

EXAMINING INTERNAL CUSTOMER SATISFACTION AND MOTIVATION IN
SERVICE DELIVERY: THE CASE OF MTN GHANA CUSTOMER SERVICE
EMPLOYEES.

BY

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SUBMITTED TO THE FACULTY OF DISTANCE LEARNING AT THE KWAME
NKRUMAH UNIVERSITY OF SCIENCE & TECHNOLOGY, KUMASI. ACCRA
CENTER

COMMONWEALTH EXECUTIVE MASTERS IN BUSINESS ADMINISTRATION

31ST MAY 2009

DECLARATION

I, Elsie Obeng-Akrofi, do hereby declare that, except for the references to the works of other people which have been duly acknowledged, this long essay is the result of my own research done at the Faculty of Distance Learning, Accra Center of the Kwame Nkrumah University of Science and Technology under the supervision of Justice Nyigmah Bawole. This work has neither in part nor in whole been presented anywhere for another degree.

.....

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DEDICATION

I dedicate this piece of work first to the Almighty God for His grace and mercies, then my parents Marilyn Gifty Lartey and Hayford Obeng-Akrofi as well as my Siblings Thelma, Mercy and Ebenezer Obeng-Akrofi for their immense support and prayers.

ACKNOWLEDGEMENTS

I am grateful to the following for their immense contribution towards my academic life, without whose help this work could not have been completed;

First and foremost, I am thankful to God Almighty for the power and strength that has sustained me whilst writing this work. My supervisor, Mr Justice Nyigmah Bawole has been very helpful. I am forever grateful to him for the immense contributions he made towards the successful completion of this work. I really appreciate all the efforts made by Dr. Essuman Johnson of University of Ghana, for his contribution from the beginning of this work.

Special thanks to the CEO of Allure Africa, Mrs. Dzigbordi K. Dosoo for her constant support, encouragement and prayers.

My sincere thanks to all teachers and lecturers who have contributed in one way or the other to my successful academic life, especially to my lecturers at the Kwame Nkrumah University of Science and Technology, and the Distance Learning, Accra Center, Mr. Sammuel K. Enniful and Henry Mensah.

Also to the management of MTN Ghana, especially the HR executive of MTN Ghana Mrs. Amma Benneh-Amponsah as well as the Sales and Distribution Executive Mr. Ebenezer Asante for their support and encouragement.

To all my colleagues, friends and all loved ones I say thank you for your immense contributions.

ABSTRACT

The importance of customer satisfaction as a critical success factor has been recognized by practitioners and academics for several years now. Although customer satisfaction play an important role in the communications industries due to their special characteristics, most researchers focus on consumer goods or manufacturing services, leaving communications industries fairly uncovered. In order to give communications industries well-founded recommendations on how to reach a high level of satisfaction, the main drivers of customer satisfaction have to be revealed. The identification of these drivers and the influence of customer satisfaction on service delivery to the external customer are the primary goals of this study. Taking into account that there has been a change of paradigms in scale development the researcher created a state-of-the-art questionnaire, which was administered to respondents of MTN Ghana Customer Service Employees nationwide.

The researcher found that internal customer satisfaction has a strong relationship with the services that external customers receive, management must meet the needs and expectations of their internal customers, who can, in turn, meet external customers' needs. This paper also highlights the key factors that affect satisfaction level by analyzing the data collected within MTN Ghana and further suggests the potential area to be considered to maintain a high level of satisfaction.

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CHAPTER ONE

1.0 Introduction

“Ensure that staffs are recognised as internal customers and that they are properly supported and consulted with regard to service delivery issues” (Internal Customer Principle, of Quality Customer Service, July 2000).

People in jobs which do not involve meeting “end user” customers will sometimes ask what customer satisfaction has to do with them. They say they have not got any customers. But of course they have. Whatever function they are carrying out within the organisation, their customers are all the people inside the organisation who depend on that function being performed well to enable them to deliver excellent service to end user customers. And the quality of the service the support functions deliver to their internal customers naturally influence the feelings and attitude of the front line staff who do meet end user customers, so it contributes to the quality of service the organisation delivers.

Customer and their expectation is a vital and important subject to organizations and businesses. A customer in common terms refer to those who receive services or products from other personnel or other groups (Hayes, 1998). A customer can be an internal and external customer (Peach, 1997). An internal customer is the worker in an organization responsible for producing

products and receiving materials or services from other workers in the process of making their own products. An external customer on the other hand is the consumer or other organization that uses product or service provided from other organizations.

To survive in highly competitive markets, organizations need to provide goods and services that yield highly satisfied and loyal customers. When customers are satisfied, they are more likely to return to those who helped them, while dissatisfied customers are more likely to go elsewhere. The retention of very loyal customers is important to organizational survival (Jones and Sasser, 1995). Thus, organizations are challenged to create demand for their products and services through outstanding customer support. To attain sustained excellence external customer support requires internal systems that are aligned to serve the external customer, with each internal subsystem adding value to others within the organization who are dependent on it; as though the other subsystems were its customers (Deming, 1986).

It is recognized in the marketing literature that all employees of an organisation are internal customers (Maignan, 1996). The notion of an internal customer suggests that every employee is both a supplier and a customer to other employees within the organisation (Money and Foreman, 1995). The quality of service delivered to external customer is often determined by the quality of service that internal customer – employees – provide each other (Cook, 2000). If any organization wishes to improve the quality of its service, it needs to overcome the ‘them and us’ attitude prevalent in many companies amongst management and staff. The quality of service supplied to workers in an organization often determines how well the external customer is served (Osman, et al, 2004).

An increasingly service-oriented economy requires organizations to attract and retain customers

to ensure a sustainable competitive advantage. To achieve this objective, organizations must focus their efforts on developing and sustaining an organizational culture that emphasizes internal customer well-being as means to attract and retain external customer patronage (Harvir, 2001). Previous study has acknowledged the importance of employees in dealing with the external customer, recognizing that employees' satisfaction and support of the overall marketing strategy was essential for external customer satisfaction (Berry, 1994). George (1990) however argues that although the link between internal customer satisfaction and external customer satisfaction has since been widely advocated, there is little supporting empirical evidence.

In an organization, every person is considered to be a supplier and customer to one another. It is imperative that, in order to satisfy external customers, internal customers be delighted first. Internal customers, or your company's employees, are invaluable corporate assets and are directly linked to the satisfaction and loyalty of your company's external customers (Gonring, 2008).

Corporate employees will not care for customers if they do not believe that, their company cares for them, consequently, when the internal customer is dissatisfied, relationships with the external customer also suffer. The external customer is much more likely to receive good service or products, if the provider of that service within the company has in turn received excellent service from their internal suppliers. Much of the new product ideas originate from within the organization rather than coming from external customer input. So it is crucial that the internal customer or corporate employee is cared for, and their views and suggestions are given equal priority while making decisions (Lodh, 2007)

However, the level of achievements of these pre-set goals depend on how well the human element, unarguably the most important asset, is motivated to work. Thus motivation in modern work environment has become an important aspect of employer's duty if the organisation's set objectives are to be achieved. Given that each employee has a motive for joining a given organisation and once these motives, desires or goals are not fully met, it has a negative effect on productivity. This was underscored by Sanzotta (1977) thus: "An individual employee will be able to contribute his very best only if he is 'highly' and not partially-motivated." The role of a satisfied internal customer in meeting the expectations of an external customer is therefore crucial.

1.1 Problem Statement

The changing nature of commerce is pushing managers to focus on developing their people and recognizing co-workers as customers. Successful companies have an obsession with quality and quality customer service entails among others prompt and reliable attention to customers. Extensive research has been conducted on the characteristics and quality of organizational effectiveness from the perspective of those who are the organization's external customers. Much less has been reported about organizational effectiveness from the perspective of internal customer satisfaction. Yet, effective internal supplier-to-customer relations are essential prerequisites to the level of quality service that yields sustained external customer satisfaction, loyalty, retention and long-term financial success. Most companies tend to place more emphasis on satisfying external customers (those who contribute directly to the company's revenue stream) than internal customers (employees of the company). Perhaps the emphasis is correct, but what is

not clearly understood is the relationship between internal customer satisfaction and external customer satisfaction.

MTN prides itself as a company of innovativeness and states “For MTN, innovation means understanding the needs of our customers and finding solutions that best meet their needs. MTN is therefore poised to provide great customer experiences and to further enrich its service offerings to its millions of subscribers by providing a better network with even better technology, an obligation to changing our customers’ lives, ...”.

For most companies, MTN Ghana included ‘the customer’ is generally construed to mean the external customer. Officers in direct contact with external customers have often been heard complaining that they are not receiving the right inputs and feed to enable them respond to customer concerns. The results have been occasional frustration and subsequent lack of motivation on the part of customer service points or personnel in delivering the right service to the external customers. Overcoming these frustration and lack of motivation will entail a re-conception of the term customer to include both internal and external customers and a conscious effort made to address the needs of the internal customer a way of improving external customer satisfaction.

This study therefore seeks to investigate the relationship between internal customer satisfaction and its impacts on external customer satisfaction.

1.2 Objectives of the Study

The general objective of this research is to determine what service industries in general and MTN Ghana in particular should look at in line with its core objective of providing superior service to its esteemed external customers. It seeks to investigate what truly motivate staff and concretize employee loyalty and how this influence the extent to which value is delivered to the external customer by using internal customer satisfaction as a motivator.

Specifically, the study seeks to investigate the following:

1. The relationship between internal customer satisfaction and motivation of staff;
2. Impact of internal customer satisfaction on quality service delivery;
3. The indicators of internal customer satisfaction.

1.3 Research Questions

The following research questions will guide the study:

1. What are some of the indicators of internal/employee customer satisfaction?
2. How does internal customer satisfaction affect external customer satisfaction?
3. Is internal customer satisfaction related to motivation and does it have any relationship with service delivery to external customers?

1.4 Significance of the Study

A well-designed internal customer program gives employees closest to the work an opportunity

to share opinions and ideas about other people or departments within their organization that are providing service or supporting them in some way. This research aims to show MTN Ghana “internal customer satisfaction and motivation” by which MTN Ghana could uncover, learn and understand the underlying significant needs and expectations of their internal customers (employees). This is important as it can help them direct their employees through the route of business excellence and innovation successfully. In order to direct the whole organization toward continuous product and process improvement, the leaders must be aware of the factors that motivate their employees. Otherwise, tangible benefits may take a considerable time to surface in spite of the commitment of management to train key people.

The result from this study will ultimately help to reduce employee frustration that could be causing employee turnover, eliminate activities that are not valuable to MTN Ghana, identify training needs by uncovering gaps in competencies and performance, improve external customer service and delivery of products and services and most importantly increase profitability.

It will also serve as source of information to other service organisation willing to improve upon their customer satisfaction through an internal customer satisfaction analysis. Researchers as well will find it a useful in terms of the literature gathered and the findings made.

1.5 Scope of the Study

Randomly selected employees of the Customer Care as well as Sales and Distribution Divisions of MTN Ghana were the focus of the study. The study covered the seven out of the ten regions of Ghana. The three northern regions of Northern, Upper West and Upper East Regions were not

covered by this study. The importance of random sampling here is to give each staff an equal opportunity of being selected.

1.6 Limitations

The major limitation of the study is to involve the employees of only MTN Ghana. The validity of the result depends on the validity of the measures used in this project. The research design focuses on closed ended questionnaire which limit the respondent to express their views in details where necessary. The second limitation is the inability of the researcher to travel to all the 27 Customer Service points of MTN Ghana in order to include all the employees in the study due to time constraints and finances. In spite of this limitation, it is suggested that the results of the study can provide important implications for the employees and managers of MTN and other service organisations.

1.7 Organisation of the Study

The study will be organized as follows; Chapter one will constitute the general background to the study, problem statement, objectives of the study, research questions, relevance of the study, scope of the study and the limitations of the study as well as the organization of the study. Chapter two will review literature on the indicators of internal customer satisfaction and loyalty, the relationship between internal customer satisfaction, motivation and service delivery. The focus of chapter three would give a briefing on MTN Ghana as well as the research design or methodology. Chapter four focuses on questionnaire analysis; summarize the main findings of the study and make inferences. Chapter five, the final chapter is made up of summary of the

study, conclusions and recommendations based on the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed literature on customer satisfaction, internal customer satisfaction and the relationship between internal customer and external customer satisfaction and provides a theoretical framework for the study.

2.1 Customer Satisfaction

The customer is an integral part of a company's workings. The legendary Indian prime minister, Mahatma Gandhi expressed the importance of the customer by stating:

“Customer is the most important visitor to our premises. He is not dependent on us. We are dependent on him. He is not an interruption on our work. He is the purpose of it. He is not an outsider on our business. He is part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us an opportunity to do so.” as quoted by Holdway (2001).

To understand this quote and adhere to its wisdom can increase success by obtaining, retaining and satisfying customers.

2.1.1 Defining Customer Satisfaction

The definition of customer satisfaction has been widely debated as organizations increasingly attempt to measure it. Customer satisfaction can be experienced in a variety of situations and connected to both goods and services. It is a highly personal assessment that is greatly affected by customer expectations. Satisfaction is also based on the customer's experience of both contacts with the organization and personal outcomes. Mack and Karp (1989), define a satisfied customer within the private sector as "one who receives significant added value" to his/her bottom line. A customer may be satisfied with a product or service, an experience, a purchase decision, a salesperson, store, service provider, or an attribute or any of these (Padilla, 1996)

Gerson (1998) defines "world class customer service" as including the following: courtesy, competency, responsiveness, professionalism, attractiveness, reliability, completeness of product, and good communication. This definition encompasses these facets of creating a positive experience for the customer. Appraising the current level of these characteristics and broadening the scope on them can achieve customer satisfaction.

There are many techniques that are used to identify, assess and create a positive experience for the customer. Graham (1994) explicates five ideas for a "knowledge is service" approach, two of which are relevant here. The first is "information sustains relationships"; by collecting information you can better understand wants and needs of the customer. Secondly, "doing it right"; this is explained by pleasing the customer; by helping them achieve their goals as well as achieving the organization's goals in the process. This point may be better explained by placing high value on a continuing contribution to customers' success (Graham, 1994).

2.1.2 Retaining and Satisfying Customers

Obtaining, retaining and satisfying a customer is of high concern for a business. Yoegel (1997) explains that ensuring that good customers are satisfied will enhance long-term consumer loyalty. Keeping current customers satisfied reduces the costs and efforts of attracting new clients. Harris (1998) states that the cost of obtaining new customers is about five times more than that of retaining existing customers. By concentrating on current customers, information can and should be obtained to better understand their view of the service provided. An effort to retain customers should be based on the fact that customers are loyal to value and quality (Ettore, 2001). There is the need for concentrating on aspects that customers feel are valuable; those that accomplish this are successful in business. Success is built on customers that are happy and return with their business.

Kurtenbach (2000), explains her understanding of organizations that are successful in customer service. Her view comes from working with successful organizations, and she has found that those who are successful in customer service rank the customer's experience at the top of their priorities. Customer service is not only part of a strategic plan or vision; it is the plan or vision. Gathering information directly from the customer is a valid way of obtaining quality information. Asking what their expectations are and if these are being met is a profitable way of better understanding their satisfaction level and knowing exactly what to address to provide better service.

There are several factors that contribute to customer retention. These can include competitive prices, high quality products and service. These are factors that can be controlled, and by

“controlling the controllables” customer satisfaction can be achieved (Ettore, 2001). It has been stated that positive customer service keeps most people returning often than lower prices (Brownell, 1999). By concentrating on the service and dealing with the pricing issue as efficiently as possible customers will return. Research has shown that over 90 percent of unhappy customers, who have a choice, would not repurchase goods or services from that supplier again. Within that unhappy 90 percent, over 95 percent will never tell the company about their experience, but will tell others, at least nine others (Holdway, 2001). Understanding current levels of customer satisfaction and the level of service needed to realize satisfaction for each client can produce loyal customers and profit for the company.

It is said that every time an individual in an organization has contact with a customer a risk arises. This encounter can provoke a variety of responses and these can include: dissatisfaction, by not fulfilling the needs or expectations; satisfaction, by meeting the needs and expectations; or delight, by exceeding the expectations in some way (Menzela & Craig, 1999). This meeting between the customer and the employee is the breaking or making point of the service and the company. Satisfaction and delight are the objectives of a successful company, and dissatisfaction should be avoided whenever possible. Research indicates that customers are currently demanding a higher quality of service and their perception of existing service frequently fall short of their expectations (Otten, 1988; Rosenstein, 1988).

2.1.3 Information and Customer Satisfaction

An efficient way of understanding the needs and wants of the customer is to gather the information directly from the customers themselves. Larry O’Hara, senior Vice President

director of Marketing at Grand Premier Financial Incorporated defines customer service as “meeting or exceeding the needs the customer has expressed in some form of communication” (Gerson, 1998). Brownell (1999) explains the difference between success and failure as asking the customer for feedback, getting to know the customer and providing more than promised. Information that is used to understand customer satisfaction can be obtained in many different ways. Obtaining it from the customer and employee is an idea that is shared by many. Survey is a useful tool for gathering information that is needed to better understand wants and needs of the customer.

Another way to create positive customer service was proposed by Gerson (1998). Gerson’s plan includes many facets that should be evaluated to create a positive experience for the customer. These concepts include: setting performance standards for customer service, creating a setting for commitment to service that starts at the top of the organization chain, training employees in service quality, measuring the level of service (this is important for improving customer service), creating an environment for the customers to define what “service is to create a benchmark, setting service standards and abiding by them, rewarding those employees that perform well, encouraging an excellent internal communication process, and lastly thanking the customer for their business. Gerson advocates that evaluating these steps and abiding by them will create a positive customer service environment.

Menzela and Craig (1999) declared that there are four steps or ideas to assess in planning successful service. These include exploring values, empowering people, providing information, and achieving consistency across the experience. Exploring values means understanding the customers’ values and what they feel is valuable in a positive experience. These may include

prestige, convenience, and quality. By understanding these values you understand what the “customer is buying from you”. (This does not only include tangible items). The second focus of the evaluation is empowering the employees. By making the experience for the employees a wonderful one you empower them to perform at their best ability because they want to and they like what they are doing. To enable the employees to perform at their best ability an organization must communicate, capture the imagination, and gain commitment of their employees. The third step in developing a better understanding of the customer is providing information. This step entails measuring and monitoring performance. Performance goals can be set and evaluated to better understand if the customers are getting what they expect. By obtaining information from the customers on their views of service the company can understand what needs to be done to better serve the customer. The fourth and final step includes achieving consistency across the whole experience. Achieving consistency across the chain of customer service better solidifies the customer-organization relationship, because the customer service chain is only as strong as its “weakest link” (Menzela & Craig, 1999). Customers build impressions of organizations, either positive or negative that greatly influences their views of their experience and return on investment.

Berry and Parasuraman (1991) suggest that in understanding customer satisfaction, organizations should consider customer expectations, how customers perceive service delivery relative to these expectations, and whether this confirms their expectations or not. That, since most of the service which is easily visible to the customer is delivered during the customer interaction; this satisfaction is highly dependent on the service interaction. The quality of the customer and salesperson interaction, as perceived by the buyer, is important in determining customer

satisfaction. Bitner, (1990) and Bitner et al., (1990) has declared that, when customers are confronted with pleasant, unexpected actions, the result is high levels of customer satisfaction.

Customers could derive their satisfaction from interacting with salespeople who have integrated technology into their sales activities. Hence, integrating the technology into the human service encounter is likely to enhance the level of customer satisfaction. Keillor et al., (1997), studied how technology impact on customer satisfaction and has found out that, the increasing role of technology can provide substantial benefits for customers, but should be implemented well and if customers like dealing with the firm through technology. And that, in technology applications, the customer can gain many of the benefits without dealing directly with the customer. The degree to which technology is integrated into sales force activities can therefore influence the satisfaction level of external customers (Keillor et al., 1997).

According to Parker and Mathews (2001), there are two principal interpretations of satisfaction, that is, satisfaction as a process and satisfaction as an outcome. Early concepts of satisfaction studies have typically defined satisfaction as a post-choice evaluative judgment concerning a specific purchase decision (Oliver, 1980; Churchill and Suprenant, 1992; Bearden and Teel, 1983).

The disconfirmation paradigm in process theory provides the grounding for the vast majority of satisfaction studies and encompasses four constructs which are expectations, performance, disconfirmation and satisfaction (Caruana et al., 2000). This model suggests that the effects of expectations are mostly through disconfirmation, but they also have an effect through perceived performance, as many studies have found a direct effect of perceived performance on satisfaction

(Spreng and Page, 2001). Swan and Combs (1976) were among the first to argue that satisfaction is associated with performance that fulfils expectations, while dissatisfaction occurs when performance falls below expectations.

Also, Poisz and Von Grumbkow (1988) see satisfaction as a discrepancy between the observed and the desired. This is in consonance with value-percept disparity theory (Westbrook and Reilly, 1983) which was developed in response to the problem that consumers could be satisfied by aspects for which expectations never existed (Yi, 1990). The value-percept theory views satisfaction as an emotional response triggered by a cognitive-evaluative process (Parker and Mathews, 2001). In other words, it is the comparison of the “object” to one’s values rather than an expectation. Customers want a meeting between their values (needs and wants) and the object of their evaluations (Paker and Mathews, 2001).

Recently, renewed attention has been focused on the nature of satisfaction thus, emotion, fulfilment and state (Parker and Mathews, 2001). Consequently, recent literature adds to this perspective in two ways. Firstly, although traditional models implicitly assume that customer satisfaction is essentially the result of cognitive processes, new conceptual developments suggest that affective or sentimental processes may also contribute substantially to the explanation and prediction of consumer satisfaction (Fornell and Wernerfelt, 1987; Westbrook, 1987; Westbrook and Oliver, 1991). Secondly, satisfaction should be viewed as a judgment based on the cumulative experience made with a certain product or service rather than a transaction-specific phenomenon (Wilton and Nicosia, 1986).

There is general agreement that, satisfaction is 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 (Kotler, 2000). Based on this review, customer satisfaction is defined as the result of a cognitive and affective evaluation, where some comparison standard is compared to the actually perceived performance. If the perceived performance is less than expected, customers will be dissatisfied. On the other hand, if the perceived performance exceeds expectations, customers will be satisfied. Otherwise, if the perceived expectations are met with performance, customers are in an indifferent or neutral stage.

The satisfaction judgment is related to all the experiences made with a certain business concerning its given products, the sales process, and the after-sale service. Whether the customer is satisfied after a purchase also depends on the offer's performance in relation to the customer's expectation. Customers form their expectation from past buying experience, friends' and associates' advice, and marketers' and competitors' information and promises (Kotler, 2000).

2.1.4 Stages of Customer Satisfaction

Researchers who study customer choice have long known that the actual act of choosing is just one of several stages customers go through when they buy. A purchase decision is influenced by the buyer's characteristics. These include cultural, social, personal and psychological factors. In addition to the buyer's characteristics, a purchase decision is influenced by the buyer's decision process. The typical buying process develops through five stages: new recognition; information search; information evaluation; purchase decision; and post-purchase evaluation (Chaston, 2001).

Although buyers may skip or reverse some stages, basically they pass sequentially through all five stages in buying a product. Value reflects what customers do in evaluating, obtaining, using and disposing of the product or service. Values can be defined as principles or standards of an individual as a whole. They reflect an individual judgment as to what is valuable or important in life. Customer delivered value is a result of comparison of total customer value with total customer cost. There are a number of models that have been developed to assist our understanding of value that customers expect from a given product or service (Engel et al., 1995; Murphy, 2001). For example, Holbrook (1999) lists efficiency, convenience and quality of products or services as customer value, and Ravald and Gronroos (1996) list purchase price, acquisition cost, transportation, risk of failure or poor performance as customer cost.

A fundamental concern of customer satisfaction is to understand why customers buy a range of products/services from a particular company or business. In terms of satisfaction as an outcome, studies have focused on one of the natures of satisfaction that is, fulfilment (Parker and Mathews, 2001). Maslow's (1943), motivation theories state that people are driven by the desire to satisfy their needs. Satisfaction can be viewed as the end-point in the motivational process. Thus, customer satisfaction can be seen as the customer's fulfilment response (Rust and Oliver, 1994). The dynamics of the interaction between the supplier and customer are influenced by the specific needs and expectations of each customer.

According to Solomon (1999), needs can be differentiated along two dimensions: utilitarian (a desire to achieve some functional or practical benefit); and hedonic (an experiential need, involving emotional responses or fantasies). Much research has been done on classifying customer needs. For instance, Maslow formulates a hierarchy of biogenic and psychogenic needs

(Kotler, 2000; Solomon, 1999). The implication of Maslow's hierarchy is that one must first satisfy basic needs before progressing up the ladder. Groth (1994) draws attention to customer needs in terms of a marketing environment: survival, utility, achievement, attainment, entitlement, satisfaction, social, interpersonal, image, status, reward, fulfilment, pride, affinity and independence.

One way of achieving customer satisfaction is through understanding customer value, as perceived value is considered an important contributor to customer satisfaction (Woodruff, 1997). A person's set of values play a very important role in consumption activities, thus many products and services are purchased because people believe these products will help to attain a value-related goal (Solomon, 1999). Values affect customers in determining evaluative criteria, answering the question, "Is this product for me?" Value can be defined as principles or standards of an individual, group, organisation or society as whole (Kenny, 1994). They reflect an individual or collective judgement as to what is valuable or important in life. Moreover, values are by their very nature abstract, vague and subjective (Kenny, 1994). They reflect what people do and what guides behaviour. Values can and do mean various things to different customers. Woodruff and Gardial (1996) argue that satisfaction and value are complementary, yet distinct constructs.

According to Ravald and Gronroos (1996) value is constantly used in a context meaning values of consumers. Peter and Olson (1993), on the other hand, discuss another meaning of value to mean the value or utility the consumers receive when purchasing a product. Monroe (1990) sees customer perceived value as the relationship between perceived benefits and perceived sacrifice.

Customer delivered value is the difference between total value and total customer cost. Total customer value is the bundle of benefits customers expect from a given product or service. Total customer cost is the bundle of costs customers expect to incur in evaluating, obtaining and using the product or service (Kotler's, 2000).

Over the years, many researchers have proposed and evaluated alternative service quality models and instruments for measuring service quality. Among these models, SERVQUAL (Parasuraman et al., 1985) is the most prominent and the most widely used. The authors of this model proposed that the customer's opinion of quality could be formed by an internal comparison of performance with expectations.

2.1.5 Loyalty and Customer Satisfaction

Customer loyalty is a key mediating variable in explaining customer retention (Pritchard and Howard, 1997) and it concerns with the likelihood of a customer returning, making business referrals, providing strong word-of-mouth, as well as providing references and publicity (Bowen and Shoemaker, 1998). Loyalty refers to a favourable attitude towards a brand in addition to purchasing it repeatedly (Day, 1969); a relationship between relative attitude towards an entity and repeat patronage behaviour (Dick and Basu, 1994); a situation when repeat purchase behaviour is accompanied by a psychological bond (Jarvis and Wilcox, 1977); and repeat purchase intentions and behaviours (Peter and Olson, 1990). Customer loyalty is generally described as occurring when customers repeatedly purchase a good or service over time and customers hold favourable attitudes towards a good or service, or towards the company

supplying the good or service.

Customer loyalty is determined by a combination of repeat purchase level and level of attachment (Dick and Basu, 1994). In a retail setting, the interaction between customers and salespersons constitutes a unique and important dimension of performance. Such interaction could have a strong impact on retail customer loyalty (Darian et al., 2001). Gomez et al. (2004) research work found that the interaction between customer satisfaction and sales service quality are asymmetric.

In the search of further determinants of customer loyalty, researchers repeatedly proposed image as an important component. Fredericks and Salter (1995) view image as an ingredient of the customer value package that, together with price, product quality, service quality and innovation, determines the extent of loyalty. A favourable image is viewed as a critical aspect of a company's ability to maintain its market position. It has been treated as a construct reflecting “the sum of beliefs, ideas and impressions that a person has of a destination” (Crompton, 1979), a firm or product.

The relationship between image and loyalty has brought differing results: while Sirgy and Samli (1989) report a direct relationship among image and store loyalty, the findings of Bloemer et al. (1998) in the banking industry indicate an indirect relationship where the influence of image is mediated by service quality. Kandampully and Suhartanto (2000) in a study of tourism found image to be one of the two most important factors for guests of a hotel to consider repurchase and recommendation. On that basis Bigné et al. (2001) propose that image impacts

simultaneously on all three components, namely perceived quality, satisfaction and loyalty intentions.

Doherty & Horne (2002) has suggested that, organisations should implement long term strategic visions within their vision statement. Managers will need to realise that customer expectations are of great value and this should be emphasized within the vision statement as it is the flagship image of this service and that vision statement should be recognised as a tangible method for providing a performance.

However, the real point of this is that there is a direct mirror-image of these same dimensions in the internal customers of the company itself. Here expectations are to do with anticipations by people inside the company of external customer preferences and behaviour, rather than the external customer's view of product/service characteristics. There are two types of customers, internal and external. We are strengthening our internal customers to provide better external customer service for their satisfaction. Hill et al. (1999) recommend that in order to identify things that are important to customers and to measure the degree by which they are satisfied, it is useful to make an internal assessment. This should pinpoint areas of weakness within the organisation that are causing resistance to the performance and creating a shortfall in customer perception.

2.2 Internal Customer Satisfaction

“Ensure that staff are recognised as internal customers and that they are properly supported and consulted with regard to service delivery issues” (Internal Customer

Principle, of Quality Customer Service, July 2000).

In many organisations, customer satisfaction ultimately boils down to the customer's contact with frontline staff. Capable, empowered frontline staff put customer-focused mission statements, standards and culture into practice.

Customer satisfaction has dominated much of the recent service literature. Some of this literature suggests that to deliver high levels of customer satisfaction, organizations must identify, measure, and manage the internal elements that produce it (Zemke, 1989; Heskett, 1990; Zeithaml, 1990, Berry; 1991). According to Schoorman, et al (1988), internal customer satisfaction is defined as employee satisfaction with the service received from internal service providers, while Ersen, (1997) defines internal customer as a person that works in an organization.

Although internal customer satisfaction has been approached from different perspectives, the fundamental belief is that organizations attempting to deliver service quality to their external customers must begin by serving the needs of their internal customers (Schoorman, F. David, and Schneider, Benjamin, 1988). The concept of internal customer has an important place in improving the activities in the process of production and service giving. Each unit and section is the customer of the stages prior to itself (Ersen, 1997).

The quality of service delivered to external customer is often determined by the quality of service that internal customers (employees) provide each other, (Cook, S., 2000). It is important to remember that, everyone within an organization provides a service. There are 'internal' as well as 'external' customers. Internal customer is the worker in an organization responsible to produce products. Every worker receives materials or services from other worker in the process

of making their own products. It is imperative that, in order to satisfy external customers, internal customers be delighted first. Just as customer service leads to customer satisfaction, internal customer service leads to employee satisfaction.

The internal customer is not new; the idea was first used almost forty years ago to describe different forms of administrative relationships within the private sector (Sayles, 1964). It stemmed from an understanding that in any organization all staff are both the providers and receivers of services and, critically, if poor internal service exists, then the final service to the external customer will be diminished. According to Strauss, (1995), internal customer services are understood as covering those services provided by distinctive organisational units/sections, or the people working therein, to other units/sections or individuals within the same organisation.

Sasser and Arbeit (1976) suggested that the concept of the internal customer evolved originally with the intention of making jobs in the services sector more attractive, thereby promoting the recruitment and retention of staff. Berry (1981) argued that organisations should view employees as internal customers, jobs as internal products and thereby seek to provide internal products that satisfy the needs of internal customers at the same time as promoting the aims of the organisation itself. As Bowen and Johnston (1998) have put it, “The idea is that if management wants employees to deliver an outstanding level of service to customers, then it must be prepared to do a great job with its employees”.

Vandermerwe and Gilbert (1989) argue strongly for a customer-driven system within organisations that matches internal services to user needs in order to help achieve success in the market. Indeed, it is clear in the literature that a successful internal customer service system has

been seen as a key component of Total Quality Management (TQM) for some years and not just in relation to the service sector (Chaston, 1994). At the macro-level, quality management systems were reviewed in CPMR Research Report No. 3 (Humphreys, Butler and O'Donnell, 2001). Among the primary goals of TQM are, of course, customer satisfaction and a company-wide orientation towards customer requirements. In order to accomplish these goals, the TQM approach adopts 'the basic marketing axiom of customer orientation and applies it within the firm.

In TQM systems, all staffs are encouraged to see each other as important customers throughout the production and/or service delivery processes (Marshall and Miller, 1991 a and b). Put simply, in any organisation, all staff are both the providers and receivers of services. George (1990), points out that while many employees do not directly come in contact with external customers themselves, what they do or do not do indirectly influences the quality of service delivered. To address this issue, such personnel need to recognise value and treat other employees as internal customers.

It is however important to acknowledge that internal customers are as varied and diverse in their individual characteristics as external customers. Just as the 'general public' can be a misleading generalisation, likewise it is important to recognise and respond positively to diversity in the internal customer base (Joanna O'Riordan and Peter C. Humphreys, 2003). They also stated that, it is important to acknowledge different types of internal customer service relationships, some of which may be more urgent and mission critical in their character than others. For example, a system-wide ICT failure has different implications for service delivery than poor relations

between policy and operational units. Additionally, it is important not to assume that external and internal customer service relationships are directly equivalent in character. For example, internal customers are paid consumers of the services they use. As such they are, in general, more familiar with, and knowledgeable about, the services that are provided than external customers. As a result they may be more demanding customers than ordinary citizens, (Joanna O’Riordan and Peter C. Humphreys, 2003).

Employees are an integral part in the customer satisfaction process. They are the foundation upon which success is built. To better understand the impact of employee attitude on consumer satisfaction, Holdway (2001), found that, 8 percent of customers are lured away by better deals, 14 percent because they are unhappy with the product or service, but fully 68 percent are turned away by a negative attitude shown by an employee of the company. Morris (1996) asserts that employees create customer satisfaction through providing value to the customer. Investment in employees is not in vain. Employees are the beginning of a long path to efficiency and profitability. Holdway (2001) states “In order to attain that goal I believe the starting point is our employees, delighted employees are better positioned to achieve the objective than those who are just satisfied with their work and responsibilities”. There seems to be a high correlation between customer satisfaction and employee satisfaction. A contribution to, and recognition of employee happiness must be done to promote this exchange (Blanchard & Nelson 1996).

Another point stressed by Kurtenbach (2000), is commitment to training and development. As stated before, happy employees provide a better service than unhappy ones. Extensive understanding and assessment of job satisfaction can in turn build a better foundation for quality

customer service. Involving the right people is important. This entails listening to concerns and incorporating their suggestions. The final point assessed by Kurtenbach, was the step of removing internal structural barriers to quality service. An organization must be able to remove those barriers that prohibit examination of customer satisfaction. It is not enough just to get the information about the service but there must be room to do something about it.

The need to promote good internal communications in respect of building bridges with other departments and services is important. Nicholls et al. (1998), note that public sector organisations spend a lot of money on training, but fail to focus their training programme on customer service and service performance. Teas (1993), suggest that it is managerial attitudes that set the tone for staff, thus, if the boss doesn't care too much about satisfying the customer, then staff will adopt the same attitude.

2.3 Relationship between Internal and External Customers in Service Delivery

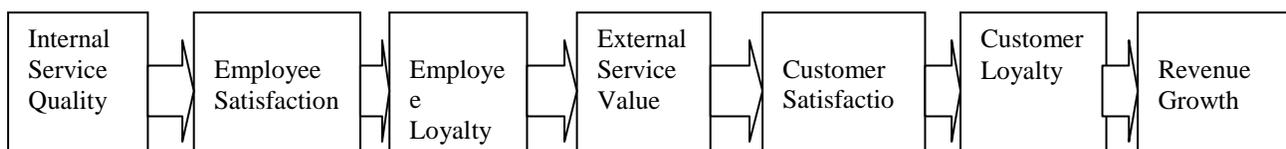
“Businesses today must understand the world around them in addition to understanding the world within that business. As explained by Blocher (1997), Michael Porter evaluates this situation by stating that businesses have begun to think strategically and identify their strengths and weaknesses; an organization must determine the ways they can effectively meet the customers’ expectations”.

A number of key commentators on private sector quality management have, in recent years, stressed the importance of internal service quality as one of the key, but also least understood

determinants in the provision of quality goods and services externally (Albrecht, 1990, Berry, 1995 and Cespedes, 1995). In other words, research evidence indicate that, there appears to be a positive relationship between employee satisfaction and customer satisfaction (Schneider and Bowen, 1985; 1993 and Wiley, 1996). In particular, favourable internal perceptions of an organisation’s human resource management practices can be significantly correlated with customers’ perception of service quality (Bowen, 1996 and Mohr-Jackson, 1991). “To attain sustained excellent customer support requires internal systems that are aligned to serve the external customer, with each internal subsystem adding value to others within the organisation who are dependent on it” (Gilbert, 2000).

Customer satisfaction and employee satisfaction act on each other as cause and effect (Vranesevic et al., 2002). Ryan and Schmit (1993) found that customer satisfaction was positively related to employee perceptions of a manageable workload, lower stress, and opportunities for training and development. Piercy (1995) suggests the need to further investigate the internal market aspects of the customer satisfaction issue, and to examine how to use internal marketing as an operational approach to handle the implementation issues implicit in external customer satisfaction. Salespeople are internal customers and must be satisfied with the technology integration system if it is to be used well. Generally, salespeople have the most direct contact with the customer, and, as noted, the satisfaction of internal service personnel affects external customer satisfaction. Salespeople who are satisfied in their jobs are also happy to provide services to customers, which leads to enhanced customer satisfaction as well (Piercy, 1995).

Figure 1: The service profit chain



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Source: Loveman (1998)

As Figure 1 indicates, a positive perception by employees of an organisation's approach to business and the climate in which it operates has beneficial effects on external customers' perceptions of service quality. Conversely, 'back-office operations, management systems etc. may be the cause of service failure, but the front-line employee is the target of the customer's dissatisfaction, even anger. Furthermore, the employee often has not been provided with the autonomy, resources or training to handle external service recovery' (Bowen and Johnston, 1999).

A corporate employee is part of the delivery cycle to the external customer. If the employees cannot operate at their maximum efficiency, the level of service is affected and the customer is impacted. This obviously leads to customer dissatisfaction and loss of profits. Computerization and technological innovations have raised customer expectations sky-high. Combined with sophisticated marketing and extensive media coverage of new developments, the average customer expects a level of speed, quality and reliability that is beyond the means of most organizations. This vicious demand produces immense strain on employees, generating discontent (<http://ssrn.com/abstract=984865>).

Consequently, when the internal customer is dissatisfied, relationships with the external customer also suffer. The external customer is much more likely to receive good service or

products, if the provider of that service within the company has in turn received excellent service from their internal suppliers. Much of the new product ideas originate from within the organization rather than coming from external customer input. So it is crucial that the internal customer or corporate employee is cared for, and their views and suggestions are given equal priority while making decisions (<http://ssrn.com/abstract=984865>).

According to Mendzela & Craig, (1999), an encounter between the employee and the customer may provoke a variety of responses including: dissatisfaction, by not fulfilling the needs or expectations, satisfaction, by meeting the needs and expectations or delight, by exceeding the expectations in some way. This outlook on satisfying customers can be explained by the drive to exceed the expectations that the customer has about the service that they will receive. To exceed the expectations that the customer has is to go above and beyond the basics of customer service. Gatewood and Riordan (1997) equate satisfaction with meeting the customers' needs and expectations by delivering goods and services to the satisfaction of the customer. Exceeding those expectations and making it a "delightful" experience rather than just a satisfying one can broaden the level of satisfaction.

Gatewood and Riordan (1997) also found a strong relationship between customer satisfaction and employee happiness. They discovered positive relationships between employee's attitudes and various measures of customer satisfaction. Critical employee attitudes evaluated in their study including job satisfaction, job involvement and personal responsibility. Other factors included: organizational commitment, indicating employee willingness to engage in positive activities to reach organizational goals, and empowering of employees to accomplish the

activities that lead to customer satisfaction. Adsit and London (1996) discovered a strong, positive relationship between customer satisfaction ratings and employee descriptions of their work environment. The idea of employee motivation and customer satisfaction being the “holy grail” of business is what every company wants, customers raving about the high level of service from the employees. The employees of an organization are an integral part of customer satisfaction but there are other factors that need to be evaluated to better understand the process of producing customer satisfaction (Blanchard and Nelson, 1996).

Overall, there is significant empirical evidence that customer-contact employees’ work satisfaction has a positive impact on customer satisfaction (Bernhardt, Donthu, & Kennett, 2000; Schlesinger & Zornitsky, 1991; Schneider, 1991; Tornow & Wiley, 1991; Wiley, 1991). The recognition of the close interrelation of these two constructs has also affected managerial practice. In recent years, many companies have invested considerable resources into programs for measuring and increasing employee satisfaction (Heskett, Jones, Loveman, Sasser, & Schlesinger, 1994; Heskett, Sasser, & Schlesinger, 1997).

2.4 Theoretical Framework

This part provides a theoretical framework within which this research will be operating and discusses extensively, the balance theory.

2.4.1 Balance Theory

Balance theory will be adopted to provide theoretical support for the positive link between

employees' work satisfaction and customer satisfaction. This theory owes its genesis to Heider (1958) and has been the basis for the development of a number of consistency theories that have had a great impact on marketing research. Some examples such as the theory of cognitive dissonance (Festinger, 1957) and the theory of congruity (Osgood & Tannenbaum, 1955; Tannenbaum, 1967) are rooted in balance theory.

According to balance theory, a system of triadic relationships between two persons and an object can be either balanced or unbalanced. A relationship system that is unbalanced will cause systematic tension such that, if the system is to persist, it must move toward a balanced state. A relationship system is balanced if two people have the same attitude toward the object. A relationship system is unbalanced if two people involved in a relationship with each other differ in their attitudes toward the object. This results in cognitive tension that ultimately leads to activities to balance the system.

In this study, balance theory is applied to a relationship system involving three entities: an employee of a company, a customer for whom this employee is responsible, and the company as the object within the triad. According to balance theory, this system seeks a balanced state. This triadic relationship is balanced if the employee's attitude toward the company is similar to the customer's attitude toward the company. As seen in Heider's classical work (1958), although balance theory has its roots in the study of close interpersonal relationships, it can also be applied to lower-level relationships, as evident in the examples he provides. Additionally, the broad applicability of balance theory is illustrated by previous studies in the marketing and management literature. As an example, Phillips, Liu, and Costello (1998) apply balance theory to

a three-member distribution channel. Kilduff and Krackhardt (1994) apply balance theory to investigate the determinants of reputation in organizational labour markets.

Finally, Manrai, Manrai, Lascu, and Ryans (1997) use balance theory to explain the influence of advertising slogans for ecologically harmless products in connection with a person's attitude towards nature.

In summary, these examples suggest that balance theory can be applied to employee–customer relationships, which can vary from a fairly low level of association to relatively close relationships (Phillips et al., 1998). In an employee–customer relationship, an unbalanced situation occurs when the employee's work satisfaction is low and the customer's satisfaction with the company is high. According to balance theory, activities are likely to occur to lead the system to a balanced state. This means that one of the two actors (i.e., the employee or the customer) will change his or her level of satisfaction.

Although in principle, balance theory might be used to justify both types of effects (change of customer satisfaction and change of work satisfaction), several authors argue that a change in customer satisfaction is more likely than a change in employee work satisfaction. This assertion is based on the specific mechanisms that, according to balance theory, drive attitude changes in a triadic system. Heider (1958) argues that a key mechanism leading to attitude balance is that one person (a) actively influences the other person (b) in order change his or her attitude. It is argued that it is more likely that an employee will take this active role in influencing a customer's attitude than vice versa. A vast body of literature that suggests that employees can strongly

influence customer attitudes supports this perspective (Hurley, 1998; Williams & Attaway, 1996).

This reasoning is also consistent with other research on the work satisfaction–customer satisfaction link. Although most of these studies have not analyzed the direction of the relationship, the few studies that do so (Hartline & Ferrel, 1996; Herrington & Lomax, 1999), uniformly suggest that work satisfaction affects customer satisfaction. Additional evidence for this perspective comes from research studying attitude strength through the mere exposure phenomenon (Hansen, 1981; Obermiller, 1985). This research clearly reveals that the stability of an attitude is strongly influenced by the frequency of stimuli. Because employees experience their work environment on a daily basis, they are exposed to stimuli much more frequently than customers, who have less recurrent interaction with a supplier. This means that the attitude of the employee toward the company is more stable, and therefore more resistant to change, than the customer’s attitude. In summary, based on balance theory and the literature discussed above, it is argued that it is more likely that, internal customer satisfaction has an impact on customer satisfaction.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter focuses on a briefing of MTN Ghana as well as the research methodology adopted in the study. It includes the research design, population, sample size, sampling technique, instruments, sources of data, method of data collection, analysis of ethical review, explanation of variable that influences internal customer satisfaction as well as the field experience.

3.1 The Profile of MTN Ghana

Mobile Telephone Network (MTN), the leading telecommunications company in the emerging markets of Africa and the Middle East, entered the Ghanaian market following the acquisition of Investcom in 2006. MTN is the market leader in the increasingly competitive mobile telecommunications industry in Ghana. It offers subscribers a maze of exciting options under Pay Monthly and Pay As You Go Services.

The MTN brand is driven by five key values. They are Leadership, Innovation, Integrity, Relationships and Can-do. The MTN value of Leadership means leading by example as well as being an inspiration to others and providing vision. Innovation means having unique ideas, thinking outside the box and being solution focused. Honesty, reliability, doing what is right, as well as delivering on promises constitutes integrity. Relationship, another key value of MTN means, caring for others, sharing ideas, respect, communication as well as team work. The Can-Do value represent being positive, self belief and the willingness that 'it can be done'.

(<http://www.mtn.com.gh>)

MTN has integrated mobile telecommunication services into the development of a brand that has become a lifestyle. This fact is clearly demonstrated by its active involvement in various marketing initiatives that are close to the hearts of subscribers. MTN has twenty-seven Customer Service Points (Branches) in eight regions in Ghana. Greater Accra has fourteen customer service points which is the majority, followed by Ashanti region with four branches, Western region with three branches and Eastern region with two branches. Volta, Northern, Central and Brong Ahafo regions have one branch each.

3.2 The Approach

This study analyzed the underlying impact of internal customer service motivation and satisfaction on service delivery. Special emphasis was also placed on the factors of internal customer satisfaction.

3.3 Sampling Procedure

The target population for the research comprised all MTN Ghana customer service employees. The study population was made up of randomly selected 80 out of the 144 MTN Ghana customer service employees nationwide. This was to ensure proper representation of views and important contributions from them because they are the frontline people who represent MTN in delivery final services to the external customer. The sample forms almost 56% of the population and is considered statistically significant for a study of this nature. Also, considering the time and

financial constraints, the researcher thinks the sample size was a fair representative of MTN Ghana customer service employees. Another justification is that most of the population have similar employment situation, similar economic conditions and in fact share similar social demographic indicators, therefore, randomly choosing 80 of them gave a fair knowledge of their views on internal customer service motivation and satisfaction on service delivery to the external customer.

3.4 Data Collection

A survey research design was used in this study to investigate motivation and job satisfaction among MTN Ghana customer service employees. The questionnaire was the research instrument used to gather data for the study. Section “A” of the research questionnaire describes respondents’ background information including: gender, age, marital status, education level, department and length of service. These variables are important as they give the researcher an insight into the background of the sample under consideration. Section “B”, on the other hand describes possible internal customer motivation variables. Literature has been reviewed before preparing the questionnaire. Upon completion of the final draft, a pre-test was carried out to look into the effectiveness of the questionnaire and also as a measure to look into the most probable result of the study. Upon successfully completion of the pre-test, the questionnaire was edited. Most of the questions required the respondents to choose the response based on a Likert scale of 1 to 5.

Respondents were asked to rank some possible items on job related sources of satisfaction and motivation and which were constructed along a five-point likert-type scale (summated) of

strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). A summated rating scale, one type of which is called likert-type scale, is a set of attitude items all of which are considered of approximately equal “attitude value” and to each of which subjects respond with degree of strongly disagree and strongly agree (intensity) (Kerlinger, 1973).

A reliability measurement was seen as suitable in this investigation. In the analysis, using the SPSS version 16.0 software program, a Cronbach alpha reliability of 0.89 was obtained which shows that the research instrument had a strong reliability (Bryman & Cramer 1990; 2001; Reynaldo & Santos 1999; Saunders et al. 2000).

In addition to the researcher, three field assistants helped in the process. Selection was based on several criteria including: interest in the project, availability and willingness to help and educational level. Explanation and orientation of the purpose of the study was provided by the researcher. Thorough explanation of the questionnaire and how to go about the data collection was also provided.

Throughout the process, ethical issues were taken into considering as participants were informed of the purpose of the study and assured that, individual responses were not going to be identified and that all the responses will be analysed together.

3.5 Sources of Data

Data was obtained from both primary and secondary sources. Secondary data was derived from books, journals, published and unpublished literature. An extensive range of books and statistical data were gathered and are listed in full in the references. The primary data was sourced through

questionnaire that was administered to MTN Ghana customer service employees.

3.6 Data Handling

Completed questionnaire from the field were edited and coded appropriately to make meaning out of them. Editing was done to correct errors, check for non responses and accuracy. Coding was done to facilitate a comprehensive analysis of the data. To arrive at the intended analyses, the participants' responses were keyed into SPSS version 16.0 software and several sets of statistical analyses were performed: frequency tables, percentages, mean point value, and median. Linear regression was employed to test the relationship between variables and internal customer satisfaction.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter focuses on the analysis of the data collected using the questionnaire and makes inferences to establish the main findings of the study.

4.1 Demographic Characteristics of Respondents

Table 4.1 below gives descriptive information about the demographic characteristics of the employees of the MTN Ghana involved in the study. A total of 58.8 percent of them are females, while the remaining 41.2 percent are males. Also, 25.0 percent of the participants hold a diploma, 62.5 percent of them hold degree, and 12.5 percent has masters' degree. It is exhibited that while the length of employment in the sector is less than a year for 11.1 percent of the participants one year to less than two years for 32.1 percent of them, two years to less than five years for 32.6 percent of them, five years to less than ten years for 12.4 percent and ten years or more for 6.1 percent of them. Again, the percentages for the age distribution of the respondents is under 21 years for 0.0 percent of the participants, 21 to 34 years for 53.8 percent of them, 35 to 44 years for 37.5 percent of them, 45 to 54 years for 8.7 percent of them and 55 or older years for 0.0 percent of them.

In terms of marital status, 47.5 percent of them are single as against 52.5 percent of them who are married, whereas none of them is divorced. On their present position, 41.3 percent of them are customer representatives, 33.7 percent are branch mangers', and 12.5 percent and 12.5

percent are regional representative and network supervisor respectively.

TABLE 4.1 DEMOGRAPHIC DATA OF RESPONDENTS

	FREQUENCY	PERNCENT
GENDER		
MALE	33	41.2
FEMALE	47	58.8
TOTAL	80	100.0
AGE		
Under 21	0	0.0
21-34	43	53.8
35-44	30	37.5
45-54	7	8.7
55 or Older	0	0.0
TOTAL	80	100.0
MARITAL SATUS		
SINGLE	38	47.5
MARRIED	42	52.5
DIVORCE	0	0.0
TOTAL	80	100.0
LENGTH OF SERVICE		
LESS Than 1 YR	9	11.1
1 YR to Less Than 2 YRS	25	32.1
2 YRS to Less Than 5 YRS	31	38.6
5 YRS to Less Than 10 YRS	10	12.4
10 YRS or More	5	6.1
TOTAL	80	100.0
EDUCATION		
DIPLOMA	20	25.0
DEGREE	50	62.5
MASTERS	10	12.5
TOTAL	80	100.0
POSTION		
CUSTOMER REP.	33	41.3
BRANCH MGR.	27	33.7
REGIONAL REP	10	12.5
NETWORK SUP.	10	12.5
TOTAL	80	100.0
REGION		
G. ACCRA	18	22.5
EASTERN	15	18.7
CENTRAL	13	16.3
VOLTA	11	13.7
ASHANTI	10	12.5
WESTERN	7	8.8
B. AHAFO	6	7.5
TOTAL	80	100.0

Source: Field data, 2009

Table 4.1 also shows the region in which the customer representatives are based. It can be seen from the table that, 22.5 percent are in Greater Accra, 18.7 percent in Eastern, 16.3 percent in Central, 13.7 percent in Volta, 12.5 percent in Ashanti, 8.8 percent in Western and 7.5 percent in Brong Ahafo.

4.2 Impact of Internal Customer Satisfaction on Services Delivered To the External Customer

Table 4.2 shows the overall views of internal customers of MTN Ghana about how internal customer satisfaction influences on their service delivery to the external customer. From table 4.1, most of the respondents strongly agree that internal customer satisfaction has an impact on the services delivered to the external customer and this represents 55.0 percent as against 28.8 percent who agree, whereas 15.0 percent remained neutral and only 1.2 percent disagree that internal customer satisfaction does not have any impact on the way services are delivered to the external customer. It can also be seen from the table that, the mean is 4.375 and the median is 5.0 and all these indicate that internal customer satisfaction has a strong relationship with how services are delivered to the external customer. This is consistent with earlier findings that customer satisfaction and employee satisfaction act on each other as cause and effect (Schneider and Bowen, 1985, 1993; Wiley, 1996; Gilbert, 2000; Vranesevic et al, 2002)

TABLE 4.2 IMPACT OF INTERNAL CUSTOMER SATISFACTION ON SERVICES DELIVERED TO THE EXTERNAL CUSTOMER

RESPONSE	FREQUENCY	PERCENT	MEAN	MEDIAN
STRONGLY DISAGREE	0	0.0		
DISAGREE	1	1.2		
NEUTRAL	12	15.0	4.375	5.00
AGREE	23	28.8		
STRONGLY AGREE	44	55.0		
TOTAL	80	100.0		

Source: Field data, 2009

4.3 Factors That Influence Internal Customer Satisfaction

Some factors motivate and eventually influence the services that are delivered to the external customer. Thus, every worker receives materials or services from other worker in the process of making their own products. It is imperative that, in order to satisfy external customers, internal customers be delighted first. Just as customer service leads to customer satisfaction, internal customer service leads to employee satisfaction. The section below shows the responds of the internal customers of MTN Ghana on whether these factors influence their ability to deliver quality service to the external customers.

4.4 Communicating Corporate Strategy and Internal Customer Satisfaction

The effect of communication on sharing responsibility in an organization is great. Communication is a way that organization uses to carry the vision and mission of the organization to its internal customers. It is used between departments to get the required materials and information. Hence, its usefulness cannot be underestimated. From table 4.3

below, 66.2 percent of the internal customers strongly believe that, communicating the long term strategy of the organization to them motivates and satisfies them to deliver effective and quality services to the external customer, 22.5 percent agree that communicating the long term strategy of the organization to them is a source of motivation and satisfaction to deliver effective service in achieving this long term strategy, whereas 11.2 percent remain neutral on this issue. Overall, communicating the long term strategy of the organization attains a mean and median of 4.55 and 5.0 respectively indicating that communicating the organizational strategy is an effective tool and factor in internal customer satisfaction. Consistently, Nicholls et al. (1998) got it right by stating that there is the need to promote good internal communications in respect of building bridges with other departments and services is important.

Similarly, fidelity in this long term strategy and confidence in the leadership can influence and satisfy internal customers to deliver quality services to the external customer. For this reason it was imperative for the researcher to find out how the internal customers of MTN Ghana think they are affected by this in their service delivery to the customers. 50.0 percent of the respondent's beliefs that confidence in their leaders strongly influences their level of satisfaction whereas 35.0 percent agree and 15.0 remaining neutral on this issue.

In relation to the above, the following factors are effective in ensuring the satisfaction of the internal customers; developing strategies that will meet their expectations and needs and communicating them effectively. High performing organizations closely tie internal customer satisfaction information to the strategic planning process at all levels of the organization.

TABLE 4.3 VIEWS OF RESPONDENTS ON COMMUNICTAION AND LEADERSHIP UNDERSTAND THE LONG-TERM STRATEGY OF MTN GHANA

RESPONSE	FREQUENCY	PERCENT	MEAN	MEDIAN
STRONGLY DISAGREE	0	0.0	4.5500	5.0000
DISAGREE	0	0.0		
NEUTRAL	9	11.2		
AGREE	18	22.5		
STRONGLY AGREE	53	66.2		
TOTAL	80	100.0		
CONFIDENCE IN THE LEADERSHIP OF MTN GHANA				
STRONGLY DISAGREE	0	0.0	4.3500	4.5000
DISAGREE	0	0.0		
NEUTRAL	12	15.0		
AGREE	28	35.0		
STRONGLY AGREE	40	50.0		
TOTAL	80	100.0		
MTN GHANA'S CORPORATE COMMUNICATIONS				
STRONGLY DISAGREE	0	0.0	4.1500	4.5000
DISAGREE	5	6.2		
NEUTRAL	18	22.5		
AGREE	17	21.2		
STRONGLY AGREE	40	50.0		
TOTAL	80	100.0		

Source: Field data, 2009

4.5 Organisational Environment and Internal Customer Satisfaction

The environment in which the customer works is a great source of motivation and satisfactions. This requires that, the working environment is kept neat and furnished with desk, chairs, and technology that will enable the customer to deliver quality service to the final consumer. Table 4.4 below elicit the views of internal customers on how these factors influence their ability to deliver effective services. From table 4.4, 56.2 percent strongly agrees that quality chair and desk can motivate and eventually satisfy and determine the quality of service that the external customer will be given. Also 13.3 percent agrees that this can influence as against 5.0 percent who strongly disagree and 12.5 percent remains neutral on this issue. It can also be seen from table 4.4 that, this factor has a mean and median of 4.0375 and 5.00 respectively which indicate a

strong positive relationship.

Technologies and tools used in organizations can lead to internal customer satisfaction. From the table 4.4, 62.4 percent strongly agree that adequate tools and technology has a relationship with internal customer satisfaction and the services that will be delivered to the external customer. Also 16.2 percent, 10.0 percent, 10.0 and 2.5 percent agrees, neutral, disagrees and strongly disagree respectively. A supportive leader or manager increases internal customer satisfaction. The kind of leadership style the manager uses or adopts is important in internal customer satisfaction. The supportive manager conveys internal good relationship, communicating targets and achievements to customers, etc. From table 4.4, 31.2 percent strongly agrees that a supportive manager is a source is a source of internal customer where 32.5 percent, 22.5 percent, 7.5 percent and 6.2 percent agrees, remain neutral, disagree and strongly disagree respectively with a mean of 3.75 and a median of 4.0 which indicates that most the internal customers agrees that supportive leader or manager is a determinant of internal customer satisfaction.

Continuous management support is one of the single-most-important components in the internal satisfaction process and this support must be given by each supervisor and manager as a standard part of their daily work. It is also important to regard management support as central to quality improvement, as it is said the middle management function considerably influences the extent to which organizations are successful in delivering quality services to the external customer (see George, 1990; Gronroos, 1990; Harrington and Williams, 2004)

TABLE 4.4 ORGANISATIONAL ENVIRONMENT AND INTERNAL CUSTOMER SATISFACTION

CHAIR AND DESK FOR THE JOB				
	FREQUENCY	PERCENT	MEAN	MEDIAN
STRONGLY DISAGREE	4	5.0	4.0375	5.0000
DISAGREE	10	12.5		
NEUTRAL	10	12.5		
AGREE	11	13.8		
STRONGLY AGREE	45	56.2		
TOTAL	80	100.0		
ADEQUATE TOOLS AND TECHNOLOGY FOR THE JOB				
STRONGLY DISAGREE	2	2.5	4.2375	5.0000
DISAGREE	8	10.0		
NEUTRAL	8	10.0		
AGREE	13	16.2		
STRONGLY AGREE	49	61.2		
TOTAL	80	100.0		
CLEANLINESS IN THE WORK AREA				
STRONGLY DISAGREE	3	3.8	3.9875	4.0000
DISAGREE	10	12.5		
NEUTRAL	11	13.8		
AGREE	17	21.2		
STRONGLY AGREE	39	48.8		
TOTAL	80	100.0		
SUPPORTIVE OF BRANCH MANAGER				
STRONGLY DISAGREE	5	6.2	3.7500	4.0000
DISAGREE	6	7.5		
NEUTRAL	18	22.5		
AGREE	26	32.5		
DISAGREE	25	31.2		
TOTAL	80	100.0		

Source: Field data, 2009

4.6 Relationship between Co-Workers, Supervisor and Customer Satisfaction

Relationships are an important aspect of doing business and few businesses can survive without establishing solid relationships with both internal and external customers. It is interesting to observe that considerations such as co-workers' behaviour has been 43.8 per cent strongly agree

as influencing internal customer satisfaction. It shows the relative importance of this variable in affecting customer satisfaction. 21.2 percent, 17.5 percent, 15.0 percent and 2.5 percent agree, neutral, disagree and strongly disagree respectively that colleagues and co-workers relationship influences internal customer satisfaction.

If the relationship between internal customers can determine the level of satisfaction, what of the relationship between supervisor and internal customers? The data also provides for this in table 4.5 below. From table 4.5, it has strongly been agreed by the customers that the kind of treatment or relationship between employees is 52.5 percent of their satisfaction with only 8.8percent strongly disagreeing with this. Overall, relationship between supervisor and employee has a mean and median of 4.0250 and 5.00 respectively. The provision of a workplace which is cooperative and where employees are cherished and wanted is essential for internal customer satisfaction. This requirement is omnibus in many ways and includes the prevention of harassment, involvement of employees in real goal setting, planning, and problem solving, showing respect for diverse ideas and opinions, giving and taking honest and constructive feedback, arranging for mentoring facilities, and sharing as much information as possible with employees. Strong cordial relationship in the work place makes employees more resilient. The role of managers can have a tremendous influence on an employee's satisfaction in the workplace. A happy employee translates into a productive, loyal, and committed employee (see Alagoz, 2004; Demirel, 2008).

TABLE 4.5 RELATIONSHIP BETWEEN CO-WORKERS AND CUSTOMER SATISFACTION

RELATIONSHIP BETWEEN COLLEAGUES AND CO-WORKERS				
	FREQUENCY	PERCENT	MEAN	MEDIAN
STRONGLY DISAGREE	2	2.5	3.8875	4.0000
DISAGREE	12	15.0		
NEUTRAL	14	17.5		
AGREE	17	21.2		
STRONGLY AGREE	35	43.8		
TOTAL	80	100.0		
MY SUPERVISOR TREATS ME FAIRLY				
STRONGLY DISAGREE	7	8.8	4.0250	5.0000
DISAGREE	6	7.5		
NEUTRAL	7	8.8		
AGREE	18	22.5		
DISAGREE	42	52.5		
TOTAL	80	100.0		

Source: Field data, 2009

4.7 Employee Empowerment and Job Security

Employee empowerment, i.e. giving employees the flexibility and leeway to satisfy customers as well as participating in decision making can lead to improved customer service and increased internal customer satisfaction and that it is energizing and highly motivating for employees. Allowing employees to think and act independently with innovation can lead to internal customer satisfaction. Employees must be empowered to solve easy problems quickly or state how they will resolve more difficult situations. The employees must have the power and tools to make the service recovery decisions because they are closer to the customer and can affect change quickly. From table 4.6, 38.8 percent strongly agrees, 22.5 percent agrees that giving enough authority to make decisions increases internal customer satisfaction. Some decided to remain neutral on this issue and this constitutes 15.0 percent whereas 15.0 percent and 8.8 percent disagree and strongly disagree with the statement that giving enough authority to make

decisions influences internal customer satisfaction. Management should include views and ideas of internal customers in decision-making process when making and applying decisions. This means that empowerment has been associated with such benefits as improved employee and customer satisfaction as noted by authors such as Bowen (1997), Lashley (998), Chebat and Kollias (2000).

TABLE 4.6 EMPLOYEE EMPOWERMENT AND JOB SECURITY

ENOUGH AUTHORITY TO MAKE DECISIONS				
	FRQUENCY	PERCENT	MEAN	MEDIAN
STRONGLY DISAGREE	7	8.8	3.6750	4.0000
DISAGREE	12	15.0		
NEUTRAL	12	15.0		
AGREE	18	22.5		
DISAGREE	31	38.8		
TOTAL	80	100.0		
MY SUPERVISOR ASKS ME FOR MY INPUT TO HELP MAKE DECISIONS				
STRONGLY DISAGREE	3	3.8	4.0375	4.0000
DISAGREE	6	7.5		
NEUTRAL	11	13.8		
AGREE	25	31.2		
STRONGLY AGREE	35	43.8		
TOTAL	80	100.0		
I LIKE THE TYPE OF WORK THAT I DO				
STRONGLY DISAGREE	5	6.2	3.6000	4.0000
DISAGREE	11	13.8		
NEUTRAL	20	25.0		
AGREE	19	23.8		
STRONGLY AGREE	25	31.2		
TOTAL	80	100.0		
I BELIEVE MY JOB IS SECURE				
STRONGLY DISAGREE	9	11.2	3.7500	4.0000
DISAGREE	4	5.0		
NEUTRAL	16	20.0		
AGREE	20	25.0		
DISAGREE	31	38.8		
TOTAL	80	100.0		

Job security is another factor that influences internal customer satisfaction. From table 4.6, it can be seen that, 38.8 percent strongly agree that job security can lead to customer satisfaction and only a minority of 11.2 percent strongly disagree. Also, 25.0 percent agree with only 5.0 percent

disagrees and 20.0 percent remained neutral on this issue. Job security has a mean of 3.75 and a median of 4.0 indicating that job security has a positive relationship with internal customer satisfaction.

4.8 Relationship between Departments and Internal Customer Satisfaction

The physical environment has also been found as one of the factors explaining job satisfaction. The physical environment includes but not limited to stimulating environment, technical support, good social environment, pleasant working colleagues, value team work, competent co-workers, congeniality of colleagues, relationship with support/technical staff, support from colleagues, i.e. other departments, friendship of colleagues, collaboration with colleagues, commitment of colleagues and happy collegial relationships. In relation to the above factors, 41.2 percent strongly believes that receiving the needed support from other departments influences their satisfaction and 21.2 percent agrees, 18.8 percent remained neutral whereas 12.5 percent and 6.2 percent disagree and strongly disagree respectively with a mean of 3.78 and 4.00 median. Treatment of request by other department can be prompt or delayed. The way these requests are responded to or delivered by other departments can influence customer satisfaction. It can be seen from table 4.7 that, 51.7 percent strongly agree that the way their requests are responded to determines their satisfaction. 23.8 percent of them agree and 10.0 percent remained neutral. Whereas 2.5 percent strongly disagree, 6.2 percent disagree that, the way supporting department respond to customers requests can influence customer satisfaction.

TABLE 4.7 RELATIONSHIP BETWEEN DEPARTMENTS AND INTERNAL CUSTOMER SATISFACTION

I RECEIVE THE NEEDED SUPPORT FROM OTHER DEPARTMENTS				
RESPONSE	FREQUENCY	PERCENT	MEAN	MEDIAN
STRONGLY DISAGREE	5	6.2		
DISAGREE	10	12.5		
NEUTRAL	15	18.8		
AGREE	17	21.2	3.7875	4.0000
STRONGLY AGREE	33	41.2		
TOTAL	80	100.0		
RESPONSE BY SUPPORTING DEPARTMENTS REGARDING MY REQUEST				
STRONGLY DISAGREE	2	2.5		
DISAGREE	5	6.2		
NEUTRAL	8	10.0	4.2750	5.0000
AGREE	19	23.8		
STRONGLY AGREE	46	57.5		
TOTAL	80	100.0		
RELATIONSHIP BETWEEN OTHER DEPARTMENTS				
STRONGLY DISAGREE	4	5.0		
DISAGREE	7	8.8		
NEUTRAL	8	10.0	4.1375	5.0000
AGREE	16	20.0		
DISAGREE	45	56.2		
TOTAL	80	100.0		

4.9 Training, Monetary Motivation and Customer Satisfaction

Training and educational programs are activities used by organizations to improve employee performance, behaviour, and satisfaction. From the data presented in table 4.8, 47.5 percent strongly thinks training determines their satisfaction and 22.5 also agrees to that. Only 10.0 percent and 5.0 percent strongly disagrees and agrees respectively whereas 15.0 percent remained neutral. Leaders of MTN Ghana must place emphasis on instilling a customer-first culture throughout their organization by training new employees and reinforcing a customer

focus with current employees. Key researchers in this area includes Czaplewski, et al, 2001; Haywood, 1992; Haywood, 1992, who found out that successful service organizations make a clear commitment to training the employees who interact with the public, whether they provide service by telephone or in-person.

Reward systems are usually used to highlight internal satisfaction tactics and schemes, which provide recognition or give an individual or group of employee’s monetary, material or intangible benefits beyond their regular compensation. A common practice among successful service organizations is constant recognition, reward and praise for employees who provide outstanding customer service. From table 4.8, 46.2 percent strongly agrees that good salary is a source of internal customer satisfaction and 33.3 percent also agrees. On the other hand, only 5.0 percent disagrees and 15.0 percent decided to remain neutral with none of them strongly disagree that good salary can lead to internal customer satisfaction. Rewards can also be used to motivate employees to provide exemplary service and allow employees to encourage each other.

As already indicated, reward can take many forms and not only salary. For this reason, it can take the form of allowances. Table 4.8 again shows that, 52.5 percent strongly agrees and 27.5 percent agrees that adequate allowances can motivate and satisfy internal customers. On the other hand, 3.8 percent disagrees and 16.2 percent remains neutral whereas none strongly disagree that adequate allowance can determine internal customer satisfaction.

TABLE 4.8 TRAINING, MONETARY MOTIVATION AND CUSTOMER SATISFACTION

GIVING INITIAL AND SUBSEQUENT TRAINING				
	FREQUENCY	PERCENT	MEAN	MEDIAN
STRONGLY DISAGREE	8	10.0		

DISAGREE	4	5.0	3.9250	4.0000
NEUTRAL	12	15.0		
AGREE	18	22.5		
DISAGREE	38	47.5		
TOTAL	80	100.0		
GOOD SALARY				
STRONG DISAGREE	0	0.0	4.2125	4.0000
DISAGREE	4	5.0		
NEUTRAL	12	15.0		
AGREE	27	33.8		
STRONGLY AGREE	37	46.2		
TOTAL	80	100.0		
ADEQUATE ALLOWANCES (FUEL, MEDICAL, EDUCATIONAL, ETC)				
STRONGLY DISAGREE	0	0.0	4.2875	5.0000
DISAGREE	3	3.8		
NEUTRAL	13	16.2		
AGREE	22	27.5		
DISAGREE	42	52.5		
TOTAL	80	100.0		

4.10 Suggestions and Recommendations by Internal Customers

When participants were asked whether there are other benefits that should be added to MTN Ghana's benefits package, 95.2% out of the 100.0% stated yes and some of their suggestions/reasons includes but not limited to: increasing salaries, equal treatment of workers, eliminating favouritism and nepotism, increasing allowances, etc. Also, in response to the question, what can be done to increase your satisfaction as an internal customer of MTN Ghana? Some of the responses include, rewarding and recognizing their effort, promoting them frequently, increasing allowances, increasing remunerations frequently. Some of them stated that, they should be made permanent workers so that they will also be entitled to all that the permanent workers are entitled to. To them, this will eliminate the salary/allowance differences as well as other benefits.

4.11 Conclusion

Over the past few years there has been a heightened accentuation on service quality and customer satisfaction in business. Superior service quality and high levels of customer satisfaction are seen as two major goals by service providers in order to enhance their business performance. But the achievement of customer satisfaction and the associated loyalty and business success depends on the motivation and satisfaction of internal customers. To satisfy internal customers, the study highlights on the cooperation of co-workers, departments and supervisors, technological sufficiency, job security, fair salaries and allowances. Thorough training, flexibility and empowerment to solve problems and satisfy customers are also desired by internal customers. This research, therefore, suggests that any efforts towards customer satisfaction should focus primarily on ensuring internal customer satisfaction first who provide direct services to the external customers.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This chapter is made up of summary of the findings of the study, recommendations and conclusion for policy implementation based on the findings of the study.

5.2 Summary of the Findings

In this study, internal customer satisfaction and its effects on services that are delivered to the external customer and the factors influencing internal customer satisfaction of the customer services employees in MTN Ghana are investigated.

Literature was reviewed and based on the trend of the literature a methodology and questionnaires were drawn. The participants involved in this study were the employees of the customer service centers of MTN Ghana in the seven of the ten regions of Ghana. The sample was eighty (80) out of the one hundred and forty-four employees in the twenty seven centers. The questionnaires were administered and based on the responses the SPSS was used to generate the frequencies and percentages as well as the mean and median which were then thoroughly explained.

It has been determined that the dimensions of the Internal Customer Satisfaction are influential or are positively correlated to the services that are delivered to the external customer. For this, it was clearly revealed that to keep external customers means keeping internal customers motivated and satisfied. Thus, having motivated and satisfied internal customers is a highly worthy goal for

any employer to keep the external customers' expectations met.

The study reveals that communicating and properly understanding the corporate strategy of MTN Ghana influences internal customer motivation and therefore, MTN Ghana must closely tie internal customer satisfaction information to the strategic planning process at all levels of the organization. Appropriate tools and technology to work with has been strongly agreed by the internal customers as a determinant of their satisfaction. It was also discovered that while salaries and wages are important in increasing the internal customer satisfaction level, adequate allowances such fuel, rent, educational, etc. are also critically admired by the internal customer when appropriately used.

Relationships, whether between employees or employees and management was found to be a factor that strongly determines internal customer satisfaction and that relationships must be properly managed for internal customers to be satisfied. Job security has also been found to have strong relationship with internal customer satisfaction. Other factors that were found to have strong relationship with internal customer satisfaction includes, authority to make or be involved in decision making, a supportive management, cleanliness in the work place and cooperative employees and supporting departments.

5.4 Recommendations

Based on the findings of this study, the researcher recommends the following:

Treat Internal Customers Well

Management should treat internal customers as they want them to treat their external customers. Motivate employees, train them, care about them, and make winners of them because the way employees are treated by their management has a direct impact on the way those employees treat

the businesses' customers. If we treat our employees correctly, they will treat the customers' right. And if the customers are treated right, they will come back.

Orientation and Training for Internal Customers

Management of MTN Ghana must place great emphasis on instilling a customer-first culture throughout their organizations by training new employees and reinforcing a customer focus with current employees.

After a candidate is offered a job, new employees go through division training, which will introduce the employees to their particular jobs. Management of MTN Ghana must make it a clear commitment to train the employees who are in the frontline and interact with the public, whether they provide service by telephone or in-person. Training programs should include formal classroom instruction that focuses on job skills and attitudes and the expectations of management, as well as on-the-job training that allows staff to learn about the organization and the work from interaction between co-workers. Through training and role-playing, they learn basic operating policies, how to calm angry customers, and how to help customers who need immediate assistance.

Empowering Internal Customers to Satisfy External Customers

Hiring, orientation and training of staff are common ways of focusing employees on customer service. Employee empowerment involves giving employees the flexibility and leeway to satisfy customers and as well as making pertinent decisions and be part of decision making process. This will lead to improved customer service and increased customer satisfaction and that it is energizing and highly motivating for employees. Management must allow employees to think

and act independently with innovation.

Recognizing and Rewarding Customer Performance

The management of MTN Ghana must constantly recognise, reward and praise employees who provide outstanding customer service. This can take many forms and it does not always need to be expensive to be effective. Also, each month employees who went “above and beyond” targets assign them must be praised in front of co-workers and managers and given certificates and gifts as a way of appreciation.

5.3 Conclusion

Worker motivation and satisfaction is very important for employer and employee satisfaction and these in turn affect the quality of services delivered to external customers of every business and for that matter MTN Ghana. The following conclusions emerge from this study of internal customer satisfaction of internal customer employees of MTN Ghana. The first conclusion is that internal customer satisfaction determines the services that will be delivered to the external customer. Satisfaction with co-workers, and supervisors, plays a role, to a larger degree. Secondly, improving the factors such as effective management, customer-centred culture and behaviour, technological sufficiency, cooperation and communication, and a good management approach, job security, adequate salaries and allowances, the internal customer satisfaction will increase significantly. To satisfy customers, staffs need tools, including thorough training, flexibility and empowerment to solve problems and satisfy customers. To know that the organization values them, frontline staff also needs recognition and rewards for high

performance.

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INTERNAL CUSTOMER SATISFACTION QUESTIONNAIRE

I am a Commonwealth Executive MBA student affiliated to the Kwame Nkrumah University of Science and Technology, Kumasi.

This questionnaire is about Internal Customer Satisfaction (ICS) and what type of impact it has on external service delivery of front-liners and whether Internal Customer Satisfaction is a form of motivation or not.

Please take a few minutes to complete this questionnaire. Your specific answers will be completely anonymous, but your views, in combination with those of others, are extremely important and there is no right or wrong answer.

SECTION A: DEMOGRAPHIC DATA

1. What is your age?

- Under 21
- 21 to 34
- 35 to 44
- 45 to 54
- 55 or older

2. What is your sex?

- Male
- Female

3. What is your marital status?

- Married
- Unmarried
- Single
- Divorce.....

4. What is your educational status?

- Diploma**
- Degree**
- Masters**

5. What is your position?

6. What region are you in?

7. How long have you worked for MTN Ghana?

Less than one year.....

One year to less than two years.....

Two years to less than five years

Five years to less than ten years.....

Ten years or more.....

SECTION B: INTERNAL CUSTOMERS SATISFACTION

A. Overall, do you think internal customer satisfaction has impact on the services delivered to the external customer? (Please circle one number)

Disagree
Strongly

Agree
Strongly

1

2

3

4

5

B. How do you feel about each of the following specific matters on how they affect your satisfaction with your job? (Please circle one number for each statement)

Disagree
Strongly

Agree
Strongly

1. Understand the long-term strategy of MTN Ghana1.....2.....3.....4.....5

2. Confidence in the leadership of MTN Ghana1.....2.....3.....4.....5

3. MTN Ghana’s corporate communications.....1.....2.....3.....4.....5

4. Chair and desk for the job.....1.....2.....3.....4.....5

5. Adequate tools and technology for the job1.....2.....3.....4.....5

6. Cleanliness in the work area.....1.....2.....3.....4.....5

7. Support of branch manager..... 12.....3.....4.....5

8. Relationship between colleagues and co-workers1.....2.....3.....4.....5

9. Enough authority to make decisions1.....2.....3.....4.....5

- 10. I like the type of work that I do.....1.....2.....3.....4.....5
- 11. I believe my job is secure.....1.....2.....3.....4.....5
- 12. I receive the needed support from other departments.....1.....2.....3.....4.....5
- 13. Response by supporting departments regarding my request1.....2.....3.....4.....5
- 13. Relationship between other departments1.....2.....3.....4.....5
- 14. My supervisor treats me fairly.....1.....2.....3.....4.....5
- 15. My supervisor asks me for my input to help make decisions1.....2.....3.....4.....5
- 16. Giving initial and subsequent training1.....2.....3.....4.....5
- 19. Good salary.....1.....2.....3.....4.....5
- 20. Adequate allowances (fuel, medical, educational, etc).....1.....2.....3.....4.....5

21. Are there any benefits you would like added to MTN Ghana's benefits package?

Yes .. What would you like added? _____

No....

22. What can MTN Ghana’s do to increase your satisfaction as an internal customer?

Please check to make certain that you have answered all questions and return the questionnaire