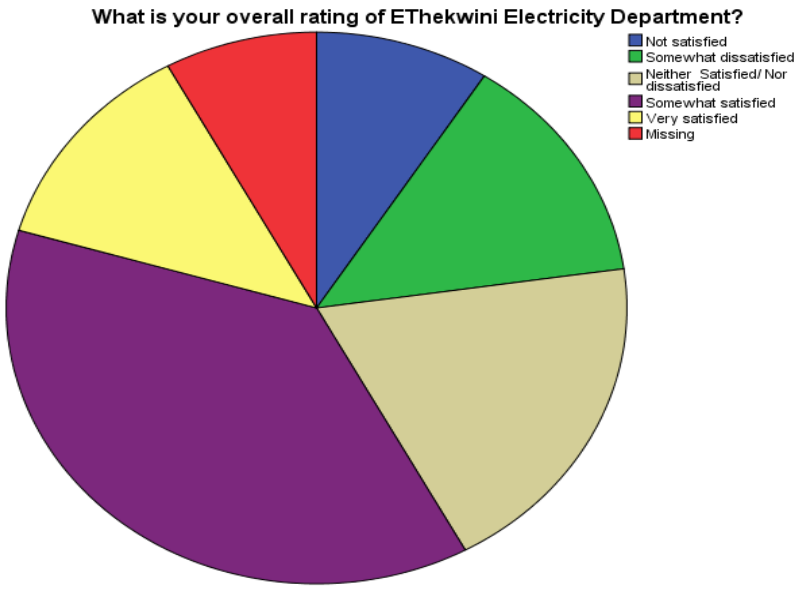


Figure 4.25: What is your overall rating of eThekwini Electricity Department?

Table 4.25 and Figure 4.25 reveal the overall rating of the eThekwini Electricity Department by customers. The largest percentage of the respondents were somewhat satisfied (37.5%), followed by neither satisfied/nor dissatisfied (19.3%), 13.6% were somewhat dissatisfied (13.6%) while 12.5% were very satisfied. The remaining 9.1% were not satisfied. Some participants (8.0%) chose not to answer the questions.

4.3 PEARSON CORRELATION:

Often several quantitative variables are measured on each member of a sample. If one considers a pair of such variables, it is frequently of interest to establish whether there is a relationship between the two; i.e. to see if they are *correlated* (Pallant, 2007).

4.3.1 Correlation

No. 4.1.1 (a) In your most recent customer service experience, how did you contact the eThekwini Electricity Department?

The table below illustrates the relationship between level of education of customers and in your most recent customer service experience. The question was: How did you contact the eThekwini Electricity Department.

Correlations

		Level of Education	In your most recent customer service experience, how did you contact the eThekwini Electricity Department?
Level of Education	Pearson Correlation	1	.113
	Sig. (2-tailed)		.303
	N	88	85
In your most recent customer service experience, how did you contact the eThekwini Electricity Department?	Pearson Correlation	.113	1
	Sig. (2-tailed)	.303	
	N	85	85

The correlation (r) between the level of education and participants' most recent customer service experience about how they contacted the eThekwini Electricity Department is 0.113. This co-efficient show that there is a weak relationship between level of education and most recent customer service experience, regarding how contact was made with the eThekwini Electricity Department The probability (p) of this correlation coefficient which is 0.303 is greater than 0.05 thus implying that there was no statistically-significant relationship between level of education of customer and in most recent customer service experience (r=-0.113, p>0.05).

4.3.2 Correlation

No. 4.1.2 (a) About how long did you have to wait before speaking to a representative?

The table below illustrates the relationship between ages and how long the customer had to wait before speaking to a representative.

Correlations

		Age	About how long did you have to wait before speaking to a representative?
Age	Pearson Correlation	1	-.007
	Sig. (2-tailed)		.950
	N	88	83
About how long did you have to wait before speaking to a representative?	Pearson Correlation	-.007	1
	Sig. (2-tailed)	.950	
	N	83	83

The correlation (r) between ages and how long the customers had to wait before speaking to a representative is -0.007. This co-efficient shows that there is a weak relationship between ages and how long a customer had to wait before speaking to

a representative. The probability (p) of this correlation coefficient which was 0.950 is greater than 0.05 thus implying that there is no statistically significant relationship between ages and how long customers had to wait before speaking to a representative (r=--0.007 p>0.05).

No. 4.1.3 Correlation

No. 4.1.3 (a) How many times did you have to consult with the eThekwini Electricity Department before the problem was solved?

The table below illustrates the relationship between gender of customers and how many times the customer had to consult with the eThekwini Electricity Department before the problem was solved.

Correlations

		Gender	How many times did you have to consult with the EThekwini Electricity Department before the problem was solved?
Gender	Pearson Correlation	1	.131
	Sig. (2-tailed)		.232
	N	88	85
How many times did you have to consult with the EThekwini Electricity Department before the problem was solved?	Pearson Correlation	.131	1
	Sig. (2-tailed)	.232	
	N	85	85

The correlation (r) between genders and how many times customers had to consult with the eThekwini Electricity Department before the problem was solved is 0.131.

This co-efficient shows that there is a weak relationship between genders and how many times customers had to consult with the eThekwini Electricity Department before the problem was solved. The probability (p) of this correlation coefficient (which is 0.232 is greater than 0.05) thus implies that there is no statistically-significant relationship between genders and how many times a customer had to consult with the eThekwini Electricity Department before the problem was solved (r=-0.131, p>0.05).

No. 4.1.4 Correlation

No. 4.1.4 (a) Did the representative quickly identify the problem?

The table below illustrates the relationship between ages of customers and whether the representative of eThekwini quickly identified the problem.

Correlations

		Age	Did our representative... (Select all that apply)
Age	Pearson Correlation	1	-.014
	Sig. (2-tailed)		.899
	N	88	84
Did our representative... (Select all that apply)	Pearson Correlation	-.014	1
	Sig. (2-tailed)	.899	
	N	84	84

The correlation (r) between age and the representative's quick response was -0.014. This co-efficient shows that there is a weak relationship between age and did our representative response. The probability (p) of this correlation coefficient which is 0.899 is greater than 0.05 thus implying that there is no statistically-significant relationship between age of customer and whether the representative quickly identified the problem (r=-0.014, p>0.05).

No. 4.1.5: Correlation

No. 4.1.5 (a): The physical facilities in the eThekwini Electricity department are visually appealing?

The table below illustrates the relationship between gender and physical facilities in the eThekwini Electricity department are visually appealing.

		Gender	The physical facilities in the eThekwini Electricity Department are visually appealing
Gender	Pearson Correlation	1	-.059
	Sig. (2-tailed)		.590
	N	88	87
The physical facilities in the eThekwini Electricity Department are visually appealing	Pearson Correlation	-.059	1
	Sig. (2-tailed)	.590	
	N	87	87

The correlation (r) between gender and physical facilities in the eThekwini Electricity positive relationship between gender and physical facilities in the eThekwini Electricity department are visually appealing. The probability (p) of this correlation coefficient which is 0.590 is greater than 0.05 thus implying that there is no statistically significant relationship between gender and physical facilities in the eThekwini Electricity department are visually appealing. (r=--0.059, p>0.05).

No. 4.1.6: Correlation

No. 4.1.6 (a): Materials associated with the services (such as information brochures) are visually appealing?

The table below illustrates the relationship between age and materials associated with the services (such as information brochures) are visually appealing.

Correlations

		Age	Materials associated with the services (such as information brochures) are visually appealing
Age	Pearson Correlation	1	.213*
	Sig. (2-tailed)		.047
	N	88	87
Materials associated with the services (such as information brochures) are visually appealing	Pearson Correlation	.213*	1
	Sig. (2-tailed)	.047	
	N	87	87

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation (r) between age and materials associated with the services (such as information brochures) are visually appealing is 0.213. This coefficient shows that there is a strong and positive relationship between age and materials associated with the services (such as information brochures) are visually appealing. The probability (p) of this correlation coefficient which is 0.047 is less than 0.05 thus implying that there is statistically significant relationship between age and materials associated with the services (such as information brochures) are visually appealing ($r=-0.213$, $p>0.05$).

No. 4.1.7: Correlation

No. 4.1.7 (a): The eThekwini Electricity Department keeps to its promised response time?

The table below illustrates the relationship between age and the eThekwini Electricity department keeps to its promised response time.

Correlations

		Age	The eThekwini Electricity Department keeps to its promised response time
Age	Pearson Correlation	1	.214*
	Sig. (2-tailed)		.046
	N	88	87
The eThekwini Electricity Department keeps to its promised response time	Pearson Correlation	.214*	1
	Sig. (2-tailed)	.046	
	N	87	87

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation (r) between age and the eThekwini Electricity department keeps to its promised response time is 0.214. This coefficient shows that there is a strong and positive relationship between age and the eThekwini Electricity department keeps to its promised response time. The probability (p) of this correlation coefficient which is 0.046 is less than 0.05 thus implying that there is statistically significant relationship between age and the eThekwini Electricity department keeps to its promised response time (r=-0.214, p>0.05).

No. 4.1.8: Correlation

No. 4.1.8 (a) When you have a problem, staff shows sincere interest in resolving it?

The table below illustrates the relationship between age and when you have a problem, staff show sincere interest in resolving it.

Correlations

		Age	When you have a problem, staff show sincere interest in resolving it
Age	Pearson Correlation	1	.287**
	Sig. (2-tailed)		.007
	N	88	86
When you have a problem, staff show sincere interest in resolving it	Pearson Correlation	.287**	1
	Sig. (2-tailed)	.007	
	N	86	86

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation (r) between age and when you have a problem, staff show sincere interest in resolving it is 0.287. This coefficient shows that there is a strong and positive relationship between age and when you have a problem, staff show sincere interest in resolving it. The probability (p) of this correlation coefficient which is 0.007 is less than 0.05 thus implying that there is statistically significant relationship between age and when you have a problem, staff show sincere interest in resolving it (r=-0.287, p>0.05).

No. 4.1.9: Correlation

No. 4.1.9 (a): The eThekwini Electricity department performs service right the first time?

The table below illustrates the relationship between age and the eThekwini Electricity department performs service right the first time.

Correlations

		Age	The eThekwini Electricity Department performs service right the first time
Age	Pearson Correlation	1	.067
	Sig. (2-tailed)		.540
	N	88	85
The eThekwini Electricity Department performs service right the first time	Pearson Correlation	.067	1
	Sig. (2-tailed)	.540	
	N	85	85

The correlation (r) between age and the eThekwini Electricity department performs service right the first time is 0.067. This co-efficient show that there is a weak relationship between age and the eThekwini Electricity department performs service right the first time. The probability (p) of this correlation coefficient which is 0.540 is greater than 0.05 thus implying that there is no statistically significant relationship between age and the eThekwini Electricity department performs service right the first time (r=-0.067, p>0.05).

No. 4.1.10: Correlation

No. 4.1.10 (a): eThekwini Electricity Department keeps its service levels at the same standard for all times of the day?

The table below illustrates the relationship between age and eThekwini Electricity department keeps its service levels at the same standard for all times of the day

		Age	eThekwini Electricity Department keeps its service levels at the same standard for all times of the day
Age	Pearson Correlation	1	.267*
	Sig. (2-tailed)		.013
	N	88	86
eThekwini Electricity Department keeps its service levels at the same standard for all times of the day	Pearson Correlation	.267*	1
	Sig. (2-tailed)	.013	
	N	86	86

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation (r) between age and eThekwini Electricity department keeps its service levels at the same standard for all times of the day is 0.267. This coefficient shows that there is a strong and positive relationship between age and eThekwini Electricity department keeps its service levels at the same standard for all times of the day. The probability (p) of this correlation coefficient which is 0.013 is less than 0.05 thus implying that there is statistically significant relationship between age and eThekwini Electricity department keeps its service levels at the same standard for all times of the day (r=-0.267 p>0.05).

No. 4.1.11: Correlation

No. 4.1.11 (a): eThekwini Electricity department insists on error free service?

The table below illustrates the relationship between age and eThekwini Electricity department insists on error free service.

Correlations

		Age	eThekwini Electricity Department insists on error free service
Age	Pearson Correlation	1	.401**
	Sig. (2-tailed)		.000
	N	88	86
eThekwini Electricity Department insists on error free service	Pearson Correlation	.401**	1
	Sig. (2-tailed)	.000	
	N	86	86

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation (r) between age and eThekwini Electricity department insists on error free service is 0.401. This coefficient shows that there is a strong and positive relationship between age and eThekwini Electricity department insists on error free service. The probability (p) of this correlation coefficient which is 0.000 is less than 0.05 thus implying that there is statistically significant relationship between age and eThekwini Electricity department insists on error free service. (r=-0.041 p>0.05).

No. 4.1.12: Correlation

No. 4.1.12 (a): The behaviour of staff at eThekwini Electricity department instils confidence?

The table below illustrates the relationship between age and the behaviour of staff at eThekwini Electricity department instils confidence.

Correlations

		Age	The behaviour of staff at eThekwini Electricity Department instils confidence
Age	Pearson Correlation	1	.317**
	Sig. (2-tailed)		.003
	N	88	87
The behaviour of staff at eThekwini Electricity Department instils confidence	Pearson Correlation	.317**	1
	Sig. (2-tailed)	.003	
	N	87	87

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation (r) between age and the behaviour of staff at eThekwini Electricity department instils confidence is 0.317. This coefficient shows that there is a strong and positive relationship between age and the behaviour of staff at eThekwini Electricity department instils confidence. The probability (p) of this correlation coefficient which is 0.003 is less than 0.05 thus implying that there is statistically significant relationship age the behaviour of staff at eThekwini Electricity department instils confidence (r=-0.317, p>0.05).

No. 4.1.13: Correlation

No. 4.1.13 (a):The staff at eThekwini Electricity Department give you prompt service?

The table below illustrates the relationship between age the staff at eThekwini Electricity department give you prompt service.

Correlations

		Age	The staff at eThekwini Electricity Department give you prompt service
Age	Pearson Correlation	1	.297**
	Sig. (2-tailed)		.005
	N	88	87
The staff at eThekwini Electricity Department give you prompt service	Pearson Correlation	.297**	1
	Sig. (2-tailed)	.005	
	N	87	87

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation (r) between age the staff at eThekwini Electricity department give you prompt service is 0.297. This coefficient shows that there is strong and positive relationships between age the staff at eThekwini Electricity department give you prompt service. The probability (p) of this correlation coefficient which is 0.005 is less than 0.05 thus implying that there is statistically significant relationship between age the staff at eThekwini Electricity department give you prompt service (r=-0.297 p>0.05).

No. 4.1.14: Correlation

No. 4.1.14 (a): The staff at eThekwini Electricity department is knowledgeable

The table below illustrates the relationship between age and the staff at eThekwini Electricity department is knowledgeable.

Correlations

		Age	The staff at eThekwini Electricity Department are knowledgeable
Age	Pearson Correlation	1	.247*
	Sig. (2-tailed)		.021
	N	88	87
The staff at EThekwini Electricity Department are knowledgeable	Pearson Correlation	.247*	1
	Sig. (2-tailed)	.021	
	N	87	87

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation (r) between age and the staff at eThekwini Electricity department are knowledgeable is 0.247. This coefficient shows that there is a strong and positive relationship between age and the staff at eThekwini Electricity department is knowledgeable. The probability (p) of this correlation coefficient which is 0.021 is less than 0.05 thus implying that there is statistically significant relationship between age and the staff at eThekwini Electricity department are knowledgeable (r=-0.247, p>0.05).

No. 4.1.15: Correlation

No. 4.1.15 (a): In your opinion, has load shedding affected all communities equally?

The table below illustrates the relationship between age and in your opinion, has load shedding affected all communities equally.

Correlations

		Age	In your opinion, has load shedding affected all communities equally
Age	Pearson Correlation	1	.130
	Sig. (2-tailed)		.242
	N	88	83
In your opinion, has load shedding affected all communities equally	Pearson Correlation	.130	1
	Sig. (2-tailed)	.242	
	N	83	83

The correlation (r) between age and in your opinion, has load shedding affected all communities equally is 0.130. This co-efficient show that there is a weak relationship between age and in your opinion, has load shedding affected all communities equally. The probability (p) of this correlation coefficient which is 0.242 is greater than 0.05 thus implying that there is no statistically significant relationship between age and in your opinion, has load shedding affected all communities equally (r=-0.130, p>0.05).

No. 4.1.16: Correlation

No. 4.1.16 (a): In your area, do you get prior notification on electricity disruptions?

The table below illustrates the relationship between age and in your area, do you get prior notification on electricity disruptions.

Correlations

		Age	In your area, do you get prior notification on electricity disruptions
Age	Pearson Correlation	1	-.068
	Sig. (2-tailed)		.543
	N	88	83
In your area, do you get prior notification on electricity disruptions	Pearson Correlation	-.068	1
	Sig. (2-tailed)	.543	
	N	83	83

The correlation (r) between age and in your area, do you get prior notification on an electricity disruption is -0.068. This co-efficient show that there is a weak relationship between age and in your area, do you get prior notification on electricity disruptions. The probability (p) of this correlation coefficient which is 0.543 is greater than 0.05 thus implying that there is no statistically significant relationship between age and in your area, do you get prior notification on electricity disruptions (r=--0.068, p>0.05).

No. 4.1.17: Correlation

No. 4.1.17 (a):Does the eThekwini Electricity department staff include people who are able to help the deaf impaired customers?

The table below illustrates the relationship between ages and does the eThekwini Electricity department staff include people who are able to help the deaf impaired customers.

Correlations

		Age	Does the eThekwini Electricity Department staff include people who are able to help the deaf impaired customers?
Age	Pearson Correlation	1	.126
	Sig. (2-tailed)		.270
	N	88	79
Does the eThekwini Electricity Department staff include people who are able to help the deaf impaired customers?	Pearson Correlation	.126	1
	Sig. (2-tailed)	.270	
	N	79	79

The correlation (r) between age and does the eThekwini Electricity department staff include people who are able to help the deaf impaired customers is 0.126. This co-efficient show that there is a weak relationship between age and does the eThekwini Electricity department staff include people who are able to help the deaf impaired customers. The probability (p) of this correlation coefficient which is 0.270 is greater than 0.05 thus implying that there is no statistically significant relationship age and does the eThekwini Electricity department staff include people who are able to help the deaf impaired customers ($r=-0.126$, $p>0.05$).

No. 4.1.18: Correlation

No. 4.1.18 (a): Do you get value for your money?

The table below illustrates the relationship between age and getting value for money

Correlations

		Age	Do you get value for your money
Age	Pearson Correlation	1	-.037
	Sig. (2-tailed)		.739
	N	88	83
Do you get value for your money	Pearson Correlation	-.037	1
	Sig. (2-tailed)	.739	
	N	83	83

The correlation (r) between age and getting value for your money is -0.37. This co-efficient shows that there is a weak relationship between age and getting value for money from the electricity department. The probability (p) of this correlation coefficient which is 0.739 is greater than 0.05 thus implying that there is no statistically significant relationship between age and getting value for your money (r=--0.037, p>0.05).

No. 4.1.19: Correlation

No. 4.1.19 (a): What is your overall rating of eThekwini Electricity Department?

The table below illustrates the relationship between age and the overall rating of eThekwini Electricity department.

Correlations

		Age	What is your overall rating of eThekwini Electricity Department?
Age	Pearson Correlation	1	-.006
	Sig. (2-tailed)		.961
	N	88	81
What is your overall rating of eThekwini Electricity Department?	Pearson Correlation	-.006	1
	Sig. (2-tailed)	.961	
	N	81	81

The correlation (r) between age and the overall rating of eThekwini Electricity department is -0.006. This co-efficient shows that there is a weak relationship between age and the overall rating of eThekwini Electricity department. The probability (p) of this correlation coefficient which is 0.961 is greater than 0.05 thus implying that there is no statistically significant relationship between age and the overall rating of eThekwini Electricity department (r=--0.006, p>0.05).

No. 4.1.20: Correlation

No.4.1.20 (a):About how long did you have to wait before speaking to a representative?

The table below illustrates the relationship between levels of education and about how long did you have to wait before speaking to a representative.

Correlations

		Level of Education	About how long did you have to wait before speaking to a representative?
Level of Education	Pearson Correlation	1	.231*
	Sig. (2-tailed)		.036
	N	88	83
About how long did you have to wait before speaking to a representative?	Pearson Correlation	.231*	1
	Sig. (2-tailed)	.036	
	N	83	83

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation (r) between levels of education and about how long did you have to wait before speaking to a representative is 0.231. This coefficient shows that there is a strong and positive relationship between levels of education and about how long did you have to wait before speaking to a representative. The probability (p) of this

correlation coefficient which is 0.036 is less than 0.05 thus implying that there is statistically significant relationship between levels of education and about how long did you have to wait before speaking to a representative (r=-0.231, p>0.05).

No. 4.1.21: Correlation

No. 4.1.21(a): Materials associated with the services (such as information brochures) are visually appealing?

The table below illustrates the relationship between occupation and materials associated with the services (such as information brochures) are visually appealing.

Correlations

		Occupation	Materials associated with the services (such as information brochures) are visually appealing
Occupation	Pearson Correlation	1	.219*
	Sig. (2-tailed)		.042
	N	88	87
Materials associated with the services (such as information brochures) are visually appealing	Pearson Correlation	.219*	1
	Sig. (2-tailed)	.042	
	N	87	87

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation (r) between occupation and materials associated with the services (such as information brochures) are visually appealing is 0.219. This coefficient shows that there is a strong and positive relationship between occupation and materials associated with the services (such as information brochures) are visually appealing. The probability (p) of this correlation coefficient which is 0.042 is less than 0.05 thus implying that there is statistically significant relationship between

occupation and materials associated with the services (such as information brochures) are visually appealing (r=-0.219, p>0.05).

No.4.1.22: Correlation

No. 4.1.22(a) The eThekwini Electricity department keeps to its promised response time?

The table below illustrates the relationship between occupation and the eThekwini Electricity department keeps to its promised response time.

Correlations

		Occupation	The eThekwini Electricity Department keeps to its promised response time
Occupation	Pearson Correlation	1	.242*
	Sig. (2-tailed)		.024
	N	88	87
The eThekwini Electricity Department keeps to its promised response time	Pearson Correlation	.242*	1
	Sig. (2-tailed)	.024	
	N	87	87

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation (r) between occupation and the eThekwini Electricity department keeps to its promised response time is 0.242. This coefficient shows that there is a strong and positive relationship between occupation and the eThekwini Electricity department keeps to its promised response time. The probability (p) of this correlation coefficient which is 0.024 is less than 0.05 thus implying that there is statistically significant relationship between occupation and the eThekwini Electricity department keeps to its promised response time. (r=-0.242, p>0.05).

No.4.1.22 Correlation

No. 4.1.22 (a): eThekwini Electricity department insists on error free service?

The table below illustrates the relationship between occupation and eThekwini Electricity department insists on error free service.

Correlations

		Occupation	eThekwini Electricity Department insists on error free service
Occupation	Pearson Correlation	1	.273*
	Sig. (2-tailed)		.011
	N	88	86
eThekwini Electricity Department insists on error free service	Pearson Correlation	.273*	1
	Sig. (2-tailed)	.011	
	N	86	86

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation (r) between occupation and eThekwini Electricity department insists on error free service is 0.273. This coefficient shows that there is a strong and positive relationship between occupation and eThekwini Electricity department insists on error free service. The probability (p) of this correlation coefficient which is 0.011 is less than 0.05 thus implying that there is statistically significant relationship between occupation and eThekwini Electricity department insists on error free service (r=-0.273, p>0.05).

No. 4.1.23: Correlation

No. 4.1.23 (a): The behaviour of staff at eThekwini Electricity Department instils confidence?

The table below illustrates the relationship between occupation and the behaviour of staff at eThekwini Electricity department instils confidence.

Correlations

		Occupation	The behaviour of staff at eThekwini Electricity Department instils confidence
Occupation	Pearson Correlation	1	.313**
	Sig. (2-tailed)		.003
	N	88	87
The behaviour of staff at eThekwini Electricity Department instils confidence	Pearson Correlation	.313**	1
	Sig. (2-tailed)	.003	
	N	87	87

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation (r) between occupation and the behaviour of staff at eThekwini Electricity department instils confidence is 0.313. This coefficient shows that there is a strong and positive relationship between occupation and the behaviour of staff at eThekwini Electricity department instils confidence. The probability (p) of this correlation coefficient which is 0.003 is less than 0.05 thus implying that there is statistically significant relationship between occupation and the behaviour of staff at eThekwini Electricity department instils confidence (r=-0.313, p>0.05).

No. 4.1.24: Correlation

No. 4.1.24 (a): The staff at eThekwini Electricity Department give you prompt service?

The table below illustrates the relationship between occupation and the staff at eThekwini Electricity department give you prompt service.

Correlations

		Occupation	The staff at eThekwini Electricity Department give you prompt service
Occupation	Pearson Correlation	1	.361**
	Sig. (2-tailed)		.001
	N	88	87
The staff at eThekwini Electricity Department give you prompt service	Pearson Correlation	.361**	1
	Sig. (2-tailed)	.001	
	N	87	87

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation (r) between occupation and the staff at eThekwini Electricity department give you prompt service is 0.361. This coefficient shows that there is a strong and positive relationship between occupation and the staff at eThekwini Electricity department give you prompt service. The probability (p) of this correlation coefficient which is 0.001 is less than 0.05 thus implying that there is statistically significant relationship between occupation and the staff at eThekwini Electricity department give you prompt service (r=-0.361, p>0.05).

No. 4.1.25: Correlation

No. 4.1.25 (a) The staff at eThekwini Electricity department are knowledgeable

The table below illustrates the relationship between occupation and the staff at eThekwini Electricity department is knowledgeable.

Correlations

		Occupation	The staff at eThekwini Electricity Department are knowledgeable
Occupation	Pearson Correlation	1	.332**
	Sig. (2-tailed)		.002
	N	88	87
The staff at eThekwini Electricity Department are knowledgeable	Pearson Correlation	.332**	1
	Sig. (2-tailed)	.002	
	N	87	87

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation (r) between occupation and the staff at eThekwini Electricity department are knowledgeable is 0.332. This coefficient shows that there is a strong and positive relationship between occupation and the staff at eThekwini Electricity department is knowledgeable. The probability (p) of this correlation coefficient which is 0.002 is less than 0.05 thus implying that there is statistically significant relationship between occupation and the staff at eThekwini Electricity department are knowledgeable (r=-0.332, p>0.05).

No. 4.1.26: Correlation

No. 4.1.26 (a) The physical facilities in the eThekwini Electricity department are visually appealing

The table below illustrates the relationship between marital status and the physical facilities in the eThekwini Electricity department are visually appealing?

Correlations

		Marital Status	The physical facilities in the eThekwini Electricity Department are visually appealing
Marital Status	Pearson Correlation	1	.214*
	Sig. (2-tailed)		.047
	N	88	87
The physical facilities in the eThekwini Electricity Department are visually appealing	Pearson Correlation	.214*	1
	Sig. (2-tailed)	.047	
	N	87	87

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation (r) between marital status and the physical facilities in the eThekwini Electricity department are visually appealing is 0.214. This coefficient shows that there is a strong and positive relationship between marital status and the physical facilities in the eThekwini Electricity department are visually appealing. The probability (p) of this correlation coefficient which is 0.047 is less than 0.05 thus implying that there is statistically significant relationship between marital status and the physical facilities in the eThekwini Electricity department are visually appealing ($r=-0.214$, $p>0.05$).

Reliability and Validity

Reliability refers to whether or not the results can be considered reliable (Babbie, 2001) and, if the same research were to be conducted by a different team, whether the results would be similar or not. This research was planned based on guidelines from various research methodology authors (Cooper and Schindler, 2008; Babbie, 2001).

Cronbach's alpha is a test to determine the validity level of the questionnaire. A level above .7 is considered adequate to declare a question/questionnaire valid (Pallant, 2007), though Pallant goes on to say that with scales with fewer than ten items it is common to find lower values, even as low as .5

Cronbach's alpha was conducted on the questionnaire and the results are as follows:

Case Processing Summary

		N	%
Cases	Valid	63	78.8
	Excluded[a]	17	21.3
	Total	80	100.0

Listwise deletion based on all variables in the procedure

Reliability Statistics

Table 4.2

Cronbach's Alpha	N of Items
.809	19

The questions in the questionnaire were drawn up based on the literature review. Cronbach's Alpha was used to measure the issue of reliability in order to understand whether the questions in the questionnaire all reliably measured the same underlying variable. Table 4.2 contains the results. Cronbach's Alpha was calculated at 0.809 which is above 0.7, so the scale can be considered reliable with the samples (Pallant 2007). In other words, the Cronbach's Alpha co-efficient of 0.809 shows that the questionnaire was sound.

CHAPTER 5

GENERAL CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The objective of this study was to determine the level of satisfaction or dissatisfaction of the community members and other constituents with regard to electricity service delivery, and to identify the areas of improvement, if any. Customer satisfaction was clearly defined in Chapter Two under the Literature Review by Hoffman *et al* (2001), as a comparison of the customer expectations with perceptions regarding the actual service encounter. The steps to customer satisfaction were also laid out, as well as the different levels of customer satisfaction to enable the eThekwini Municipality's Electricity Department to improve on customer satisfaction.

5.2 GENERAL CONCLUSIONS FROM THE STUDY

5.2.1 Determine the Responsiveness of the eThekwini Municipality in Dealing with the Complaints on Electricity Delivery

The questionnaires were given to everyone who came to the eThekwini Municipality's Electricity Department, irrespective of age, race and level of education. The Business people were also interviewed from their respective business centres, to get their opinions. Non-reactive observations were also conducted at the Isipingo Electricity Customer Service premises and the Bester Electricity Customer Service premises to ensure that the customers were not given special treatment because the employees were aware that they(employees)were being observed. Non-reactive observations are another form of naturalistic observation where the subjects are not aware that there is a study taking place.

5.2.2 Customer Perceptions on Service Delivery

The employees of the eThekwini Municipality's Electricity Department proved to be professional in their work, giving the customers the necessary respect and dignity. After reviewing the outcome of the survey, it is evident that more people believe that the physical facilities in the eThekwini Electricity Department were visually appealing, as 38,9% of the 88 respondents agreed that the facilities were visually appealing. Many respondents (39,8%) also agreed that materials associated with the services, such as brochures were also visually appealing.

Most respondents, however, seemed uncertain about the eThekwini Municipality's Electricity Department's promise to immediately attend to queries. A large number respondents were neutral (39,8% of the 88 respondents) with regards to the response time promised by the eThekwini Electricity Department; 35, 2% of the respondents believed that the staff at eThekwini Electricity showed sincere interest in resolving their problems.

There seemed to be an uncertainty amongst the respondents as to whether the eThekwini Electricity Department performs its services correctly the first time as 36, 4% of respondents remained neutral. A third of the respondents were also neutral regarding whether the eThekwini Electricity Department insisted on an error free service. With regards to competence of staff, most respondents remained neutral in believing that the behaviour of staff met the expectations of the customers; 37,3% of the respondents agree that the members of staff did give prompt service, while 43,2% believed that the staff members at the eThekwini Electricity Department were knowledgeable. Most people strongly agreed that load-shedding affected all communities equally. The main concern is that 30,7% of the respondents felt they did not receive prior notification about electricity disruption, especially those from the townships. Though 28,4 % of the respondents stated that customers did not get value for money, 37,5 % were reasonably satisfied with the overall service delivery of the eThekwini Electricity Department.

Questions from the questionnaire, such as, "*Did the representative appear knowledgeable and competent",* could be answered positively. The representative helped the customer to understand the cause and the solution to the problem. The issues were also handled with courtesy and professionalism, but some customers who came with technical problems or faults complained of spending hours in the queues before getting help.

Another question from the questionnaires was, "*About how long did you have to wait before speaking to a representative?"* The answer to this question according to responses was, generally, that people waited between five and ten minutes before seeing the representative. The respondents from the Bester Electricity Customer Service gave a totally different answer to that as they sometimes waited for about forty-five minute in the queue before receiving help. The people from the Verulam Electricity Customer Service also complained of long queues that they experience, especially during month-end. The long queues were the reason why they were in town, because there are no queues in town. The people prefer to pay for transport to town for a better service.

Observations were also carried out to see if the Municipality employees did the work according to the expected standards even when not under direct supervision. The employees of the Isipingo Electricity Customer Service were friendly and served people with respect even towards the end of the day. The principle of putting the people first was practised. All questions and queries were clearly answered. The service can be improved by closing at five o'clock in the afternoon to accommodate people who are from work rather than closing at half past three. It was evident from these observations that the physical facilities of most municipalities' Electricity Departments around Durban were appealing to customers. Cleanliness is the municipality's priority. The doors at Isipingo Electricity Customer Service closed at half past three and by then the cleaner with the bucket and the mop was ready to start cleaning.

The Bester Electricity Customer Service situated in the North of Durban, adjacent to the Bridge City Mall, gets more people than it can really accommodate in one day.

During the month-end, there are long queues. The employees offer a good service but the people who come for help spend a long time in queues and by the time they are served they are very impatient; and regard the service as poor service, despite how good it is when they reach the consultant.

5.2.3 The Response from the Business People

The owner of Badger Motors was interviewed to see how the Municipality related to business people. The researcher discovered that the business people were not getting any better treatment than the public, especially when technical problems were encountered. The municipality promises quick responses which were not put into practice. The follow-up service was hardly being practised. The customer was obliged to keep on checking on whether a technician would be available to provide the necessary service. The availability of a generator is now imperative if a business is to operate; it is be used in the event of a power cut.

Celani Funeral Services, of Redhill, north of Durban, as well as in Umlazi (which is located in the township south of Durban) says the eThekwini Municipality's Electricity Department, had different ways of treating customers of different locations. If he had not paid for electricity in the Redhill area, a reminder to pay was sent to him by means of a letter or a person would be sent with a letter, but no reminder was sent in Umlazi; instead the lights were switched off. Celani Funeral Services complained and now both the business centres get the same treatment from the Electricity Department.

Mpetha Business Communication Solution commented on the good service from the EThekwini Municipality. The business is located right in the CBD. Clearly, the inner-city service is good.

Generally speaking, the service can be improved by applying the principles of *Batho Pele*. The employees of the eThekwini Municipality must adopt the policy of putting

the people first. If all the principles of *Batho Pele* are religiously applied, the customers will be guaranteed excellent service.

5.3 RECOMMENDATIONS

The following recommendations are proposed:

- Response - the customers require a quick and efficient service. The leadership at the eThekwini Municipality must prepare a Turn-around strategy that will improve the quality and the promptness of the service offered.
- Follow up - The lack of follow-up calls result in keeping the customer waiting, especially when there is a technical problem. The customer should be updated on the different stages of process, if there are delays.
- Training of technical staff – the re-training of staff, at all levels, should be the norm. As technology is advancing the staff members must also be exposed to the new advanced methods of solving problems.
- Motivate technical staff – team building, rating of their services by customers and even giving out incentives for the best staff member of the month. A good working environment must also be created and continuously improved.
- Innovative - The eThekwini Municipality should install better systems and - conduct research into whether there are any new, advanced ways used in other countries to speed up the process of solving technical problems.

Generally, the findings show that customers were reasonable satisfied with the service offered by the eThekwini Municipality but the eThekwini Municipality should now strive for continuous quality service and look for improvement strategies. It is the technical department that the customers complained about: that it still takes longer than anticipated to solve technical problems.

5.4 RECOMMENDATIONS FOR FUTURE RESEARCH

The researcher limited the study to the eThekwini Municipality and found that the treatment received by the people in the City of Durban was not the same as the treatment received by the people in the townships. A question that can then be asked is: What about the people who are in the rural areas, or on the outskirts of Durban. The following map shows how limited the study was. The eThekwini Municipality covers a very small area in KwaZulu-Natal; this calls for a study on the other areas or on the quality of service provided to the people on the outskirts of the city.

The eThekwini Municipality Electricity Department provides electricity to more than 640 000 customers in an area covering nearly 2 000 square kilometres. As can be seen on the map below, this covers the area of the eThekwini Metropolitan Region and some neighbouring areas. (2011/2012 Annual Report – EThekwini Electricity)

Figure 5.1: Image showing the area serviced by the eThekwini Municipality

Further research can also be carried out on how improved, innovative ways can be introduced to solve technical problems efficiently as a tool for improved customer satisfaction.

The study can, in future, also include a survey directed to highly paid people if they would prefer to pay more for a faster service. The banks offer such a service, namely, private banking, where a certain class of people get exclusive service for which they pay more.

5.5 CONCLUSION

The eThekwini Municipality Electricity Department must not remain complacent in light of the positive responses from the customers. The findings, in general, indicate that the customers are satisfied with the service offered, but there is room for improvement, namely, by putting ATMs in the Customer Service Centres, improving the technical problem section and by making it more efficient by training the staff in the technical service department. Long queues experienced by customers during month-ends should not be the norm. The eThekwini municipality should also improve the service offered in the townships so that it is on a par with that offered in the City of Durban.

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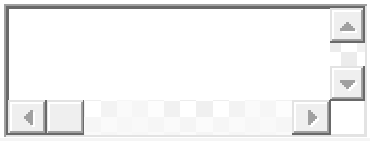

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CHAPTER 1 INTRODUCTION AND OVERVIEW 1.1 INTRODUCTION The post-apartheid era is characterised by an inter-governmental system which has its basis on the principles of co-operation amongst the three domains of government, namely the National, Provincial and Local sphere of government. The different provinces are run independently, but all report to the National Government. The Constitution of the Republic of South Africa of 1996 was designed in such a way that the municipalities can take over the governance of many functions that were initially the responsibility of the National or Provincial government (National Treasury, 2011). The municipalities are the branches of the South African government and are there to deliver the basic services to the public; for example, sanitation, clean water, electricity, to name but a few. To identify, prioritise, and implement programmes and projects to address development needs should be the municipalities' main objective. In terms of 3 **the Municipal Systems Act No, 32 of 2000,** local government is expected to involve integrated development planning, performance management, administration, service provision and debt collection (Maphumulo: Head of eThekwini Municipality Electricity Department). The service delivery practice does, however, have has its administrative and financial constraints as suggested by Schaefer (2005). The political and institutional reforms, as well as severe and the increasing poverty and inequality among the South African households are also barriers to development. Electricity Department is licensed to distribute electricity on the east coast of South Africa, operating under the Electricity Regulation Act of 2006. The eThekwini Municipality prepares policies as specified by the National Energy Regulator of South Africa (NERSA) according to Mayor Obed Mlaba (from the Mayor's Blog) According to the 3 **government's White Paper on municipal services' partnerships,** the inequality among households in South Africa 3 **is among the most extreme in the world. The government's policy of improving the living conditions of poor households by urgently increasing access to basic services is taking place alongside the slow process of transformation and capacity building at municipal level** (Shinga, 2011). 3 **However, the problems of administrative and institutional capacity constraints, ineffectiveness, inefficiency, lack of adequate funds within public institutions and failure to respond adequately to the needs of citizens have forced policy makers and**

political leaders to rethink the role of public institutions. 1.2 BACKGROUND TO THE STUDY In order to keep abreast of the statistical data for the quality indicators developed within the Performance Management Framework of the municipality, a customer- satisfaction survey must be conducted every year. A customer-satisfaction survey needs to be conducted annually to obtain statistical data for the quality indicators developed within the Performance Management Framework of the Municipality (Smith, 2003). The customer satisfaction index is further required to review yearly performance targets for services delivered by the municipality. This study will make a contribution from both a theoretical and a practical perspective. Firstly, the relationships between eThekwini municipality and the stakeholders, responsiveness, reliability, perceived value, customer satisfaction and effectiveness will be examined. Secondly, little research has been conducted in the area of customer satisfaction in the electricity service-delivery context. Findings of this study will provide insight into the relationships among municipality managers and stakeholders, so that managers better understand more how to meet or even exceed the customers' needs. 1.3 STATEMENT OF THE RESEARCH PROBLEM A healthy relationship between the municipality and external customers is essential as customer satisfaction is a yardstick for municipal performance. Surveys on customer satisfaction form part of improving the service delivery of the municipality. The survey ensures that the municipality is in a better position to improve service delivery. Consultation between the municipality and its external customers is beneficial as different views are better understood (Van Dyck, 2005). According to Churchill (2002), the decisive objective of any municipality is to formulate conditions in that area in order for every stakeholder to enjoy good quality of life. The legislative obligations of local government are rigorous: it must be effective, efficient and responsive in carrying out constitutionally-mandated functions (Creswell, 2004). The administration of municipalities must be well organised, managed and should be able to finance all the undertakings involved. Municipalities must be able to organise their administration, and then manage, plan and finance all undertakings involved. Local government has a duty to perform; it is required to provide a wide range of services such as water supply, sewage collection and disposal, refuse removal, electricity and water supply, municipal health services, municipal roads and storm water drainage, street lighting and municipal parks and recreation (Stout, 2005). 1.4 OBJECTIVES OF THE STUDY The purpose of the study is to enable the eThekwini Municipality to obtain feedback from its residents/clients regarding the electricity service delivery with the aim of utilising the feedback information to improve service/functions delivery by using the information to inform future strategic and operational planning. The aim is to 3 **explore and analyse** the **views and perceptions of the current service delivery arrangement between the** eThekwini **Municipality and** the relevant stakeholders. The 5 **objectives of** the **study are to: ? determine the** satisfaction/dissatisfaction level **of** community members and other constituents with regard to electricity service delivery; ? establish the responsiveness of eThekwini Municipality in dealing with complaints on electricity service delivery; and ? ascertain what can be done to improve service delivery. 1.5 KEY RESEARCH QUESTIONS In order to find possible solutions to the above-mentioned problems, the study attempted to answer the following key questions: ? What can be done to respond effectively to customers' complaints? ? What is the level of satisfaction amongst customers as consumers of electricity? ? How can service excellence be maintained and/or improved within the municipality? 1.6 RESEARCH METHODOLOGY The methodology focuses on the

necessary four aspects essential to conduct a study. They are the sampling method, the data-collection method, and the subsequent data processing and analysis. The research study was qualitative and quantitative in nature. The results are given in numerical values and the use of mathematical and statistical methods were used to evaluate the results. The target population was customers/clients of the eThekwini Municipality's Department of Electricity. The random sampling method was used; this is a special type of sampling that can improve the cost-effectiveness of research under certain conditions (Welman and Kruger, 2002). The sample was selected randomly without using any order. The technique was used to give every customer a chance to be interviewed. Customers from different wards who had come to pay their electricity bills were interviewed. The interviews took place at eThekwini Municipality's Customer Services, 1 Jeff Taylor Crescent, Durban. The area reflected the correct elements of the population. The total number of respondents interviewed was 100 because this sample size was believed to be large enough for the study, and is justified according to Malhotra (1999). Closed and open-ended questions were used. Demographic questions were included in the study because they would assist during the profiling of customers and data analysis. The results were analysed and depicted in the form of frequency tabulations and cross tabulations. The data were analysed using the Statistical Package for Social Sciences (SPSS) latest version. Questionnaire design Webb (2001) suggests that a good questionnaire authentically reaches the objectives of the research without errors and injustice, and it can be designed. Closed-end questions were used to make the data analysis easier and quicker. To test the survey before the actual issuing of questionnaires 1 **involves administering the questionnaire to a small sample of respondents to determine** whether or not **the questions are understood and if the survey procedures work.** 1.7 STRUCTURE OF THE DISSERTATION The research study is structured as follows: Chapter One: Introduction This chapter provides the introduction and overview of the study. Firstly, the background of this study was discussed, followed by the goals and objectives, research problems, and research design with particular reference to the nature of this study, sampling method, data collection method and data analysis method. The theoretical literature framework was discussed, and the main aspects of literature such as municipal services and customer satisfaction, responsiveness and effectiveness were explained. Chapter Two: Literature review This chapter provides a theoretical framework for this study by means of a related survey of the literature. Literature regarding the conception and application of the customer satisfaction framework from numerous books, and especially the recently- published journals, reports, internet, magazines, government gazettes and research companies are explored. Chapter Three: Research methodology This chapter explains the various research methods used in this study in order to give a guide to the field work. The research design, questionnaire development, population and sampling, data collection methods and data analysis methods are explained. Chapter Four: Presentation of the findings In this chapter, data is presented after the questionnaire's implementation. This is followed by a description and interpretation of the results by means of quantitative and qualitative methods. 2 **Chapter Five: Conclusions and recommendations This chapter presents** a **summary of the** research. In addition, **the** conclusions drawn from this research, the implications for municipality managers and recommendations derived from the study are presented. Any limitations of the study are also presented. 1.8 LIMITATIONS OF THE STUDY The study was conducted only in the City of Durban. The outcome of this research will not benefit any other area.

The sample size was limited to one hundred users of electricity, subject to a specialised distribution network. Information was only gathered from respondents who purchased and used eThekwini Municipality's electricity. 1.9 CONCLUSION 3 **Municipalities, not only in South Africa, but also around the world are at the forefront of efforts to experiment with innovative forms of service delivery to improve efficiency and minimise wasteful use of limited public resources. This study seeks to understand to what extent** the eThekwini Municipality Electricity Department meets the expectations of its customers, the extent to which service delivery can be improved as well as defining effective governance. The following chapter will be looking at the literature covering the topic, and previous studies done on the topic. CHAPTER 2 LITERATURE REVIEW 2.1 INTRODUCTION Customer satisfaction has been described in various ways by different authors. Hoffman et al (2001) define customer satisfaction as a comparison of the customer expectations with perceptions regarding the actual service encounter. Furthermore, Hoffman et al (2001), give alternative definitions, namely, the normative standard definition and the procedural fairness definition. The normative standard definition suggests that expectations are based on what the customer believes he/she should receive, therefore satisfaction occurs when the actual outcome is identical to the standard expectation. The procedural fairness definition refers to the customer's belief that he/she has been treated fairly. Brink and Berndt (2004) define customer satisfaction as the customer's evaluation of the product/service and the way in which that particular product or service meets the customer's needs and expectations. Looking at all these definitions one can deduce that satisfaction is all about meeting the customer's expectations. 2.2 THEORETICAL FRAMEWORK Most organisations believe in quality customer service, but very few actually set up systems to ensure it is provided. Delivering great customer service or satisfying the customer takes both understanding of the customer needs and how those needs are to be met. The government, with all the municipalities, should work hand-in-hand in ensuring quality service delivery. The municipalities should continuously appraise service standards by constantly interacting with the general public. The criticism from the consumers can be used as an important tool in any organisation for improving customer satisfaction. Work done by Parasuraman, Zeithami and Berry between 1985 and 1988 provides the basis for the measurement of customer satisfaction with the service by using the gap between the customer's expectation of performance and what the customer actually gets. This method provides the measurer with the relevant information to close the gap. According to Zeithaml et al. (1990) the 6 **word-of-mouth communications;** the **personal needs; past experience and external communications,** can influence the customer's expectations. 6 **A gap is created when the perceptions of the delivered service is not** the same **as** what **the customer** expected. **This gap is addressed by identifying and implementing strategies that affect perceptions, or expectations, or both (Parasuraman et al., 1985; Zeithaml et al., 1990). Parasuraman et al. (1988)** state **that** service quality **(SERVQUAL)** was **designed to be**"applicable across a broad spectrum of services" **and the**

format could be adapted to fit specific needs; it would be most valuable when used to track service quality trends intermittently. Parasuraman et al (1985) proposed that, “The SERVQUAL model could be extended to measure gaps in quality and could therefore be used as a diagnostic tool to enable management to identify service quality shortfalls. The gap score is calculated by the perception statements being deducted from the expectation statements. If any gap scores turn out to be positive then this implies that expectations are actually being exceeded. This allows service managers to review whether they need to improve on service delivery or whether they need to maintain the standard of service delivery”. It is important to see the world from the customer’s perspective to be able to identify the following: Service : Quality of the service Delivery : Timeous delivery Staff and Service : Availability, Friendliness and Responsiveness The organisation : Reputation 2.3 SERVICE Bitner and Zeithaml (2000) quoted by Wahome (2010), offer the following definition: “services are deeds, processes, and performances. They are not tangible things that can be touched, seen, and felt, but rather are intangible deeds and performances”. Wahome (2010) concludes that services are procedures performed by human beings for human beings which then make it difficult for any two services to be exactly the same. Zeithaml and Bitner (2000) quoted by Selvan (2009) said, “Service quality assessment focuses specifically on dimensions of service such as reliability, responsiveness, assurance, empathy and tangibles. For example, service quality of a health club is judged on attributes such as whether equipment is available and in working order when needed, how responsive the staff are to customer needs, how skilled the trainers are, and whether the facility is well-maintained”. The EThekwini Municipality should also ensure that the service provided is accurate and can be depended upon, meaning that the service must be reliable. The customers will have confidence in employees who are knowledgeable and display courtesy in the performance of their duties. The employees of the EThekwini Municipality should show that they care about their customers and give them individual attention. The physical facilities, equipment and communication materials of the Electricity Customer Care Centres must be appealing to customers, since these tools will be used by customers to evaluate service quality (Selvan, 2009). Eskom sometimes experiences insufficient generation capacity because of the very high demand for electricity in the urban areas. There is a very high influx of people to urban areas for employment, which has resulted in millions of informal settlement houses being built to accommodate them. More rural areas are now electrified which was not the case before. Democracy has also lifted the strict laws of apartheid on immigrants, hence the increasing number of foreigners in the country (Shinga, 2011). Informal settlements are increasing rapidly day by day which leads to a high demand for electricity. The eThekwini Electricity Department has responded by supporting Eskom’s initiative to save electricity, which will enable the supply to reach the areas that are not electrified yet. More than 430 000 homes have received three million free energy-saving lamps and some are already seeing the results of their participation in their reduced electricity bills (Free Library by Parlex 2010). Eskom has become innovative in designing the energy-efficient lighting programme that advises consumers about the benefits of saving electricity and saving money as a result. This initiative created employment for 5 800 who were employed to visit homes and to replace old light bulbs with the new energy-saving ones. These initiatives position Eskom and the government as socially-responsible organisations. 2.4 LOAD SHEDDING The 49m is a plea to 49 million people of South Africa to save electricity. People should change their behaviour when it comes to energy efficiency. Electricity is generated from limited resources, namely, water and coal and should therefore be used efficiently, to ensure a sustainable energy supply for the future of the country. The Blue Moon has a year-long communication plan drawn up with Eskom which includes campaigns, energy

efficiency “days”, competitions and other exciting projects that have been created to drive awareness and influence behavior through T.V. channels. To save electricity is to save money. Different colours are shown on Television that are designed to alert the citizens on electricity usage. The red light shows that the use of electricity is extremely high. The red colour comes with instructions, namely, that geysers, swimming-pool pumps, and any unused plugs must be switched off. The green light means that the current is not under severe strain (The Blue Moon Team, 2011). This is always shown on television after the news in the evening. The eThekwini Municipality’s Electricity Department took part in the load shedding programme, and was able to identify a number of blocks of predominantly residential load which were practical to isolated and restore from the Control Centre by remote control. These blocks of load matched the amount in the reduction that Eskom had typically required and were based on the principle that those would be isolated for approximately two hours at a time. That forced all the relevant stakeholders to combine their collective wisdom to find a solution to the challenge, which led to the establishment of the National Emergency Response Team (NERT). There is a strong belief that the suspending of load shedding in the first week of May 2008, was due to the engagements by NERT (Maphumulo, 2011). 2.5 THE APPLICATION OF THE CUSTOMER SATISFACTION FRAMEWORK There are three parties to customer satisfaction, namely, the customer, the supplier and the product. For a customer to be satisfied, the product or service rendered to him/her must be of a good quality. The employee who actually renders or provides the service must be well trained to deal with customers, so that a good service may be offered. A satisfied customer becomes a loyal customer, hence the importance of improving the service offered by the eThekwini Municipality Electricity Department to its customers. It is expected that loyal electricity users, that are loyal because of good and positive experiences with the municipality will influence others positively through what they say and do. Loyal customers, it is believed, are more profitable to companies than getting new ones. Cartwright (2000) emphasises the importance of loyalty amongst service providers by explaining that there is evidence that people are willing to forgive one mistake or one case of poor service. Dawkins (1976) and Cartwright and Green (1997) point out that it is possible to retain customers even after making a mistake, provided that the mistake is corrected and an apology is extended immediately. Martin (1994) echoes Cartwright’s view that customer satisfaction drives customer loyalty. Leading service companies quantify customer satisfaction by having questionnaires available that are filled in by each customer to monitor satisfaction. Martin (1994) goes further to say that a service company must, at all costs avoid creating terrorists, who are those customers who are so unhappy that they can destroy the goodwill of a company. Terrorists can be avoided by improving service levels and making sure that customers are content. The performance of any business is improved by customer relationship management through increasing customer satisfaction and results in customer loyalty. According to Martin (2011), customer loyalty is necessary for growth and profitability in an organization. Customer satisfaction increases as customer perception enables organizations to understand customers better; it creates improved customer value propositions. As customer satisfaction rises, so does customer loyalty which has a remarkable impact on business performance, according to Buttle (2004). This position is supported by Gabbott and Hogg (1998) who suggests that an important feature of loyalty is that it cements the relationship between the customer and the provider. If the organisation is able to maintain a high level of customer satisfaction, it will have achieved customer loyalty which guarantees success in the business. This is clearly illustrated by Hill et alia (1999) in Figure 1.1 below: Figure 1.1: Business performance modelling Customer satisfaction Business success Customer loyalty Source: Hill et al (1999) The mission statement of the eThekwini Municipality’s Electricity Department is to provide electricity, public lighting and other energy services that satisfy its customers and community whilst maintaining sound business principles. This is also

highlighted by Cartwright (2000) who maintains that in the public sector, comprising of more monopolistic situations, it might be thought that customer service is less important. The eThekwini Municipality may be regarded as the sole supplier of electricity, which gives it the monopoly regarding the supply of electricity. Cartwright (2000), however, says that even in a monopoly situation the customer still has the right to not partake of the product or service, hence the importance of developing customer care programmes and the necessary training of staff. Ndlovu (2009) also emphasizes that the advantage enjoyed by the public sector over the private sector, must not be abused. In the private sector the customer can move from one organisation to the other because there is more than one sector. Most people have shown dissatisfaction with the inappropriate manner in which they are received by the staff and employees at the eThekwini Municipality's Electricity Department. An example would be that of Mr V Naidoo (Hello Peter.com) whose electricity went off on Tuesday 29 November 2011. He called in to report the fault. There was no follow up to his complaint. Mr Naidoo made numerous calls and got the same response, 'You are in a queue and we do not know when you will be attended to'. After a long delay a contractor was sent and they identified a cable fault. Mr Naidoo was told that someone had been dispatched and would be at the premises to rectify the problem. Nobody turned up at the time he was promised; the employees at the eThekwini Electricity Department simply failed to keep their promises. This is a typical example of the response one can expect from a member of staff who is not well trained to assist and did not put the customer first; this person did not take pride in his/her work. Blanchard et al (2004) suggest that organisations should give their personnel the appropriate training and development once the people are hired. The staff must learn the skills and competencies necessary for the jobs offered. The more prior experience people have for a particular job, the less competency training they will need. As technology changes, a great organisation will be committed to constantly retraining and educating its people so that the people will have the appropriate cutting-edge knowledge of the work. According to Zeithaml, Parasuraman and Berry (1990), service quality is the extent to which a firm is able to satisfy the needs of customers. The ultimate expectation of any customers is to get the best and efficient service, which can only be provided by a well-trained employee. Blanchard et al (2004) further suggest that if the organisation keeps its people well informed and allows the people to use their discretion, the organisation will be surprised at how people can help manage cost. This can only be achieved by well- trained employees. The organisation is evaluated by how quickly it can respond to customer needs and problems. The customers can judge the organization by the employees who answer the phone, greet them and respond to their complaints. People want the best service and want it fast, hence the importance of creating a motivating environment for the people working in the organization; and the staff need an organisation structure that is flexible enough to allow them to be the best they can. According to Buttle (2004), the Nordic Model, originated by Christian Gronroos and developed by others, suggests the service offered must meet a certain standard, with which the customers compare the actual result. If the expectations are met, this confirms that the organisation has over-performed; this is positive disconfirmation. If the service offered is underperformed this is negative disconfirmation. In the first two cases, service quality is deemed good; and in the last, bad. Evans and Lindsay (2002) concur with Buttle; they suggest that when the customer approaches a municipality for a service, the customer comes with certain expectations. The actual service, which is regarded as "actual quality", that the customer gets, may not meet his/her expectations and that is regarded as perceived quality. These different levels of quality can be summarized as follows: Perceived quality = Actual quality - Expected quality 2.6 CUSTOMER SATISFACTION The state of satisfaction depends on a number of both psychological and physical variables which are associated with satisfaction behaviours such as return and recommend rate. The level of satisfaction can also vary depending on other options the customer

may have, and other products against which the customer can compare the organisation's products. According to Dawson (1979) the level of satisfaction acquired by the customer may not be from the quality of the product itself but also from the treatment that the customer received when the product was sold to him/her. The after-sales service received is crucial to explaining many aspects of the spatial behaviour of customers. As eThekwini Municipality is now aware of cases of customer dissatisfaction such as Mr V Naidoo's, staff members should now be encouraged to do follow-ups on complaints by making calls to assure customers that the problem is being dealt with. There must be consultation between the employees of eThekwini Municipality and the electricity users about the standard and quality of the services that the public is supposed to receive (The Times, 2010). According to Bhengu (2011), the customer satisfaction process cannot be separated from the overall business development and management process. Customer satisfaction is found in every step of the business development process. That information might not be mentioned in each and every step but can be implied somehow. A typical example of customer satisfaction follows: At every step of the way, Ms Emias Yorkie was e-mailed and told exactly what was going on, why things were going wrong, and how long it would be before the server would start working again. The service provider also apologised repeatedly, which was good. Now if the server had just gone down with no explanation, Ms Emias Yorkie would have been "pretty annoyed" and may have moved her business elsewhere. But because the service provider kept the customer informed, it did not seem so bad, and the customer at least knew the service provider was doing something about the problems. This is a typical example of what customers expect from service providers (The Times, January 6, 2012). It is important for the employees to be friendly, approachable and polite to the clients. They should, smile even if it is on the phone, and show that as an employee they are clear headed on how to handle the problem. A customer will be frustrated if the person on the other side of the phone or the counter does not know who to turn to. Making sure they know exactly what to do at each stage of their enquiry should be of utmost importance, hence the importance of a clearly- defined customer service policy. 2.6.1 Steps to Customer Satisfaction Courtesy goes beyond respect and a smile. Thompson (2002) suggests that courtesy refers to treating people the way one would like to be treated, showing continuous commitment, honesty and having transparent communication with the public. The attitude or perceptions that the citizens have for municipal workers can change altogether if courtesy is applied properly. Everyone must be treated with courtesy, irrespective of the social status of the person. The employees or the staff of eThekwini Municipality's Electricity Department should be work-shopped on customer satisfaction. Thompson (2002) goes on to say that face-to-face dealings must be encouraged; the employees must be taught to be calm and confident when meeting with customers and must not ask them immediately what their problems are. Allow the customer to do the talking, and then take it from there, is the advice. The customer must feel welcomed, needed and valued. By keeping the customer updated on any changes in the situation, seems so little and is not actually costly but can go a long way to keeping the customers. 2.6.2 Levels of Customer Satisfaction The eThekwini Electricity Department must always bear in mind that customers are to be given the necessary respect and dignity. The organization does not have the strong competition but despite its monopoly, the organization must always meet the customers' expectations. The customers may be satisfied for the moment but the employees must strive for increased satisfaction in order to keep the customers satisfied. The organization must always strive for competitive service. Customers look for better deals to stay in a particular organization. The eThekwini Electricity Department must always find better ways of surprising customers in order to reach a higher level of satisfaction, namely, to go beyond what the customers expect. Fast, friendly service, which is always followed by e-mails or phone calls to make sure that all is well, can create a long-lasting relationship between the municipality and the

customers. Going beyond what the customers expect will make the eThekwini Municipality's Electricity Department to be a cut above other municipalities, especially because in most cases, municipalities are known for poor services and corruption. This will definitely increase profitability. The eThekwini Municipality's Electricity Department stands a chance of raising prices for the services rendered as customers who experience the kind of service that exceeds their expectations are often willing to pay for it (Thompson, 2002). According to Hill et al (1999), a customer that received a level of service that not only exceeds his/her expectations, but actually brings a smile to his/her face, is a delighted customer. This kind of service will not only meet the basic needs of the customer, or even exceed what is expected, but the customer will touch the customer on an emotional level. And once customers have experienced this feeling, it will be very difficult for anyone to change the attitude of customers towards the municipality. When the customers are delighted, the business is on the way to creating an exceptional and highly profitable business. There are many ways which are cost effective to delight one's customers. The eThekwini Municipality's Electricity Department has to show that it cares about its customers, and bring a smile to the customers' faces. Hill et al (1999) reiterate that for the organization to succeed there must be customer satisfaction, customer delight and customer loyalty. Amaze the Customers. At this level the municipality does not just meet or exceed the customer's expectations, or simply delight them, but truly amazes them. When the municipality is able to reach this level on a regular basis, then it will be in a position to achieve remarkable rates of revenue growth and profitability according to Smith et al (1999). 2.6.3 How to Measure Customer Satisfaction Hill et al (1999) give an overview of how customer satisfaction is measured. Every organization should have a clear picture of whether customer satisfaction is increasing, static or decreasing, and the only way to know is by measuring customer satisfaction. The analysis can give accurate information on the level of customers' satisfaction and also highlight the problem areas but it can never give solutions to problems. The eThekwini Municipality should know exactly what customers' expectations are. This will need in-depth interviews with customers as individuals or as focus groups, for which a well-designed questionnaire can be prepared. The rating scale must be decided upon and then the survey can be conducted. The results can be analysed using a chosen analytical technique to get the accurate customer satisfaction index. Evans and Lindsay (2002) also look at measuring customer satisfaction. They believe surveys are a means of measuring satisfaction, but they look at the different product attributes. They look at product quality, product performance, usability and maintainability. They also look at service attributes, namely, lead time, exception handling, attitude, on-time delivery, accountability and technical support. Finally, image attributes such as reliability and price are taken into account when measuring customer satisfaction. The organization has internal and external customers. The employees, being the internal customers, must also be satisfied with the work entrusted upon them. The eThekwini Municipality must ensure that the employees understand what the external customers are expecting from them; for example, a warm welcome and quick answers, to name but a few. Hayes (1992) suggests that as customers are the recipients of the services provided by the municipality, they are in a good position to help the organization understand the critical-incident approach, which emphasizes the use of customers in preparing the list of customers' requirements. If the organization relies mainly on its standards in determining customers' needs this might lead to poor results by not giving the customer what is best. Hill et al (1999) suggest that there must also be a questionnaire for the internal customers to ensure that the employees know their work perfectly, so that the dissatisfaction from the external customers does emanate from the fact that the employees lack the necessary understanding. 2.6.4 Increasing Customer Satisfaction The customers are the main source of income in the business. Profits are driven by the increasing number of customers. The strategies applied in increasing the number of customers will help to influence the entire business. Increasing the level

of customer satisfaction may increase the amount of referrals. Happy employees are the end-result of happy customers as employee morale is affected by this social interaction. Customer satisfaction can only be improved if the organization knows its customers, not as individuals, but the classification of customers so that they are treated accordingly. According to Harrington (2012) every organization has internal and external customers. External customers are the customers that buy the product of the organization. According to Du Toit and van Der Walt (1999) as a service provider, the external clients for the eThekwini Municipality's Electricity Department are those people who are not part of the institution but who rely on the municipality to deliver the service. Neisser (2011) also suggests that internal customers are the managers of the business, who are usually left out when monthly reports are prepared, yet the managers are the ones that control costs or expenditure. Cook (2005) suggests that organizations have since realized that to improve on customer service, the processes have to be streamlined and straight-forward. Organizations use a sequence of activities that lead to improved output for the internal and the external customer in order to help them become more customer focused. Teams of employees associated with organizational processes apply different strategies to make these activities more efficient and customer focused. 2.7 SERVICE EXCELLENCE Irons (1997) describes service as the seamless solution to the customer's problem. As is the case in manufacturing where the company must produce a differentiated product, everyone in the service business strives for service excellence. Service excellence is a positive attitude entrenched in every department in an organization from the cleaner or the gardener to the CEO of the company (Du Toit and van Der Walt, 1999). It requires more than efficiency in the customer service department or a slogan that is on the wall of the reception area. Excellence is a consistent, premium service offered on a daily basis, irrespective of who is being served; this drives the organization strategy at every level. Irons (1997) sees service excellence as an obsession; understanding the importance of service to customers, having a vision and the willingness of the staff members to go the extra mile every time a customer needs help. Cook (2005) regards service excellence as a subjective and intangible experience by a customer. The perception that the customer will have about the service rendered will depend on the customer's expectations. If the treatment that the customer gets is better than what was expected, then the service is excellent. If the treatment is less than what the customer expected, then the service is bad. The staff or employees of eThekwini Municipality's Electricity Department must keep in mind the fact that as technology advances, the needs of customers also become more and more sophisticated. People are becoming educated, confident and more informed, day by day. The staff of the eThekwini Municipality must also improve on their approach day by day. Parasuraman et al (1985), quoted by 6 **Gowan et al. (2001),** suggest that **service provision is more complex in the public sector because it is not simply a matter of meeting expressed needs, but of finding out unexpressed needs, setting priorities, allocating resources and publicly justifying and accounting for what has been done.** The objective of Customer Service Excellence is to bring professional, high-level customer service perceptions into the equivalent level currency with every customer service by offering a distinctive improvement tool to help those delivering services put their customers at the core of what they do. 2.7.1 Service Evaluation The service rendered must be assessed or evaluated. According to Gabbott and Hogg (1998), the customer is the evaluator since the customer is the recipient. The customers evaluate the service by looking at the quality of the

service and the level of satisfaction derived. Evans and Lindsay (2002) regard the customer as the principal judge of quality, from the time the customer buys, throughout ownership and the service experience. Different authors argue on the importance of ‘quality service’ as against ‘customer satisfaction’. Cronin and Taylor (1992) quoted by Gabbot and Hogg (1998), amongst others, argue that should the organization deliver satisfied customers, automatically the service will be regarded as good quality service. Alternatively other authors, for example, Zeithaml, Parasuraman and Berry (1985) argue that the distinction between these two terms is of great importance as the researchers feel that good, quality service will result in a high level of satisfaction. 2.7.2 Improving Service Delivery The former Minister of Public Service and Administration, Zola Skweyiya, introduced the White Paper in 1997, in order to improve service delivery (Du Toit and van Der Walt, 2007). In the White Paper the eight principles of Batho Pele, which means putting the people first, were included. These principles, if abided by, will improve service delivery and increase customer satisfaction. The public service cannot claim to have achieved the democratic goals that the country fought so hard for, unless the public sector transforms its delivery (Ndlovu 2009). Ndlovu (2009) suggests that the National Conference on Public Service Delivery held in the University of Fort Hare in 1997 determined that ‘Batho Pele’ cannot be mastered overnight. The attitudes of the public service as well as many systems have to change and be geared for Batho Pele. 2.7.3 Application of the Batho Pele principles Consultation Consultation must take place between all national and provincial departments and the people on the ground. Consultation should not only be about the services currently provided but the citizens must also be able to be part of the decision- making process on services to be delivered in future. Before the Independent Development Plan (IDP) is drawn up the relevant stakeholders of The eThekwini Municipality must have consulted the public by means of customer surveys, interviews with individual users, consultation with groups, and holding meetings with consumer representative bodies, to name but a few, to have an all-inclusive plan (Du Toit and van Der Walt, 2007). Service Standards The eThekwini Municipality’s Electricity Department should set standards that are measurable so that the users of electricity can judge whether the service rendered is up to standard or not. Standards must also be measured against those used by other local municipalities in order to make eThekwini Municipality nationally competitive; for example, find out how many times the complainant consulted the eThekwini Municipality before the problem was solved. If the complainant phoned five times yet in other municipalities it takes one phone call to have the problem solved, then eThekwini Municipality is not nationally competitive. The standard must be improved to match those of the other municipalities; failing to do so means that the citizens have a right to complain and demand quality services. Access Providing an outline for making decisions about delivering public services is one of the main objectives of Batho Pele. According to Du Toit and Van der Walt (2007), many South Africans are still without the basic needs, namely, shelter and water. The employees of the eThekwini Municipality must not deny the citizens the right to quality service rendered. Batho Pele also aims to resolve the inequalities in the distribution of existing services. People who have access to information are empowered people. Courtesy Electricity is one of the basic needs, and therefore it requires service providers to show empathy to the citizens if there are complaints. The employees of eThekwini Municipality’s Electricity Department must treat people with respect, honesty and transparency when communicating and be very considerate, irrespective of the social status of the person concerned. Any obstacle that may result in a delay in the efficient delivery of services of the required standard must be removed. If courtesy is applied properly, all the negative perceptions that the public has with the public servants, can be removed (Du Toit and van Der Walt, 2007). Information The citizens of South Africa are entitled to accurate and timeous information on the service to be delivered. If there are any problems experienced with the service delivery, then the citizens must be informed

immediately. In the case of eThekwini Municipality, if there are to be any electricity disruptions, the public should be informed at least two days before the actual cut-off in electricity. The public should also be informed as to when the situation will be remedied. The internal customers, who are the managers and the employees in the organization, should also be well informed about what is happening in the organization. Openness and Transparency Openness and transparency is displayed when one enters the building of the eThekwini Municipality. There are three photos: first that of the National Government represented by the President's photo, then that of the Minister of Minerals and Energy and, lastly, that of the MEC. This is the key aspect of openness and transparency: that the public should know who is responsible for what, and be given more information on how well the resources are utilized. The citizens may take advantage of this openness and transparency and make positive suggestions on how to improve the service delivery devices. The public can also make suggestions on how the employees should be kept responsible and accountable (Independent Police Investigative Directorate, 2007). Redress Du Toit and van Der Walt, (2007) suggest that the Municipality employees must be on the alert and be quick and accurate in identifying the fall in the quality of the standard of services delivered and have procedures in place to remedy the situation. The employees must take responsibility and apologize to the citizens before the citizens take action and go to the streets. Complaints from the clients should serve as an opportunity for the eThekwini Municipality to improve their services, identify the gaps and close them. Value for money The high price that the citizens pay for electricity, calls for a good service from the Municipality, so as to be regarded as real value for money. The citizens do not usually require a service that will call for additional costs to the Municipality; all that the citizens need is efficient, effective and economic service. Martin (1994) maintains that the organization should seek to maximize the difference between the value of the service to customers and the cost of providing it. The Batho Pele principles serve as a guideline on how the government should present themselves when handling people's problems. The municipalities are the right hand of the government; the municipalities are the face of the government. The quality of the service rendered by the municipalities reflects the failure or the success of the government, hence the importance of adherence to the Batho Pele principles. 2.8 ETHICS IN GOVERNMENT INSTITUTIONS The eThekwini Municipality's Electricity Department's employees are guided by generally-accepted principles in the administration and management of their duties. Ethics are principles that are not written on paper but have their basis on social value systems. For the smooth running of the government institution, and to avoid conflicts, these principles of behaviour are put down in writing in an official document, for example, the code of conduct. Section 33(1) of the Constitution determines that a lawful, reasonable and procedurally-fair administrative action is a right for everyone, in other words, complying with a set of ethical principles (Du Tout and van Der Walt, 2007). The Constitution of the Republic of South Africa contains a number of clauses in terms of which the political office bearers must pledge faithfulness and obedience to the Constitution. According to Du Toit and van Der Walt (2007), should any political office bearers fail to comply with the oath, he/she pledged for, will be guilty of unethical conduct. Defiance of the Constitution means that the office bearer is conducting himself or herself unethically. The employees of the eThekwini Municipality's Electricity Department are public servants and should therefore abide by the Public Service Regulations of 1999. The Public Service Regulations provide a code of conduct that lists a set of rules to be followed by public employees. Failure to abide by the Public Service Regulations will render the employee guilty of misconduct, and be charged accordingly. This code provides for the employees of the eThekwini Municipality's Electricity Department's relationship with: ? the legislature and the executive; ? the public; and ? other employees. The Public Service Regulations also provide a set of guidelines on how the official should conduct himself/herself as an individual and regarding their private interests. 2.9 TRAINING AND CODES OF CONDUCT

Employees of The eThekwini Municipality's Electricity Department must at all times be polite, display good behaviour and show the right attitude when attending to queries from clients. It is very important that the employees receive the relevant training on how to handle people's problems especially new entrants. Training is important, especially for new entrants, as the eThekwini Municipality's Electricity Department wants to maintain its good reputation of excellent service. Training can take the form of short courses: for example, orientation workshops or in-service training, which will be conducted while people are working. The training must include all that which is included in the Public Services Regulations, so that new entrants should know what is expected of them, namely, justice and equity, fairness, honesty and accountability, to name but a few. Treating the clients with honesty and with respect is not enough if it is not done professionally. The staff will need to know how to apply professionalism in the workplace. Professionalism The clients must be given quality service, which means that professionalism must be included in service delivery. Professionalism, as defined by Van der Waldt and Du Toit (2007), is competence, ethical conduct and proficiency all put together. The implementation of professionalism involves diplomacy, etiquette, one's manner and protocol. Diplomacy means that the staff of the eThekwini Municipality's Electricity Department have to be tactful in dealing with people, thus maintaining excellent relationships with the clients. Etiquette involves politeness and courtesy and, generally speaking, refers to the conventional rules of social behaviour. Manner, in professionalism, means that the staff of the eThekwini Municipality will treat people according to what the clients accept as good behaviour. Protocol means the appropriate formality and etiquette observed by the staff towards the clients. The management, or the leadership of the eThekwini Municipality, should ensure that there is responsibility and accountability in the execution of duties. The municipalities, as Government institutions, are obliged to render a good service to the public. The public has a right to basic needs, of which electricity is one. The Government is voted for by the people, hence the obligation to put the people first and to meet the people's expectations. Service failure The eThekwini Municipality must expect complaints of service failures from customers. The response by the municipality can either restore customer satisfaction or reinstate loyalty or it can destroy the relationship totally (Smith et al, 1999). The municipality has to strive for a positive response that will lead to customer satisfaction, which is referred to as service recovery (Gronroos 1988). Parasuraman and Berry (1991) indicate that recovery management has a significant impact on customer evaluations because customers are more sensitive and observant of the recovery service than when they are served under normal circumstances. Failed recoveries lead to customers switching to other organizations, thus incurring permanent damage to the name of the organization in the eyes of the customer. Therefore, well-executed service recoveries are important for improving customer satisfaction, building customer relationships, and averting customer defections (Fomell and Wemerfelt, 1987). Financing electricity distribution Electricity is the major source of income and expenditure for municipalities. Income received from the sale of electricity totalled more than 25% of total revenue for municipalities before the tariff increases that began in 2009/10. When the electricity sales are considered in isolation they amount to 40% of all revenue in 2012/13. Considering the fact that these municipalities are mainly supplied directly by Eskom, the potential for municipalities to generate income from electricity is high (National Treasury Department, 2011) Shinga (2011) highlights the fact that it is becoming the norm that the sources of revenue allocated for municipalities are limited, whilst the size of responsibility given to municipalities has increased. The Demarcation Act of 2000 and the increase in the responsibility given to municipalities from the central government result in reduced inter-governmental grants received. Shinga (2011) maintains that the limited resources given to municipalities are not the only problem experienced by the municipalities. According to Soots Naidoo, the CEO of the South African Local Government

Association (SALGA) the local municipalities have other financial problems which can be categorised into three areas: ? Structural problems; ? Capacity problems, that is, insufficient skills to manage the finances; and ? Poor finance management. The municipalities do not determine the price of electricity, neither does Eskom, but the National Energy Regulator of South Africa (NERSA) does. According to Eberhard (2011), Eskom is the state-owned national utility, which generates 96% of the country's electricity from coal. Eberhard (2011) further explains that the average price that Eskom pays for electricity has increased exorbitantly because of short- term contracts with the coal mines. The two coal mines, Majuba and Tutuka, failed to meet Eskom's demand. The Majuba mine uses road transport which in turn has a detrimental effect on Eskom as road repairs are carried out by Eskom. The quality of coal supplied by local mines is very poor as higher grade coal is reserved for the lucrative export market. Eberhard (2011) says that, "In the cost-plus contracts, Eskom and the coal supplier jointly provided capital for the establishment of the colliery. Eskom pays all the costs of operation of the colliery and the supplier is paid a net income by Eskom on the basis of a return on the capital invested (ROI) by the coal supplier in the colliery". This all adds to the cost of obtaining coal which then results to electricity becoming more and more expensive. The burden is passed on to the final user who is the customer. CHAPTER 3 RESEARCH METHODOLOGY 3.1 INTRODUCTION Choosing the correct method of research to be used is not an easy task unless one knows what the research involves? In White (2000), research is defined as a study that is intensive and systematic and which goes beyond the ordinarily-found knowledge in order to acquire the detailed and specialized information. It provides a basis for the analysis and descriptive comment of the topic of enquiry. The purpose of doing research involves assessing the relationship between, and among, unobservable constructs using manipulations or measures of variables that serve to operationally define the constructs (Buchanan and Bryman, 2009). There are two types of research methodologies, namely the qualitative method and the quantitative method. According to Gavin (2008), the qualitative method seeks to understand phenomena using a naturalistic approach, whereas the quantitative method uses the experimental methods and quantifies. Both methods can also be used for the same research. According to Buchanan and Bryman (2009), the mixed- methods approach means that the components of the qualitative and the quantitative research methods must be integrated and linked "amicably". The researcher must not simply take pieces of information from the qualitative method and pieces from the quantitative method and put them together. 3.1.1 Qualitative Method Beins and McCarthy (2012) define the qualitative research as an all-inclusive study of anything in its natural environment; the researcher uses a descriptive approach. The qualitative approach focuses on the meaning of the text rather than the subcomponents but the time that this approach consumes to get to the answer, is often the main concern. Daymon and Holloway (2011) suggest that using the qualitative research method will always depend on the topic and on the focus of enquiry, the objectives of the topic, the philosophical orientation and on the intentions of the researcher. The availability of resources, the experience as well as the competence of the researcher also play a major role in selecting the method of research. Buchanan and Bryman (2009) maintain that the main aim of qualitative research is to gain insights into how the organization functions and how it interacts through an examination of cultural processes at the workplace. In-depth interviews with the key subjects, extended periods of observation by the researchers, and different kinds of document analysis are included in qualitative methods of collecting information. White (2000) argues that the qualitative research method should not be too prescribed, because that can give a counter-productive result which excludes all the complexities of what qualitative research is. In the case of the eThekwini Electricity Department, the key subjects were the users of electricity. 3.1.2 Quantitative Approach Beins and McCarthy (2012) suggest that the quantitative approach uses figures or quantities and unlike the qualitative approach, makes use of a shorter time span to get to the answer. White

(2000) concurs with Beins and McCarthy (2012), and maintains that with this type of research the results are given numerical values and statistical and mathematical treatment is used in the evaluation of the results. White (2000) also sees quantitative research as scientific research since it has its historical origin in science. Quantitative research sets up a theory or proposition which is tested by the data that is collected which can either support or reject the theory, and, depending on the results, it is accepted or rejected. White (2000), however, goes on to say that numbers alone are not sufficient; units of amount must be included, for example, metres or hours. The researcher must have a clear understanding of what must be measured and how it must be measured. The scale of the measurement to be used must be identified; for example, data may be nominal or categorical. The respondents may be grouped according to age or gender. 3.2 RESEARCH TECHNIQUES 3.2.1 Observational Research McBurney and White (2004) define the observational research as a research strategy whereby ongoing behaviour is observed and is recorded without attempting to influence it. There are two types of observational research, namely, the naturalistic behaviour and participant-observer research. The method that was followed when observing at the eThekwini Municipality's Electricity Department was the non-reactive research, which is another form of naturalistic observation where the subjects are not aware that there is a study taking place. A survey, which is defined by McBurney and White (2004) as assessing public opinion or individual characteristics through the use of questionnaires and sampling, was conducted at the eThekwini Municipality's Electricity Department situated at 1 Jelf Taylor Crescent, Durban. The questionnaires were given to customers of different races and ages, at random, after being served, to evaluate the service rendered. The questionnaires were designed according to the 5-Likert scale to make it easier for the respondents to fill in, hence the good response on the day. 3.2.2. Conducting Interviews Another technique, mostly used in data collection, is that of conducting interviews, according to Gavin (2008), especially when using the qualitative research method. Interviews provide a depth and breadth to data if conducted effectively. McBurney and White (2004) concur with Gavin by saying that personal interviews have the advantage that the interviewers can establish an understanding with the people being interviewed, and get more information as a result. There is, however, a big disadvantage: the interviewee can give biased answers in trying to please the interviewer or thinking that this is what the interviewer wants to hear. Gavin (2008) suggests that these are the characteristics of a good interview: ? Familiarity with the topic and a high level of knowledge about it; ? The ability to structure a discussion; ? A clear and gentle manner of speaking without jargon or aggression; ? ? Sensitivity and empathy shown through listening attentively; Openness to respond to the interviewee and being flexible enough to change direction if necessary; ? ? Being focused enough to steer the interview towards its objectives; Critical enough to challenge what is said and to deal with inconsistencies in replies; ? Having a good memory and the ability to relate what is said to what has gone before; ? ? Having the ability to interpret without imposing meaning; and Knowing when to be quiet and when to speak. 3.2.3 Research design White (2000) looks at the research design as a general term in research methodology that embraces a number of separate but related issues. Buchanan and Bryman (2009) concur with White and define it as a plan that encompasses everything needed for conducting a study that considers several components. The objectives of the research, the data-collecting techniques, the chosen methods of data analysis and interpretation, and the selection of the appropriate methodology are all included in research design. Validity and reliability are the two important concepts that have to be built into the research design. Validity, according to White (2000) is about the research questions and objectives that the researcher is aims to answer and achieve, respectively. The main objective of this study was to ensure customer satisfaction and identify possible means of improving service delivery. Reliability is about stability of the research and whether other researchers can use the design applied in one's research and

obtain “analogous findings”. Daymon and Holloway (2011) state that the problems of reliability in qualitative research can only be overcome by generating a monitoring tool that will be used to monitor all the steps of the research. 3.3 THE RESEARCH INSTRUMENT The questionnaire was used as a research instrument. The questionnaire was divided into three sections: Section A which consisted of six questions on the demographics of the respondents. Section B consisted of four questions on the personal experience that the respondents had with the service provider. The respondent was supposed to give a clear picture of the kind of service or treatment that he/she experienced when being served. The respondent could only judge from the conversation if the person that served him/her knew his/her work and if the service provider followed the Batho Pele principles. Section C of the questionnaire is about how the customer views the physical appearance of the offices of the eThekwini Municipality. Section C consists of ten questions, based on the experience of the respondent while being attended to on the premises of the eThekwini Municipality. 3.4 PROBLEM STATEMENT Municipalities are awash with corruption and maladministration reports. The MEC for Co-operative Governance and Traditional Affairs in KZN, Ms Nomusa Dube, according to the KZN Top Business Portfolio, regularly announces the names of municipalities that will be under Administration because of maladministration or corruption. A healthy relationship between the municipality and external customers is essential as customer satisfaction is a yardstick for municipal performance. Surveys on customer satisfaction form part of improving the service delivery of the municipality. 3.5 1 OBJECTIVES OF THE STUDY The purpose of the study is to enable the eThekwini Municipality to obtain feedback from its residents/clients regarding electricity service delivery, with the aim of utilising the feedback information to improve service/functions delivery and to inform future strategic and operational planning. The aim is to 3 explore and analyse the views and perceptions of the current service delivery arrangement between the eThekwini Municipality and the relevant stakeholders. The objectives of the study were to: ? Determine the satisfaction/dissatisfaction level of community members and other constituents with regard to electricity service delivery; ? Establish the responsiveness of the eThekwini Municipality when dealing with complaints on electricity service delivery; and ? Ascertain what can be done to improve service delivery. 3.6 RESEARCH ETHICS The University of KwaZulu-Natal Research Ethics Committee gave authorization to the researcher prior to the institutionalisation of the research. Daymon and Holloway (2011) state that the university review boards and human research ethics committees give guidance the researcher on how to conduct ethical research and issue ethical clearance certificate. Ownership of the ethical clearance certificate, however, does not guarantee that the researcher will act ethically. When data is collected through human interaction, ethical issues must be of the utmost importance, because of inherent challenges related to qualitative research. Ethical problems arise throughout the research process, but researchers are obliged to deal with ethical considerations in the planning stage of the research. Daymon and Holloway (2011) go on to suggest that ethical problems occur throughout the research procedure. If the respondents act on anonymity, then the researcher must make sure that the respondents may never be identified. Ethical issues must therefore not just be well understood by the researcher, but have to be included in the writing of the research report, dissertation or thesis (Daymon and Holloway, 2011). Buchanan and Bryman (2009) suggest that proper academic research is a process defined by scholarly impartiality from the subject studied. The research conducted must not be associated with political debates about the objectives to which such research must be put. Buchanan and Bryman (2009) continue to look

at the critics views on ethics, as the critics have raised a robust ethical objection to more indirect forms of the detachment by the researcher from the subject and objects of the research. The critics also draw attention to how conservative practices in academic writing push for the emphasis on the authority of an 'unemotional and objective academic voice'. Savin-Baden and Major (2013) look at the definition of ethics in general; that ethics are the moral principles that administer behaviour or the correctness of a particular behaviour. Ethics is also a branch of philosophy that focuses on multifaceted questions of morality, hence the importance of including ethics throughout the research project. 3.8 CONCLUSION According to Mthembu (2009) in a period where democracy and human rights are fundamental, service delivery is imperative. The eThekwini Municipality has seen service delivery protests arising out of unsatisfied members of the public; thus behoves the municipality to be proactive, hence the importance of the study. There have never been strikes or public complaints directed at the eThekwini Municipality's Electricity Department, but that does not mean there should be complacency. The following chapter will look at the questionnaires completed by the respondents and analyse the results. The analysis of the results will also be presented in the next chapter and that will provide guidance to the Municipality as to what to do from now onwards. CHAPTER 4 DATA ANALYSIS AND INTERPRETATION 4.1 INTRODUCTION The data from the completed survey questionnaires were coded and captured in SPSS (Statistical Package for Social Science) Version 20, for Windows and used for descriptive and inferential analysis. The results from the data analysis are also presented in this section. The findings of the research are discussed in the light of the literature on the subject. By interpreting the statistical analysis of the data collected, the extent to which the research objectives are met and the research questions are answered is demonstrated. Sixty-eight questionnaires were given to customers at the eThekwini Electricity Department; eighteen were given to teachers at different schools and fourteen to households in townships. In all, a hundred questionnaires were distributed to participants. Eighty-eight were returned. 4.2 ANALYSIS The next section discusses the analysis. Table 4.1 Age distribution of respondents < 25 26 – 35 36 – 45 Valid 46 – 55 56 -65 >66 Total Frequency 9 23 23 23 7 3 88 Percent 10.2 26.1 26.1 26.1 8.0 3.4 100.0 Valid Percent Cumulative Percent 10.2 10.2 26.1 36.4 26.1 62.5 26.1 88.6 8.0 96.6 3.4 100.0 100.0 Figure 4.1 Age distribution of respondents. Table 4.1 and Figure 4.1 indicate the age distribution of respondents. The largest percentages of the respondents fell in the 26-35 category, with a high percentage (26.1%), followed by 36-45 at 26.1%, 46-55 at 26.1%, 25 at 10.2%, 56-65 at 8.0% and >66 comprising 3.4%. Table 4.2 Marital Status of respondents Frequency Percent Valid Percent Cumulative Percent Valid Single Married Divorced Widowed Total 39 34 6 5 Never Married 4 88 44.3 38.6 6.8 5.7 4.5 100.0 44.3 38.6 6.8 5.7 4.5 100.0 44.3 83.0 89.8 95.5 100.0 Figure 4.2 Marital status of respondents. Table 4.2 and Figure 4.2 indicate the marital status of respondents. The largest percentages of the respondents fell into the single category with the high percentage 44.3%, followed by married respondents at 38.6%, divorced at 6.8%, widowed at 5.7%, and unmarried at 4.5%. Table 4.3 Gender distribution of respondents Frequency Percent Valid Percent Cumulative Percent Valid Male Female Total 43 45 88 48.9 51.1 100.0 48.9 51.1 100.0 100.0 48.9 Figure 4.3 Gender distribution of respondents. Table 4.3 and Figure 4.3 indicate the gender distribution of respondents. The largest percentages of respondents fell into the female category (51.1%), followed by males at 48.9%. Table 4.4: Level of education of respondents Frequency Percent Valid Percent Cumulative Percent Matric Below matric 4 19 4.5 21.6 4.5 21.6 4.5 26.1 Valid Certificate Diploma/D egree Post graduate 9 40 16 10.2 45.5 18.2 10.2 45.5 18.2 36.4 81.8 100.0 Total 88 100.0 100.0 Figure 4.4 Level of education of respondents. Table 4.4 and Figure 4.4 indicate the level of education of respondents. The largest percentages of the respondents fell into the Diploma/Degree category with a percentage of 45.5%, followed by matric at 21.6%, a post graduate qualification at 18.2%, a certificate at 10.2%, and 4,5% did not have matric. Table 4.5

Position at work of respondents Frequency Percent Valid Percent Cumulative Valid Unskilled Skilled Supervisor 5 54 7 Middle management 15 Top management 4 5.7 61.4 8.0 17.0 4.5 5.9 63.5 8.2 17.6 4.7 Percent 5.9 69.4 77.6 95.3 100.0 Total 85 96.6 100.0 Missing System 3 Total 88 3.4 100.0 Figure 4.5 Position at work of respondents. Table 4.5 and Figure 4.5 indicate the distributions of respondents according to positions at work. The largest percentages of the respondents fell into the skilled category with a high percentage of 61.4%, followed by middle management at 17.0%, supervisors at 8.0%, unskilled employees at 5.7%, top management at 4.5% and an unanswered percentage totalled 3.4%. Table 4.6 Occupation of respondents Frequency Percent Valid Percent Cumul ative Percent Valid Employed Unemployed Self-employed Total 68 8 12 88 77.3 9.1 13.6 100.0 77.3 9.1 13.6 100.0 77.3 86.4 100.0 Figure 4.6 Occupation of respondents. Table 4.6 and Figure 4.6 indicate the occupation distribution of respondents. The largest percentages of the respondents fell into the employed category with a high percentage of 77.3%, followed by the self-employed at 13.6%, and the unemployed made up 9.1%. did you contact the Table 4.7 In your most recent custome eThekwini electrici r service experience, how ty department? In person By telephone Frequency 39 37 Percent 44.3 42.0 Valid Percent 45.9 43.5 Cumulative Percent 45.9 89.4 Valid By internet 8 9.1 9.4 98.8 Other 1 1.1 1.2 100.0 Total 85 96.6 100.0 Missing System 3 3.4 Total 88 100.0 Figure 4.7 In your most recent customer service experience, how did you contact the eThekwini electricity department? Table 4.7 reveals that in the most recent customer-service experience, the largest percen tage (44.3%) went to the premises in person, followed by telephonic contact at 42.0 %, by internet at 9.1%; 3.4% did not answer the question, and ot her means of contacting the Department came to 1.1% of respondents. Table 4.8 About how long did you have to wait before speaking to a representative? Frequency Percent Valid Percent Cumulative Percent I was taken care of 14 15.9 16.9 16.9 immediately Missing System Total Valid Within 3 minutes 3-5 minutes 5 – 10 minutes Total 16 16 37 83 5 88 18.2 18.2 42.0 94.3 5.7 100.0 19.3 19.3 44.6 100.0 36.1 55.4 100.0 Figure 4.8: About how long did you have to wait before speaking to a representative? Table 4.8 and Figure 4.8 indicate the approximate length of time the respondent had to wait before speaking to a representative. The largest percentage of the respondents waited 5-10 minutes (42.0%), followed by “within 3 minutes” at 18.2%, 3-5 minutes at 18.2%; 15.9% were attended to immediately. 5.7% did not answer the question. Table 4.9 How many times did you have to consult with the eThekwini Electricity Department before the problem was solved? Frequency Perc ent Valid Percent Cumulative Percent Missing System 3 Total 88 Valid More than three times 17 Total 85 Once Twice Three times 35 21 12 100.0 39.8 23.9 13.6 19.3 96.6 3.4 41.2 24.7 14.1 20.0 100.0 100.0 41.2 65.9 80.0 Figure 4.9 How many times did you have to consult with the eThekwini Electricity Department before the problem was solved? Table 4.9 and Figure 4.9 indicate how many times customers had to consult with the eThekwini Electricity Department before a problem was solved. The largest percentage (39,8%) of the respondents consulted the Department once, followed by twice at 23.9%, more than three times at 19.3%, three times at 13.6%, and 3.4% of participants did not respond to the question. Table 4.10 Did the representative show competence? Valid problem and competent Helped me understand to the problem Handled issues with courtesy and professionalism Total 29 Appeared knowledgeable 21 the cause of and the solution 24 10 84 33.0 23.9 27.3 11.4 95.5 34.5 25.0 28.6 11.9 100.0 34.5 59.5 88.1 100.0 Quickly identified the Frequency Percent Valid Percent Cumulative Percent Missing System 4 4.5 Total 88 100.0 Figure 4.10 Did the representative show competence? Table 4.10 and Figure 4.10 indicate the perceived competence and speed at which problems were handled. The largest percentage of the respondents (33.0%) agreed that the representative quickly identified the problem, followed by 27.3% who had been helped to understand the cause of, and the solution to the problem, while 23.9% said the representative appeared knowledgeable and competent. Only 11.4% said the

representative handled issues with courtesy and professionalism. A few participants (4.5%) did not respond to the question. Table 4.11 The physical facilities at the eThekwini Electricity Department are visually appealing Frequency Percent 5 Valid Percent Cumulative Percent Valid Missing Total Strongly disagree Disagree Neutral Agree Strongly Agree Total System 5 10 24 34 14 87 1 88 5.7 11.4 27.3 38.6 15.9 98.9 1.1 100.0 5.7 11.5 27.6 39.1 16.1 100.0 5.7 17.2 44.8 83.9 100.0 Figure 4.11: The physical facilities at the eThekwini Electricity Department are visually appealing. Table 4.11 and Figure 4.11 indicate the opinions about the physical facilities at the eThekwini Electricity Department relating to visual appeal. The largest percentage agreed (38.6%), followed by those who were neutral (27.3%); some strongly agreed (15.9%), others disagreed (11.4%), while 5,7% strongly disagreed. A few (1.1%) did not respond. Table 4.12 Materials associated with the services (such as information brochures) are visually appealing Strongly disagree Frequency 3 Percent 3.4 Valid Percent 3.4 Cumulative Percent 3.4 5 Valid Missing Total Disagree Neutral Agree Strongly Agree Total System 13 23 35 13 87 1 88 14.8 26.1 39.8 14.8 98.9 1.1 100.0 14.9 26.4 40.2 14.9 100.0 18.4 44.8 85.1 100.0 Figure 4.12 Materials associated with the services (such as information brochures) are visually appealing Table 4.12 and Figure 4.12 indicate opinions about whether the materials associated with the services (such as information brochures) were visually appealing. The largest percentage of the respondents (39.8%) agreed that they were, followed by neutral responses (26.1%); some disagreed (14.8%), others strongly agreed (14.8%), while a few strongly disagreed (3.4%). Only (1.1%) did not give an opinion. Table 4.13 The eThekwini Electricity Department keeps to its promised response time Frequency Percent 5 Valid Percent Cumulative Percent Missing System Total Valid Strongly disagree Disagree Neutral Agree Strongly Agree Total 10 14 35 16 12 87 1 88 11.4 15.9 39.8 18.2 13.6 98.9 1.1 100.0 11.5 16.1 40.2 18.4 13.8 100.0 11.5 27.6 67.8 86.2 100.0 Figure 4.13 The eThekwini Electricity Department keeps to its promised response time. Table 4.12 and Figure 4.12 indicate that the eThekwini Electricity Department kept to its promised response time. The largest group of respondents were neutral (39.8%), followed by 18.2% who agreed; 15,9% disagreed, 13,6% strongly agreed and 11.4% simply disagreed; 1.1% did not answer the question. Table 4.14: When customers have a problem, staff show a sincere interest in resolving it Frequency Percent 5 Valid Percent Cumulative Percent Valid Missing Total Strongly disagree Disagree Neutral Agree Strongly Agree Total System 4 14 23 31 14 86 2 88 4.5 15.9 26.1 35.2 15.9 97.7 2.3 100.0 4.7 16.3 26.7 36.0 16.3 100.0 4.7 20.9 47.7 83.7 100.0 Figure 4.14: When customers have a problem, staff show a sincere interest in resolving it. Table 4.14 and Figure 4.14 indicate that when participants experienced a problem, staff usually showed a sincere interest in resolving it; 35.2% of respondents formed the largest group and they agreed, followed by those who were neutral (26.1%); 15,9% disagreed, another 15.9% strongly disagreed, 4.5% strongly disagreed while 2.3% chose not to respond to the question. Table 4.15 The eThekwini Electricity Department rectifies problems correctly at the first attempt Strongly disagree Frequency 7 Percent 8.0 Valid Percent 8.2 Cumulative Percent 8.2 Missing System Total Valid Disagree Neutral Agree Strongly Agree Total 16 32 22 8 85 3 88 18.2 36.4 25.0 9.1 96.6 3.4 100.0 18.8 37.6 25.9 9.4 100.0 27.1 64.7 90.6 100.0 Figure 4.15 The eThekwini Electricity Department rectifies problems correctly at the first attempt Table 4.15 and

Figure 4.15 indicate that the eThekwini Electricity Department usually rectified problems correctly at the first attempt. The largest percentage of respondents fell into the neutral category with a percentage of 36.4%, followed by those who agreed 25.0%; others disagreed (18.2%) while 9,1% strongly agreed and 8% strongly disagreed. Of the participants 3.4% did not answer the question. Table 4.16: The eThekwini Electricity Department keeps its service levels at the same standard at all times of the day Frequency Percent 5 Valid Percent Cumulative Percent Valid Missing Total Strongly disagree Disagree Neutral Agree Strongly Agree Total System 7 22 24 24 9 86 2 88 8.0 25.0 27.3 27.3 10.2 97.7 2.3 100.0 8.1 25.6 27.9 27.9 10.5 100.0 8.1 33.7 61.6 89.5 100.0 Figure 4.16: The eThekwini Electricity Department keeps its service levels at the same standard at all times of the day Table 4.16 and Figure 4.16 indicate that the eThekwini Electricity Department usually kept its service levels at the same standard at all times of the day. The largest percentage of respondents fell into the neutral category at 27.3%, followed by those who agreed at 27.3% and those who disagreed at 25.0%; 10.2% strongly agreed at 10.2% and 8.0% strongly disagreed. A few respondents (3.4%) did not answer the question. Table 4.17: eThekwini Electricity Department insists on an error- free service Frequency Percent 5 Valid Percent Cumulative Percent Missing System Total Valid Strongly disagree Disagree Neutral Agree Strongly Agree Total 6 18 29 22 11 86 2 88 6.8 20.5 33.0 25.0 12.5 97.7 2.3 100.0 7.0 20.9 33.7 25.6 12.8 100.0 7.0 27.9 61.6 87.2 100.0 Figure 4.17: eThekwini Electricity Department insists on an error-free service Table 4.17 and Figure 4.17 indicate opinions about whether the eThekwini Electricity Department insists on an error free service. The largest percentage of respondents fell into the neutral category (33.0%), followed by those who agreed (25.0%), those who disagreed (20.5%), strongly agreed (12.5%), strongly disagreed (6.8%), and 3.4% chose not to answer the question. Table 4.18: The behaviour of staff at the eThekwini Electricity Department inspires confidence Strongly disagree Frequency 3 Percent 3.4 Valid Percent 3.4 Cumulative Percent 3.4 Missing System Total Valid Disagree Neutral Agree Strongly Agree Total 7 34 28 15 87 1 88 8.0 38.6 31.8 17.0 98.9 1.1 100.0 8.0 39.1 32.2 17.2 100.0 11.5 50.6 82.8 100.0 Figure 4.18: The behaviour of staff at eThekwini Electricity Department inspires confidence Table 4.18 and Figure 4.18 indicate whether the attitudes of staff at the eThekwini Electricity Department inspires confidence. The largest percentage of the respondents fell into the neutral category (38.6%), followed by those who agreed (31.8%), strongly agreed (17.0%), disagreed (8.0%) and strongly disagreed (3.4%). A few (1.1%) chose not to answer the question. Table 4.19: The staff at eThekwini Electricity Department give customers prompt service Frequency Percent 5 Valid Percent Cumulative Percent Valid Missing Total Strongly disagree Disagree Neutral Agree Strongly Agree Total System 2 14 26 33 12 87 1 88 2.3 15.9 29.5 37.5 13.6 98.9 1.1 100.0 2.3 16.1 29.9 37.9 13.8 100.0 2.3 18.4 48.3 86.2 100.0 Figure 4.19: The staff at eThekwini Electricity Department give customers prompt service Table 4.19 and Figure 4.19 indicate customers' views about whether the staff at eThekwini Electricity Department provided prompt service. The largest percentage of the respondents agreed (37.5%), followed by those who were neutral (29.5%), others disagreed (15.9%), some strongly agreed (13.6%), and a few strongly disagreed (2.3%); 1.1% chose not to answer. Table 4.20: The staff at eThekwini Electricity Department are knowledgeable Frequency Percent 5 Valid Percent

Cumulative Percent Valid Missing Total Strongly **disagree Disagree Neutral Agree**

Strongly Agree Total System 1 7 25 38 16 87 1 88 1.1 8.0 28.4 43.2 18.2 98.9 1.1 100.0 1.1 8.0 28.7 43.7 18.4 100.0 1.1 9.2 37.9 81.6 100.0 Figure 4.20: The staff at eThekwini Electricity Department are knowledgeable. Table 4.20 and Figure 4.20 indicate the opinions about whether staff at the eThekwini Electricity Department are knowledgeable. The largest percentage of the respondents agreed (43.2%), followed by "neutral" at (28.4%); however, some strongly agreed (18.2%), and 8.0% disagreed (8.0%), only 1.1% strongly disagreed and 1.1% of respondents chose not to respond to the question. Table 4.21 Load shedding affected all communities equally Frequency Percent Valid Percent Cumulative Percent Strongly disagree 26 29.5 31.3 31.3 Disagree 15 17.0 18.1 49.4 **5** **Valid Missing Total Neutral Agree Strongly**

Agree Total System 15 17 10 83 5 88 17.0 19.3 11.4 94.3 5.7 100.0 18.1 20.5 12.0 100.0 67.5 88.0 100.0 Figure 4.21: Load shedding affected all communities equally Table 4.21 and Figure 4.21 indicate whether customers thought load shedding affected all communities equally. The largest percentage of the respondents strongly agreed (29.5%), followed by those who agreed (19.3%), some disagreed (17.0%), others were neutral (17.0%), while a few strongly agreed (11.4%); 5.7% chose not to answer the question. Table 4.22: In my area, I get prior notification of electricity disruptions Frequency Percent Valid Percent Cumulative Missing System Valid Strongly disagree Disagree Neutral Agree Strongly Agree Total 27 11 12 24 9 83 5 30.7 12.5 13.6 27.3 10.2 94.3 5.7 32.5 13.3 14.5 28.9 10.8 100.0 Percent 32.5 45.8 60.2 89.2 100.0 Total 88 100.0 Figure 4.22: In my area, I get prior notification of electricity disruptions Table 4.22 and Figure 4.22 indicate there was prior notification of electricity disruptions. The largest percentage of the respondents strongly disagreed (30.7%), followed by those who agreed (27.3%); 13.6% were neutral, while some disagreed (12.5%). others strongly agreed (10.2%), and 5.7% chose not to give an opinion. Table 4.23 The Electricity Department staff includes people who are able to help the hearing-impaired customers **2** **Frequency Percent Valid Percent Cumulative Percent**

Missing System **Valid Strongly** disagree Disagree Neutral **Agree** Strongly Agree Total 12 9 41 9 8 79 9 13.6 10.2 46.6 10.2 9.1 89.8 10.2 15.2 11.4 51.9 11.4 10.1 100.0 15.2 26.6 78.5 89.9 100.0 Total 88 100.0 Figure 4.23: The Electricity Department staff includes people who are able to help the hearing-impaired customers Table 4.23 and Figure 4.23 indicate the views of customers about whether the Electricity Department staff include people who are able to help the hearing-impaired customers. The largest percentage of respondents were neutral (46.6%), followed by those who strongly disagreed (13.6%); others disagreed (10.2%), while some agreed (10.2%); 9.1% did not respond to the question. Table 4.24: I get value for my money Frequency Percent Valid Percent Cumulative Percent Strongly disagree 18 20.5 21.7 21.7 Missing System Total Valid Disagree Neutral Agree Strongly Agree Total 25 15 16 9 83 5 88 28.4 17.0 18.2 10.2 94.3 5.7 100.0 30.1 18.1 19.3 10.8 100.0 51.8 69.9 89.2 100.0 Figure 4.24: I get value for my money Table 4.24 and Figure 4.24 indicate respondents' value for money. The largest percentage of respondents disagreed (28.4%), followed by those who strongly disagreed (20.5%); 18.2% agreed, while 17.0% were neutral, 10.2% strongly agreed and 5.7% did not give any opinion. Table 4.25: What is your overall rating of the eThekwini Electricity Department? Frequency Percent Valid Pe rcent Cumulative Valid Missing Somewhat dissatisfied Satisfied/ Not satisfied Neither dissatisfied Somewhat satisfied Very satisfied Total System 8 12 Nor 17 33 11 81 7 13.6 19.3 37.5 12.5 92.0 9.1 8.0 9.9 14.8 21.0 40.7 13.6 100.0 Percent 9.9 24.7 45.7 86.4 100.0 Total 88 100.0

Figure 4.25: What is your overall rating of eThekwini Electricity Department? Table 4.25 and Figure 4.25 reveal the overall rating of the eThekwini Electricity Department by customers. The largest percentage of the respondents were somewhat satisfied (37.5%), followed by neither satisfied/nor dissatisfied (19.3%), 13.6% were somewhat dissatisfied (13.6%) while 12.5% were very satisfied. The remaining 9.1% were not satisfied. Some participants (8.0%) chose not to answer the questions. PEARSON CORRELATION: Often several quantitative variables are measured on each member of a sample. If one considers a pair of such variables, it is frequently of interest to establish whether there is a relationship (Pallant, 2007). between t he two; i. e. to see if they are correlated 4.1.1 Correlation the eThekwini Electricity Department? No. 4.1.1 (a) In your most recent customer service experience, h ow did you contact The table below illustrates the relationship between level of education of customers and in your most recent customer service experience. The question was: How did you contact the eThekwini Electricity Department. Correlations Level of Education In your most recent customer service experience, how did you contact the eThekwini Electricity Department? 4 **Pearson Correlation Sig. (2-tailed) N Pearson Correlation Sig. (2-tailed) N Level of** In your most **Education** recent customer service experience, how did you contact the eThekwini Electricity Department? 1 .113 .303 88 85 .113 1 .303 85 85 The correlation (r) between the level of education and participants' most recent customer service experience about how they contacted the eThekwini Electricity Department is 0.113. This co-efficient show that 4 **there is a weak relationship between level of education and** most recent customer service experience, regarding how contact was made with the eThekwini Electricity Department The probability (p) of this correlation coefficient which is 0.303 1 **is greater than 0.05** thus implying **that there** was **no statistically-significant relationship between** level of **education** of customer **and** in most recent customer service experience (r=-0.113, p>0.05). No. 4.1.2 Correlation No. 4.1.2 (a) About how long did you have to wait before speaking to a representative? The table below illustrates the relationship between ages and how long the customer had to wait before speaking to a representative. Correlations Pearson Correlation Age 1 About how long did you have to wait before speaking to a representative? -.007 Age Sig. (2-tailed) N 88 .950 83 to wait before speaking to a representative is -0.007. This co-efficient shows that there is a weak -.007 .950 83 The correlation (r) between ages and ho About how long did you Pearson Correlation have to wait before Sig. (2-tailed) speaking to a representative? N 1 83 w long the customers had relationship between ages and how long a customer had to wait before speaking to a representative. The probability (p) of this correlation coefficient which was 0.950 1 **is greater than 0.05** thus implying **that there is no statistically significant relationship between** ages **and** how long customers had to wait before speaking to a representative (r=--0.007 p>0.05). No. 4.1.3 Correlation No. 4.1.3 (a) How many times did you have to consult with the eThekwini Electricity Department before the problem was solved? The table below illustrates the relationship between gender of customers and how many times the customer had to consult with the eThekwini Electricity Department before the problem was solved. Correlations Gender How many times did you have to consult with the EThekwini Electricity Department before the problem was solved? Gender How many times did you have to consult with the EThekwini Electricity Department before the Pearson Correlation Sig. (2-

tailed) N Pearson Correlation Sig. (2-tailed) N 1 88 .131 .232 85 .131 .232 85 1 85 problem was solved? The correlation (r) between genders and how many times customers had to consult with the eThekwini Electricity Department before the problem was solved is 0.131. This co-efficient shows that there is a weak relationship between genders and how many times customers had to consult with the eThekwini Electricity Department before the problem was solved. The probability (p) of this correlation coefficient (which is 0.232 1 is greater than 0.05) thus implies that there is no statistically- significant relationship between genders and how many times a customer had to consult with the eThekwini Electricity Department before the problem was solved (r=-0.131, p>0.05). No. 4.1.4 Correlation No. 4.1.4 (a) Did our representative quickly identify the problem. The table below illustrates the relationship between ages and did our representative. Correlations Age Did our representative... (Select all that apply) Pearson Correlation 1 -.014 Age Sig. (2-tailed) .899 N 88 84 Pearson Correlation -.014 1 Did our representative... (Select all that apply) Sig. (2-tailed) .899 N 84 84 The correlation (r) between age and did our representative is -0.014. This co- age and did our representative. The probability (p) of this correlation coefficient which is 0.899 is e is no statistically significant relationship efficient shows that there is a weak greater than 0.05 thus implying that ther relationship between between age and did our representative (r=-0.014, p>0.05). No. 4.1.5: Correlation No. 4.1.5 (a): The physical facilities in the eThekwini Electricity department are visually appealing? The table below illustrates the relationship between gender and physical facilities in the eThekwini Electricity department are visually ap pealing. Gender The physical facilities in the eThekwini Electricity Department Pearson Correlation 1 Gender Sig. (2-tailed) N 88 The physical facilities in the Pearson Correlation -.059 eThekwini Electricity Sig. (2-tailed) .590 Department are visually appealing N 87 are visually appealing -.059 .590 87 1 87 The correlation (r) between gender and physical facilities in the eThekwini Electricity positive relationship between gender and physical facilities in the eThekwini Electricity department are visually appealing. The probability (p) of this correlation coefficient which is 0.590 1 is greater than 0.05 thus implying that there is no statistically significant relationship between gender and physical facilities in the eThekwini Electricity department are visually appealing. (r=--0.059, p>0.05). No. 4.1.6: Correlation No. 4.1.6 (a): Materials associated with the services (such as information brochures) are visually appealing? The table below illustrates the relationship between age and materials associated with the services (such as information brochures) are visually appealing. Correlations Age Materials associated with the services (such as information brochures) are visually appealing Materials associated with Pearson Correlation the services (such as Sig. (2-tailed) information brochures) are N Age Pearson Correlation Sig. (2-tailed) N 1 88 .213* .047 87 .213* .047 87 1 87 visually appealing *. 4 Correlation is significant at the 0.05 level (2-tailed). The correlation (r) between age and materials associated with the services (such as information brochures) are visually appealing is 0.213. This coefficient shows 2 that there is a strong and positive relationship between age and materials associated with the services (such as information brochures) are visually appealing. The probability (p) of this correlation coefficient which is 0.047

1 is less than 0.05 thus implying that there is statistically significant relationship between age and materials associated with the services (such as information brochures) are visually appealing (r=-0.213, p>0.05). No. 4.1.7: Correlation No. 4.1.7 (a): The eThekwini Electricity Department keeps to its promised response time? The table below illustrates the relationship between age and the eThekwini Electricity department keeps to its promised response time. Correlations Pearson Correlation Age 1 The eThekwini Electricity Department keeps to its promised response time .214* *. 2 Correlation is significant at the 0. 05 level (2-tailed). The eThekwini Electricity Pearson Correlation Department keeps to its Sig. (2-tailed) promised response time N Age Sig. (2-tailed) N 88 .214* .046 87 .046 87 1 87 The correlation (r) between age and the eThekwini Electricity department keeps to its promised response time is 0.214. This coefficient shows 2 that there is a strong and positive relationship between age and the eThekwini Electricity department keeps to its promised response time. The probability (p) of this correlation coefficient which is 0.046 1 is less than 0.05 thus implying that there is statistically significant relationship between age and the eThekwini Electricity department keeps to its promised response time (r=-0.214, p>0.05). No. 4.1.8: Correlation No. 4.1.8 (a) When you have a problem, staff shows sincere interest in resolving it? The table below illustrates the relationship between age and when you have a problem, staff show sincere interest in resolving it. Correlations Age When you have a problem, staff show sincere interest in resolving it When you have a problem, Pearson Correlation staff show sincere interest Sig. (2-tailed) in resolving it N Age Pearson Correlation Sig. (2-tailed) N 1 88 .287** .007 86 .287** .007 86 1 86 **. Correlation is significant at the 0.01 level (2-tailed). The correlation (r) between age and when you have a problem, staff show sincere interest in resolving it is 0.287. This coefficient shows 2 that there is a strong and positive relationship between age and when you have a problem, staff show sincere interest in resolving it. The probability (p) of this correlation coefficient which is 0.007 1 is less than 0.05 thus implying that there is statistically significant relationship between age and when you have a problem, staff show sincere interest in resolving it (r=-0.287, p>0.05). No. 4.1.9: Correlation No. 4.1.9 (a): The eThekwini Electricity department performs service right the first time? The table below illustrates the relationship between age and the eThekwini Electricity department performs service right the first time. Correlations Age The eThekwini Electricity Department performs The eThekwini Electricity Pearson Correlation Age Pearson Correlation Sig. (2-tailed) N 1 88 .067 service right the first time .067 .540 85 1 Department performs service right the first time Sig. (2-tailed) N .540 85 85 The correlation (r) between age and the eThekwini Electricity department performs service right the first time is 0.067. This co-efficient show that there is a weak relationship between age and the eThekwini Electricity department performs service right the first time. The probability (p) of this correlation coefficient which is 0.540 1 is greater than 0.05 thus implying that there is

no statistically significant relationship between age and the eThekwini Electricity department performs service right the first time (r=-0.067, p>0.05). No. 4.1.10: Correlation No. 4.1.10 (a): eThekwini Electricity Department keeps its service levels at the same standard for all times of the day? The table below illustrates the relationship between age and eThekwini Electricity department keeps its service levels at the same standard for all times of the day Age eThekwini Electricity Department keeps its Age Pearson Correlation Sig. (2-tailed) 1 service levels at the same standard for all times of the day .267* .013 eThekwini Electricity Department keeps its service levels at the same standard for all times of the day N Pearson Correlation Sig. (2-tailed) N 88 .267* .013 86 86 1 86 *. 4 Correlation is significant at the 0.05 level (2-tailed). The correlation (r) between age and eThekwini Electricity department keeps its service levels at the same standard for all times of the day is 0.267. This coefficient shows 2 that there is a strong and positive relationship between age and eThekwini Electricity department keeps its service levels at the same standard for all times of the day. The probability (p) of this correlation coefficient which is 0.013 1 is less than 0.05 thus implying that there is statistically significant relationship between age and eThekwini Electricity department keeps its service levels at the same standard for all times of the day (r=-0.267 p>0.05). No. 4.1.11: Correlation No. 4.1.11 (a): eThekwini Electricity department insists on error free service? The table below illustrates the relationship between age and eThekwini Electricity department insists on error free service. Correlations Age 4 Pearson Correlation Sig. (2-tailed) N Age 1 88 eThekwini Electricity Department insists on error free service .401** .000 86 eThekwini Electricity Department insists on error free service Pearson Correlation Sig. (2-tailed) N .401** .000 86 1 86 **. Correlation is significant at the 0.01 level (2-tailed). The correlation (r) between age and eThekwini Electricity department insists on error free service is 0.401. This coefficient shows 2 that there is a strong and positive relationship between age and eThekwini Electricity department insists on error free service. The probability (p) of this correlation coefficient which is 1 0.000 is less than 0.05 thus implying that there is statistically significant relationship between age and eThekwini Electricity department insists on error free service. (r=-0.041 p>0.05). No. 4.1.12: Correlation No. 4.1.12 (a): The behaviour of staff at eThekwini Electricity department instils confidence? The table below illustrates the relationship between age and the behaviour of staff at eThekwini Electricity department instils confidence. Correlations Age The behaviour of staff at eThekwini Pearson Correlation 1 Electricity Department instils confidence .317** The behaviour of staff at Pearson Correlation eThekwini Electricity Sig. (2-tailed) Department instils confidence N Age Sig. (2-tailed) N 88 .317** .003 87 .003 87 1 87 **. Correlation is significant at the 0.01 level (2-tailed). The correlation (r) between age and the behaviour of staff at eThekwini Electricity department instils confidence is 0.317. This coefficient shows 2 that there is a strong and positive relationship between age and the behaviour

of staff at eThekwini Electricity department instils confidence. The probability (p) of this correlation coefficient which is 0.003 1 is less than 0.05 thus implying that there is statistically significant relationship age the behaviour of staff at eThekwini Electricity department instils confidence (r=-0.317, p>0.05). No. 4.1.13: Correlation No. 4.1.13 (a):The staff at eThekwini Electricity Department give you prompt service? The table below illustrates the relationship between age the staff at eThekwini Electricity department give you prompt service. Correlations Pearson Correlation Age 1 The staff at eThekwini Electricity Department give you prompt service .297** **. 2 Correlation is significant at the 0.01 level (2-tailed). The staff at eThekwini Pearson Correlation Electricity Department give Sig. (2-tailed) you prompt service N Age Sig. (2-tailed) N 88 .297** .005 87 .005 87 1 87 The correlation (r) between age the staff at eThekwini Electricity department give you prompt service is 0.297. This coefficient shows that there is strong and positive relationships between age the staff at eThekwini Electricity department give you prompt service. The probability (p) of this correlation coefficient which is 0.005 1 is less than 0.05 thus implying that there is statistically significant relationship between age the staff at eThekwini Electricity department give you prompt service (r=-0.297 p>0.05). No. 4.1.14: Correlation No. 4.1.14 (a): The staff at eThekwini Electricity department is knowledgeable The table below illustrates the relationship between age and the staff at eThekwini Electricity department is knowledgeable. Correlations Pearson Correlation Age 1 The staff at eThekwini Electricity Department are knowledgeable .247* *. 2 Correlation is significant at the 0. 05 level (2-tailed). The staff at EThekwini Pearson Correlation Electricity Department are Sig. (2-tailed) knowledgeable N Age Sig. (2-tailed) N 88 .247* .021 87 .021 87 1 87 The correlation (r) between age and the staff at eThekwini Electricity department are knowledgeable is 0.247. This coefficient shows 2 that there is a strong and positive relationship between age and the staff at eThekwini Electricity department is knowledgeable. The probability (p) of this correlation coefficient which is 0.021 1 is less than 0.05 thus implying that there is statistically significant relationship between age and the staff at eThekwini Electricity department are knowledgeable (r=-0.247, p>0.05). No. 4.1.15: Correlation No. 4.1.15 (a): In your opinion, has load shedding affected all communities equally? The table below illustrates the relationship between age and in your opinion, has load shedding affected all communities equally. Correlations Age In your opinion, has load shedding Age Pearson Correlation Sig. (2-tailed) 1 affected all communities equally .130 .242 In your opinion, has load Pearson Correlation shedding affected all Sig. (2-tailed) communities equally N N 88 .130 .242 83 83 1 83 The correlation (r) between age and in your opinion, has load shedding affected all communities equally is 0.130. This co-efficient show that there is a weak relationship between age and in your opinion, has load shedding affected all communities equally. The

probability (p) of this correlation coefficient which is 0.242 1 **is greater than 0.05** thus implying **that there is no statistically significant relationship between age and** in your opinion, has load shedding affected all communities equally (r=-0.130, p>0.05). No. 4.1.16: Correlation No. 4.1.16 (a): In your area, do you get prior notification on electricity disruptions? The table below illustrates the relationship between age and in your area, do you get prior notification on electricity disruptions. Correlations Age In your area, do you get prior notification on electricity disruptions Pearson Correlation 1 -.068 Age Sig. (2-tailed) .543 N 88 83 In your area, do you get Pearson Correlation -.068 1 prior notification on Sig. (2-tailed) .543 electricity disruptions N 83 83 ur area, do you get prior notification on an there is a weak relationship between age and in your area, do you get prior notification on electricity elation coefficient which is 0.543 1 **is greater than 0.05** thus implying **that there is no statistically significant relationship between** The correlation (r) between age and in yo electricity disruption is -0.068. This c disruptions. The probability (p) of this corr o-efficient show that age and in your area, do you get prior notification on electricity disruptions (r=-- 0.068, p>0.05). No. 4.1.17: Correlation No. 4.1.17 (a):Does the eThekwini Electricity department staff include people who are able to help the deaf impaired customers? The table below illustrates the relationship between ages and does the eThekwini Electricity department staff include people who are able to help the deaf impaired customers. Correlations Age Does the eThekwini Electricity Department Pearson Correlation Age Sig. (2-tailed) 1 staff include people who are able to help the deaf impaired customers? .126 .270 N Does the eThekwini Pearson Correlation Electricity Department staff Sig. (2-tailed) include people who are able to help the deaf N impaired customers? 88 .126 .270 79 79 1 79 The correlation (r) between age and does the eThekwini Electricity department staff include people who are able to help the deaf impaired customers is 0.126. This co- efficient show that there is a weak relationship between age and does the eThekwini Electricity department staff include people who are able to help the deaf impaired customers. The probability (p) of this correlation coefficient which is 0.270 1 **is greater than 0.05** thus implying **that there is no statistically significant relationship age and** does **the** eThekwini Electricity department staff include people who are able to help the deaf impaired customers (r=-0.126, p>0.05). No. 4.1.18: Correlation No. 4.1.18 (a): Do you get value for your money? The table below illustrates the relationship between age and getting value for money Correlations Age Do you get value for your 4 **Pearson Correlation Sig. (2-tailed) N Pearson Correlation Sig. (2-tailed) Age 1** 88 -.037 .739 Do you get value for your money -.037 .739 83 1 The correlation (r) between age and getting value for your mone y is -0.37. This co- onship between age and getting value for of this correlation thus implying 1 **that there is no statistically significant relationship between age and** getting value for your money 83 efficient shows that there is a weak relati coefficient which is 0.739 is greater than 0.05 83 money from the electricity department. The probability (p) money N (r=--0.037, p>0.05). No. 4.1.19: Correlation No. 4.1.19 (a): What is your overall rating of eThekwini Electricity Department? The table below illustrates the relationship between age and the overall rating of eThekwini Electricity department. Correlations Age What is your overall rating of Age Pearson Correlation Sig. (2-tailed) N 1 88 eThekwini Electricity

Department? -.006 .961 81 What is your overall rating Pearson Correlation -.006 1 of eThekwini Electricity Department? Sig. (2-tailed) N .961 81 81 The correlation (r) between age and the overall rating of eThekwini Electricity department is -0.006. This co-efficient show that there is a weak relationship between age and the overall rating of eThekwini Electricity department. The probability (p) of this correlation coefficient which is 0.961 1 **is greater than 0.05** thus implying **that there is no statistically significant relationship between age and** the overall rating **of** eThekwini Electricity department (r=--0.006, p>0.05). No. 4.1.20: Correlation No.4.1.20 (a):About how long did you have to wait before speaking to a representative? The table below illustrates the relationship between levels of education and about how long did you have to wait before speaking to a representative. Correlations Level of Education About how long did you have to wait before About how long did you Pearson Correlation 4 **Level of Education Pearson Correlation Sig. (2-tailed) N** 1 88 .231* speaking to a representative? .231* .036 83 1 have to wait before Sig. (2-tailed) .036 speaking to a *. 4 **Correlation is significant at the 0.05 level (2-tailed).** The **correlation** (r) **between** levels **of education and about** how long did you have to wait before speaking to a representative is 0.231. This coefficient shows 2 **that there is a strong and positive relationship between** levels of education **and** about how long did you have to wait before speaking to a representative. The probability (p) of this correlation coefficient which is 1 **0.036 is less than 0.05 thus** implying that **there is** statistically **significant relationship between** levels of education **and** about how long did you have to wait before speaking to a representative (r=-0.231, p>0.05). No. 4.1.21: Correlation No. 4.1.21(a): Materials associated with the services (such as information brochures) are visually appealing? The table below illustrates the relationship between occupation and materials associated with the services (such as information brochures) are visually appealing. Correlations Occupation Materials associated with the services (such as Pearson Correlation 1 information brochures) are visually appealing .219* Materials associated with Pearson Correlation the services (such as Sig. (2-tailed) information brochures) are visually appealing N Occupation Sig. (2-tailed) N 88 .219* .042 87 .042 87 1 87 *. 4 **Correlation is significant at the 0.05 level (2-tailed).** The **correlation** (r) **between** occupation **and** materials associated with the services (such as information brochures) are visually appealing is 0.219. This coefficient shows 2 **that there is a strong and positive relationship between** occupation **and** materials associated with **the** services (such as information brochures) are visually appealing. The probability (p) of this correlation coefficient which is 0.042 1 **is less than 0.05** thus implying **that there is**

statistically significant relationship between occupation and materials associated with the services (such as information brochures) are visually appealing (r=-0.219, p>0.05). No.4.1.22: Correlation No. 4.1.22(a) The eThekwini Electricity department keeps to its promised response time? Correlations The table below illustrates the relationshi p between Electricity department keeps to its promised response time. Occupation occupation and the eThekwini The eThekwini Electricity The eThekwini Electricity Department keeps to its promised response time Sig. (2-tailed) N .024 87 87 Occupation Pearson Correlation Sig. (2-tailed) N 1 88 .242* Department keeps to its promised response time .242* .024 87 Pearson Correlation 1 *. 4 Correlation is significant at the 0.05 level (2-tailed). The correlation (r) between occupation and the eThekwini Electricity department keeps to its promised response time. is 0.242. This coefficient shows 2 that there is a strong and positive relationship between occupation and the eThekwini Electricity department keeps to its promised response time.. The probability (p) of this correlation coefficient which is 0.024 1 is less than 0.05 thus implying that there is statistically significant relationship between occupation and the eThekwini Electricity department keeps to its promised response time. (r=-0.242, p>0.05). No.4.1.22 Correlation No. 4.1.22 (a): eThekwini Electricity department insists on error free service? The table below illustrates the relationship between occupation and eThekwini Electricity department insists on error free service. Correlations Occupation eThekwini Electricity Department .011 86 *. 4 Correlation is significant at the 0.05 level (2-tailed). eThekwini Electricity Department insists on error free service Sig. (2-tailed) N 86 Occupation Pearson Correlation Sig. (2-tailed) N 1 88 .273* insists on error free service .273* .011 86 Pearson Correlation 1 The correlation (r) between occupation and eThekwini Electricity department insists on error free service is 0.273. This coefficient shows 2 that there is a strong and positive relationship between occupation and eThekwini Electricity department insists on error free service. The probability (p) of this correlation coefficient which is 0.011 1 is less than 0.05 thus implying that there is statistically significant relationship between occupation and eThekwini Electricity department insists on error free service (r=-0.273, p>0.05). No. 4.1.23: Correlation No. 4.1.23 (a): The behaviour of staff at eThekwini Electricity Department instils confidence? The table below illustrates the relationship between occupation and the behaviour of staff at eThekwini Electricity department instils confidence. Correlations Occupation The behaviour of staff at eThekwini Electricity Department instils confidence Pearson Correlation Occupation Sig. (2-tailed) N The behaviour of staff at Pearson Correlation eThekwini Electricity Sig. (2-tailed) Department instils confidence N 1 88 .313** .003 87 .313** .003 87 1 87 **. Correlation is significant at the 0.01 level (2-tailed). The correlation (r) between occupation and the behaviour of staff at eThekwini Electricity department instils confidence is 0.313. This coefficient shows 2 that

there is a strong and positive relationship between occupation and the behaviour of staff at eThekwini Electricity department instils confidence. The probability (p) of this correlation coefficient which is 0.003is 1 less than 0.05 thus implying that there is statistically significant relationship between occupation and the behaviour of staff at eThekwini Electricity department instils confidence (r=-0.313, p>0.05). No. 4.1.24: Correlation No. 4.1.24 (a): The staff at eThekwini Electricity Department give you prompt service? The table below illustrates the relationship between occupation and the staff at eThekwini Electricity department give you prompt service. Correlations Pearson Correlation Occupation 1 The staff at eThekwini Electricity Department give you prompt service .361** **. 2 Correlation is significant at the 0.01 level (2-tailed). The staff at eThekwini Pearson Correlation Electricity Department give Sig. (2-tailed) you prompt service N Occupation Sig. (2-tailed) N 88 .361** .001 87 .001 87 1 87 The correlation (r) between occupation and the staff at eThekwini Electricity department give you prompt service is 0.361. This coefficient shows 2 that there is a strong and positive relationship between occupation and the staff at eThekwini Electricity department give you prompt service. The probability (p) of this correlation coefficient which is 0.001 1 is less than 0.05 thus implying that there is statistically significant relationship between occupation and the staff at eThekwini Electricity department give you prompt service (r=-0.361, p>0.05). No. 4.1.25: No. 4.1.25 (a) Correlation The staff at eThekwini Electricity department are knowledgeable The table below illustrates the relationship between occupation and the staff at eThekwini Electricity department is knowledgeable. Correlations Occupation The staff at eThekwini Electricity Department are The staff at eThekwini Pearson Correlation Electricity Department are Sig. (2-tailed) Occupation Pearson Correlation Sig. (2-tailed) N 1 88 .332** .002 knowledgeable .332** .002 87 1 knowledgeable N 87 87 **. Correlation is significant at the 0.01 level (2-tailed). The correlation (r) between occupation and the staff at eThekwini Electricity department are knowledgeable is 0.332. This coefficient shows 2 that there is a strong and positive relationship between occupation and the staff at eThekwini Electricity department is knowledgeable. The probability (p) of this correlation coefficient which is 1 0.002 is less than 0.05 thus implying that there is statistically significant relationship between occupation and the staff at eThekwini Electricity department are knowledgeable (r=-0.332, p>0.05). No. 4.1.26: Correlation No. 4.1.26 (a) The physical facilities in the eThekwini Electricity department are visually appealing The table below illustrates the relationship between marital status and the physical facilities in the eThekwini Electricity department are visually appealing? Correlations Marital Status The physical facilities in the eThekwini Electricity Department are visually appealing The physical facilities in the Pearson Correlation eThekwini Electricity Sig. (2-tailed) Department are visually Marital Status Pearson Correlation Sig. (2-tailed) N 1 88 .214* .047 .214* .047 87 1 appealing N 87 87 *. Correlation is

significant at the 0.05 level (2-tailed). The correlation (r) between marital status and the physical facilities in the eThekwini Electricity department are visually appealing is 0.214. This coefficient shows 2 that there is a strong and positive relationship between marital status and the physical facilities in the eThekwini Electricity department are visually appealing. The probability (p) of this correlation coefficient which is 0.047 1 is less than 0.05 thus implying that there is statistically significant relationship between marital status and the physical facilities in the eThekwini Electricity department are visually appealing (r=-0.214, p>0.05). Reliability and Validity Reliability refers to whether or not the results can be considered reliable (Babbie, 2001) and if the same research were to be conducted by a different team whether the results would be similar or not. This research was planned based on guidelines from various research methodology authors (Cooper and Schindler, 2008; Babbie, 2001). e validity level of the questionnaire. A level above .7 is considered adequate to declare a question/questionnaire valid (Pallant, with scales with fewer than ten items it is Cronbach's alpha is a test to determine th 2007), though Pallant goes on to say that common to find lower values, even as low as .5 Cronbach alpha was conducted on the qu estionnaire and the results are as follows. Case Processing Summary N % Valid 63 78.8 Cases Excludeda 17 21.3 Total 80 100.0 a. Listwise deletion based on all variables in the procedure. Reliability Statistics Table 4.2 Cronbach's N of Items Alpha .809 19 The questions in the questionnaire were drawn up based on the literature review. Cronbach's Alpha was used to measure the issue of reliability in order to understand whether the questions in the questionnaire all reliably measure the same underlying variable. Table 4.2 above contains the results. Cronbach's Alpha was calculated at 0.809 which is above 0.7, so the scale can be considered reliable with the samples (Pallant 2007). In other words, the Cronbach's Alpha co-efficient of 0.809 shows that the questionnaire was sound. CHAPTER 05 GENERAL CONCLUSIONS AND RECOMMENDATIONS 5.1 INTRODUCTION The objective of this study was to determine the level of satisfaction or dissatisfaction of the community members and other constituents with regard to electricity service delivery, and to identify the areas of improvement, if any. Customer satisfaction was clearly defined in Chapter Two under the Literature Review by Hoffman et al (2001), as a comparison of the customer expectations with perceptions regarding the actual service encounter. The steps to customer satisfaction were also laid out, as well as the different levels of customer satisfaction to enable the eThekwini Municipality's Electricity Department to improve on customer satisfaction. 5.2 GENERAL CONCLUSIONS FROM THE STUDY 5.2.1 Determine the Responsiveness of the eThekwini Municipality in Dealing with the Complaints on Electricity Delivery The questionnaires were given to everyone who came to the eThekwini Municipality's Electricity Department, irrespective of age, race and level of education. The Business people were also interviewed from their respective business centres, to get their opinions. Non-reactive observations were also conducted at the Isipingo Electricity Customer Service premises and the Bester Electricity Customer Service premises to ensure that the customers were not given special treatment because the employees were aware that they(employees)were being observed. Non-reactive observations are another form of naturalistic observation where the subjects are not aware that there is a study taking place. 5.2.2 Customer Perceptions on Service Delivery The employees of the eThekwini Municipality's Electricity Department proved to be professional in their work, giving the customers the necessary respect and dignity. After reviewing the outcome of the survey, it is evident that more people believe that the physical facilities in the eThekwini Electricity Department were visually appealing, as 38,9% of the 88 respondents agreed that the facilities were visually

appealing. Many respondents (39, 8%) also agreed that materials associated with the services, such as brochures were also visually appealing. Most respondents, however, seemed uncertain about the eThekwini Municipality's Electricity Department's promise to immediately attend to queries. A large number respondents were neutral (39,8% of the 88 respondents) with regards to the response time promised by the eThekwini Electricity Department; 35, 2% of the respondents believed that the staff at eThekwini Electricity showed sincere interest in resolving their problems. There seemed to be an uncertainty amongst the respondents as to whether the eThekwini Electricity Department performs its services correctly the first time as 36, 4% of respondents remained neutral. A third of the respondents were also neutral regarding whether the eThekwini Electricity Department insisted on an error free service. With regards to competence of staff, most respondents remained neutral in believing that the behaviour of staff met the expectations of the customers; 37 **2 ,3% of the respondents agree that the** members **of** staff did give prompt service, while 43,2% believed that the staff members at the eThekwini Electricity Department were knowledgeable. Most people strongly agreed that load-shedding affected all communities equally. The main concern is that 30,7% of the respondents felt they did not receive prior notification about electricity disruption, especially those from the townships. Though 28,4 % of the respondents stated that customers did not get value for money, 37,5 % were reasonably satisfied with the overall service delivery of the eThekwini Electricity Department. Questions from the questionnaire, such as, "Did the representative appear knowledgeable and competent", could be answered positively. The representative helped the customer to understand the cause and the solution to the problem. The issues were also handled with courtesy and professionalism, but some customers who came with technical problems or faults complained of spending hours in the queues before getting help. Another question from the questionnaires was, "About how long did you have to wait before speaking to a representative?" The answer to this question according to responses was, generally, that people waited between five and ten minutes before seeing the representative. The respondents from the Bester Electricity Customer Service gave a totally different answer to that as they sometimes waited for about forty-five minute in the queue before receiving help. The people from the Verulam Electricity Customer Service also complained of long queues that they experience, especially during month-end. The long queues were the reason why they were in town, because there are no queues in town. The people prefer to pay for transport to town for a better service. Observations were also carried out to see if the Municipality employees did the work according to the expected standards even when not under direct supervision. The employees of The Isipingo Electricity Customer Service were friendly and served people with respect even towards the end of the day. The principle of putting the people first was practised. All questions and queries were clearly answered. The service can be improved by closing at five o'clock in the afternoon to accommodate people who are from work rather than closing at half past three. It was evident from these observations that the physical facilities of most municipalities' Electricity Departments around Durban were appealing to customers. Cleanliness is the municipality's priority. The doors at Isipingo Electricity Customer Service closed at half past three and by then the cleaner with the bucket and the mop was ready to start cleaning. The Bester Electricity Customer Service situated in the North of Durban, adjacent to the Bridge City Mall, gets more people than it can really accommodate in one day. During the month-end, there are long queues. The employees offer a good service but the people who come for help spend a long time in queues and by the time they are served they are very impatient; and regard the service as poor service, despite how good it is when they reach the consultant. 5.2.3 The Response from the Business People The owner of Badger Motors was interviewed to see how the Municipality related to business people. The researcher discovered that the business people were not getting any better

treatment than the public, especially when technical problems were encountered. The municipality promises quick responses which were not put into practice. The follow-up service was hardly being practised. The customer was obliged to keep on checking on whether a technician would be available to provide the necessary service. The availability of a generator is now imperative if a business is to operate; it is be used in the event of a power cut. Celani Funeral Services, of Redhill, north of Durban, as well as in Umlazi (which is located in the township south of Durban) says the eThekwini Municipality's Electricity Department, had different ways of treating customers of different locations. If he had not paid for electricity in the Redhill area, a reminder to pay was sent to him by means of a letter or a person would be sent with a letter, but no reminder was sent in Umlazi; instead the lights were switched off. Celani Funeral Services complained and now both the business centres get the same treatment from the Electricity Department. Mpetha Business Communication Solution commented on the good service from the EThekwini Municipality. The business is located right in the CBD. Clearly, the inner- city service is good. Generally speaking, the service can be improved by applying the principles of Batho Pele. The employees of the eThekwini Municipality must adopt the policy of putting the people first. If all the principles of Batho Pele are religiously applied, the customers will be guaranteed excellent service. 5.3 RECOMMENDATIONS It is therefore recommended that: ? the eThekwini Municipality should fulfil the promise of quick and efficient service as this is one of the tools for satisfying customers; ? the lack of follow-up calls or keeping the customer waiting, especially when there is a technical problem, should be resolved ? the eThekwini Municipality must run workshops for the technical members of staff so that they can improve their skills in problem-solving. ? as technology is advancing every day, the eThekwini Municipality should also conduct research into whether there are any new, advanced ways used in other countries to speed up the process of solving technical problems. Generally, the findings show that customers were reasonable satisfied with the service offered by the eThekwini Municipality but the eThekwini Municipality should now strive for continuous quality service and look for improvement strategies. It is the technical department that the customers complained about: that it still takes longer than anticipated to solve technical problems. 5.4 RECOMMENDATIONS FOR FUTURE RESEARCH The researcher limited the study to the eThekwini Municipality and found that the treatment received by the people in the City of Durban was not the same as the treatment received by the people in the townships. A question that can then be asked is: What about the people who are in the rural areas, or on the outskirts of Durban. The following map shows how limited the study was. The eThekwini Municipality covers a very small area in KwaZulu-Natal; this calls for a study on the other areas or on the quality of service provided to the people on the outskirts of the city. The EThekwini Municipality Electricity Department provides electricity to more than 640 000 customers in an area covering nearly 2 000 square kilometres. As can be seen on the map below, this covers the area of the eThekwini Metropolitan Region and some neighbouring areas. (2011/2012 Annual Report – EThekwini Electricity) Figure 5.1: Image showing the area serviced by the eThekwini Municipality Further research can also be carried out on how improved, innovative ways can be introduced to solve technical problems efficiently as a tool for improved customer satisfaction. 5.5 CONCLUSION The eThekwini Municipality Electricity Department must not remain complacent in light of the positive responses from the customers. The findings, in general, indicate that the customers are satisfied with the service offered, but there is room for improvement, namely, by putting ATMs in the Customer Service Centres, improving the technical problem section and by making it more efficient by training the staff in the technical service department. Long queues experienced by customers during month-ends should not be the norm. The EThekwini municipality should also improve the service offered in the townships so that it is on a par with that offered in the City of Durban. 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36

37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67
68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98