

The Influence of Employees Service Delivery on Customer Satisfaction in Tanzania: A Case of YARA Tanzania Limited

¹Tibezukwa George, ²Dr. Blandina Kisawike

¹Department of Business Studies, University of Iringa, Tanzania

²Department of Business Studies, University of Iringa, Tanzania

DOI: <https://doi.org/10.5281/zenodo.17439929>

Published Date: 25-October-2025

Abstract: The study aimed to assess the influence of service delivery dimensions on customer satisfaction, focusing on YARA Tanzania Limited. The study specifically focused on evaluating the influence of effective communication on customer satisfaction. The study adopted a descriptive research design. The sample size comprised 132 respondents, including YARA staff and distributors/customers. Data were collected through structured questionnaires, in depth interviews, and documentary reviews. Quantitative data were analyzed using descriptive and inferential statistics while qualitative data were thematically analyzed to provide deeper insights. The findings revealed that effective communication was found to be the most influential factor ($p = 0.000$), with clarity of information, diverse communication channels, and feedback utilization strongly shaping satisfaction, despite some lapses in consistency. The study concludes that clear, responsive, and consistent communication significantly enhances customer satisfaction, strengthening trust, loyalty, and YARA Tanzania's competitive position in the agricultural input industry. The study recommends enhancing staff communication training, expand digital channels, institutionalize feedback systems, and optimize CRM to improve customer satisfaction and loyalty.

Keywords: Effective Communication, Service Delivery, Customer Satisfaction, YARA Tanzania Limited

1. INTRODUCTION

Employees' service delivery refers to the actions, behaviors, and processes through which employees interact with customers to provide products, services, or support. It encompasses factors such as timeliness, professionalism, empathy, and effective communication, which collectively determine the quality of customer experiences (Giorgi *et al.*, 2019). High-quality service delivery requires employees to meet or exceed customer expectations, resolve issues promptly, and create a positive and seamless interaction that aligns with organizational goals. Customer satisfaction, on the other hand, is the degree to which a customer perceives that their expectations have been met or exceeded during an interaction with a business (Ramaswamy & Ozcan, 2021). It reflects the customer's overall experience, including the quality of service, product value, and the emotional connection formed with the company. Satisfied customers are more likely to remain loyal, recommend the brand to others, and contribute to long-term business success (Othman & Fadlalla, 2020).

Globally, employees' service delivery plays a pivotal role in shaping customer satisfaction. High-quality service delivery fosters customer loyalty, improves brand reputation, and enhances organizational performance. For instance, a study conducted by Chetty *et al.*, (2021) revealed that 78% of customers are likely to repurchase from companies where employees provide exceptional service, emphasizing the importance of employee engagement and training. Additionally, Gallup (2020) reported that organizations with highly engaged employees witnessed 23% higher profitability and a 10% increase in customer loyalty. Studies highlight that attributes such as empathy, effective communication, and prompt resolution of

issues are critical to customer satisfaction (Kotler & Keller, 2020). In the hospitality industry, for example, a survey by Deloitte (2022) found that 85% of customers valued personalized experiences delivered by employees, leading to a 20% increase in repeat bookings. Furthermore, technological integration, such as the use of AI to support employees in delivering services, has improved service efficiency by 35%, according to Zhang *et al.*, (2019).

In Africa, employees' service delivery significantly impacts customer satisfaction, particularly in sectors such as banking, telecommunications, and hospitality. Studies indicate that high-quality service delivery leads to improved customer retention and business growth. For example, a study by Kwateng *et al.*, (2020) in Ghana revealed that empathetic and professional employee interactions contributed to a 67% increase in customer satisfaction in the banking sector. Similarly, Mwangi & Muturi (2021) found that in Kenya's telecommunications industry, 72% of customers reported higher satisfaction levels when employees resolved complaints promptly and communicated effectively. Furthermore, the tourism sector in South Africa highlights the importance of personalized service delivery; Mokhele *et al.*, (2022) noted that hotels offering tailored customer experiences saw a 25% rise in repeat bookings. Technology integration is also critical in enhancing service delivery across Africa. According to Adewale *et al.*, (2023), companies using digital tools to support employees' efficiency experienced a 40% improvement in customer satisfaction rates. However, challenges such as limited training and resource constraints still hinder optimal service delivery in many regions (Ncube *et al.*, 2019).

In Tanzania, employees' service delivery plays a crucial role in shaping customer satisfaction across industries, particularly in agriculture, banking, and telecommunications. Professionalism, effective communication, and prompt service delivery have been identified as key drivers of customer satisfaction. For instance, a study by Kamwela & Mkonda (2021) revealed that 68% of customers in Tanzania's banking sector valued personalized attention from employees, which contributed to higher levels of satisfaction and loyalty. Similarly, Wambura *et al.*, (2020) found that effective employee engagement in the telecommunications sector led to a 34% improvement in customer retention, emphasizing the importance of employee training in service quality enhancement. In the agricultural sector, YARA Tanzania exemplifies the impact of strong employee service delivery. Offering tailored advisory services to farmers, YARA has improved fertilizer application knowledge and increased crop yields for over 500,000 farmers annually (YARA Tanzania, 2023).

Research in Tanzania's banking and airline sectors reveals that employees' responsiveness, competence, and tangible service delivery elements are critical in shaping customer satisfaction, yet often fall short of expectations (Libent & Magasi, 2024); (Mongi & Mokaya, 2018). Additionally, service quality gaps identified in public organizations and financial services highlight issues such as long waiting times, poor communication, and lack of employee engagement, all of which contribute to customer dissatisfaction (Swallehe, 2020); (Msafiri & Rimisho, 2020).

This research aimed to assess the relationship between employees' service delivery and customer satisfaction at Yara Tanzania Ltd., focusing on how timeliness in service delivery, employee professionalism and communication influences customer satisfaction. Understanding this relationship is key to identifying service delivery gaps and implementing strategies that enhance customer satisfaction and business competitiveness in Tanzania's agricultural sector. The study's findings help to inform best practices in human resource management and service delivery, contributing to sustained business growth and customer loyalty for Yara Tanzania Ltd. The study was guided by a specific objective; to evaluate how effective communication between employees and customers influence customer satisfaction at YARA Tanzania Limited.

2. LITERATURE REVIEW

2.1 Theoretical Literature Review

The SERVQUAL Model, developed by Parasuraman, Zeithaml, and Berry in 1985, is designed to measure service quality based on the gap between customer expectations and perceptions. The model identifies five key dimensions that impact service quality: tangibles (physical facilities and equipment), reliability (the ability to perform services as promised), responsiveness (willingness to assist customers), assurance (employee competence and courtesy), and empathy (individualized attention) (Salleh *et al.*, 2019). The model operates on the assumption that service quality is defined by the customer and that their perceptions of service quality are influenced by how well a service meets their expectations. It also assumes that a gap exists between expectations and perceptions, and minimizing this gap enhances service quality. Additionally, it views service quality as multidimensional, with various factors interacting to create the overall customer

experience. SERVQUAL has become a widely used framework to improve customer satisfaction, loyalty, and service delivery in diverse industries (Hashim *et al.*, 2017).

The SERVQUAL Model is highly relevant to this study as it provides a structured framework for evaluating how employees' service delivery affects customer satisfaction at Yara Tanzania Ltd. Through its five dimensions tangibles, reliability, responsiveness, assurance, and empathy the model enables the assessment of how effectively employee professionalism, timeliness, and communication meet customer expectations. Identifying gaps between expected and perceived service quality, SERVQUAL helps determine areas requiring improvement, particularly in communication effectiveness. Applying this model allows Yara Tanzania Ltd. to enhance customer satisfaction, foster loyalty, and strengthen competitiveness in the agricultural sector through improved service delivery practices.

2.2 Empirical Literature Review

Empirical evidence from different sectors demonstrates the critical role of communication in shaping customer satisfaction and loyalty. Negassa and Japee (2023) examined the influence of bonding, responsiveness, and communication on customer retention and satisfaction within India's banking sector using a cross-sectional survey of 384 respondents. The study revealed that bonding and communication had a direct and significant effect on customer retention and satisfaction, while responsiveness exerted an indirect influence through satisfaction. These findings emphasize that effective communication and relational bonding are essential for sustaining long-term customer relationships.

In a related study, Qasem and Alhakimi (2019) explored how service quality and communication affect customer loyalty in Yemen's banking industry. Using quantitative data from 160 valid responses, the study established that effective communication and superior service quality enhanced customer satisfaction, which subsequently led to greater loyalty. The authors concluded that maintaining open and responsive communication channels is vital in promoting customer trust and retention within financial institutions.

In the hospitality sector, Adebayo (2021) investigated the impact of communication on customer satisfaction in Kwara State, Nigeria, using a mixed-method approach that combined quantitative and qualitative techniques. The findings demonstrated a strong and positive relationship between effective communication through message design, communication channels, and feedback mechanisms and customer loyalty. This suggested that hotels that communicate clearly and consistently are more likely to retain satisfied customers.

In Tanzania, Mussa (2023) studied the influence of communication on customer satisfaction at CRDB Bank in Dar es Salaam. Through correlation and regression analysis involving 210 respondents, the research found that clarity, transparency, and timely feedback significantly improved customer satisfaction, explaining 51.4% of its variation. The study highlighted that consistent updates and accessible communication channels build customer confidence and trust.

These findings confirm that effective communication plays a decisive role in enhancing customer satisfaction and loyalty across industries. However, limited research has focused on the agricultural sector, particularly in Tanzania. Therefore, the present study evaluates how employee–customer communication influences satisfaction at Yara Tanzania Limited, bridging this contextual and sectoral gap.

3. METHODS

The study was conducted at YARA Tanzania Limited (headquarters). The rationale for selecting YARA Tanzania is its central role in supporting agricultural productivity through quality fertilizer supply, which is critical to the economic development of Tanzania. This study adopts a descriptive research design, which systematically investigates and presents the characteristics of a phenomenon without manipulating the research environment (Pawar, 2020). The main objective is to gain a comprehensive understanding of how elements of employee service delivery such as timeliness, professionalism, and communication influence customer satisfaction at YARA Tanzania Limited.

For the employees at YARA Tanzania Limited, purposive sampling was used to select individuals who can provide valuable insights into the influence of employee service delivery on customer satisfaction. Specifically, criterion-based purposive sampling was implemented, where employees are chosen based on their roles and experience in relevant departments, such as customer service, marketing, and operations. For the customers or distributors of YARA Tanzania, stratified random

sampling was employed to ensure representation across different districts in Dar es Salaam. The population was divided into strata based on geographical locations, such as various districts within the city.

For the customers or distributors of YARA Tanzania, stratified random sampling was employed to ensure representation across different districts in Dar es Salaam. The population was divided into strata based on geographical locations, such as various districts within the city. The study determined a sample size of approximately 132 respondents using Yamane's formula with a population of 196 and a 5% margin of error, ensuring statistical representativeness and accuracy.

Under this the study, structured questionnaire and in-depth interviews were used on data collection as well as documentary review. Documentary review was used to ensure a comprehensive understanding of the influence of employee service delivery on customer satisfaction at YARA Tanzania Limited.

Quantitative data from structured questionnaires were analyzed using descriptive statistics and regression to examine relationships between effective communication and customer satisfaction. Qualitative interview data were thematically analyzed to reveal employee experiences and service challenges. Combining statistical and thematic analyses provided a comprehensive understanding of how employee performance influences customer satisfaction (Nkya & Kazimoto, 2021; Mwakatobe & Mligo, 2022).

4. RESULTS AND DISCUSSIONS

Table 1 presents the findings on the specific objective which sought to evaluate the influence of effective communication on customer satisfaction at YARA Tanzania Limited. Respondents were asked to express their level of agreement with five statements relating to clarity of information, responsiveness, feedback utilization, communication channels, and consistency of communication.

The findings on clarity of information highlight that YARA employees are generally effective in communicating product and service details in a way that customers find easy to understand. Out of the respondents, 46 (53.5%) agreed and 30 (34.9%) strongly agreed that staff provide clear and straightforward information, while 7 (8.1%) remained neutral and only 3 (3.5%) disagreed. The resulting mean of 4.20 with a standard deviation of 0.97 reflects strong overall satisfaction with relatively consistent perceptions. These results demonstrate that customers value communication that minimizes ambiguity and ensures accuracy, particularly when dealing with agricultural inputs where clarity of information directly impacts purchasing decisions and product usage. Clear communication enhances customer confidence, reduces the likelihood of errors or misunderstandings, and strengthens trust in the company. Although a small minority expressed reservations, the overwhelmingly positive responses confirm that clarity and simplicity in communication remain one of YARA's notable strengths in service delivery.

The findings of responsiveness to inquiries and concerns shows that customers hold a largely favorable view of YARA's ability to address their needs. Out of the respondents, 44 (51.2%) agreed and 29 (33.7%) strongly agreed that staff respond quickly and efficiently, while 8 (9.3%) were neutral, 4 (4.7%) disagreed, and 1 (1.2%) strongly disagreed. The mean score of 4.11 with a standard deviation of 1.03 reflects strong overall satisfaction, though with slightly more variability compared to other service aspects. These findings suggest that most customers value YARA's attentiveness in handling queries and concerns, which contributes to trust and satisfaction. However, the neutral and dissenting responses highlight that responsiveness is not experienced consistently by all customers. Factors such as workload fluctuations, high-demand periods, or seasonal service pressures may account for these differences. Addressing these inconsistencies would enhance uniformity in service delivery and ensure that all customers benefit equally from timely responses.

The findings on the use of feedback reveal that customers generally believe YARA values their input and applies it to enhance service delivery. Out of the respondents, 45 (52.3%) agreed and 29 (33.7%) strongly agreed that their feedback is taken seriously, while 10 (11.6%) were neutral and only 2 (2.3%) disagreed. The resulting mean of 4.17 with a standard deviation of 0.95 indicates strong agreement with relatively consistent responses. These results suggest that customers view YARA not only as a service provider but also as an organization that listens and adapts based on their concerns and suggestions. Such recognition of feedback fosters trust and a sense of partnership, as customers feel that their voices contribute to meaningful improvements. This two-way communication process enhances satisfaction by making customers active participants in shaping service quality, thereby strengthening loyalty and reinforcing YARA's reputation as a customer-centered company.

The findings on the availability of reliable communication channels show that YARA has made considerable efforts to provide accessible and dependable platforms for customer engagement. Out of the respondents, 43 (50.0%) agreed and 30 (34.9%) strongly agreed that the company's communication channels are effective, while 9 (10.5%) remained neutral, 3 (3.5%) disagreed, and 1 (1.2%) strongly disagreed. The mean score of 4.15 with a standard deviation of 1.00 indicates strong overall satisfaction, though with moderate variation in experiences. These results suggest that customers generally appreciate the range of platforms available, including mobile services, emails, and physical offices, which support smooth and timely interaction. However, the presence of neutral and disagreeing responses highlights that not all customers experience equal effectiveness or accessibility across these channels. Some may encounter challenges such as delayed responses or limited access in certain areas. Addressing these gaps would enhance inclusivity and strengthen customer confidence in YARA's communication systems.

The findings on consistency of communication throughout the service process reveal that while YARA performs relatively well, there is room for improvement. Out of the respondents, 42 (48.8%) agreed and 27 (31.4%) strongly agreed that the company maintains steady communication during service delivery, while 11 (12.8%) remained neutral, 5 (5.8%) disagreed, and 1 (1.2%) strongly disagreed. The mean score of 4.09 with a standard deviation of 1.08 suggests generally positive perceptions but with greater variability compared to other communication-related indicators. These findings indicate that many customers appreciate YARA's efforts to provide updates and follow-ups, which contribute to transparency and reassurance during the service process. However, the neutral and negative responses show that communication may not always be consistent, particularly during high-demand periods or when unexpected issues arise. Ensuring more uniform communication practices would help minimize uncertainty, reinforce customer trust, and strengthen the perception of reliability in YARA's service delivery.

Table 1: The Influence of Effective Communication on Customer Satisfaction

Statement	1	2	3	4	5	Mean	Std. DV
YARA Tanzania employees provide clear and easy-to-understand information regarding products and services.	0	3	7	46	30	4.20	0.97
YARA Tanzania employees respond quickly to customer inquiries and concerns.	1	4	8	44	29	4.11	1.03
YARA Tanzania values customer feedback and uses it to improve their services.	0	2	10	45	29	4.17	0.95
YARA Tanzania uses reliable and accessible communication channels to engage with customers.	1	3	9	43	30	4.15	1.00
YARA Tanzania maintains consistent communication with customers throughout the service delivery process.	1	5	11	42	27	4.09	1.08

Source: Field Data (2025)

During an interview, one customer service officer explained that;

"We ensure clarity in communication by using simple language when explaining products and services to customers. Technical terms are avoided unless we provide further explanation, because many of our clients are farmers who may not be familiar with complex terms. Before finalizing any transaction, we confirm that the customer has understood the details by asking them to restate their request or expectation. Printed materials in both English and Kiswahili are also distributed to reinforce what is communicated verbally. This approach helps reduce misunderstandings and assures customers that our information is reliable and easy to follow" (Customer Service Officer 4, 12/08/2025).

A key informant in the marketing department added that;

"Accuracy is maintained by ensuring that all staff communicate from standardized information approved by management. For example, price lists, product specifications, and delivery timelines are centrally updated and shared across departments. Employees are trained not to give estimates based on assumptions but to check official records before answering customers. When changes occur, such as new promotions or revised delivery schedules, we hold briefing sessions so that everyone provides consistent information. This process ensures that customers always receive clear and accurate details, which reduces complaints and strengthens their trust in the company" (Marketing Officer 5, 14/08/2025).

One key informant serving as a training coordinator elaborated that;

“Customer feedback is collected through multiple channels, including surveys after purchases, suggestion boxes at sales offices, and structured phone interviews. We also track complaints and compliments in our digital system. Once feedback is received, the customer relations department reviews it and compiles monthly reports highlighting recurring issues. For example, if customers complain about delays in receiving product information, we adjust our communication practices by increasing the frequency of updates. Feedback sessions are also used to retrain staff on identified weaknesses. This ensures that customers feel heard and that their input contributes to service improvements” (Training Coordinator 2, 13/08/2025).

A key informant from customer relations explained that;

“We take customer feedback seriously by treating it as a guide for refining communication strategies. For instance, when customers indicated that SMS alerts were sometimes unclear, we revised the templates to make them shorter and more direct. We also introduced follow-up calls for customers who had unresolved issues, ensuring that their concerns were not overlooked. Feedback is shared in staff meetings so that every department is aware of what customers are saying. This transparency makes employees more accountable and motivates them to improve how they communicate, knowing that customers directly evaluate their efforts” (Customer Relations Officer 8, 15/08/2025).

A logistics officer as a key informant described the preference by noting that;

“Most customers prefer mobile phone communication because it is fast, affordable, and accessible even in remote areas. We use SMS alerts to notify them about delivery schedules and phone calls to confirm details or clarify issues. Email is mostly used with corporate clients or large distributors who require formal documentation. Farmers often rely on mobile communication because internet access is still limited in rural areas. Therefore, we prioritize mobile channels as the most reliable and convenient option. This ensures that communication reaches customers quickly and supports timely service delivery” (Logistics Officer 3, 16/08/2025).

Another key informant in sales emphasized that;

“Different customers prefer different channels, but mobile phones remain the most widely used. However, for transparency, we also maintain notice boards at our outlets where updates are posted regularly. WhatsApp groups are used with some distributors to share product updates instantly, while face-to-face meetings are conducted during field visits for customers who prefer direct interaction. Combining these channels, we accommodate diverse preferences. The aim is to ensure that every customer, regardless of their location or background, receives information in a way that is accessible and reliable to them” (Sales Officer 6, 17/08/2025).

A senior manager as a key informant described the system by saying that;

“We have invested in a customer relationship management (CRM) system that records all customer inquiries and assigns them to the relevant department for action. Each inquiry is time-stamped, and staff must respond within a set timeframe. Supervisors monitor the system daily to ensure compliance, and unresolved cases are escalated to senior management. This structure ensures that customers do not wait too long for responses and that all inquiries are documented for accountability. Customers notice this efficiency because it reduces delays and increases their confidence in our ability to serve them” (Senior Manager 2, 16/08/2025).

Another key informant from operations added that;

“To improve response speed, we created a dedicated customer care team that works in shifts to handle inquiries throughout the day. The team uses standardized response scripts to ensure consistency, but they are also trained to personalize interactions to suit individual cases. Urgent issues, such as delivery disruptions, are flagged in the system and prioritized. We also introduced a hotline number for emergencies, which has reduced the time customers spend waiting for assistance. These systems guarantee that communication is not only fast but also appropriate to the nature of each customer’s concern” (Operations Officer 7, 18/08/2025).

The documentary review revealed that effective communication at YARA Tanzania Limited is guided by structured policies and systems promoting customer satisfaction. Reviewed documents customer service policies, feedback records, training manuals, and performance reports showed that clarity and accuracy are central to service delivery. Employees are trained to use simple, non-technical language suited for smallholder farmers, ensuring understanding and reducing confusion.

Communication performance is systematically monitored through regular evaluations, reinforcing accountability. These structured practices demonstrate YARA’s strong commitment to maintaining transparency, clarity, and customer-centered communication that enhances satisfaction and trust.

The study revealed that customers positively perceive YARA Tanzania’s communication practices across clarity, responsiveness, feedback utilization, and reliability dimensions. Clarity of information, with a mean score of 4.20, shows that customers value clear, simple, and jargon-free communication. This finding aligns with the assurance dimension of the SERVQUAL model by Parasuraman, Zeithaml, and Berry (1985), emphasizing employee competence and courteous interaction. YARA’s bilingual communication and verification of understanding also align with Adebayo (2021) and Mussa (2023), who found that clear, well-structured, and timely communication significantly enhances customer satisfaction, builds trust, and strengthens customer loyalty in service-oriented organizations.

Responsiveness to customer inquiries and concerns also recorded a high mean score of 4.11, though with moderate variability. This finding indicates that YARA employees generally respond quickly and efficiently to customer needs, consistent with the responsiveness dimension of the SERVQUAL model. However, variations in responses during peak seasons suggest operational challenges that affect consistency in service responsiveness. Such inconsistency aligns with Negassa and Japee’s (2023) findings, which revealed that responsiveness significantly influences satisfaction but may vary due to contextual and workload factors. Addressing these operational bottlenecks through enhanced staffing and automated systems could help YARA sustain reliability across all service periods.

The study further found that YARA values customer feedback, with a mean score of 4.17, demonstrating that the company integrates feedback into decision-making and service improvements. This aligns with Qasem and Alhakimi’s (2019) findings that customer feedback loops enhance satisfaction and foster loyalty. YARA’s structured feedback collection mechanisms through suggestion boxes, surveys, and follow-up calls reflect the empathy and reliability dimensions of SERVQUAL, indicating that the company recognizes customers as active contributors to service improvement. Regarding communication channels, the mean score of 4.15 shows that YARA’s diverse platforms, including mobile, email, WhatsApp, and in-person interactions, facilitate accessibility and convenience. This supports Mussa’s (2023) findings that accessible and transparent communication enhances customer confidence and satisfaction. Nevertheless, minor gaps identified among customers in remote areas suggest the need to expand digital reach and improve real-time connectivity.

The consistency of communication scored a mean of 4.09, indicating that while customers generally view communication as reliable, some perceive lapses during high-demand periods. This partially contradicts Negassa and Japee’s (2023) study, which reported consistent responsiveness in banking services. The inconsistency in YARA’s agricultural context may be attributed to seasonal fluctuations and logistical constraints unique to the sector. These findings affirm that effective communication anchored in clarity, responsiveness, inclusivity, and consistency has a substantial positive influence on customer satisfaction at YARA Tanzania Limited. The results align with both the theoretical premise of the SERVQUAL model and empirical evidence from prior studies. Continuously improving communication systems, YARA can bridge expectation perception gaps, foster stronger customer relationships, and reinforce its competitive advantage in Tanzania’s agricultural input industry.

4.1 Model summary

The regression results revealed that effective communication had a strong positive influence on customer satisfaction at YARA Tanzania Limited. The correlation coefficient (R) of 0.674 signifies that improved communication between employees and customers enhances satisfaction levels significantly. The R Square value of 0.454 indicates that communication, along with other factors, explains 45.4% of the variation in customer satisfaction. This demonstrates that timely, clear, and transparent communication plays a vital role in shaping positive customer experiences. In YARA’s agricultural context, where information accuracy and responsiveness are crucial, effective communication strengthens trust, customer loyalty, and overall satisfaction, fostering a sustainable competitive advantage.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674a	.454	.437	2.06437

a. Predictors: (Constant), Effective Communication

ANOVA

The ANOVA results indicate that effective communication has a statistically significant effect on customer satisfaction at YARA Tanzania Limited (F = 44.045, Sig. = 0.000). This confirms that improvements in communication substantially enhance customer satisfaction. The low significance value demonstrates that the likelihood of these results occurring by chance is minimal, highlighting communication as a critical determinant of customer experience and loyalty in YARA’s service delivery framework.

Table 2: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.871	1	20.290	44.045	.000 ^b
	Residual	39.618	86	.461		
	Total	100.489	87			

a. Dependent Variable: Customer satisfaction
 b. Predictors: (Constant), Effective Communication

Effective communication is the strongest and most significant predictor of customer satisfaction at YARA Tanzania Limited ($\beta = 0.713, p < 0.001$). The high coefficient value demonstrates that improvements in communication clarity, transparency, and responsiveness substantially elevate customer satisfaction levels. This finding highlights that consistent, accurate, and timely information sharing fosters trust, loyalty, and stronger relationships between YARA and its customers in the agricultural sector.

Table 3: Significance of Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-7.433	4.345		1.711	.090
	Effective communication	.886	.110	.713	8.093	.000

a. Dependent Variable: Customer satisfaction

5. CONCLUSIONS

The study concludes that effective communication significantly enhances customer satisfaction at YARA Tanzania Limited. The findings reveal that clarity of information, responsiveness, feedback utilization, accessibility, and consistency of communication are key drivers of satisfaction, each scoring mean values above 4.0. Regression results ($R = 0.674, R^2 = 0.454, \beta = 0.713, p < 0.001$) confirm that clear, transparent, and timely communication strongly predicts customer satisfaction. Customers appreciate accurate, bilingual information, fast responses, and multiple communication channels such as mobile, WhatsApp, and email. However, slight inconsistencies during peak seasons highlight areas for improvement.

6. RECOMMENDATIONS

The study recommends that YARA Tanzania Limited enhance its communication systems to strengthen customer satisfaction and loyalty. Employees should undergo regular communication and customer relations training to improve clarity, responsiveness, and feedback handling. This will ensure that all interactions with customers remain consistent, transparent, and professional across all departments.

YARA should also expand and integrate multiple communication channels, prioritizing mobile platforms, WhatsApp, and digital alerts to improve accessibility and timeliness, particularly for farmers in remote areas. The company’s CRM system should be optimized to monitor response times and ensure communication consistency during high-demand periods.

Furthermore, management should institutionalize structured feedback mechanisms, such as monthly reviews and customer satisfaction surveys, to identify recurring concerns and improve responsiveness. Strengthening feedback loops will help the company demonstrate its commitment to listening and adapting to customer needs.

REFERENCES

- [1] Adebayo, T. (2021). The impact of communication on customer satisfaction in the hospitality industry in Kwara State, Nigeria. *Journal of Business and Management Studies*, 9(2), 45–57.
- [2] Adewale, O., Mensah, P., & Okoro, J. (2023). Digital innovation and service delivery efficiency in African enterprises. *African Journal of Management and Business Research*, 12(3), 89–104.
- [3] Chetty, S., Pillay, M., & Khan, R. (2021). Employee engagement and its effect on customer satisfaction: A global service perspective. *International Journal of Service Management*, 18(4), 122–138.
- [4] Deloitte. (2022). *The global hospitality consumer experience report*. Deloitte Insights.
- [5] Gallup. (2020). *Employee engagement and organizational profitability report*. Gallup Workplace Analytics.
- [6] Giorgi, G., Arcangeli, G., & Mucci, N. (2019). Service delivery behaviors and customer relationship outcomes. *Journal of Organizational Behavior and Management*, 15(1), 21–34.
- [7] Hashim, R., Sulaiman, A., & Salleh, M. (2017). Service quality measurement using SERVQUAL: An empirical analysis in Malaysian service industries. *Asian Journal of Business Research*, 7(2), 45–63.
- [8] Kamwela, P., & Mkonda, M. (2021). Employee engagement and customer satisfaction in Tanzania's banking sector. *Journal of African Business Studies*, 14(1), 55–70.
- [9] Kotler, P., & Keller, K. L. (2020). *Marketing management* (16th ed.). Pearson Education.
- [10] Kwateng, K., Agyeman, A., & Boateng, F. (2020). Service delivery and customer satisfaction in Ghanaian banks. *African Journal of Business and Economic Research*, 10(2), 101–118.
- [11] Libent, T., & Magasi, C. (2024). Employee competence and service quality in Tanzanian banking and airline sectors. *Journal of African Management Research*, 11(1), 66–81.
- [12] Mokhele, L., Moyo, S., & Van Wyk, T. (2022). Personalized service delivery and customer loyalty in South Africa's tourism industry. *Tourism and Hospitality Research Journal*, 19(3), 74–89.
- [13] Mongi, H., & Mokaya, J. (2018). Service delivery gaps and customer satisfaction in Tanzanian airlines. *East African Journal of Business and Economics*, 7(1), 35–49.
- [14] Mussa, H. (2023). The influence of communication on customer satisfaction: A case of CRDB Bank, Dar es Salaam. *Tanzanian Journal of Business and Management*, 8(1), 44–59.
- [15] Mwakatobe, E., & Mligo, S. (2022). Qualitative analysis techniques in organizational research: A thematic approach. *Journal of Social Science Research*, 14(2), 33–47.
- [16] Mwangi, E., & Muturi, W. (2021). The effect of employee responsiveness on customer satisfaction in Kenya's telecommunication industry. *International Journal of Management and Commerce*, 9(4), 77–91.
- [17] Ncube, N., Sibanda, T., & Banda, P. (2019). Challenges of service delivery in Africa: A resource-based perspective. *African Journal of Development and Governance*, 6(2), 99–112.
- [18] Othman, M., & Fadlalla, A. (2020). Customer satisfaction and loyalty in competitive markets: An integrated review. *Journal of Marketing Research and Applications*, 15(3), 88–104.
- [19] Pawar, N. (2020). Descriptive research design and its applications in management studies. *International Journal of Business Methodology*, 5(2), 25–36.
- [20] Qasem, M., & Alhakimi, W. (2019). Service quality and communication as determinants of customer loyalty: Evidence from Yemen's banking industry. *Middle Eastern Journal of Business Research*, 8(1), 57–70.
- [21] Ramaswamy, V., & Ozcan, K. (2021). *The co-creation paradigm: Service delivery and customer experience management*. Routledge.
- [22] Salleh, M., Hashim, R., & Sulaiman, A. (2019). Evaluating service quality dimensions using the SERVQUAL model: A critical review. *International Journal of Business Innovation*, 4(1), 61–73.
- [23] Swallehe, F. (2020). Service quality gaps and customer satisfaction in Tanzanian public organizations. *Journal of African Public Administration*, 9(2), 122–135.
- [24] Wambura, D., Kimario, J., & Mwaipopo, R. (2020). Employee engagement and customer retention in Tanzania's telecommunications industry. *African Journal of Marketing and Consumer Research*, 11(3), 44–58.
- [25] YARA Tanzania. (2023). *Annual performance report 2023*. YARA Tanzania Limited.
- [26] Zhang, Y., Liu, P., & Chen, X. (2019). Artificial intelligence in service delivery: Implications for employee efficiency and customer satisfaction. *Journal of Service Science and Innovation*, 12(1), 14–29.