

**ANALYSIS OF REGISTRY USERS SATISFACTION AT ELECTRICITY
REGULATORY AUTHORITY, UGANDA**

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**A DISSERTATION SUBMITTED TO THE EAST AFRICAN SCHOOL OF
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DECLARATION

I Lugolole Samuel, hereby declare that this dissertation is my own work and to the best of my knowledge and belief, this piece of work has never been submitted in any University or Higher Learning Institution for any award of Degree by another person.

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APPROVAL

This dissertation has been submitted for examination with my approval as university supervisor.

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ACRONYMS

CEO	Chief Executive Officer
Cap	Chapter
ERA	Electricity Regulatory Authority
e-Registry	Electronic registry
ISO	International Organization for Standardization
MEMD	Ministry of Energy and Mineral Development
PGD	Post Graduate Diploma
PhD	Doctor of Philosophy
REA	Rural Electrification Agency
UETCL	Uganda Electricity Transmission Company Ltd
UEGCL	Uganda Electricity Generation Company Ltd

ABSTRACT

This study was about the analysis of registry users' satisfaction at Electricity Regulatory Authority (ERA), Kampala- Uganda. The principle aim of this research was to find out if the registry service ERA provided has any effect on registry users' satisfaction and for that matter, customer loyalty. Barriers to Registry users' service provision and any other thing the ERA registry users would like to see in the ERA registry were also researched.

Relevant literature related to the study were reviewed with intention of acquiring in depth understanding of the concept. Qualitative research design was used and questionnaires were used to obtain information from registry users and the registry staff of ERA. Other instruments used were interview guide and observation guide that helped the researcher to obtain the relevant information required for the study. Purposive method of sampling was used to carry out the study and a sample population involved 40 respondents from the Electricity Regulatory Authority.

Findings from the research revealed that, ERA registry provides appreciable level of registry users' service; however these are just seen as satisfying. Barriers such as large numbers of registry users with few registry staff, limited registry space and intermittent internet access associated with the electronic registry system affect registry service provision at ERA registry.

Registry users at ERA are satisfied with the ERA registry services. And these customers would like the number of registry staff to be increased and larger packing space provided for them. It was recommended that customer service provision at ERA registry should go beyond satisfaction. Strategies that exceed registry users' expectations should be put in place to delight the ERA registry user.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This section discusses the back ground of the study, statement of the problem, back ground of the organization, objectives of the study, research questions, and scope of the study, significance of the study and definitions of terms.

1.1 BACKGROUND

Customer satisfaction is one of the most important factor that should not be ignored if any business or organization is to succeed. There are dozens of factors contributing to the success or failure of a business of which customer satisfaction is one. It's important to track this factor and work on improving it in order to make your customers more loyal and eventually turn them into brand ambassadors.

High-standard customer service can win your clients' hearts and make you recognizable within your target group. Nowadays when social media play such an important role in making decisions, it's crucial to keep an eye on the quality of customer service you provide. Some research says that it is 6-7 times more expensive to acquire a new customer than it is to keep a current one. It is not only more expensive but also much more difficult to keep the existing loyal clients, let alone keeping them fully satisfied and happy, than to gain some new ones. It is therefore more important to take caution while organizing your customer service processes and do your best to look after them.

The registry being the custodian of records which provide information to the users so as to make informed decisions needs highly motivated and caring records staff to fulfill registry users expectations and demands. The term user, client and customer will be used synonymously.

A registry can be defined as a place where official records are kept in the organization. It is an administrative center for the control of all records and information required by the organization for the operation of its work. It is where the active records of the organization are managed. Therefore the registry performs the following functions:

- It is responsible for processing and organizing of records

- It is the focus of communication within an organization as it stores and acts as a reference point to the authorized users of the information.
- It is a secure store of information as it ensures physical security of their records.
- It acts as a retrieval center providing the needed information regarding the operations of the organization.
- It acts as an engine to the parent organization because it houses all the information that serves all the staff in an organization to perform their day to day duties.
- A registry provides internal and external mail services. It ensures that all received mails are processed and communicated to the right action officers as well as ensuring delivery of outgoing mails.
- It is responsible for instituting office guidelines and procedures of handling incoming and outgoing correspondences.
- A registry also deals with the movement of files and maintenance of the records. This ensures faster information flow with the organization, resulting into faster decision making.

This research will study the measures taken up by Electricity Regulatory Authority in Uganda to satisfy the needs of its registry users given the important role registries play in an organization. It will also establish the role registry users' satisfaction plays in the success of ERA executing its mandate. Though no previous research has been conducted at ERA in this field, this research would increase the knowledge about the importance of registry users' satisfaction in the growth of the electricity industry.

1.2 BACKGROUND OF THE ORGANISATION OF STUDY

Electricity Regulatory Authority ERA is a statutory body which was established in 2000 by the Electricity Act Cap 145 of 1999 to regulate the Electricity industry in Uganda. The mandate of ERA is outlined in section 10 of the Electricity Act which include the mandate to regulate the generation, transmission and distribution of energy in Uganda.

In execution of its mandate, ERA creates and receives records in various formats, which have to be stored, maintained and used by the various departments of the Authority. For proper

management of current records, there was need for creation of a central registry to ensure that there is coordinated records management.

ERA registry staff are responsible for handling incoming mails, handling outgoing mails, opening and closing of files, filing and security grading, file retrieval and maintenance of file order. All these are done in compliance with standards for management of public records as enshrined in National Records and Archives Act, 2001 and the ERA Records Management Policy.

1.3 PROBLEM STATEMENT

According to Cochran (2003), customer satisfaction is a measure of the extent to which products and services supplied by a given organization meet or surpass customers' needs. Hill, Brieley, & MacDougall (2003) discussed that measuring customers' satisfaction has been valuable since it enables an organization to understand how customers perceive an organization while establishing whether customers' expectations are met. Another benefit as noted by Hill, Brieley and MacDougall 2003 is that it helps an organization to benchmark its performance against that of other competitors while at the same time increasing profits through improved customer loyalty and retention.

Customers are the backbone of any company or organization. They are the people who make a business successful, so customer satisfaction becomes an essential part of all the industry just like the retail industry (Hill & Alexander, 2006). If the customers get pleased with the services and products of the company they become loyal to the firm and also praise them resulting in the word of mouth publicity for the organization, thereby contributing in its growth and profit as well.

According to a widely accepted conceptualization, customer satisfaction is "a customer's post-consumption evaluation of a product or service." (Mittal & Frennea, 2010)

Electricity Regulatory Authority puts emphasis on the rationalized management of all records in its possession for the preservation, utilization and disposal of such records. ERA aims at following good practices in management of records as guided by the National Records and Archives Act, 2001 for maintenance and safeguarding of the Authority's records. The act in section 7(a) also provides for creation and management of registry systems by all government institutions of which

ERA falls suite, for the management of current records. The Access to Information Act, 2005 (Government of Uganda., 2005), Section 10 provides for ensuring that records of the public body are accessible.

Despite the above, it is not known whether the established registry performs its duties and responsibilities as expected. It is also not clear whether the registry users are satisfied with the services offered by ERA registry staff since no survey has ever been undertake to assess the users' satisfaction. This has created a gap that needs to be investigated to ascertain if the registry users are satisfied with the services, and if not, to explore ways of how ERA registry may meet or even surpass their clients' expectation.

More so as the institution grows and a lot of records generated, problems in processing, storage and retrieval are very apparent. There are lots of repetitive records, a lot of paper work and hence delays in obtaining the service by the action officers. It is against this background that this research was geared towards assessing registry users' satisfaction at ERA.

1.4 AIM OF THE STUDY

The aim of the study was to conduct a registry user's satisfaction analysis for Electricity Regulatory Authority. The principle aim of this research was to find out the importance of registry users' satisfaction at Electricity Regulatory Authority.

1.5 OBJECTIVES OF THE STUDY

The specific objectives of the study was;

- To determine the extent of users' satisfaction with ERA registry services.
- To identify challenges faced by ERA registry users
- To propose recommendations for improving ERA registry services

1.6 RESEARCH QUESTION OF THE STUDY

- What is the extent of user satisfaction with ERA registry services?
- What challenges are faced by ERA registry users?
- How can ERA registry services be improved?

1.7 SCOPE OF THE STUDY

The study was conducted at the registry of Electricity Regulatory Authority which is situated at plot 15 Shimoni Road, Nakasero-Kampala, Uganda to investigate the registry users' satisfaction. The research was conducted within four months starting from February 2018 and a final report was submitted in June, 2018. The area of the study has been chosen of its convenience in terms of time and resources.

1.8 THE SIGNIFICANCE OF THE STUDY

The study was very significant to Electricity Regulatory Authority Management, registry staff and ERA registry users. The study was helpful to ERA management to address issues that were raised as hindering the attainment of registry users' satisfaction. The study also helped the ERA registry staff to re-examine and improve in areas identified as causing dissatisfaction to the registry users. The study was broaden to ERA management and registry staff of how they are perceived by the registry users and as such take appropriate action to consolidate and improve on their image. The study immensely added to the knowledge about determinants of registry users' satisfaction and also act as a reference to any other information registry and other scholars as well as filling gaps in the existing literature.

1.9 DEFINATION OF OPERATIONAL TERMS

Registry; it is a place where active records of an organization are kept and the department is concerned with the management of the records in regards to efficiency ,economy, systematic control and easy retrieval of records.

Record; information in any form that is written, photographed, recorded or stored in any manner, but does not include a computer program or other mechanism that produces record

The Ministry of Public Service Commission Archive 920070 of Uganda, defines a registry as an administrative centre for the control of all records, documents and information required by an institution for the operations of its work.

Customer satisfaction; is a mild, positive emotional state resulting from a favorable appraisal of a consumption when products or services supplied by a company meet or surpass a customer's expectation.

Many researchers have look into the importance of customer satisfaction. Kotler (2000) defined satisfaction as: “a person’s feelings of pleasure or disappointment resulting from comparing a product’s perceived performance (or outcome) in relation to his or her expectations”. Hoyer and MacInnis (2001) said that satisfaction can be associated with feelings of acceptance, happiness, relief, excitement, and delight. There are many factors that affect customer satisfaction. According to Gronroos (2001), these factors include friendly employees, courteous employees, knowledgeable employees, helpful employees, accuracy of billing, billing timeliness, competitive pricing, service quality, good value, billing clarity and According to Hanse mark and Albinsson (2004), “satisfaction is an overall customer attitude towards a service provider, or an emotional reaction to the difference between what customers anticipate and what they receive, regarding the fulfilment of some need, goal or desire”. Customer loyalty, on the other hand, according to Anderson and Jacobsen (2000) “is actually the result of an organization creating a benefit for a customer so that they will maintain or increase their purchases from the organization. Lin and Wang (2006) said that customer loyalty refers to “a deeply held commitment to re-buy or re-patronize a preferred product or service consistently in the future despite situational influences and marketing efforts.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter the researcher reviewed the works carried out and published by other people or researchers. This will be organized under sub-headings as reflected in the objectives of the study.

2.2 THE EXTENT OF USERS' SATISFACTION WITH ERA REGISTRY SERVICES.

USERS

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

A user is a person who buys goods or services from the service provider. It may also refer to any potential buyer (<http://en.wikipedia.org>).

The word "custom" means "habit", a person who goes to a store on a frequent basis to purchase their products or services, thus it is their habit to buy from that particular store.

In the opinion of Peter Drucker, there are now a complete new breed of users with high standards and expectations (Dei-Tumi, 2005).

And as competition increases there is the need to devise creative and new ways of meeting the ever-increasing demands of the modern day users who are very sophisticated, knowledgeable, demand excellent products and services and has alternatives. However, users contact at service quality stage on the basis of core service and additional services. At this point, users become very judgmental about the product quality and they create an image quickly whether the service is good or bad. Thus if contact person does give the right information or become rude every effort goes negatively, and they do not get a second chance to make this positive. Users' expectation and experience are to be conflicted here. On the other hand after experiencing service with company personnel, environment, equipment etc. if everything goes positively, users experience goes overwhelmed and they do not notice and fault or defect. But if experiences do not meet the expectation then they see all the faults and reinforces.

2.3 RECORDS MANAGEMENT PRACTICES IN ERA

Kanzi (2010) pointed out that for a sound records management practices to take place, heads of institutions should designate or appoint a staff member (Record Manager) at senior management level to whom they can delegate the responsibility of ensuring that sound records management practices are implemented and maintained. He added that records managers should develop and implement records management policies, which are endorsed by the heads of the institutions and their top management teams. Adherence to these should be continuously monitored and be reviewed on an annual basis. Furthermore, he stated that there should be records management procedures to serve as a guide to employees, records classification system to facilitate efficient retrieval and disposal of records, and training of records managers and records office staff to equip them with the necessary skills to carry out their functions properly. Records management policy is necessary for any organization to know what documents to keep and for how long. Managing the accumulation of records requires a records management program to provide systematic control of all records, regardless of storage medium, from creation to disposition.

According to The National Records and Archives Act, 2001 part III section 7, the heads of state organs are responsible for creating and maintaining adequate documentation of the functions and activities of their respective institutions. Section 7 (c), further asserts that the heads of organs of the state are responsible for creation and management of current records within appropriate registry system. This therefore makes the Chief Executive Officer of ERA the head responsible for ensuring adequate documentation of the functions and activities of ERA.

A successful records management program requires policies and procedures that administer the effective control and management of records and information (Gwinnett, 2002). These policies should be written for posterity and should be based on applicable laws of the land. When the policy is in place it means that all records created or received in the course of work are records of the ERA and, as such, must not be disposed of or removed without proper authorization. Once records management policies and procedures are created and adopted, it is important to train all staff members in their implementation and to ensure that staff members follow the policies and procedures. Well-trained records management staff would be able to facilitate and support the

implementation of sound records management practices throughout the Department (Barata et al, 2001).

Good records management practice requires that various categories of personnel involved in the management of information such as records and archives administrators, IT personnel, records managers and archivists - as well as the records creators and users be well trained (McLeod, Hare, and Johare, 2004). The recording of information in paper and electronic forms help managers, particularly chief executives, to direct, control, communicate, plan, formulate policies, and make decisions (Uwaifo, 2004). The availability of records is crucial in attaining organizational goals. Establishing a comprehensive records management programme offers both immediate and long-term benefits to companies (Slote, 2000), including: controlling the volume of records, improving access to information which leads to faster response to business challenges, provide better customer service and make more informed decisions, reduce litigation risks which insulates the company from potential risk associated with the premature disposal of information, ensures regulatory compliance: Organizations must adhere to a multitude of national and industry regulations concerning the maintenance and retention of records.

A records management Programme determines which records that must be kept and for how long to ensure regulatory compliance. This helps avoiding destroying records too soon and be able to produce them when legally required. It also ensures improved efficiency and productivity thereby saving time that could have been wasted searching for misfiled records as well as safeguarding vital information to help them recover or resume operation after a disaster situation. Assimilating new information technologies also allows ministries to integrate cost effective and high performance systems and equipment to assist in protecting and managing records, which facilitates the standardization of information processing and control, and preserving the corporate memory of the organization. Accurate records are necessary to provide appropriate background information when planning for the future (Kennedy & Chauder., 1998)

With large volumes of records being produced daily, the need for organized system of retrieval becomes necessary. Businesses today use different types of retrieval systems, ranging from paper organization to expensive databases. However, regardless of the complexities involved, the goal is the same: pull the right record at the right time to help with business decision-making (Lawson,

2008). There are computer programs or networks that help to facilitate document retrieval, such systems as file name finder or folder name search engine (Musah, 2008). Slightly more advanced programs use coded and tailored email software programs to help find specifically desired email records rather than files or folders. These programs use the same design model of an inputted name as a search parameter (Musah, 2008).

According to (Utulu, 2001), if any information was to be lost or misplaced, it could cause a range of problems some of which might affect the future of needing essential information from their records. Afolabi (1999), Records Management and Archives staff should be responsible for providing an appropriate record management training programme to the body staff. He continues to add that records should not be taken from the body without the permission of the Records Manager/Archivist or an appropriate Office Manager.

Scholars of records management theory and practice agree that, in principle, organizations should create and capture records for every activity that involves more than one party and that they should identify and record every process that generates records (Shepherd and Yeo 2003). Therefore, records must be authentic, complete and usable. Shepherd and Yeo (2003), when assessing the need to create and capture records, suggested that it is essential to consider the requirements of the organizations or particular business units that need records to provide evidence and information for operational use, the requirements of the organizations, particular business units or external stakeholders that need evidence to ensure accountability, the cost of creating, capturing and maintaining the records that organizations require and the risk to them if they do not have these records. International Organization for Standardization (ISO) 15489 (2001) is of the view that a policy for creating records is also necessary. It should stipulate the requirements for capturing, registering, classifying, retaining, storing, tracking, accessing and disposing of records. Organizations create and keep records so that designated users, mostly from within the organizations and occasionally from outside, can use them when they need to. Any records management system that captures records must have systems that allow users to use the records thoroughly (Shepherd and Yeo 2003). Therefore, institutions create records for a purpose. The timely and accurate retrieval of records depends largely on how well organized and classified the records are. As a result, records classification systems should reflect the business activities of the

organizations. Organizations need to determine the degree of classification control they require for their business purposes (ISO 15489-2001).

2.4 CHALLENGES FACED BY RECORDS USERS

It is important to look at the challenges faced by the records management personnel because they directly or indirectly impact on the quality of service offered to registry users', thus affecting their satisfaction.

David (2000) states that there are many problems on managing active records as stated below; Lack of infrastructure in building, vehicles for transporting records such as when a company publishes an article and need to donate for some organisations. Most organisations lack record management infrastructure, both Government and Private organisations. Organisations lack enough space, incompetent buildings which cannot hold records from current creation to disposal, finance; most organisations lack capital for running daily operations of records especially for purchasing software or equipment used for managing active records, electronic filing can be done on any record software, but there is still need for purchasing specific filing software that can manage current records promptly, skilled personnel; many staffs in organisations are not record professionals; current records might not be effectively managed by unprofessional staff. This is a professional field in which information is supposed to be handled promptly thus when current records will be secure.

According to Robertson (2008), organisations are confronted with many information management problems and issues. In many ways, the growth of electronic information has only worsened these issues over the last decade or two. Common information management problems include; large number of desperate information management systems, little integration or coordination between information managers, range of legacy systems requiring upgrading or replacement, mishandling of information resources by users, limited adoption of existing information systems by staff, poor quality of information, including lack of consistency , duplication and out of date of information, little recognition and support of information management by senior management; limited resources for deploying, managing or improving information systems, lack of clarity around broader organisational strategies and directions, difficulties in changing working practices and processes of staff and internal politics impacting on the ability to coordinate activities enterprise- wide.

Furthermore, a strategy management of documents, files and records of the organisation with the management of computers management of the system.

While information technologies have brought many benefits to organizations, they have also introduced a number of challenges and difficulties. The challenges posed by electronic records, particularly in the public sector, have been highlighted by Mnjama and Wamukoya (2007). These challenges include absence of organizational plans for managing electronic records, low awareness of the role of records management in support of organizational efficiency and accountability, lack of stewardship and coordination in handling paper as well as electronic records, absence of legislation, absence of policies and procedures to guide the management of both paper and electronic records, absence of core competencies in records and archives management, absence of budgets dedicated for records management, poor security and confidentiality controls, lack of records retention and disposal policies, absence of migration strategies for electronic records.

2.5 REGISTRY USER SATISFACTION

In a work environment in which records use is mandatory, one would expect judgment of “User Satisfaction” to be based on primarily the degree to which the registry system in question enhance staff productivity by providing the required information in time and accurately. The overall registry users experience will include a sense of satisfaction.

2.5.1 WHAT IS USER SATISFACTION?

User satisfaction which may also be called client or customer satisfaction is one of the most important issue concerning business organisation of all types, which is justified by the customer oriented philosophy and by the principles of continuous improvement in modern enterprise (Arokiasamy, 2013) Organisational outcome such as performance superiority is primarily influenced by the service quality (Poretla and Thanssouli, 2005).

Customer satisfaction as discussed by earlier researchers is an evaluation of a choice that happens after a customer has made a purchase (Looy et al, 2003). They further assert that customer satisfaction is when the outcome of the service matches the expectations of the service. Kotler et al. (2003) on the other hand defined satisfaction as ‘a person’s feelings of pleasure or disappointment resulting from comparing a product or service perceived performance in relation to his or her expectations’ (p. 36). Gustafson et al. (2005) gives a similar definition as he has

explained that customer satisfaction entails a customer's evaluation of a product or service offering to date. Kondo (2001) specifies customer satisfaction as pleasurable fulfillment; as such, the consumer views consumption as satisfying some need, desire, goal, etc., in which its fulfillment is pleasurable.

Furthermore, according to Gustafson et al. (2005), overall customer satisfaction has a positive effect on loyalty in situations where customers are satisfied with products or services been offered.

Bansal and Gupta (2001) believed that building customer satisfaction must lead to customer loyalty, which is the only way of building sustainable competitive advantage.

Organizations need to really listen to what their customers are saying (Pritchard, 2001). They need to understand that a service business completes a circle within each transaction, from the employer and the employees who perform the service, to the customer and vice versa.

Oliver (2010) defines satisfaction as the consumer's fulfilment response. It is a judgement that a product/service feature, or the product or service itself, provide a pleasurable level of consumption-related fulfilment, including levels of over fulfilment. It is an emotional response or effect towards an object. According to a widely accepted conceptualization, customer satisfaction is "a customer's post-consumption evaluation of a product or service." (Mittal & Frennea, 2010) According to Bansal and Gupta (2001), building customer satisfaction must lead to customer loyalty which is the only way of building sustainable competitive advantage. From the above definitions, satisfaction may be seen as the sum of feeling or attitudes, both positive and negative, affecting the specific situation. Therefore, satisfaction includes both perception and attitude.

2.5.2 IMPORTANCE OF USER SATISFACTION

User satisfaction is an increasingly important topic in view of the enormous organisational personnel who use records from the registry in their work and the resulting need to evident the effectiveness of such usage. Various research with regard to registry user satisfaction is used as a measure of the registry systems success.

Carbone (2004) contends that creating value for customers by providing the total memorable experience is becoming increasingly an employed strategy. According to Mascarenhans, Kesaran and Bernacchi (2006), customers will always have an actual experience why they engage with a service provider or organisation. Customer experience as defined by Poulsson and Kale (2004) is

an engaging act of co-creation between a provider and a consumer wherein the consumer perceive value in the encountered and in the subsequent memory of the encounter.

Businesses have been creating and managing experiences for a great number of years without really comprehending their significance, specifically in relation to creating value for customers. Today the customer experience concept is a widely utilised strategy used by market leaders to create value and obtain a competitive edge. How customer experience is managed is indicated by Berry, Wall, & Carbone (2006). They see service experience as a “series of discrete sub-experiences that is full of messages which impact how customers feel about the services and the company that provides it, thereby suggesting that management of experiences. It is these embedded experience prerequisites or clues which allow customers to form perception based on the technical performance of the service, the tangibles associated with the service and the behaviour and appearance of the service provider. According to Berry and Bendapudi (2003), these clues influence the customers’ rational and emotional perception of the quality of the service and create the actual service experience.

Customers purchase products or services depending on the quality of the functionality and reliability. There is a general consensus in the literature that reliability, a facet of quality, is one of the most important factors in meeting customer expectation. Therefore two main functional clues is to enhance customers’ confidence in the reliability of the service provided.

According to Harris, Harrington, & James (2000) the speed of the service process and delivery is important and depends on both accessibility and location of the product or service. Convenience is a vital sub-function clue to be considered and is reflected in how well the service matches the need and expectations of the customer such as opening time, range of services or product provided and the extent the product or service is customised.

According to Berry and Carbone (2007), employee behaviour and performance during the service also provide clue that influence the customers’ perceived experience and service quality. These clues are concerned with the actions and appearance of employee and service provider such as choice of words, level of enthusiasm, body language, neatness and appropriate dress. Human interactions provide a good opportunity in which to convey respect and high regard to the customer and as a result exceed the customer expectation.

Eisend (2006) asserts that credibility has been identified as a further critical staff behaviour. Credibility is described as a degree to which an individual is perceived to hold the necessary expertise and can be trusted to provide the expected service (Sharma and Stratford, 2000). To underpin the importance of staff competence, it was found that poor service was the reason almost half of all consumers stopped doing business with a company during the past year (Purdy, 2001). Similarly, Hill et al (2003) found staff competencies to be the most applied criterion by the customers in their subsequent selection of service providers.

In summary, the above discussion has outlined the role of clues in creating customer experience. These are applicable to registry staff in a bid to meet the registry users' expectations. However, it should be noted that these clues do not operate independently of each other. The more the experience clue can be integrated harmoniously, the easier the employees will maintain a balance among the sets of clues in creating the customer experience as they face customer demands.

2.5.3 MEASURING USER SATISFACTION

Customer satisfaction measurement involves the collection of data that provides information about how satisfied or dissatisfied customers are with a service. As well as providing an organization with 'scores', the data can be used to understand the reasons for the level of satisfaction that has been recorded. This information can be collected and analyzed in many different ways.

Customer satisfaction measurement allows an organization to understand the issues, or key drivers, that cause satisfaction or dissatisfaction with a service experience. When an organization is able to understand how satisfied its customers are, and why, it can focus its time and resources more effectively

According to Gagnon and Chu (2005), organizations can measure customer satisfaction through a number of complaints made by customers, number of returned products or by conduction of a customer satisfaction survey that involves customers responding to questions that are meant to establish if they are satisfied with what is offered.

2.6 RESEARCH GAP

Having clearly studied the above literature by different scholars, specific ideas of customers' or users' satisfaction, the importance of user satisfaction, record management practices in

governments agencies, challenges faced by records personnel, but nobody has so far come out clearly to embrace the challenges associated with registry users' satisfaction. Therefore it is against this background that, the researcher has decided to investigate registry users' satisfaction at Electricity Regulatory Authority (ERA), staff behavior, performance and credibility, functionality and reliability of the registry system, speed of service process and delivery in order to ascertain if the registry users' are satisfied with the services offered. Once the survey has been conducted, the data will need to be interpreted to provide actionable insights for the organization. Finally, the results will need to be communicated across the organization in such a way that the findings are taken on board and action taken as a result.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter describes the research design, area and methods for this study. It also specifically identified processes/ techniques of gathering, analyzing and interpretation of data that were used in the study. The chapter begins with the research design, which was a description of the research approach. It further attempts to describe the population of the study. It also looked at data collection tools that were used in the course of the research. It presents the data collection instruments that were used to maintain the validity of research instrument.

3.2 RESEARCH DESIGN

Katebire (2007) describes the concept research design to refer to a general strategy adopted for answering the research questions. Burns and Groves (2003) defined a research design as “a blue print for conducting a study with a maximum control over factors that may interfere with the validity of the findings. They further contend that the ‘research universe’ is guided by two major research design paradigms; that is quantitative research and qualitative research models. Each of these models is further conducted using relevant data collection and analysis approaches as the need may arise (Enon, 2002).

This study was conducted using a qualitative research. Easterby-Smith et al (1991) notes that qualitative researchers use words and meanings from studies as opposed to the use of number and quantifiable units to draw meanings which is the focus of quantitative research. In adopting the qualitative research paradigm, the case study design will be used.

The researcher used the descriptive case study research design, it emphasizes data which do not break into variables, uses more of questions to collect data, it seeks to discover what is hidden, the researcher interacted with the participants, and data was collected from its true setting among others.

3.3. AREA OF THE SUDY

Mbaaga (2000) defines this as a place or department including the population where the study was conducted. This study will be conducted at Electricity Regulatory Authority, Plot 15, Shimoni Road, Nakasero, Kampala – Uganda.

3.4. POPULATION OF THE STUDY

Enon (2002) notes that it is critical to distinguish between population for which results are required. For the purpose of this study, the population included the records staff of the personnel section. These were selected because of their roles in the use management of registry records. The size of the population in the study was consistent with the application of qualitative research design. The population of the study were 65 ERA staff.

3.5 SAMPLING STRATEGY

Sampling is the means by which a researcher gathers information about the target population. The researcher used purposive sampling technique to collect the depth of information about the problem under investigation. Purposive sampling was used in this study because Parahoo (2000) described purposive sampling as “a method of sampling where the researcher had deliberately chosen who to include in the study based on their ability to provide the necessary data needed. The sample size were 40 respondents.

3.6. DATA COLLECTION METHODS

According to Kombo (2006) data collection in research is the term used to refer to the gathering of specific information aimed at providing or refuting some facts. Therefore, the researcher used various methods to collect data depending on the types of information needed for the respondents and how flexible this method was to the researcher in obtaining / getting necessary information from the respondents. These included interviews and observation.

3.6.1 OBSERVATION

Kothari (2004) defines observation as the most commonly used method especially in studies relating to behavioural sciences. He puts it that, under observation method the information is sought by way of investigator’s own direct observation without asking from respondent. Observation is one of the most classical methods of collecting data in scientific studies. It is also defined as the way of gathering data by way of watching behaviour, events, activities and taking note of characteristics of whatever is being observed in its original/ natural setting. Observation can be direct or in direct.

3.7. DATA COLLECTION INSTRUMENTS

According to Kakinda (2000), data collection is a systematic process in which the researcher collects relevant data or information to achieve the research objectives. The instruments to use for data collection depend on the research design. In this study data was collected using interview guide, questionnaire and observation guide.

3.7.1 INTERVIEW GUIDE

An interview guide is a set of topics or questions about which the interview is conducted (Kombo 2006). The researcher will ask questions face to face from the respondents.

3.7.2 OBSERVATION GUIDE

According to Adzobu (2003) the method studies events as they occur and see what people do rather than what they say they do. The researcher will critically observe how all the records staff handle the registry users', files and equipment that are used and practices in place for management of records. The researcher also observed the speed and response to registry users' requests at ERA.

3.8 DATA PRESENTATION AND ANALYSIS

Data analysis means to organize, provide structure and meaning to the data. Analysis of quantitative data is an active and interactive Polit et al (2000). Data analysis is the process of bringing orderly structure and meaning to the mass of information that is collected. It involves examining what will be collected and making deductions and inferences (Tromp, 2006). The findings from interviews and observation will be done narratively, qualitative data analysis statement will be used to analyse collected data from the research.

3.9 DATA QUALITY CONTROL

Quality control entails ensuring acceptable levels of validity and reliability of instrument. Validity is the extent to which research results can be accurately interpreted and generalized to other populations. It is the extent to which research instruments measure what they are intended to measure (Onen & Oso, 2008). To ensure data quality control, the researcher will make sure the research instruments used, are accurate, correct, fair, appropriate and relevant for the study. The researcher will strictly observe time allocated for interview and observation. There will also be quick judgement of situation in its natural setting.

3.9.1 VALIDITY

Validity refers to the appropriateness of the instruments in measuring what they are intended to measure Amin and Mugenda (2005). Outside of statistical research, validity is used interchangeably for research and testing.

3.9.2 RELIABILITY

Reliability is a measure of the stability or consistency of test scores. You can also think of it as the ability for a test or research findings to be repeatable. For example, a medical thermometer is a reliable tool that would measure the correct temperature each time it is used. In the same way, a reliable math test will accurately measure mathematical knowledge for every student who takes it and reliable research findings can be replicated over and over.

3.10 RESEARCH PROCEDURES

The Research started with proposal writing and after the topic was approved by the university research authorities. After the proposal was approved, the researcher got an introductory letter from the East African School of Library and Information science, Makerere University to the ERA, Kampala to enable him conduct the research. The researcher also sought permission from ERA management to give a go ahead. Both the introductory letter and the consent letter from the above stated offices were used by the researcher to draw attention from his respondent's during data collection and these were attached as appendices to the report. The research was conducted, data collected, analysed, and presented inform of a report to both institutions i.e. EASLIS and ERA, appendix were provided to support the research report.

3.11 ETHICAL CONSIDERATIONS

The researcher must anticipate any ethical issues that may arise during the qualitative research process (Cresswell, 2009). Research involves collecting data from people, about people (Punch, 2005). Researchers need to protect their research participants by developing trust with them, promoting the integrity of the research, guarding against misconduct and any impropriety that might reflect on their organizations or institutions, and cope with new challenging problems. (Cresswell, 2009). First and foremost, the researcher has an obligation to respect the rights, needs, values, and desires of the participants. Phenomenological research solicits sensitive and answers to questions extracting meaning from statements and opinions. Additionally, the reputation and position of the participants are visible, especially since the findings of the study could be shared with other people and organizations.

According to Calatuno (2009) privacy in research refers to the confidentiality accorded to participants in a research study. The findings are used to compile the report and no individual identities are revealed.

The researcher made sure the following were observed in the course of conducting the study. The participants should be willing to participate. There would be no threat from the researcher, if the participant decides to drop out. The purpose of the study would be well explained to the participants. The researcher did not cheat or manufacture his data. Participants were protected against psychological harm or injury. The researcher did not copy other people's work and acknowledged all sources cited. Information about participants were kept with the researcher.

3.12 LIMITATIONS OF THE STUDY

There were some factors that caused delay in the progress of the study, such as busy time schedules for respondents causing delays in getting information, getting the right respondents, and getting the letter of permission to conduct the research from ERA.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.0 INTRODUCTION

This Chapter presents and discusses findings of the research questionnaire. The research questions were aiming at finding out the extent of user satisfaction with ERA registry services, the challenges faced by ERA registry users and how ERA registry services can be improved.

4.1 DATA ANALYSIS

How satisfied a user with the service depends on the quality of service received. Gap analysis model by Gronroos (2000) is often used to determine the quality of service. Those customers who are satisfied or excited have a very high chance of being retained and eventually will become loyal at the end.

The study comprised of a population that included the CEO, Directors, Managers, Principles Officers, Assistants and other staff of Electricity Regulatory Authority. The questionnaires issued out to registry users' respondent were 40. Out of the 40 questionnaires distributed, 36 questionnaires were returned making 90% of the questionnaires returned, and 4 questionnaires not returned making 10% of the total questionnaires.

4.1.1 Questionnaires Distribution

Table 1: Questionnaire distribution

Questionnaires distributed 40	Number	Percentage
Questionnaires returned	36	90%
Questionnaires not returned	4	10%
Total	40	100%

Source: Field data, June 2018

4.2 Profile of respondents of ERA registry users

4.2.1 Gender of Respondents

Table 2: Gender of respondents

Category	Frequency	Percentage
Male	21	58.3%
Female	15	41.7%
Total	36	100%

Source: Field data, June 2018

Table 2 aims at establishing the composition of the respondents in terms of gender.

The distribution shows a high response from male respondents as compared to female ones. The male respondents were 20 representing 58.3%. The female respondents were 15 representing 41.7%

4.2.2 Period served by respondents

Table 3: Period Served by respondents at ERA

CATEGORY	FREQUENCY	PERCENTAGE
Less than 1 Year	5	13.9%
1 – 5 Years	18	50.0%
6 – 9 Years	6	16.7%
10– above Years	7	19.4 %
TOTAL	36	100%

Source: Field data, June 2018

The responses revealed that the period served by respondents varies but the majority have served between the ranges of 1-5 years. 13.9% have served less than 1 year, 50% have served between 1 and 5 years, 16.7% have served between 6 and 9 years while 19.4% have served 10 year and above. A total of 86.1% have served for a period of more than one year. This means that the study comprised of more experienced respondents who have used the ERA registry for a reasonable period. This may be described as users' loyalty and the registry's ability to retain its users, a view supported by Zeithamal et al (2003), who maintained that the outcome of customers satisfaction is their loyalty and ultimate retention by the service provider.

4.2.3 Respondents per department

Table 4: Distribution of respondents per department/unit

Department/ Unit	Frequency	Percentage
CEOs Office	6	17.7%
Human Resources	4	11.1%
Economic Regulations	7	19.4%
Legal Department	4	11.1%
Corporate Planning	2	5.6%
Procurement & Disposal Unit	3	8.3%
Internal Audit	2	5.6%
Technical Regulation	3	8.3%
Financial Services	5	13.8%
Total	36	100%

Source: Field survey, June 2018

Table 4 shows the departments or units from which the respondents are attached. The responses indicate that all the departments or units are represented. However, the greatest number of respondents is from Economic Regulation department which comprises 19.4%, followed by the CEOs Office with 17.7%. This was followed by Finance and Admin with 13.8. Human Resources, Legal and Authority Affairs department tied at 11.1% each. Technical Regulation and Procurement and Disposal Unit tied at 8.3% while corporate planning and internal audit tied at 5.6%.

4.2.4 Highest qualification of respondents

Table 5: Highest qualification of respondent

Highest Qualification	Frequency	Percentage
Certificate	1	2.8%
Diploma	2	5.5%
Bachelors	9	25.0%
Post Graduate Diploma (PGD)	1	2.8%
Masters	22	61.1%
PHD	1	2.8%
Total	36	100%

Source: Field survey, June 2018

As indicated from table 5, it can be seen that almost all the registry users are highly educated. Out of 36 respondents, 1 has a PhD i.e. 2.8%, 22 have a master’s degree making 61.1%, 1 respondent has a post graduate diploma make it 2.8%, 9 respondent are bachelor degree holders making 25%, 2 are diploma holders making 5.5% and 1 certificate holder making a 2.8% of the total respondents.

4.2.4 Job category of respondents

The job categories help in defining the type of work performed and identifying the amount of responsibility, impact and scope each job has.

Table 6: Job category of the respondents

Job category	Frequency	Percentage
Assistant	5	13.9%
Officer	17	47.2%
Principal	6	16.7%
Manager	5	13.9%
Director	2	5.5%
CEO	0	0%
Others	1	2.8%
Total	36	100%

Source: Field data, June 2018

As inferred from table 6 2 directors responded making a 5.5%, 5 manager and 5 Assistants responded making a 13.9 each, 6 Principals responded making a 16.7%, 17 officers responded making a 47.2% and 1 support staff responded making a 2.8%

4.3 Extent of user satisfaction

Question from the survey questionnaire sought for views from respondents on the extent of their satisfaction with the services provided by ERA registry. Respondents were required to tick the appropriate box and the following responses were obtained.

4.3.1 Description of ERA registry services

The questionnaire on the item sought to find out if ERA registry services were reliable and could be depended on or not. The responses received are indicated in table 7.

Table 7: Responses on the description of ERA registry services

Category	Frequency	Percentage
Reliable	27	75%
High quality	7	19.4%
Relevant	2	5.6%
Unreliable	0	0%
Poor quality	0	0%
Ineffective	0	0%
Total	36	100%

Source: Field data, June 2018

The view of the respondents on the question is diverse as seen in table 7. 75% of the respondents are in agreement that the registry service is reliable. 19.4% of the respondents said that the registry services are of high quality, while 5.6% of the total respondents said that the registry services are relevant. It can however be noted that no respondent said the registry services are unreliable, or of poor quality or ineffective.

4.3.2 Meeting of users' needs

The questionnaire on the users' needs sought to find out if ERA registry services meet the users' needs. The responses received are indicated in table 8.

Table 8: Responses on how well ERA registry services meets registry users' needs

Category	Frequency	Percentage
Extremely Well	10	27.8%
Very Well	24	66.6%
Somewhat Well	2	5.6%
Not so well	0	0%
Not at all well	0	0%
Total	36	100 %

Source: Questionnaire guide, June 2018

From table 8 it was found out that 10 out of 36 respondents agree that the registry services met the ERA registry users' needs extremely well, making 27.8%. 24 respondents said that the registry services met the ERA registry users' needs very well making a 66.6%. 2 respondent said that the

registry services somewhat met the ERA registry users' needs making 5.6%. However, no respondents said that the registry services did not meet the ERA registry users' needs.

4.3.3 Responsiveness by registry staff to users' needs

This is the willingness on part of the service provider who in this case is the registry staff, to assist the registry user and provide prompt service. The responses are as in table 9.

Table 9: Responses on responsiveness of registry staff to users' needs

Category	Frequency	Percentage
Extremely responsive	9	25%
Very responsive	26	72.2%
Somewhat responsive	1	2.8%
Not responsive	0	0%
Not at all responsive	0	0%
Total	36	100 %

Source: Field interview guide, June 2018

The view of the respondents on the question of responsiveness as seen in table 9 indicates that 9 out of 36 respondents said that the registry staffs were extremely responsive to the users' needs. This comprised of 25%. 26 respondents i.e.72.2% are in agreement that that the registry staff were very responsive to registry users' needs. 1 respondent (2.8%) however said that the registry staffs were somewhat responsive to ERA registry users' needs. No respondent disagreed that the registry staff was not responsive to the registry users' needs.

4.3.4 Professionalism and courteousness of registry staff to registry users

Table 10: Responses on professionalism and courteousness of registry staff

Category	Frequency	Percentage
Extremely Professional and Courteous	5	13.9%
Very Professional and Courteous	29	80.6%
Somewhat Professional and Courteous	2	5.5%
Not Professional and Courteous	0	0%
Not at all Professional and Courteous responsive	0	0%
Total	36	100 %

Source: Field data, June 2018

The responses from the study questionnaire as indicated in table 10 revealed that 5 out of 36 respondents making 13.9% said that the registry staffs were professional and courteous while dealing with the ERA registry users. 29 respondents (80.6%) said that the registry staffs were very professional and courteous while serving the ERA registry users. 2 respondent (5.5%) said that the registry staffs were somewhat professional and courteous to ERA registry users. No respondent claimed the registry staffs were not professional and courteous to the ERA registry users.

4.3.5 Overall Satisfaction or dissatisfaction of ERA registry services to registry users

Table 11: Responses on satisfaction of users of ERA registry services

Category	Frequency	Percentage
Very satisfied	27	75%
Somewhat satisfied	9	25%
Neither satisfied nor dissatisfied	0	0%
Somewhat dissatisfied	0	0%
Very dissatisfied	0	0%
Total	36	100 %

Source: Field data, June 2018

It is obvious from Table 11 that, majority of ERA registry users said they were satisfied with ERA registry services. 27 out of 36 registry users (75%) said they were very satisfied with ERA registry services while 9 respondents i.e. 25% said they were somewhat satisfied with the registry services at ERA. No registry user said he was dissatisfied with the registry services

4.4 Challenges faced by registry users

The following challenges were identified by the registry users as affecting the ERA registry services and consequently affecting the users' satisfaction.

4.4.1 Limited Records Storage Space

Respondents said that there was limited records storage space yet the number of records generated and received was growing at a high rate. This has rendered records retrieval ineffective and consequently it has affected the efficiency of the registry staff which in turn affects ERA registry users' satisfaction.

4.4.2 Few Registry Staff

Most of the respondents agreed that the registry staff are few as compared to the number of registry users. This has led to registry staff being overworked, which can result in staff losing energy quickly. Furthermore, the registry staff in order to serve the numerous users, may skip some steps. Registry users will therefore receive insufficient attention to their issues.

4.4.3 System failure and slow internet connectivity

The ERA electronic registry systems depends on the internet. Whenever there is internet failure or slow internet connection, the records stored electronically cannot be accessed. This leads to delay in execution of some tasks on the part of the registry users.

4.4.4 Lack of mastery of the use of the electronic registry by some staff

Some registry users find difficulty in retrieving documents from the electronic registry. Some said that they have not acquired adequate training to use the system and as such need retraining. In addition most electronic documents are stored in Pdf file format. All these have rendered the records search not easily attainable.

4.4.5 Some Information is not in digital form

Some registry users said that there are some information which is not in digital form and this has led to the registry users to rely on the registry staff to access the hard copies moreover, sharing of hard copies is not feasible.

4.4.6 Data is stored in Pdf format

Some registry users said that the records are stored in Pdf format which does not allow copying of some texts of the document. This implies that one has to type the text afresh.

4.4.7 Some records are restricted and cannot be accessed

Some respondent said that some records on the electronic registry are restricted and as such cannot be accessed. This causes delays in execution of the registry

4.5 Suggestions by registry users for improvement of registry services

The questionnaire ends with an open question, where respondent gave some suggestion and comments. Most of the customers did not fill that part of the question, and some gave their opinion as outlined below.

4.5.1 Acquisition of more space for the registry

Some of the registry users suggested that extra registry space may be acquired. They said that this would increase on the working space of the registry staff and increase on their efficiency especially when it comes to records retrieval.

4.5.2 Increase on the number of ERA registry staff

The respondents also suggested that the number of registry staff be increased. They argued that increased number of registry staff would give them personal contact and personalized service. Furthermore, they said that the turnaround time is reduced since tasks are shared among the numerous registry staff.

4.5.3 Increase on internet connectivity

The registry users suggested that the IT unit should increase on the band width to march the users so as to increase on the connection speed. They also suggested that fibre broadband would provide much more stable connection to the internet.

4.5.4 Institute refresher training to ERA registry users

The respondent suggested that ERA registry users should be given refresher training so that they can master the use of ERA electronic registry. This will help them refresh their concepts on the electronic registry and so able to perform better.

4.5.5 Digitize hard copy documents

The registry users suggested that all documents should be digitized. They further said that making digital preservation an integral part of the ERA electronic registry system will significantly ease the effort necessary to later-on maintain the resulting data accessibility and usability.

4.5.6 Data should be captured in a user-friendly format

The respondents suggested that digitized records should be stored in a more user-friendly format that allows copying parts of the document to avoid typing the texts afresh.

4.5.7 Remove restrictions and cannot be accessed

The respondents suggested that some restriction of access to records which they are entitled to access and they always use in execution of their duties be removed.

4.6 Response from Registry Staff

As much as registries want to satisfy their clients through quality customer service, there are some barriers to satisfy their customers' needs and expectations and for that matter customer service delivery.

The interviews conducted to the 2 registry staff sought to find out if there were some barriers to service delivery which eventually affect registry users' satisfaction.

4.6.1 Types of ERA registry management systems

From the interviews conducted to the ERA registry staff it was found out that ERA operates both manual and automated system. This implies that the hard copies are kept alongside the electronic document. However, the registry users mostly use the electronic registry system popularly known as the e-registry in ERA realms.

4.6.2 Average number of registry users

The interview revealed that the ERA registry staff received an average of 28 internal registry users on top of the external registry users. This gives them a reasonable number of users they interact with so as to meet their needs.

4.6.3 Types of records managed by ERA registry

The registry staff disclosed that they manage various records which include; administrative records, personnel records, financial records, economic records, procurement records, legal records, technical or project records and environmental records.

4.7 Challenges faced by registry staff

As much as ERA registry staff want to satisfy their registry users through quality customer service, there are some barriers to satisfy their customers, there are barriers to customer service delivery and for that matter registry service delivery.

The interviews conducted to registry staff sought to find out if there were some barriers to service delivery which eventually affect registry users' satisfaction.

The following challenges were identified by the ERA registry staff which they believe hinder the provision of register services to the expectation or even exceed the expectation of registry users:

4.7.1 Understaffed

The registry staff said they were very few and this limits their ability to serve registry users to exceed their expectation. In an attempt to satisfy the registry users' needs and maintain the response time, the registry staff end up being overworked.

4.7.2 Limited registry space

In their interview, the registry staff said they were faced with a challenge of limited space. The storage area and working space are very limited and as such they slow down the process of the filling and retrieval of records.

4.7.3 Some ERA registry users are technophobic

The registry staff said some of the ERA registry users have refused to embrace the use of electronic registry system and prefer to access hard copy records. This leads to wastage of time by the registry staff, which would otherwise be used elsewhere, on finding the documents required.

4.7.4 Documents sent out or received without going through the registry

The registry staff further said some records which the originator think are very urgent by pass the registry. This prevents the registry from having the records for future reference.

4.8 Suggestion for Improvement of registry services

The following are the suggestions which the ERA registry staff think may help improve ERA registry services to meet the expectation or even exceed the expectation of registry users:

4.8.1 Recruitment of more registry staff

The registry staff said that adequate registry staff is critical factor for their safety and health. This would reduce work load to ERA registry and improve on registry staffs to registry users' ratio

4.8.2 Acquisition of more registry space

The registry staff suggested that acquisition of more registry space would help in improving their service delivery. The said that the adequate space would give them the ample time to operate freely and securely and as such become more productive.

4.8.3 Train and retrain ERA registry users

The registry staff suggested that training of new registry users and retraining of the existing users should be done. This will help to strengthen those skills that each employee needs to improve as far as registry use is concerned.

4.8.4 Records received or dispatched must go through the registry

The registry staff suggested that there should adherence to the ERA records management policy. All incoming and outgoing records should go through the registry so as to keep copies and track of all record.

The ERA registry staff interviewed said if the above suggestions are implemented it will make their work faster and efficient and as such be very fast in responding to the ERA registry users' needs.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

In this final chapter, a summary of the results that came out in reference to the research questions are presented. This is followed by conclusion and recommendations for Electricity Regulatory Authority and incase of future research.

5.1 FINDINGS

5.1.1 How does registry service affect registry users' satisfaction at ERA?

It is argued that quality customer service positively affects customer satisfaction. As Looy et al (2003) points out that service quality is one of the factors that contribute to customer satisfaction.

From the data obtained, it is certain that the ERA registry provides appreciable level of registry users' service as expected by users. This is deduced from the users response obtained.

Responses obtained from the registry users affirmed that the registry has to a very large degree, delivered on their promise. The registry users said that the registry was reliable, of high quality and relevant. They further said the registry services meet their needs very well, and the registry staff were very professional and courteous. However, keeping to the promises are seen as just satisfying. That is to say, they just meet the expectation of their users.

For a registry that at aims at being relevant, it would be expected that they delight their clients. Delighting the registry users implies exceeding the service promised and provide service the ERA registry users do not expect to see.

5.1.2 Barriers to quality registry service provision

From literature, barriers to quality customer service provision can be from management of the organization, the systems and processes, the working environment, the employees themselves or communication.

From the responses obtained from the registry staff at Electricity Regulatory Authority, it was realized that each staff serves a large number of registry users. Due to the large number of users, the registry staffs are pressured to be able to give attention to, and be patient with each and every individual registry user.

Also some of the staff attested to the fact that there is limited registry space which affect the service delivery. It was also inferred from the responses given that ERA management needed to acquire enough registry space to allow registry staff execute their duties well.

Responses again show that there is barrier to quality user service as far as systems in Electricity Regulatory Authority are concerned. The internet needs to be improved such that it seldom goes down, in that case the registry service personnel will not break the electronic record service delivery.

On the registry staff themselves, the data collected indicated that they needed to attend to customers on time with reduced turnaround time. They also needed to maintain a high level of good customer service no matter the circumstance.

5.2 CONCLUSION

The purpose of the research was to find out whether the registry users are satisfied with registry service promised at Electricity Regulatory Authority.

From the findings above, the customer service by Electricity Regulatory Authority registry is being delivered to the satisfaction of the registry users.

Even though there are few barriers to registry service delivery, it has not negatively affected the service provision by ERA registry and as such, satisfaction of registry users is also not affected.

In conclusion, the researcher can confidently say that there is good registry users' service provision at Electricity Regulatory Authority which in turn has led to registry users' satisfaction.

5.3 RECOMMENDATION

Registry service is a very important issue as far as service delivery in today's organization is concerned. More so when decision making of organizations depend on records maintained by the registry. To stay relevant, registry staff must set alright the promise to the users. But to remain relevant, the registry staff must meet more than the users' expectation so as to delight them.

Management should recruit more registry staff so as to cope up with the ever growing number of registry users.

Internet facility should be upgraded since it is of much concern to registry users in accessing and sharing documents online.

Lastly, Electricity Regulatory Authority management should facilitate the registry staff to attend refresher courses to keep abreast with the current trends as far as customer service provision is concerned.

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APPENDIX 1

QUESTIONNAIRE

Dear respondent,

I am Samuel Lugolole, an undergraduate student of BRAM, EASLIS, COCIS, Makerere University. I am required to undertake a study entitled “Analysis of registry users’ satisfaction at Electricity Regulatory Authority”, as part of the requirements for the award of a bachelor of Records and Archives Management Degree. The purpose of this instrument is to collect data for this study. The data you are giving will be confidential and used for this study only. Your identity is not required.

Please use a tick at or fill the blank space provided to answer.

Your honest response will be highly appreciated.

Yours Faithfully,

Lugolole Samuel

Section A: BIO-DATA

1. GENDER

a) Male

b) Female

2. Years of Service

a) Less than a year

c) 6-9 years

b) 1-5 years

d) 10 and above

3. Department

.....

4. Your highest academic qualification

a) Diploma

c) PGD

e) Phd

b) Bachelors

d) Masters

f) Others (Specify)

5. Your Job Category

a) Assistant

d) Manager

b) Officer

e) Director

c) Principal

f) CEO

SECTION B

EXTENT OF USER SATISFACTION WITH ERA REGISTRY SERVICES

(Tick appropriately)

1) Which of the following words would you use to describe Era registry services?

- | | | | |
|------------------|--------------------------|-------------------|--------------------------|
| (a) Reliable | <input type="checkbox"/> | (b) High quality. | <input type="checkbox"/> |
| (c) Relevant | <input type="checkbox"/> | (d) Unreliable | <input type="checkbox"/> |
| (e) Poor quality | <input type="checkbox"/> | (f) Ineffective | <input type="checkbox"/> |

2) How well do ERA registry services meet your needs?

- | | | | |
|---------------------|--------------------------|-----------------|--------------------------|
| (a)Extremely well | <input type="checkbox"/> | (b) Very Well | <input type="checkbox"/> |
| (c) Somewhat well | <input type="checkbox"/> | (d) Not so well | <input type="checkbox"/> |
| (e) Not At all well | <input type="checkbox"/> | | |

3) How responsive have Era Registry staff been to your needs?

- | | | | |
|---------------------------|--------------------------|---------------------|--------------------------|
| (a)Extremely responsive | <input type="checkbox"/> | (b) Very Responsive | <input type="checkbox"/> |
| (c) Somewhat responsive | <input type="checkbox"/> | (d) Not response | <input type="checkbox"/> |
| (e) Not at all responsive | <input type="checkbox"/> | | |

4) Are the registry staffs professional and courteous?

- | | |
|-------------------------------------------|--------------------------|
| (a) Extremely professional and Courteous | <input type="checkbox"/> |
| (b) Very Professional and Courteous | <input type="checkbox"/> |
| (c) Somewhat Professional and Courteous | <input type="checkbox"/> |
| (d) Not Professional and Courteous | <input type="checkbox"/> |
| (e) Not at all Professional and Courteous | <input type="checkbox"/> |

5) Overall how satisfied or dissatisfied are you with ERA registry Services?

- | | |
|----------------------------------------|--------------------------|
| (a)Very Satisfied | <input type="checkbox"/> |
| (b) Somewhat Satisfied | <input type="checkbox"/> |
| (c) Neither Satisfied nor Dissatisfied | <input type="checkbox"/> |
| (d) Somewhat dissatisfied | <input type="checkbox"/> |
| (e) Very dissatisfied | <input type="checkbox"/> |

SECTION C

CHALLENGES FACED BY REGISTRY USER

List down **not more than five** challenges faced while using the ERA registry

1. -----

2. -----

3. -----

4. -----

5. -----

SECTION D

SUGGESTIONS FOR IMPROVEMENT OF ERA REGISTRY SERVICES

Give some suggestions as to how ERA registry services can be improved

APPENDIX 2 INTERVIEW GUIDE

Dear Respondent

I am Lugolole Samuel, a final year student of Makerere University, pursuing a Bachelor’s Degree in Records and Archives Management, am doing a research on the topic “Analysis Registry User’s Satisfaction at Electricity Regulatory Authority”.

I have chosen you to provide your views on this subject, any information provided shall be treated with maximum confidentiality and it will be for this research purpose only.

SECTION A: PROFILE OF RESPONDENTS

1. Position held by respondent

.....

2. Sex (Tick as appropriate)

Male Female

3. Work experience

a) Less than a year c) 6-9 years
b) 1-5 years d) 10 and above

SECTION B: RECORDS MANAGEMENT SYSTEMS AND SERVICES

4. What types of records management systems are used in the ERA registry

.....
.....

5. What records management system does the registry rely on currently?

a. Manual system b. Automated system c. Both

6. On average what number of registry users do you serve in a day?

.....

.....

7. What type of records are managed by ERA Registry.

- Administrative Records**
- Personnel Files**
- Financial Records**
- Economic Records**
- Procurement Records**
- Legal Records**
- Technical Records**
- Environmental Records**

SECTION C:

CHALLENGES FACED BY REGISTRY

List down not more than five challenges faced ERA registry

1. -----

2. -----

3. -----

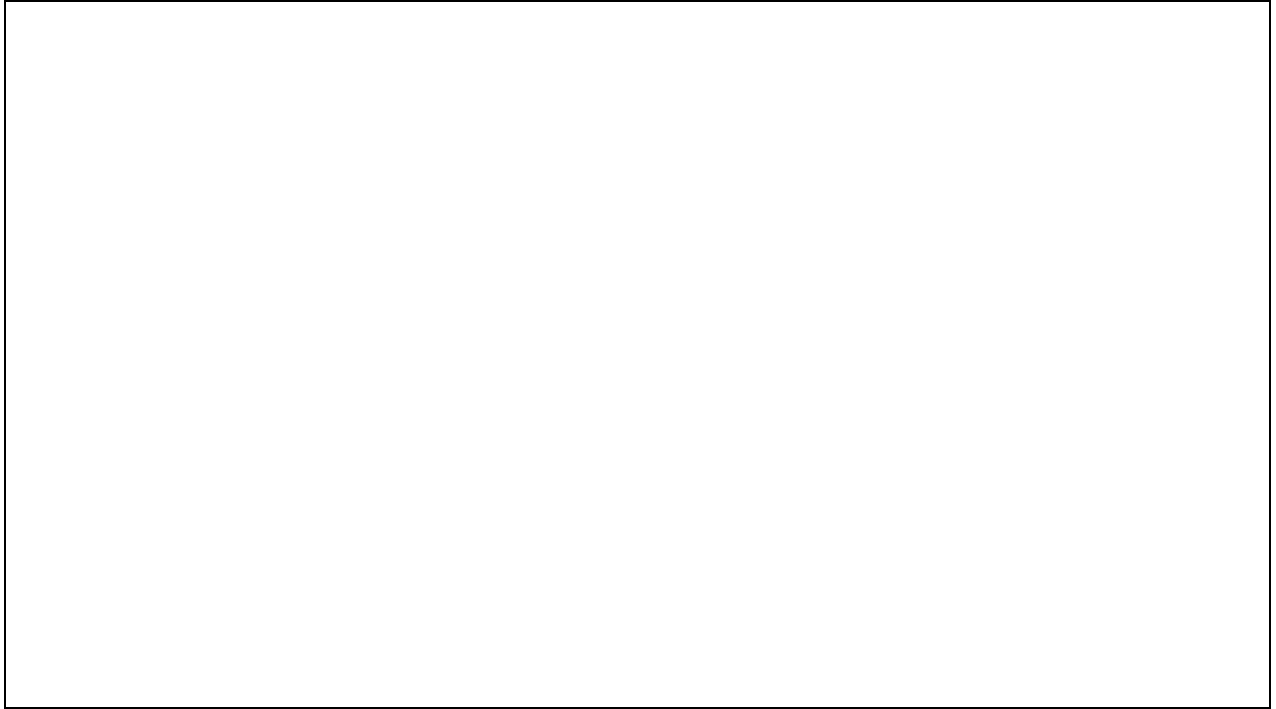
4. -----

5. -----

SECTION D:

SUGGESTIONS FOR IMPROVEMENT OF ERA REGISTRY SERVICES

Give some suggestions as to how ERA registry services can be improved

A large, empty rectangular box with a thin black border, intended for the user to provide suggestions for improving ERA registry services.

APPENDIX 3

OBSERVATION GUIDE

TOPIC: REGISTRY USERS SATISFACTION SURVEY AT ELECTRICITY REGULATORY AUTHORITY

1. The types of records management systems at ERA registry
2. Records management practices at the ERA registry
3. The systems currently in use ie is it manual or computerized systems
4. Physical state of the registry
5. Filing equipment, filing methods used and the status of the registry
6. General behaviors of the ERA registry staffs towards registry users
7. What types of security systems are provided to safe guard the records
8. Challenges faced by ERA registry

APPENDIX 4

MAKERERE

P.O. BOX 7062, Kampala - Uganda
E-mail: info@cis.mak.ac.ug
URL: <http://cis.mak.ac.ug>



UNIVERSITY

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twitter: @codismak
facebook: www.facebook.com/codismak

**COLLEGE OF COMPUTING & INFORMATION SCIENCES
EAST AFRICAN SCHOOL OF LIBRARY AND INFORMATION SCIENCE (EASLIS)**

June 22, 2018

The Chief Executive Officer,
Electricity Regulatory Authority
P. O. Box 10332
Kampala - Uganda

Dear Sir/Madam,

RE: INTRODUCTION LETTER – LUGOLOLE SAMUEL REG. NO. 15/U/20332/EVE

This is to introduce to you the above named student of East African School of Library and Information Science under the College of Computing & Information Sciences, Makerere University. He is offering a Bachelor's Degree in Records and Archives Management (BRAM) Year III.

As part of the study program, he is carrying out a research study entitled, "*Analysis of Registry Users Satisfaction at Electricity Regulatory Authority, Uganda*".

The purpose of this communication is to request you to offer him the necessary assistance required.

Please note that all the information obtained shall be used for academic purposes only.

Sincerely,

Dr. David Luyombya
**HEAD OF DEPARTMENT
RECORDS AND ARCHIVES MANAGEMENT**

APPENDIX 5



Ref: HRM/97/1

25th June 2018

Mr. Samuel Lugolole
College of Computing & Information Science,
East African School of Library & Information Science,
Makerere University,
P.O Box 7062, Kampala

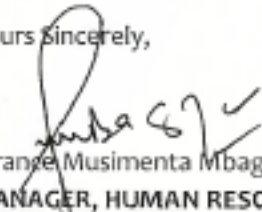
LETTER OF AUTHORIZATION TO CONDUCT RESEARCH AT ELECTRICITY REGULATORY AUTHORITY

This letter serves to authorise you to conduct research entitled “*Analysis of Registry User Satisfaction at Electricity Regulatory Authority, Uganda*” at our offices on plot 15, Shimoni Road, Nakasero Kampala.

Upon a review of the letter sent to us by your university, we are glad to offer you the study in our organisation.

All interviews, observations and distribution of questionnaire are approved and will be dully supervised by the Human Resource Department. Additionally, you will be expected to share with us the outcome of your findings.

Yours Sincerely,


Efrance Musimenta Mbagaya
MANAGER, HUMAN RESOURCES & ADMINISTRATION