

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,  
KUMASI**

**COLLEGE OF ART AND SOCIAL SCIENCES**



**SCHOOL OF BUSINESS**

**DEPARTMENT OF MARKETING AND CORPORATE STRATEGY**

**THE IMPACT OF INTERNAL MARKETING  
ON CUSTOMER SATISFACTION - A CASE STUDY OF  
GHANA TELECOMMUNICATIONS COMPANY LIMITED-KUMASI.**

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**MAY, 2009**

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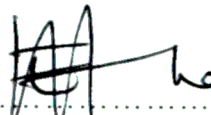


**A THESIS SUBMITTED TO THE SCHOOL OF BUSINESS,  
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KUMASI, IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE  
AWARD OF AN EXECUTIVE MASTER IN BUSINESS ADMINISTRATION  
(MARKETING OPTION)**

**MAY, 2009**

## DECLARATION

I hereby declare that, except for specific references which have been duly acknowledged, this work is the result of my own field research and it has not been submitted either in part or whole for any other degree elsewhere.

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## **DEDICATION**

The project is dedicated to the almighty God for his grace and blessing which have brought me this far. I also dedicate the project to my children, Nana Akraasi, Manuela and Adwoa, who have shown me the greatest pleasure of being a mother.



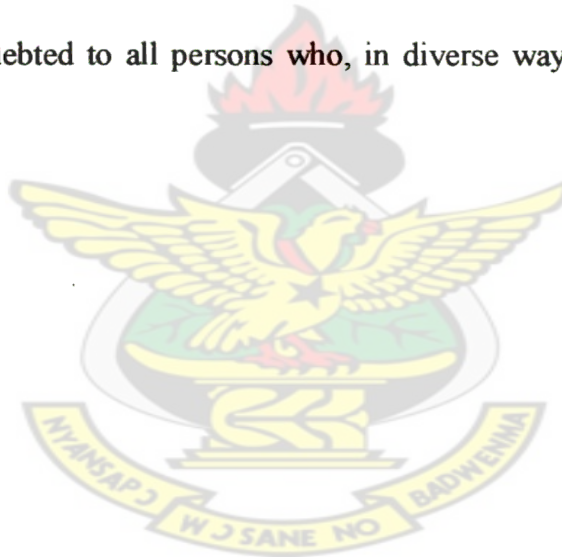


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I will forever remain indebted to all persons who, in diverse ways, contributed to the success of this project.



## **LIST OF ABBREVIATIONS**

<b>CARE 4U</b>	<b>Ghana Telecommunications Customer Service Point.</b>
<b>DBS</b>	<b>Direct Broadcasting Satellite</b>
<b>DSL</b>	<b>Digital Subscriber Lines</b>
<b>GSM</b>	<b>Global System for Mobile Communications</b>
<b>GT</b>	<b>Ghana Telecommunications Company Limited</b>
<b>ITU</b>	<b>International Telecommunication Union</b>
<b>MTN</b>	<b>Mobile Telecommunications Network</b>
<b>NRCD</b>	<b>National Redemption Council Decree</b>
<b>WESTEL</b>	<b>Western Telesystems</b>



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## **ABSTRACT**

Internal Marketing (IM) has emerged as a central theme of increasing importance in both academic and practitioner discourse. A highly competitive industry as the telecommunication industry within which Ghana Telecommunication Company (GT) operates is not an exception.

The purpose of the research was to assess the impact of internal marketing on customer satisfaction at Ghana Telecommunication Company limited. An explorative and descriptive research design was used in the research. Open and close ended questionnaire were used to collect data from both customers and employees of the company.

As discussed in the literature review, the finding revealed that internal factors such as the actual jobs, salaries, working conditions, training opportunities and channel of communication were vital in the internal marketing discourse of the company and the satisfaction level of the employees as this was reflected in the level of customer satisfaction.

Improvement in training opportunity could be considered as a major internal marketing strategy in the company as many employees were dissatisfied with the level of opportunities available for training in the company.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background

Globalization and its antecedent of intensification of competition among organizations across the world, have derived many service organizations to seek a competitive advantage through market-orientation and improved customer service in order to derive customer satisfaction (CS) and loyalty (Gounaris, 2008). Service-orientation organizations have become conscious of sources of competitive advantage and the future form and purpose of business enterprise organizations and as such have developed strategies that maintain their competitive advantage through both their employees and their customers (Varey and Lewis, 1999).

According to Thomson and Hecker (2000) to compete, organizations need their staff to understand business goals and brand values and feel personally committed to their achievement. In addition, to flourish, the organisation needs their people to act as champions of their business and their brand, both internally and with customers and other external stakeholders. Many businesses realise this and have started talking about staff “buy-in”.

Consequently, people have become critical to the success of organizations and businesses that select, develop, manage and motivate their workforce to produce outstanding business results have an extraordinary competitive advantage that others cannot copy (Nalbantian *et al*, 2004). Furthermore, he stated that there is a strong relationship between employees’ satisfaction and customer satisfaction. In order words,

a satisfied employee would be able to provide quality service that would meet customer expectation and hence customer satisfaction.

However, as stated by Papasolomou and Vrontis (2006), provision of services is a form of product that consists of activities, benefits, or satisfactions offered for sale that are essentially intangible and do not result in the ownership of anything.

On the other hand, Eggert and Ulaga (2002) stated that measuring customer satisfaction has become increasingly popular in the last two decades and in today's business, it represents an important source of revenue for market research firms. Moreover, Eggert and Ulaga (2002) maintained that the satisfaction construct has gained an important role in the marketing literature to the extent that it is widely accepted among researchers as a strong predictor for behavioral variables such as repurchase intentions, word-of-mouth, or loyalty. Despite the wide acceptance of the satisfactory construct, Piercy (1995), insisted that in spite of the availability of many techniques and systems for monitoring and measuring customer satisfaction and using it in decision making, there are major implementation problems facing a customer satisfaction strategy which have been totally ignored.

As a result, Piercy (1995), suggested that organizations should apply marketing techniques, approaches, concepts, and theories to achieving customer satisfaction in the context of internal customers, in order to achieve success in the external market. Invariably, an internal marketing strategy for customer satisfaction should be one that goes far beyond customer satisfaction questionnaires, to confront the behavioural and

organizational barriers to delivering customer satisfaction where it matters, thus in the external customer marketplace.

Within the telecommunication industry there has been the emerging, increased technological integration between fixed and mobile telephony, and between telecommunications and information and computer technology. It is further argued that these technological changes and the move towards convergence of telecommunications and information technology functions in the telecommunication industry bring stiff competition into the industry such that players within the industry are looking into the organisation to achieve customer satisfaction hence internal marketing (Andersson and Mölleryd, 1997).

## **1.2 Statement of the Problem**

According to Kang *et al*, (2002), Liberalization, internationalization, and privatization processes have led to tough international competition which is very sensitive to decisions in pricing policy for innovations in area within the telecommunication industries. Empirical evidence from countries where mobile telephony is rapidly being adopted by consumers and organizations indicates that mobile communication actors involved with cellular telephony - network operators, terminal equipment manufacturers, consumers and organizational buyers and retailers - have entered a phase of rapid change especially within their marketing channel structures ( Andersson and Mölleryd, 1997).

Internet and telecommunications have been increasingly prevalent in the daily life of people across the world since the 1990s to the extent that in 2005, there were



approximately 964 million Internet users and 2,168 million mobile phone users' across the worldwide (Internet Telecommunication Union, 2007). In Europe, the de-regulation of the European telecommunication markets since the beginning of the 1990s has brought about significant changes in the communications industry. State monopolies in the sector have been replaced with increased competition in the market with new suppliers gaining customers with new pricing structures. As a result a price competition have developed making the telecommunication industry the second largest industry with a growth rates of +25% per year ( Kollmann, 2000).

In order to remain competitive organizations are innovating various means of surviving and need to create a service- and customer-oriented culture among employees in service organizations has been the option for most organizations in such a competitive industry. Kang *et al*, (2002) indicated that having customer-conscious employees is a necessary but not sufficient condition of effective service delivery. Also that It is also necessary to have effective co-ordination between customer-contact employees and background support employees.

The relationships between employees within an organization are a prerequisite for successful interactions with external customers because employees often depend on internal services provided by others in the organization. Besides, the delivery of quality internal services is critical to employee satisfaction since improvements in internal service quality are expected to produce improved external service quality.

Invariably, Ghana Telecom is competing with other big providers and to stay in the competition a new competitive advantage is necessary and internal marketing may provide the needed urge for Ghana telecom in this period. On the basis of this premise Greene, (1994) stated, organizations that do not or will not embrace the issues of internal marketing and incorporate those ingredients into their strategic marketing plan will see their market share and profit base erode as such internal marketing promotion should be created in order to present a positive and superior image of the organisation and its products in the mind of the customer.

### **1.3 Objectives of the study**

#### **1.3.1 Main objective**

The main objective of the study was to establish the impact of internal marketing on customer satisfaction with the aim of analyzing the internal marketing variable and how they can be used as tool in satisfying customers.

#### **1.3.2 Specific objectives**

In order to achieve the main objective of the study the following specific objective were formulated by the researcher as guide to the study. The study sought:

- 1) To find out the internal marketing variables of Ghana Telecom and how these variable affect the employees and their output.
- 2) To establish the extent to which internal marketing affect customer satisfaction at Ghana Telecom.
- 3) To determine how internal marketing can be used to increase customer satisfaction in Ghana Telecom.

- 4) To make recommendations with regard to improvement in the area of internal marketing and customer satisfaction.

#### **1.4 Research Question**

The study was designed to answer the following pertinent questions within the domain of the research problem.

- 1) What are the internal marketing variables at the Ghana Telecom?
- 2) How are the internal marketing variables affecting employees relationship with the customers of Ghana Telecom?
- 3) What are the customers' perceptions of the employees of the company?
- 4) How can customer satisfaction be improved through internal marketing?

#### **1.5 Justification for the study**

In today's global marketplace, to compete, organizations need their staff to understand business goals and values and feel personally committed to their achievement and to act as champions of their business both internally and other external stakeholders (Thomson and Hecker, 2000).

As the competition within the telecommunication industry of Ghana it is becoming increasingly a challenging task of holding on to customers especially since other competitors offer similar or the same products to the customer. Moreover, new initiatives and innovation is easily counted by competitors and as such intensifying the competition in the telecommunication industry.

The study is, therefore, intended to offer GT to focus on utilizing the internal resource of the organization in order to offer an incomparable customer satisfaction through internal marketing. This strategy would initiate customer focused strategies which would place greater emphasis on customer relationship with employees which would eventually lead to retention and hence more profit for the company. It is the hope of the researcher that the result of the research would impact on managerial decisions on how to improve customer satisfaction through internal marketing concept in the company.

## **1.6 Organization of the Study**

The research is organized in five chapters closely linked to the objectives of the study and providing answers to the research questions.

Chapter 1 presents the introduction to the study, which includes a background to the study, a statement of the problem, the general and the specific objectives of the study, the research questions and the justification of the study.

Chapter 2 presents the literature review. In this chapter various concepts, theories and models on marketing strategies and internal marketing strategies. Customer satisfaction theories were considered in the review and finally an analysis was done based on how internal marketing could be used to enhance customer satisfaction.

Chapter 3 on the other hand, deals with the methodological approach. The chapter also looks at the research design and the technique of data collection and data analysis.



Chapter 4 of the study basically presents an analysis of the data collected on field. The analysis was conducted with the main aim of extracting meaning out of the data to satisfy the objective of the study and to answer the research questions.

Finally, Chapter 5 provides the summary of the research, findings, recommendations and conclusions.

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## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 INTRODUCTION**

The chapter presents a review of literature on the concept of internal marketing and how the concept impacts on customer satisfaction. Also, the chapter analyses the internal marketing variables that influence employees as an internal customer and how these variables affect customer satisfaction.

#### **2.1 Definitions of Internal Marketing (IM)**

Several IM definitions have been developed over the years and all have at their heart the notion of viewing and treating employees as internal customers. For George and Grönroos, (1989) "Internal market of employees is best motivated for service-mindedness and customer-oriented behaviours by an active, marketing-like approach, where marketing-like activities are used internally". Bekkers and Van Hasstrecht (1993), on the other hand, define IM as: "Any form of marketing within an organization which focuses on staff attention on the internal activities that need to be changed in order to enhance external market place performance." Rafiq and Ahmed (2003), define IM as: "a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate, and inter-functionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through the process of creating motivated and customer-orientated employees."

An analysis of the definitions provides and reveals the fundamental elements, processes and strategies upon which internal marketing concept can be adapted and implemented. Moreover, the need for service-orientation and organizational effectiveness have become a major feature in recent times, owing to competition and the concern about the future form and purpose of business organizations (Varey and Lewis, 1999). Consequently, Internal marketing (IM) is seen as a management tool that can make use of marketing strategies in order to solve problems of internal service productivity, marketing orientation and the successful implementation of appropriate plans and customer orientation.

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Agreeing with Varey and Lewis (1999), Berry and Parasuraman (1991) stated that internal marketing can be described as viewing employees as internal customers, jobs as internal products that satisfy the needs and wants of these internal customers while at the same time addressing the objectives of the organization. In other words the concept of internal marketing is viewed from a perspective of treating the employees as customers with the various jobs as the products been offered by the organization to the employee. Invariable, the organization is ascribed as the market into which the employees purchase product, on one hand and the organization offering the products to the employee by attracting the employees to the organization.

In the same vein, Greene *et al*, (1994), postulated that Internal marketing means applying the philosophy and practices of marketing to the people who serve the external customer so that the best possible people can be employed and retained so that they will do the best possible work.

Similarly, it can be said that, Berry and Parasuraman (1991), and Greene *et al.* (1994), report that, internal marketing refers and concerns marketing to employees and on a broader perspective viewing employees as internal customers, viewing jobs as internal products, and (just as with external marketing) endeavoring to design these products to meet the needs of these customers better.

Views expressed by the various writers indicated the various dimension available in the IM literature and extent of complications available in the understanding of the concept. The diversity is manifested by Woodruffe (1995), as quoted by Papasolomou-Doukakis and Kitchen (2004), to define internal marketing as treating both employees and customers with equal importance through proactive programmes in order to achieve organizational objectives. It therefore suggests that the key aims of internal marketing are the development of internal and external customer awareness and the removal of functional barriers to achieving organizational effectiveness by satisfying employees.

## **2.2 Concept of Internal Marketing**

Significantly, the concept of internal marketing has been described as an alternative to which marketing techniques can be used in an organization ( Rafiq and Ahmed, 1995). Consequently, the concept has featured in numerous marketing literatures and has become prominent since the past decade (Rafiq and Ahmed, 2003; Ballantyne, 2003) and has been identified by various writers as the solution to the problem of delivering high service quality that meets consumers' satisfaction.

A study of the literature on the concept of internal marketing revealed divergent approaches to the concept. The divergence stems from the perspectives and the scope of the concept of internal marketing and its application as a marketing strategy to internal customers. On the other hand, many writers have viewed and delimited the scope of the concept to the basic 4 PS of the marketing strategies whilst others have broaden the scope to include the culture of the organization and other external factors of the business environment.

On the prospective approach, proponents like Broady-Preston and Steel (2002), have suggested that internal marketing should be implemented at the strategic level and the tactical level. Explaining how internal marketing could be implemented in an organization, Caruana and Calleya (1998), stated that, at the strategic level internal marketing should create an internal environment that bolsters customer consciousness and sales mindedness among employees with the key facilitators being personnel policy, internal training and planning procedures. On the tactical level, the aim should be to sell services, campaigns and other marketing efforts and initiatives to the personnel. They believed that once an employee is also seen as a customer it is possible to talk of an internal market and also with the conviction that an internal market of employees is best motivated for service-mindedness and customer oriented behaviour by an active, marketing-like approach, where a variety of activities are used internally in an active, marketing-like and co-ordinated way.

On the ground of the above premises it could be delineated that the underlying principle of internal marketing is that employees are viewed as internal customers and jobs as



internal products and that the Job products must attract, develop and motivate employees thereby satisfying the needs and wants of these internal customers while addressing the overall objectives of the organization.

However, Ahmed *et al.* (2003), maintained that there exists lack of implementation framework in the internal marketing literature but stated that despite the lack of an implementation framework in the IM literature, a number of key elements which they termed as the internal marketing mix (or the controllable elements inside the organization that can be used to influence and motivate employees) could be identified from the IM literature, including communication, training, education and information, motivating and developing, educating or training employees and even attracting, hiring and retaining employees. Functions traditionally performed by Human Resource Management (HRM) may include three components of Internal Marketing which are rewards (rewarding and motivating employees), development and providing a vision.

On those bases, Papasolomou and Vrontis (2006), are of the view that internal marketing could be used to build and sustain a strong brand by launching an Internal Marketing (IM) Programme throughout a branch network. This is a strong case of broadening the concept of internal marketing to include all aspects of the organization.

In respect to the scope of IM Ahmed and Rafiq (2003), stated that IM should be viewed as an interaction process between the organization and its employees within a given company context. In other words, IM works at the level of creating precisely the right type of atmosphere and environment in which employees are encouraged to create, co-ordinate and improve the whole business. This means that IM works towards actions,



function is, therefore, to obtain motivated and customer-conscious personnel at every level which is in line with Bairstow and Skinner (2007), distinguishing between the implementation of internal marketing at the strategic and tactical level.

Fundamentally, at the strategic level Bairstow and Skinner (2007), maintained that internal marketing should create an internal environment that bolsters customer consciousness and sales mindedness among employees. The key facilitators are seen to be supporting management methods, personnel policy, internal training and planning procedures. On the tactical level, the aim is to sell services, campaigns and other marketing efforts and initiatives to the personnel. Once the employee is also seen as a customer it is possible to talk of an internal market.

Therefore, an internal market can be best described as employees motivated for service-mindedness and customer oriented behaviour by an active, marketing-like approach, where a variety of activities are used internally in an active, marketing-like and co-ordinated way (George, 1990; Grönross, 1984). The thinking underlying internal marketing is that employees are viewed as internal customers and jobs as internal products. Job products must attract, develop and motivate employees thereby satisfying the needs and wants of these internal customers while addressing the overall objectives of the organization (Berry, 1981; Berry and Parasuraman, 1991).

Kotler (1991) defines internal marketing as “the task of successfully hiring, training and motivating able employees to serve the customer well”. In this respect, this represents elements of good human resource management (HRM). Rafiq and Ahmed (1993), noted



that few firms apply the internal marketing concept in practice and highlight how marketing techniques can be used to motivate employees.

However, Hales (1994), was very critical of the application of internal marketing to HRM. He argues that internal marketing is unable to provide a solid conceptual base, emphasizing among others, the point that while HRM focuses on teamwork; internal marketing stresses individualism.

The same view is expressed by Ahmed and Rafiq (2003), that IM should be based on the understanding that no single management function is effective if it operates in isolation. That is multiple operations and people with different skill-sets have to be actively involved in creating and delivering products and services. According to Ahmed and Rafiq (2003), these cross-functional activities and the people who perform them all have a major influence upon the final outcome. Importantly, the implication of this is that managers have to ensure that every employee in all parts of the organization is involved in the delivery of service to the customer.

Similarly, Varey (1995), suggested that Internal marketing should therefore be viewed as a management philosophy for both motivation and support rather than as a short-lived exhortation programme or campaign to boost attention to customers and that Staff should be prepared for service orientation which should aim at making the staff conscious of customer relationships and their own role in achieving customer satisfaction. According to Varey (1995), much of the work done so far on internal

marketing has been embryonic and descriptive or prescriptive in nature and as such may require long term debate on the nature and scope of internal marketing.

Fundamentally, the concept of internal marketing can be said to be under debate insofar as the scope and nature of internal marketing is concerned though writers such as Rafiq and Ahmed (1993, 2003) and Lings (2000), pose the argument that the scope of the literature on IM is enormous whilst agreeing that its boundaries are ambiguous.

Howe *et al.* (1992) and Ballantyne (2003), presupposes that internal marketing should be seen as an internal relationship management and should be part of an integrative process within a system for fostering positive working relationships in a developmental way in a climate of co-operation and achievement. Such an internal customer relationship management system has a number of key features which included what are listed below;

- The “voice” of the customer is incorporated into product/service decisions.
- Customer commitment is earned in a “social” contract.
- There is open exchange of ideas for mutual gain.
- Employees develop a greater identification with the corporation (just as the supplying corporation must become more customer-oriented).
- Customers are involved in product design, production and service.
- There is close partnership between suppliers and customers.
- Customers are viewed as individual people and so are “value” providers.
- There is continuous interaction and dialogue between suppliers and customers.

- There is a focus on discovering, creating, arousing and responding to customer needs.
- Relationships are viewed as enterprise assets.
- There is systematic collection and dissemination of customer information (detailing and negotiating requirements, expectations, needs, attitudes and satisfaction).
- Communications in the internal market are targeted through segmentation analysis.

King and Debra (2005), added a different view to the concept of internal marketing by postulating that internal marketing should be concerned with employee satisfaction within the organization. They suggested that internal marketing should focus on satisfying internal customers (employees) which would be the first step toward satisfying the external customer (consumer). In the same vein, Vasconcelos (2008), quoting Caruana and Calleya (1998), argued that internal marketing (IM) mission is to create a workplace in which customer consciousness proliferates among personnel. It proposes that any customer satisfaction effort should be first preceded by improvements in internal customer relationships.

### **2.3 Limitations of the Concept of Internal Marketing**

Importantly, the concept of internal marketing according to the various writers should utilize the tool of marketing, first of all, marketing the jobs in the organization to the employees which should developed into a relationship between the organization and the employees of mutual commitment among the employees and the organization. On the

other hand, such relationship between the employees and the organization should create a customer orientation attitude in employees that would be translated in to quality service which would lead to customer satisfaction as agreed by Zampetakis and Moustakis (2007), who stated that empirical results have demonstrated that a significant relationship exists between internal marketing and consumer satisfaction and between internal marketing and service quality.

However, critics of internal marketing like Rafiq and Ahmed (1995), and Varey and Lewis (1999), claimed that the term is simply a synonym for good human resources management thereby displacing the real application of the concept. Rafiq and Ahmed (1995), argued that internal marketing and human resource effectiveness are distinct and the former represents the antecedent of the latter. According to Rafiq and Ahmed (1995), the problems associated with the application of the concept of internal marketing stem mainly from first, unlike the external marketing situation, the “product” that employees are sold may in fact be unwanted by them or even possess negative utility; secondly, employees are unlikely to have a choice in the “products” which they can select; thirdly, because of the contractual nature of employment, employees can in the final analysis be coerced into accepting “products” they do not want; fourthly, the notion of the “employee as customer” also raises the question as to whether the needs of external customers have primacy over those of the employees; and finally, the financial cost of having satisfied employees could be considerable. In addition they maintained that the problems not only lead to confusion in the practical implementation of internal marketing, but also create contradictions at the conceptual level with respect to the definition of the precise domain of internal marketing. Finally, they suggested that for



internal marketing to be effectively operationalized, there must be first of all a definition of the term which clearly specifies those activities which can be taken to constitute internal marketing and those which cannot.

Furthermore, whilst agreeing with Rafiq and Ahmed (1995), Varey and Lewis (1999), were critical of the various aspects of internal marketing that have been over-simplified which included the fact that if the Organization's jobs and employment conditions are "products" to be marketed is both the buyer and consumer in the employment relationship, rather than the employee. Also, Internal marketing is a philosophy in which Managers hold a conviction that human resource management (HRM) requires "marketing-like" activities, but this does not address the divergent employee needs and interests and organizational objectives which is especially the case if the "marketing" activities are actually promotional advertising and selling of management requirements. Further, the employee is relegated to the pliable subject of managerial programmes. Finally, viewing internal marketing as a set of techniques, it adopts market research, segmentation, promotional communications and advertising in order to inform and persuade employees (just like HRM does). Internal marketing as in the manipulation of the "4Ps" activities, imposes a particular unitary point of view – that of the prevailing power élite and the single common purpose of the organization (Varey and Lewis, 1999). Therefore, it is employees who must change their needs or must understand the position of the employer as they respond to the market.

## **2.4 Customer Satisfaction Perspectives**

Internal Marketing can be described as a form of relationship marketing which, when practiced well, will definitely have positive impact on external customers of every

company. According to Gounaris (2008), competitive intensity drives many service companies to seek a competitive advantage through market-orientation and improved customer service in order to derive customer satisfaction (CS) and loyalty. As a result, organizations have seen the need to marketing the company's products to the company's employees by applying the concept of Internal Marketing.

The rationale is that IM programs influence employees' performance and customer satisfaction by increasing employee's level of job satisfaction. Along this line, marketing scholars focusing on the internal role of the marketing function concur that employees' job satisfaction is an internal, intermediate, objective of the marketing philosophy with service excellence and CS in mind.

## **2.5 Models of Measurement of Customer Satisfaction**

Achieving customer satisfaction is the primary goal for most service firms today (Jones and Sasser, 1995). Increasing customer satisfaction and customer retention leads to improved profits, positive word-of-mouth, and lower marketing expenditures. Typically, service firms monitor customer satisfaction on an ongoing basis that measure customers' level of satisfaction based on their last service encounter. McDougall and Levesque (1996), argued that customer satisfaction is not necessarily a guarantee that the customer would make future purchases though they agreed that ample evidence exist between customer satisfaction and future desire to purchase.

Measurement of customer service is well established in marketing and management literature yet, there is no universally accepted method or measurement scale that exists (Gilbert and Veloutsou, 2006). Indeed, the measurement of consumer behavior and

customer satisfaction is more exploratory in its development rather than a precise, exact science. In addition Gilbert and Veloutsou (2006) indicated that it is generally accepted that customer satisfaction measurement is a complex construct, and the use of multi-item scales is preferred, as such provides greater insight about consumer satisfaction from the perspective of the consumer than is possible from a single item measure, *per se*. Multi item measures can provide empirically based levels of scale reliability that are not possible with a single item measure. Therefore, multi-item measures describing various aspects from which consumer satisfaction may be derived are preferred in order to help explain the construct of service satisfaction in a valid way.

There are several theories pertaining to the “best” method to assess customer satisfaction. Among the more dominant, (but not inclusive of all theories associated with customer satisfaction measurement) include the expectancy-disconfirmation approach, the performance-only approach, the technical and functional dichotomy approaches, the service quality versus service satisfaction approach, and the attribute importance approach. Furthermore, there are variations in the way that satisfaction is measured in terms of scales used, format of the questions and the data collection methods (Gilbert and Veloutsou (2006).

The Confirmation-disconfirmation approach is a method based on a comparison of the customer's expectations versus what the customer actually experienced (Yüksel and Rimmington, 1998). Invariably, this approach to customer satisfaction measures what the customer expects to achieve as against what the actual experience is with the product. Thus this approach is more appropriate for first time customers who have no prior experience of the product.

In other words, this paradigm states that the customer's feeling of satisfaction is a result of a comparison process between perceived performance and one or more comparison standard, such as expectations. Deductively, it can be said that the customer is satisfied when he/she feels that the product's performance is equal to what was expected (confirming). Apparently, if the product's performance exceeds expectations, the customer is very satisfied (positively confirming), if it remains below expectations, the customer will be dissatisfied (negatively disconfirming) Eggert and Ulaga (2002).

Another approach to customer satisfaction is the performance – only approach. This method measures service features related to transitional-specific service satisfaction (both technical and functional). One such performance approach method is what was reported by Gilbert *et al.* (1997) and Nicholls *et al.* (1998). The report measured customers' satisfaction immediately following a service episode. It includes technical and functional transition-specific features, as well as service quality and service satisfaction measures. It consists of two measures that were empirically derived through factor analysis applications: satisfaction with personal service and satisfaction with the service setting. The two are generic to most industries rather than specific to any one industry, meaning they could possibly be applied to assess service quality in most cross industry settings. Essentially, these two measures were focused on the customer's "personal reaction to the service delivery and to the environment in which it is delivered." The measures are based on the perceived quality of service and product features experienced in the service encounter.

However, writers such Eggert and Ulaga (2002), have cautioned against the generic use of the models of satisfaction stating that the nature of satisfaction remains ambiguous on



one hand and On the other hand the fact that satisfaction clearly arises from a cognitive process which compares perceived performance against some comparison standards. Consequently, the feeling of satisfaction essentially represents an affective state of mind and that some satisfaction scales tap the cognitive dimension of satisfaction, while others capture its affective nature.

Towards this direction of how customers' satisfaction can be enhance Levesque and McDougall (1996), suggested various activities that would go a long way to improve customer satisfaction. Levesque and McDougall (1996), stated that improving customer satisfaction, and thereby retention rates, can come from variety of activities which come from improvements in service quality; service features; and customer complaint handling.

Parasuraman *et al.* (1985, 1988, 1991b), Brown *et al.* (1993); Cronin and Taylor, (1992); Teas, (1993), Levesque and McDougall (1996), expatiated on the fact that service quality has been a debatable issue in terms of the dimension to which the concept of internal marketing should be looked at. They agreed that while the number of underlying dimensions have been shown to vary with the service setting, it appears reasonable to suggest that the importance of service core and relational dimensions will always emerge. To this end, it can be said that service reliability is at the core of service quality which include accuracy and dependability of the delivered service.

Service feature, on the other hand, has to do with various factors such as pricing and location (convenience and accessibility) Levesque and McDougall (1996). It is believed

that customer satisfaction can be influenced by the price and location of the service that is delivered and as such organization needs to critically be considered.

Finally, Levesque and McDougall (1996), postulated that the customer-complaint dimension to that of customer-satisfaction is a very important factor that has been overlooked by many organizations. For them, a major reason why customers switch service providers is unsatisfactory problem resolution. That is, when customers face a problem, they may respond by exiting (switching to a new supplier), voicing (attempting to remedy the problem by complaining) or loyalty (staying with the supplier anticipating that “things will get better”) – an indication that the customer becomes “bonded” to the organization. When customers complain, they give the firm a chance to rectify the problem and, interestingly, if the firm recovers successfully, it leads to increased loyalty and profits (Fornell and Wernerfelt, 1987). Thus, customer complaint-handling can have an influence on customer satisfaction and retention. Accordingly, service provider must accept responsibility and resolve problems. If such moves are taken by service providers then the customer becomes “bonded” to the organization (Hart *et al.*, 1990).

## **2.6 Internal Marketing and Customer Satisfaction**

The fundamental principle shared by all organizations and management theorist is that customer satisfaction is at the heart of all organizational endeavours especially among service organizations. Nevertheless, most of the theories have ignored a very simple truth; that, it takes more than advocacy and coercion by management to put customer satisfaction issues genuinely at the top of people’s real working agenda as postulated by Piercy (1995).

Consequently, it has become clear that organizations may have to deal with two customers which are the internal and external customers, with important implications for the customer satisfaction issues both in analyzing the barriers faced by the organization in meeting customer satisfaction through employee commitment. Piercy (1995), further says that customer satisfaction has various dimensions and that these dimensions suggest that if customer satisfaction is to be understood, then first, consideration must be given to customers' expectations, how customers perceive the delivery of the product or service relative to these expectations, and whether or not this confirms their expectations. Invariably, it is hoped that, these factors would lead to satisfaction, or dissatisfaction and either complain to the organization or to others outside the organization. Significantly, Piercy (1995), maintained that in the external market these dimensions are comfortably adhered to but the real point is that there is a direct mirror-image of these same dimensions in the internal marketplace of the organization itself within which expectations are high with respect to the anticipations by people inside the organization rather than the external customer's view concerning product/service characteristics.

He goes on to stress that within the internal market, perceived delivery is about differences between internal and external matters – priorities in the “back-office” or the factory compared to those in the external customer marketplace. Also, in the internal market the confirmation/disconfirmation issue is now not about the consumption of the product but rather the judgment which people within the company make about their own staff that picks up the concerns of the external customer. When customers “disappoint” employees by their adverse remarks or reactions or even complaints, this is likely to

affect the future behaviour of the employee and their “comfort factors” inside the company.

Within the framework of the relationship between internal marketing and customer satisfaction, Herington *et al.* (2006), reposed that customer experiences were considered to be the results of how customers were treated by employees and that employee attitudes towards customers were reflections of how employees are treated by management in the organization (Mudie, 2003). In other words, if the firm looks after employees, the employees will look after customers and this will lead to superior profitability.

Similarly, Bruhn (2003), acknowledged that there are benefits of customer satisfaction which include reductions in the cost of future transactions, decreases in price elasticity, and a low likelihood of customer defections. Academic research supports the notion of a connection between customer satisfaction and future profitability and a strong correlation between customer satisfaction and the company's shareholder value.

Adebanjo (2001), suggested that there were better ways of understanding the factors involved in customer satisfaction and as such identified the following factors as essential to the achievement of customer satisfaction. In the first place, he admitted that it was not possible to have a comprehensive list of customer satisfaction measures and that the measures to be used for a particular customer or company will depend on a number of issues, including type of product, type of customer, the expectations of the customer or the agreed contract with the customer. Thus a satisfied customer may feel less satisfied at some other time, even if the level of service or quality of product remains the same.



Reasons for this may include the situation where the customer has been offered or has received a better competing service or product and consequently has higher expectations.

On the one hand, that the customer is the ultimate judge of satisfaction and therefore it was necessary to seek customers' views directly in order to determine whether they are satisfied with the service they receive. Without some form of customer input, data collected on customer satisfaction may be misleading or provide secondary information.

On the other hand, Adebajo (2001), maintained that it was possible to identify certain key drivers of satisfaction which include definition and understanding the customer, people, organization, communication, and the service being offered.

## **2.7 Employees as Customers in the Organization and Satisfaction**

By making reference to the frame work provided by Howe *et al.* (1992) Ballantyne (2003), it can be said that internal marketing is concerned with treating the employee as a customer by undertaking the same processes that the external customers are taken through in the marketing process. Accordingly, the "voice" of the employee should be incorporated into product/service decisions. Such incorporation could make the employee part and parcel of the product or service and is prepared to present the service of product to another person outside the organization.

As observed by Howe *et al.* (1992) and Ballantyne (2003), customer commitment is earned in a "social" contract. It therefore presupposes that employee commitment could be earned in a social contract which develops out of the contact between the organization and the employees. Consequently, there could be an open exchange of



ideas for mutual gain between the organization and the employees. Treating employees as customers could ensure that employees develop a greater identification with the corporation (just as the supplying corporation must become more customer-oriented). On the other hand, this could lead to a systematic collection and dissemination of customer information (detailing and negotiating requirements, expectations, needs, attitudes and satisfaction).

It can therefore be said that the marketing framework that organizations deploy in the external market could be applied to the internal market as well.

## **2.8 Internal Marketing in the Telecommunication Industry**

According to Wei *et al.* (2006), knowledge management has become a management tool for competitive advantage in the telecommunication industry and that, know-how, process, and practice have thus become the key source of core competency for the industry. In other words, Wei *et al.* (2006), reposes that the telecommunication industry has become highly competitive to the extent that the quality of employees that are maintained by an organization was crucial to its success.

Kurtinaitienė (2005) and Wei *et al.* (2006), suggested that telecommunication may need more than just knowledge management in order to have a competitive advantage in this era but may also need market orientation in addition. Thus, organizations needed to find a better solution for doing things effectively, which involved identification of elements of organizational behaviour that influenced the market orientation of the organization in question. On the other hand, a general scheme should be constructed for systematic

intelligence generation, information processing and response to information, in order to satisfy identified customer needs in the most effective way.

Globally, the telecommunication industry has witnessed tremendous increase in both infrastructure and users in the past decade. According to the Internet Telecommunication Union, in 2005, there were approximately 964 million internet users and 2,168 million mobile phone users worldwide (Internet Telecommunication Union, 2007).

Consequently, mobile telecommunication companies are competing under similar technological infrastructure in much more fierce competition than before. Invariably, innovations in product and service have become the fundamental base upon which organizations in the telecommunication industry survive. The mobile telecommunication industry is therefore developing rapidly and competitive advantage is achieved by those who are the first in the market with new developments (Kurtinaitienė, 2005). Choi *et al.* stated that under such circumstances, marketing strategies are focused on customers with the view to increase their satisfaction and loyalty which in turn will translate into increased revenue and success in the market.

Wei *et al.* (2006), indicated that the pressure emanating from competition in the telecommunication industry is a result of new area of knowledge-base economy. Thus in a new knowledge-based economy, telecommunication organizations face even more severe and stricter competition in the global marketplace than ever before. This meant that know-how process and practice have thus become the key source of core competency for the telecommunication industry. As such, the management of knowledge has been recognized as a competitive weapon for the telecommunication

industry to move forward and to chart more successes in an uncertain future (Wei *et al.* 2006).

This implied that knowledge-base competition in the telecommunication industry is fundamentally reliant on the employees of the individual organizations and as such how the organization performs in the industry depends on the level of innovations that the organization develops the knowledge base of the employees of the organization and how well the employees aligns themselves with the organization's philosophy.

Kollmann (2000), observed that de-regulation in the European telecommunication markets since the beginning of the 1990s brought about significant changes in the communications industry, after the demise of the former state monopolies. As a result there has been an increase in competition in the telecommunication market. Thus new suppliers want to gain customers with new products and services at a very competitive market price. He cited Finland, Sweden, the UK, Denmark and The Netherlands as having to open up their markets for free competition at an early stage with other European states doing same in 1998. Owing to the resulting price competition and newly created services, the telecommunication industry has become the second largest industry in the European community with a growth rates of +25% per year. The sector is further stimulated by the liberalization of telecommunication deals across state boundaries. In a resolution of the 68 countries of the World Trade Organisation (WTO) on 15 February 1997, it was decided to gradually prepare the ground for global competition. This means that US providers can be equally as active in the European market as European providers in the USA (Kollmann, 2000).

## **2.9 Telecommunication Industry in Ghana**

Similarly, the development of telecommunications in Ghana has been characterized by the same factor such as those identified in the European countries. As telecommunications became more and more important in the socio-economic development of the country, it necessitated the establishment of a telecommunication sector which, in this regard, the then Post and Telecommunications Department (PTD) was incorporated in 1974 by the Post and Telecommunications Corporation Decree, 1975 (N.R.C.D 311). The basic aim of the incorporation was to ensure that the then Post and Telecommunications Corporation (P&T) "operate on sound commercial lines." The telecommunication activity of P&T was separated from the postal services in 1995. Thus, Ghana Telecommunications Company Limited (GT) was established as a state-owned company providing public telecommunication services on commercial lines.

Like the deregulation process in most of the European countries, the telecommunication industry in Ghana has become so turbulent due to competition from other companies that have entered the market. Ghana Telecom has not been left out and is part of this global village. The total number of national mobile and fixed line subscribers as at December, 2006, was pegged at 5,581,409 and 360,000, respectively. Ghana recorded the fastest teledensity growth rate in Africa that year, recording up to 22% increase, as against the projected rate of 10 % by the International Telecommunication Union (ITU). Subscriber population was 500,000 in 2001. Scancom

Ghana Limited, operators of Areeba, and now MTN GSM Network, maintained the lead in the mobile telephony sector with subscriber base of 2,585,467. Milicom Ghana Limited - operators of Tigo GSM followed with 1,546,721, while Ghana Telecom,



operators of Onetouch GSM also had 877,106. Kasapa Telecom, which operates the Kasapa branded network had 200,104 subscribers.

Relatively, Ghana Telecom increased its subscriber base from 351,557 to 357,557 between September and December 2006 but it was unable to add any more payphones to its 11,364 lines over the same period. Western Telesystems (WESTEL), which has been struggling to make an impact in the sector since it was granted a license to operate a fixed line service about eight years ago, kept its subscriber base at 2,798 during the same period under review.

Currently, due to the technological advancement and vibrant nature of the industry, some of the operators in Ghana have now been bought by giant companies to survive the competition and remain in the industry. Scancom (Spacefon) which was the market leader in the mobile sector became Areeba and now is Mobile Telecommunications Network (MTN) with total subscriber base of 6,428,218, Millicom Ghana Limited (Mobitel) is now Tigo with Subscriber base of 2,887,927, Celltel became Kasapa now with a subscriber base of 394,051, Western Telesystems (Westel) is now Zain with a subscriber base of 267,808, Ghana Telecom, operators of Onetouch that will soon change its name to Vodafone also has a subscriber base of 1,592,451 and about 146,676 and 9,386 for both Fixed Line and Payphone, respectively. Globacom (Glo) is yet to start operation. The total customer base for all the mobile networks is 11,570,455 as at December, 2008. (National Communications Authority, 2008).

As suggested by Wei *et al.* (2006), in such highly competitive environment knowledge-base competition becomes fundamentally reliant on the employees of the individual



organizations and as such performance in the industry depends on the level of innovations that the organization develops and how the organization is able to market itself to its employees through internal marketing processes.

Importantly, the product to be offered by the organization may include the job positions and the opportunities that accompanies such offers especially the work environment that allow for innovation and the development of creativity at the work site. An effective internal marketing tool should be able to satisfy the internal customer (employee) which may translate into external customer satisfaction and may lead to customer retention and consequently increase in sales and profit.



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## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 INTRODUCTION**

The chapter presents the research processes and the tools and techniques used to collect and analyze the data in the study in relation to the research objective. In addition, the chapter elaborates on the research design, the sources of data, data collection, and data analyses processes.

#### **3.1 Research Design**

The underlining objectives of the study were to explore and describe how internal marketing processes impact on customer satisfaction. It was therefore to establish how the satisfaction of the internal customer (employees) could translate in the satisfaction of the external customer (consumer).

To that effect, the study was conducted in an objective manner aimed at presenting the finding as unambiguous as possible. A combination of inductive and deductive approach was used to undertake the study. The two approaches provided the researcher the opportunity to approach the study from a theoretical perspective and to adequately relate the findings to the theoretical model and literature.

To that effect a case-study strategy was adopted by the researcher towards the objectives of the study. Ghana Telecom, and specifically, the Kumasi branch was selected for the case study due to branch proximity and its representative character.

A cross section time zone was also selected for the case study. The time zone was aimed at collecting data on the spot on the impact of internal marketing on the satisfaction of customer of Ghana Telecommunications Company Limited.

### **3.2 Sources of Data**

Two main sources of data were used in the study to achieve the objectives of the study. The data sources included primary and secondary data from diverse sources that were cross checked for reliability and validity. Primary sources which constituted the major sources were collected through questionnaire instrument data was designed and administered to respondents who were employees and customers of the organisation.

The secondary data on the other hand were mainly collected from literature in major journals on the subject area of internal marketing and its relationship to customer satisfaction. Other secondary information gathered for the study came from the organisation's human resource and marketing department. The main aim of the data from the organisation was to offer a comparative analysis of the theoretical application of the concept of internal marketing and the realities in the organisation.

### **3.3 Study Population**

The study population constituted the entire employees of the Kumasi branch of the Ghana Telecommunication Company with staff of 200. Both fixed line and mobile users or consumers and those employees directly offering these services. In order words, the study population included both post-paid and prepaid customers. The post-paid service is tailor-made for top executives and corporate organizations, and residential customers

who are required to settle their bills at the end of the month by paying rental charges in addition to calls made. The prepaid service on the other hand, has been packaged such that customers can make calls by buying credit to load it on their mobile phones and fixed lines. The prepaid service does not attract rental charges and there is no restriction as to who can use the service. Ghana Telecom network in the Kumasi metropolis had a population size is about 50,000 subscribers to. This figure is based on data from Fixed Network and Onetouch Mobile Switch in Kumasi.

### **3.4 Sampling**

Sampling for this research was taken from current subscribers of Ghana Telecom Services in Kumasi. Both post-paid and prepaid customers were interviewed. For reasons of high cost and time, cluster sample method was used to select 261 subscribers from the study population and 40 Ghana Telecom staffs were also chosen from various Ghana Telecom offices in Kumasi to answer questions.

### **3.5 Data Collection**

A structured questionnaire was used as the main primary data collection instrument though it was complemented with other sources such as various literature and official documents from the management of the company.

Open-ended and close-ended questions were asked within the questionnaire to elicit information from the respondents. The open-ended questions were to enable the respondents to express their thoughts on the questions whilst the close ended questions were to elicit answers from the respondents from the researcher's perspectives.



Questions asked from the subscribers ranged from background information on respondents, relationship with service providers to subscriber knowledge about the service. On the other hand, answers elicited from staff ranged from staff background information to staff relationship with subscribers.

A pilot survey was carried out to revise some of the research questions. The pilot survey provided an opportunity to review some of the instruments and some of the questions in the questionnaire so as to ensure reliability and the research instrument.

### **3.6 Data Analysis**

The raw field data was analysed using SPSS software version 16.1 (SPSS Inc. 2000) at 0.05 alpha levels. Other statistical techniques and tools were used to analyse frequencies of the data with the view to drawing conclusions that answered the research questions. Graphs, frequency tables and correlation graphs were implored for the presentation of information which was complemented with explanations.

### **3.7 Organizational Profile**

Ghana Telecom operates a nation-wide telecommunication network which is also connected to the global telephone network via the international gateway. Customers can dial to more than 200 international destinations.

Ghana Telecom also provides services and has the responsibility to keep faith to its mission, vision and core values. These were used as guides in selecting questions and seeking data that would help the company to live to its ideals. The following are the main services and the mission, vision and core values.



- Telephone
- Internet
- Broadcasting
- Onetouch GSM Service

## **VISION**

To be a regional model, as a viable business entity and caring organization in meeting the telecommunication needs through total customer care.

## **MISSION**

To provide reliable, efficient and flexible telecommunication services to our customers with emphasis on innovation, technology and continuous manpower development and meet stakeholders' expectations in attaining regional excellence.

## **CORE VALUES**

- We will be responsive to our market and sensitive to our customers
- We value promptness and efficiency in service delivery
- We believe in our people and aim at sound people management
- We will deploy our technical capacity to facilitate creativity and leadership in ICT.

## CHAPTER FOUR

### DATA ANALYSIS ANND PRESENTATION

#### 4.0 INTRODUCTION

The proceeding chapter presents the findings of the researcher from the field data collection instruments. The chapter also presents an analysis of the data in relation to the objective set out in the project. Basically, the chapter reports on the fact as discovered by the researcher.

Statistical data presentations such as tables and graphs are used to illustrate the finding so as to portray an obvious picture of the data. Data is presented on the customers of Ghana Telecommunication Company and the employees of the organisation base on the objectives of the project.

#### 4.1 Employees profile of Ghana Telecommunication Company

The data from the field indicated that 74% of the respondents were males and 26% were females as shown by Figure 4.1.

Gender of Respondents

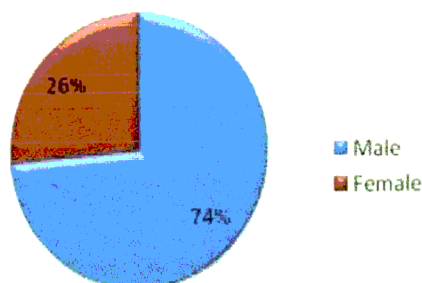


Figure 4.1 Respondents to questionnaire on employees of Ghana Telecom  
*Source; Field research, 2009*

Also, the findings revealed that 5% of the respondents were between the age category of 20 to 29 years, 40% were between of 30 to 39 years, 40% were between 40 to 49 years whilst 15% were between 50 to 59 years (Figure 4.2).

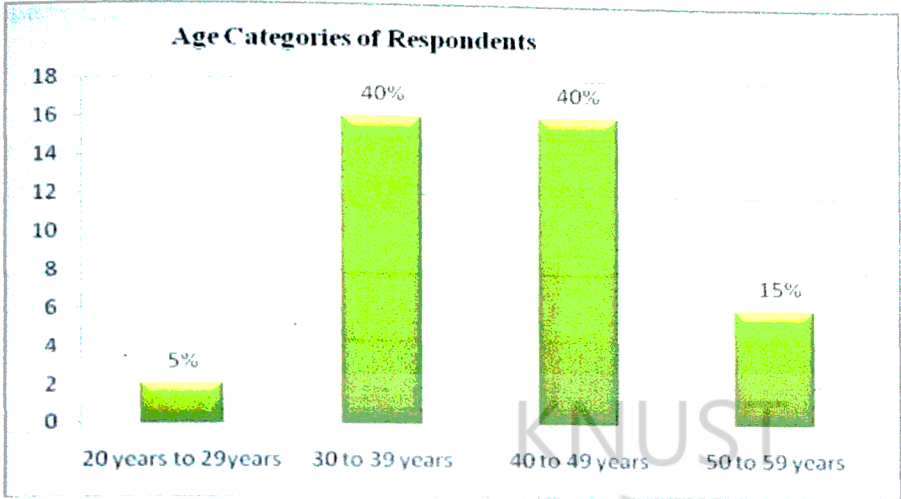


Figure 4.2 Age distribution of respondents from Ghana Telecom  
*Source: Field research, 2009*

Furthermore, the data revealed the 59% of the employees were senior workers in the organisation with 41% of the employees being junior workers as depicted by Figure 4.3.

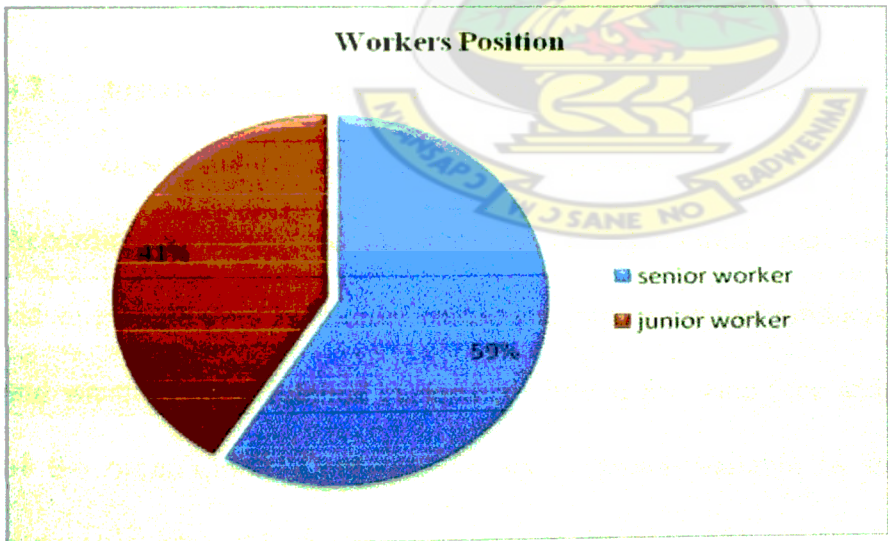


Figure 4.3 Distribution of respondents by two-tier ranking from Ghana Telecom  
*Source: Field research 2009*

The findings also revealed that 7.5% of the employees had worked in the organisation between 1 to 4 years whilst 37.5% of the employees had worked between 5 to 10 years, 22.5% had worked between 11 to 15 years and 32.5% of the employees had worked between 16 years and above in the organisation (Figure 4.4).

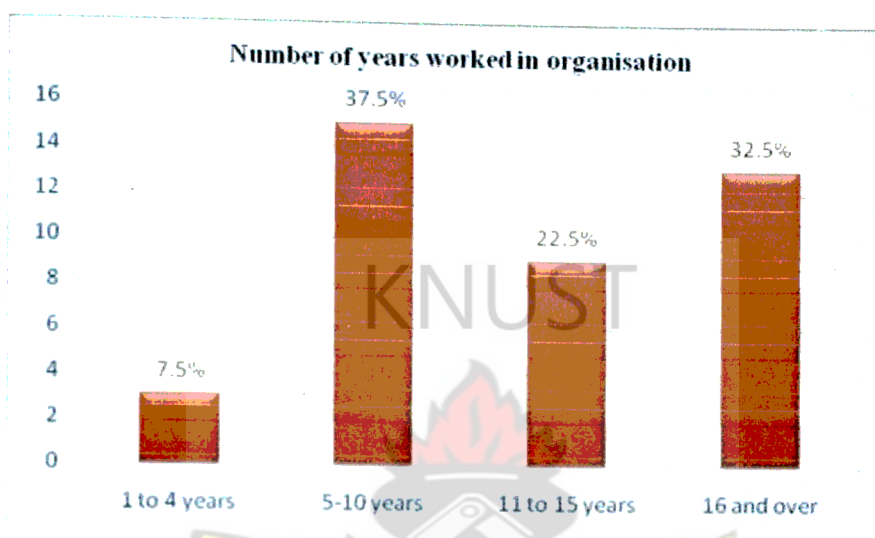


Figure 4.4 Distribution of respondents by tenure at Ghana Telecom  
Source; Field survey, 2009

#### 4.2 Internal marketing variables of Ghana Telecommunication Company and how these variables affect the employees.

According to Berry and Parasuraman (1991) internal marketing is concerned with viewing employees as internal customers, jobs as internal products that satisfy the needs and wants of these internal customers while at the same time addressing the objectives of the organisation. Consequently, an important variable in the internal marketing concept is salary which can be equated to the price of a product in the external market environment.

The findings from the field indicated that 5% of the employees were very satisfied with their salaries whilst 45% stated that they were somehow satisfied with their salaries as shown in Figure 4.5. Furthermore, 25% were just satisfied with their salaries with 29% and 5% said they were not satisfied and very dissatisfied, respectively (Figure 4.5).

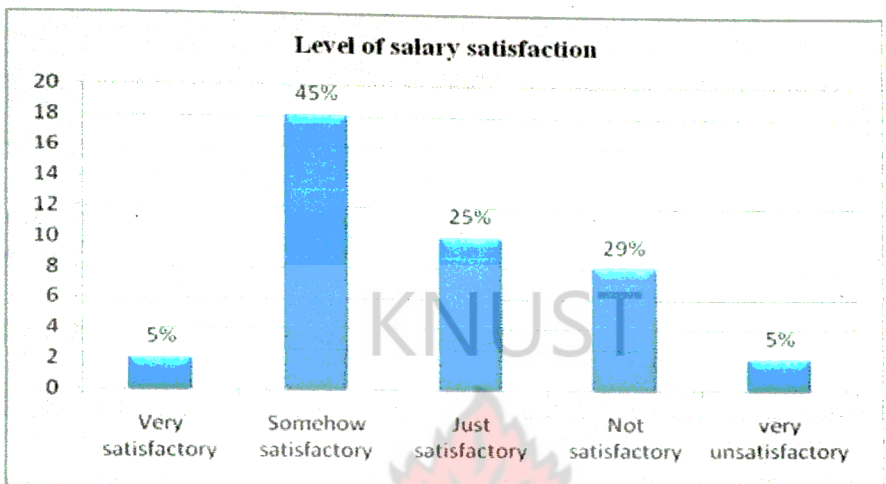


Figure 4.5 Workers response to salary levels at Ghana Telecom  
*Source: Field research, 2009*

As a follow up to the question on the satisfaction level of employees they were asked to compare their input to their salaries. The response revealed that 76% of the employees were of the view that their salaries were not commensurate to their input whilst 24% were of the view that their input was equal to their salaries (Figure 4.6). Invariably, employees were of the view that they were not deriving the desired satisfaction from the products being offered by the organization which are the jobs which come with salaries.



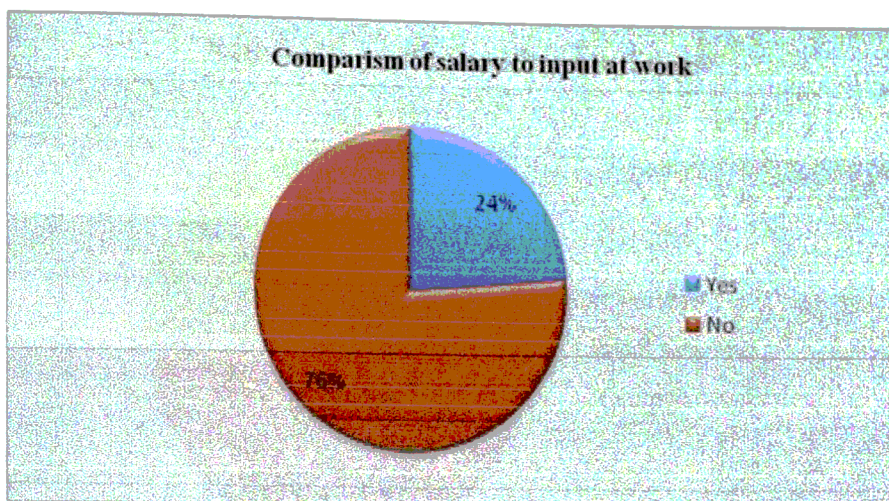
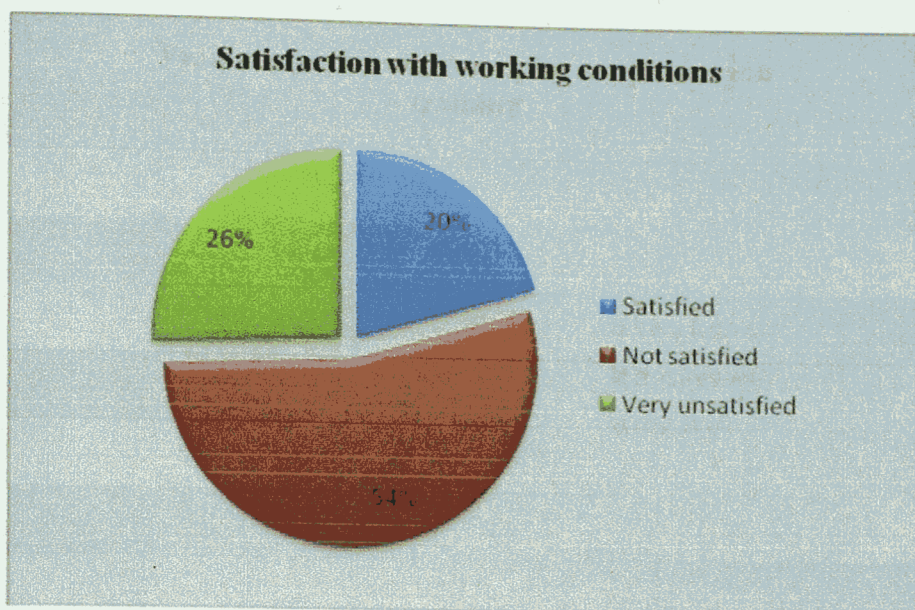


Figure 4.6 Respondents' satisfaction with salaries at Ghana Telecom  
*Source: Field research, 2009*

Another internal marketing variable identified was the working condition of the employees' job which could be compared to the state of an external services or products being offered to external customers. Such an assertion is also expressed by Woodruffe (1995), as quoted by Papasolomou-Doukakis and Kitchen (2004). Accordingly, Woodruffe (1995) maintained that internal marketing is concerned with treating both employees and customers with equal importance through proactive programmes in order to achieve organisational objectives and the development customer awareness and the removal of functional barriers to achieving organisational effectiveness by satisfying employees.

Figure 4.6 indicated that 54% of the employees were not satisfied with the working conditions that existed in the organisation. Figure 4.7 indicated that 26% of staff were very dissatisfied with the working conditions of the organisation whilst 20% were satisfied with the working conditions.



**Figure 4.7** Respondents' satisfaction with working conditions at Ghana Telecom  
*Source: Field research, 2009*

Greene *et al*, (1994) reposed that internal marketing should be viewed as a concept of viewing employees as internal customers, viewing jobs as internal products, and (just as with external marketing) endeavoring to design these products to better meet the needs of these customers. Training opportunities can be said to be a vital variable that could be presented as a product to the employees and as such attract employees to the organization.

The data on employees' trainings indicated that 82% of them had not been receiving frequent job training whilst 10% stated that they had received no job training. Those who had received frequent training represented 8% of employees (Figure 4.8).



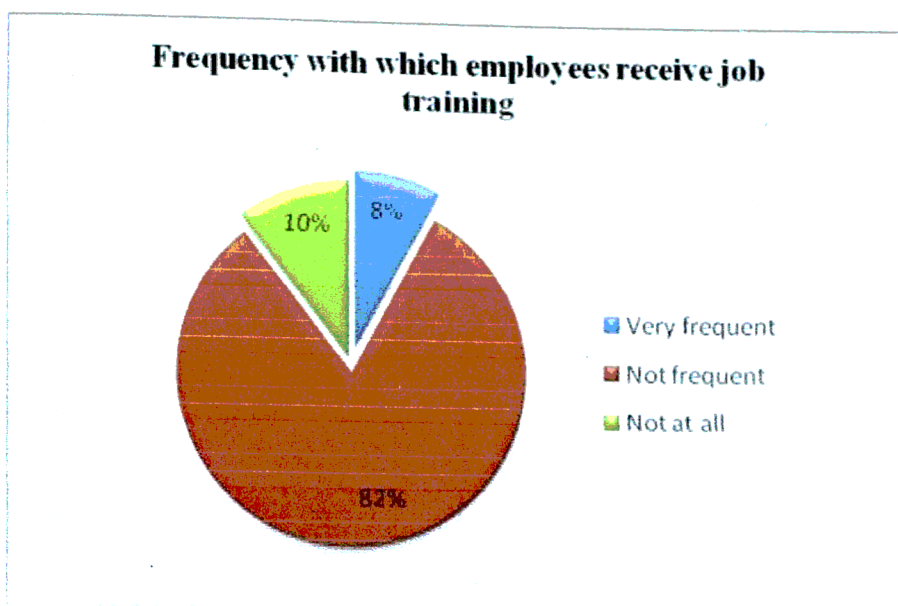


Figure 4.8 Job training at Ghana Telecom  
Source: Field research, 2009

Information on customer's perception about service is a vital ingredient in establishing good customer relationship and for that matter customer satisfaction. Ahmed *et al.*, (2003), stated that a number of key elements constitute internal marketing mix (or the controllable elements inside the organisation that can be used to influence and motivate employees) include communication, training, education and information, motivating and developing, educating or training employees and even attracting, hiring and retaining employees.

Data on the frequency with which employees receive information about external customers indicated that 65.5% received information about customers on daily basis as shown in Figure 4.9. Those who stated that they received weekly feedback on customers represented 7.5% of employees whilst 5% received information on monthly and yearly basis. However, 7.5% indicated that they did not receive any information at all.

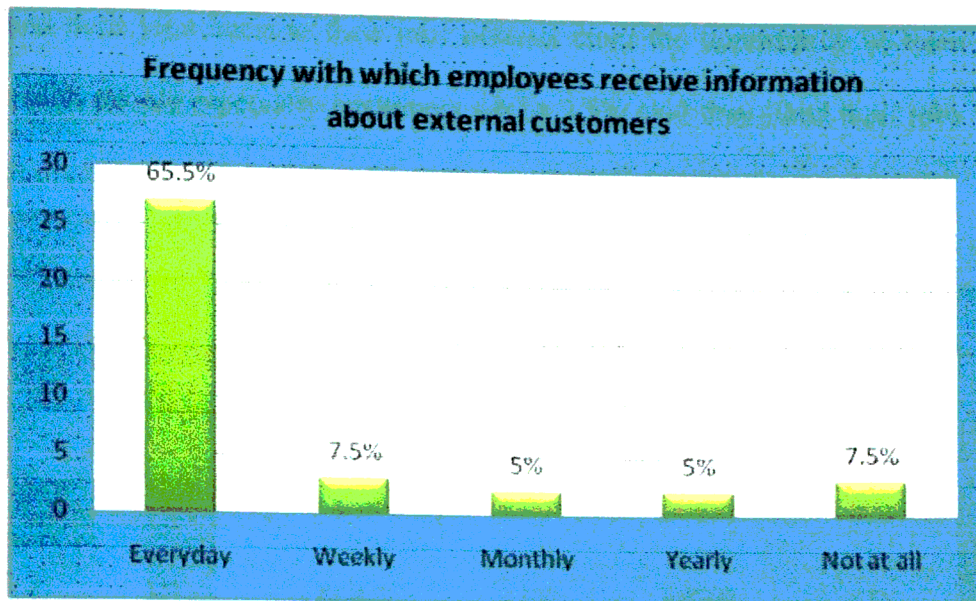


Figure 4.9 Feedback on customer information to employees of Ghana Telecom.  
Source: Field survey, 2009

The study attempted to elicit data from employees about their likes and dislike with respect to their jobs. Like a product, the study sought to collect data on issues concerning the employees' jobs which they liked or did not like. This was in line with an assertion by Ahmed and Rafiq (2003), that IM should be viewed as an interactive process between the organisation and its employees within a given company context. Thus, IM works at the level of creating precisely the right type of atmosphere and environment in which employees are encouraged to create, co-ordinate and improve on the whole business.

In this regard, the data revealed that 32.5% liked their job because it had good working conditions since it offered them access to computers and the internet whilst 7.5% said they liked their jobs because there excited good cordial relationship among workers (Figure 4.10). In addition, 2.5% also revealed that they liked their jobs because it offered the opportunity to identify customer needs and resolving them. Furthermore, 7.5% said

they liked their jobs because their jobs offered them the opportunity to learn as they interact with people especially customers whilst 2.5% said they liked their jobs because of the motivation their jobs offered as indicated in Figure 4.10.

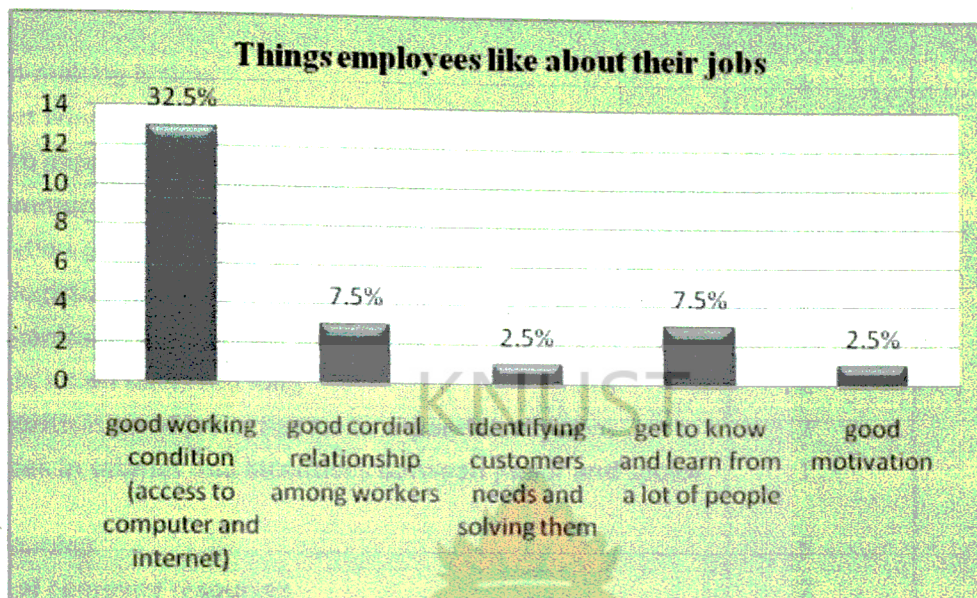


Figure 4.10 Employee appreciation of job environment at Ghana Telecom  
Source: Field survey, 2009

Data collected on what employees disliked about the organization as shown in Table 4.1 revealed that 15% did not like the organisation because of lack logistics for effective work whereas 12.5% cited improper ways in which promotions were offered to undeserving staff of the organisation. Also, 12.5% cited poor planning in the organisation as one of the things they did not like about the organization. Other reasons cited by the employees were slow decision-making (7.5%), poor communication between staff and management (10%), non-prioritisation of job activities to expand the system (7.5%). Disparities in salaries and incentives between junior and senior staff (2.5%), failure to expand the network (2.5%), intimidation of junior staff by



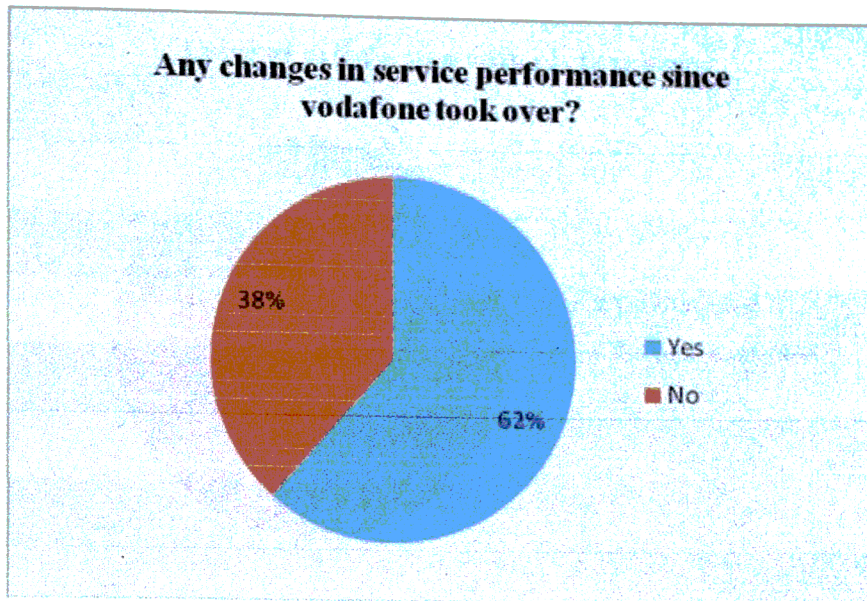
management (5%), poor organizational structure (2.5%), resolution of faults takes too long (5%) and misuse of the company's resources (5%) (Table 4.1).

Table 4.1 Dislikes of employees about Ghana Telecom

Item	frequency	Percentage
Decision-making is slow	3	7.5
Improper way of promoting staff who do not deserve it	5	12.5
Failure to expand the network	1	2.5
Poor communication between management and staff	4	10
Intimidation of junior staff by management	2	5
Lack of logistics to work	6	15
Poor organizational structure	1	2.5
Fault resolution takes too long	2	5
Non-prioritisation of job activities to expand the system	3	7.5
Disparities in salaries and incentives between junior and senior staff	1	2.5
Poor planning	5	12.5
Misuse of company resources	2	5

Source: Field survey, 2009

In furtherance to the data on what employees liked about their jobs and disliked about their organisation, data was also collected on employees view about the recent take-over of the organisation by Vodafone. The findings indicated that 62% stated that there have been some changes in service performance since the Vodafone took over whilst 38% stated that there have been no change in service performance (Figure 4.11).



**Figure 4.11: Employee perception on service performance at GT after Vodafone take-over**

#### **4.3 Internal marketing variables and how these variables affect employee out-put**

According to Caruana and Calleya (1998), internal marketing concept is concerned with an organization's personnel who are treated as the first market of a company. The assertion implied that the organisation becomes the market place where employees offer their efforts for the products (jobs) being offered by the organisation. However, satisfactions with the products being offered by the organisation directly affect employees' satisfaction and performance.

The data on the level of satisfaction of employees with their performance revealed that 60% were somehow satisfied with their performance whilst 20% maintained that they their satisfied. However, 20% stated that they were not satisfied with their performance.

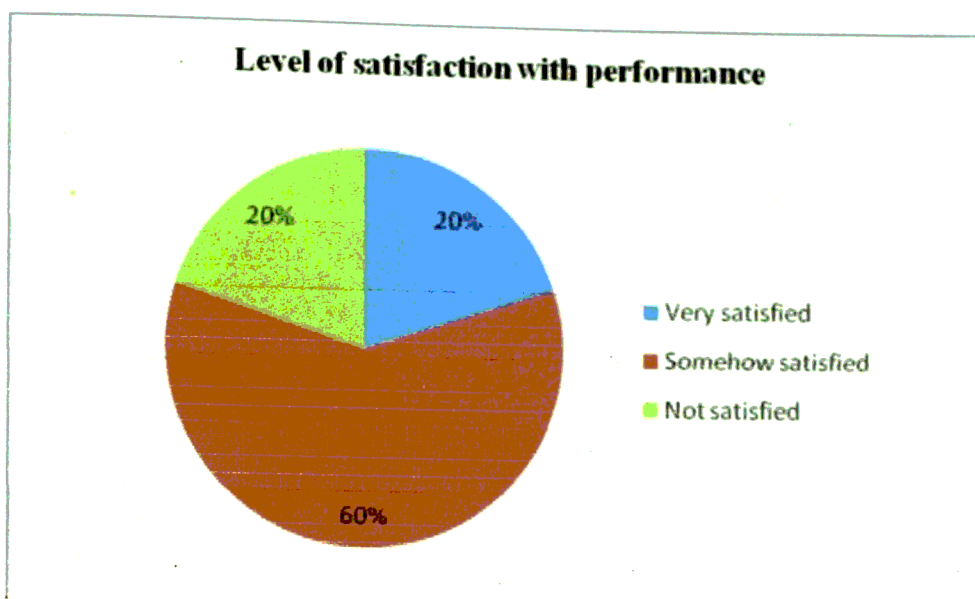


Figure 4.12 Level of employee performance at GT  
*Source: Field survey, 2009*

On the other hand, data on the relationship between employees and customers indicated that 55% of the employees had a cordial working relationship with customers whilst 32% stated that they had very good relationships with them. Thirteen percent said they did not have a good relationship with customers (Figure 4.13). Relationship between internal customer (employees) satisfaction and external customer satisfaction has been well noted by Vasconcelos (2008) and quoting Caruana and Calleya (1998), he proposes that any customer satisfaction effort should be first preceded by improvements in internal customer relationships.



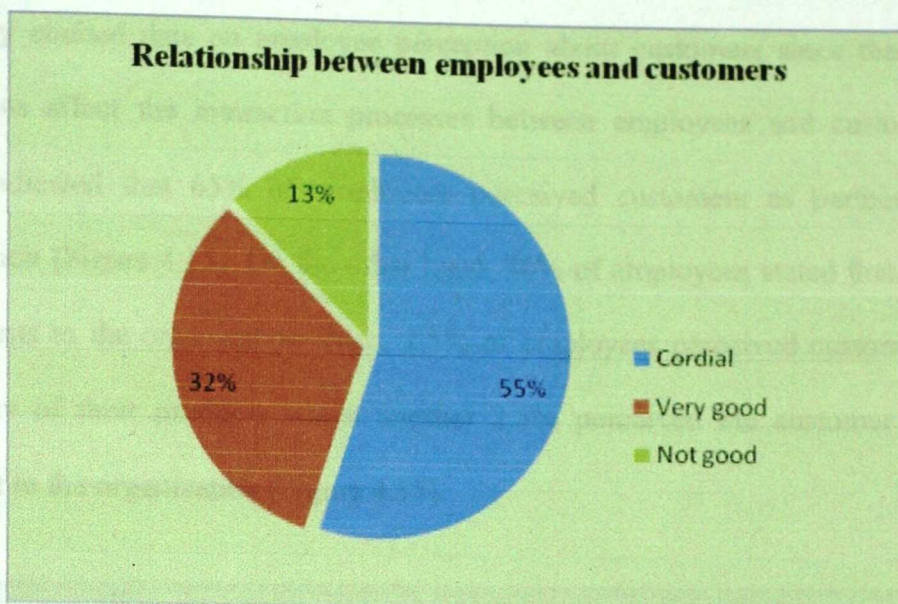


Figure 4.13 Employee-Customer relationship at Ghana Telecom  
 Source: Field survey, 2009

Data on feedback on employee performance revealed that 65% received feedback on their performance and 35% stating that they did not receive any feedback (Figure 4.14).

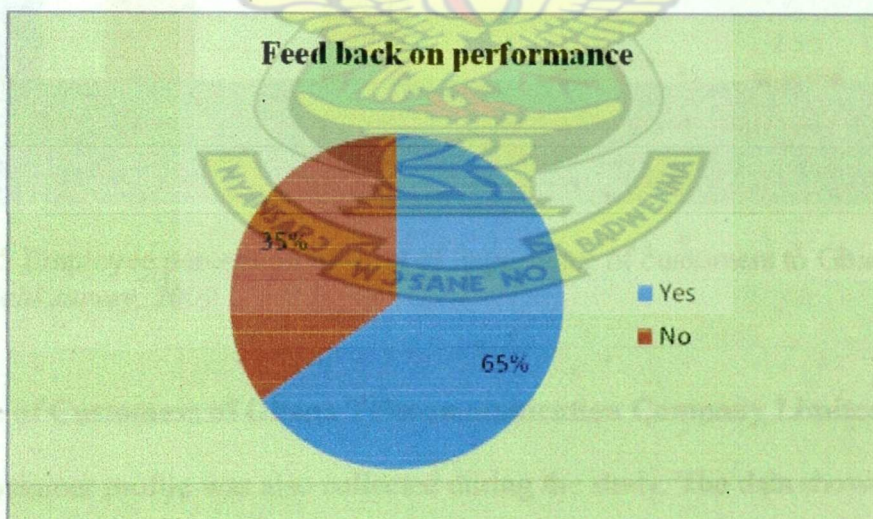


Figure 4.14 Feedback on performance to employees at Ghana Telecom  
 Source: Field survey, 2009

The study elicited data on employee perception about customers since these varying perceptions affect the interaction processes between employees and customers. The results indicated that 65% of employees perceived customers as partners to their organization (Figure 4.15). On the other hand, 30% of employees stated that customers were clients to the organisation. Also, 2.5% of employees perceived customers as just consumers of their products whilst another 2.5% perceived the customer not to be important to the organization (Figure 4.15).

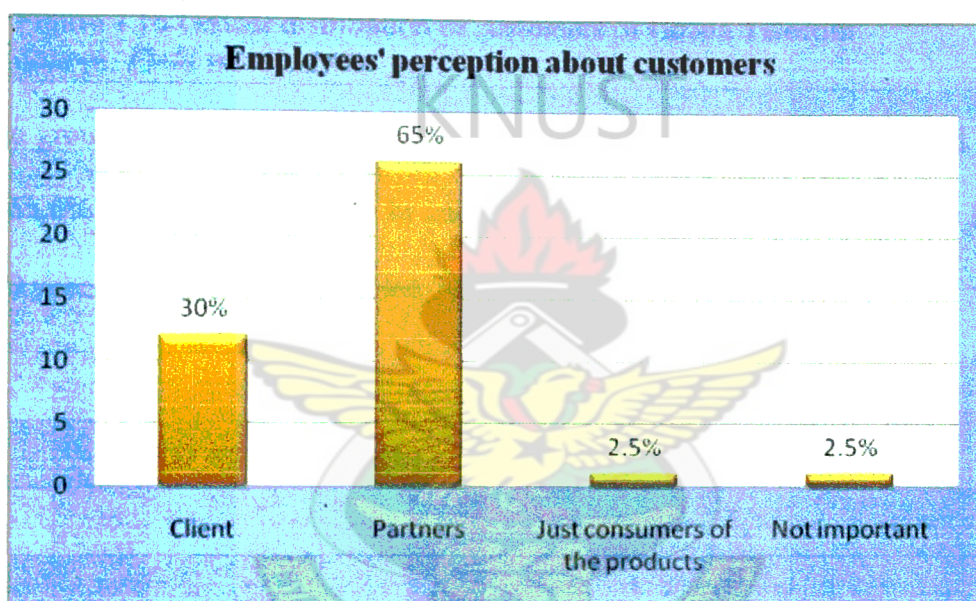


Figure 4.15 Employee perception of level of importance of customers to Ghana Telecom  
Source: Field survey, 2009

#### 4.4 Profile of Customers of Ghana Telecommunication Company Limited

Data on customer profile was also collected during the study. The data showed that 64% of the customers were male and 36% female (Figure 4.16).



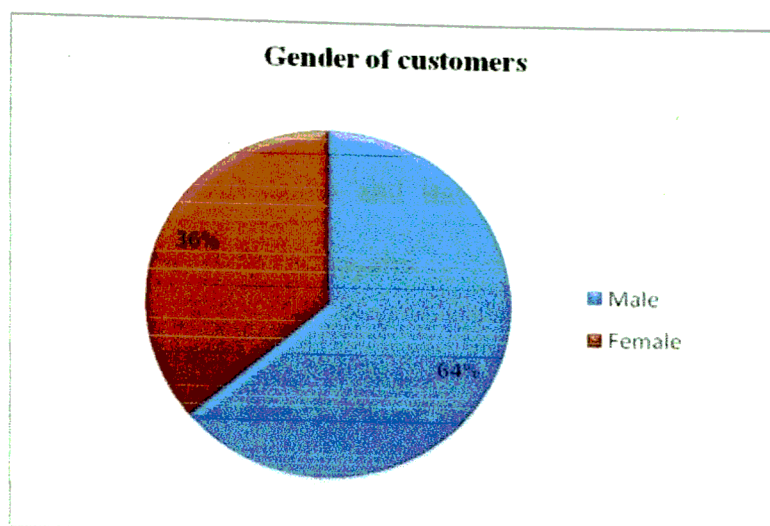


Figure 4.16 Gender distribution of customers of Ghana Telecom  
Source: Field survey, 2009

The age grouping of the customers indicated that 20.9% were between 20 and 29 years whilst 55.6% were 30 to 39 years. In addition, 11.6% indicated that they were between 40 to 49 years and 5.2% were between 50 to 59 years (Figure 4.17).

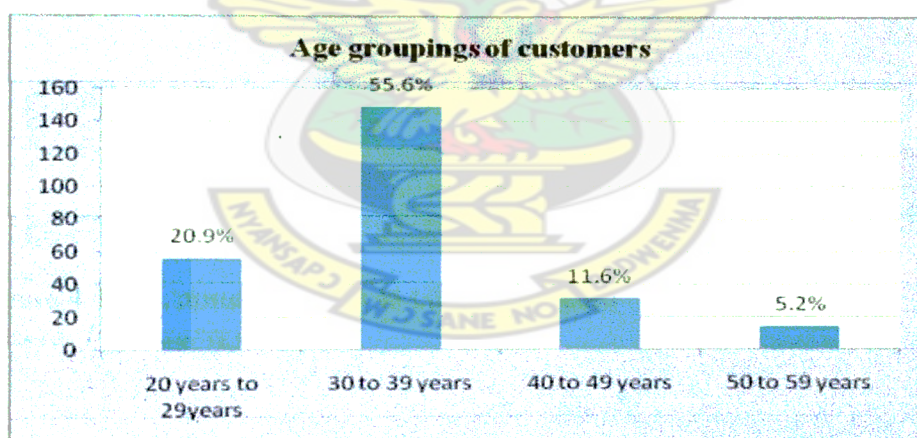


Figure 4.17 Age distribution of customers of Ghana Telecom  
Source: Field survey, 2009

Customer loyalty and retention are very important factors in determining the future of every organisation. It was on the basis of this that the study sought to collect data on the number of years customers have been associated with Ghana Telecom and its

products. Assertion has been well reiterated by Gounaris (2008), by stating that competitive intensity have driven many service companies to seek a competitive advantage through market-orientation and improved customer service in order to derive customer satisfaction (CS) and loyalty.

In this regard, data revealed that 5.2% of the customers have been with Ghana Telecom for less than a year, 47.4% have been with the organisation between 1 and 3 years, 37.7% between 4 and 6 years, 5.2% - 7 and 10 years and 2.2% have been with the organisation for 10 years or more (Figure 4.18).

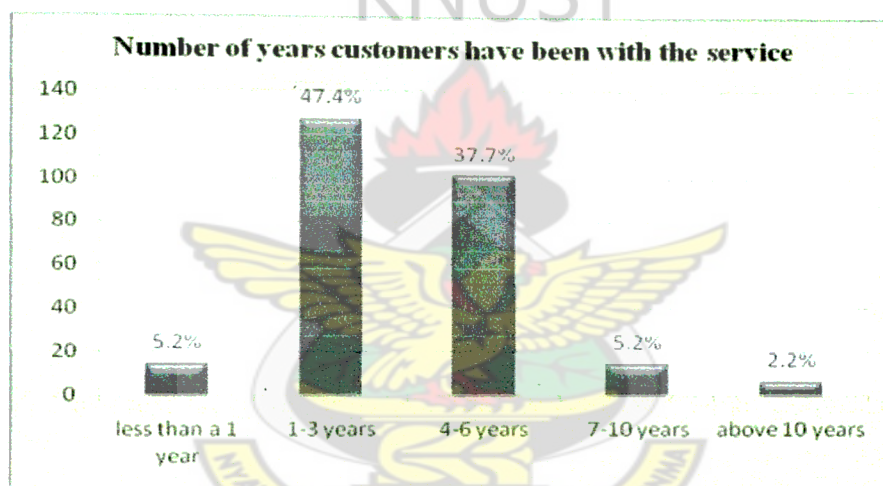


Figure 4.18 Customer Loyalty to Ghana Telecom  
*Source: Field survey, 2009*

#### 4.5 Extent to which internal marketing affects customer satisfaction at Ghana Telecom

According to Levesque and McDougall (1996), improving customer satisfaction, and thereby retention rates, can come from a variety of activities which come from improvements in service quality; service features; and customer complaint handling.

Invariably, customer satisfaction could be increased if customer complaints are handled pragmatically. On the basis of that, the study sought to enquire from customers the effectiveness of the 'Care4u' service provider to resolve their complaints.

The data brought to bear that 62% of customers said the Care4u officers were good at offering solutions to their problems whilst 18% said the officers were outstanding (Figure 4.19). However, 20% of the customer declared that the officers' abilities needed improvement.

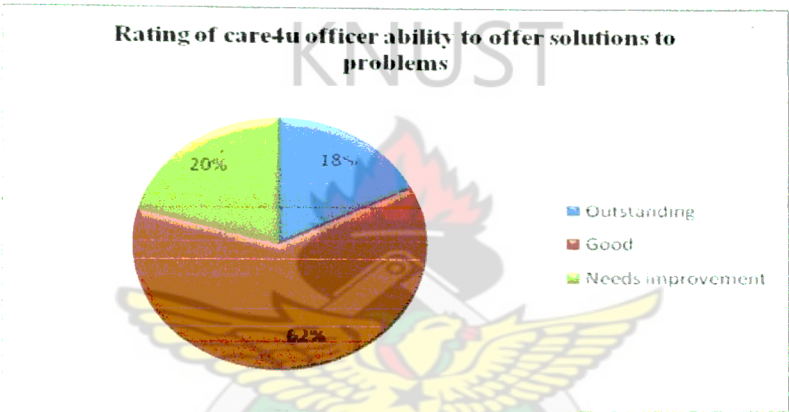


Figure 4.19 Customer rating of employee effectiveness on Care4u customer service at Ghana Telecom  
*Source: Field survey, 2009*

The Confirmation-disconfirmation approach as postulated by Yüksel and Rimmington (1998), indicated that the method of Confirmation-disconfirmation approach was based on a comparison of the customer's expectations versus what the customer actually experienced. Imperatively, customers' expectation could be said to be directly related to customers' satisfaction since products exceeding customers expectations brings about greater customer satisfaction.

The data from the field indicated that 62% of customers said the services of GT met their expectations whilst 38% said GT did not meet their expectation (Figure 4.20).

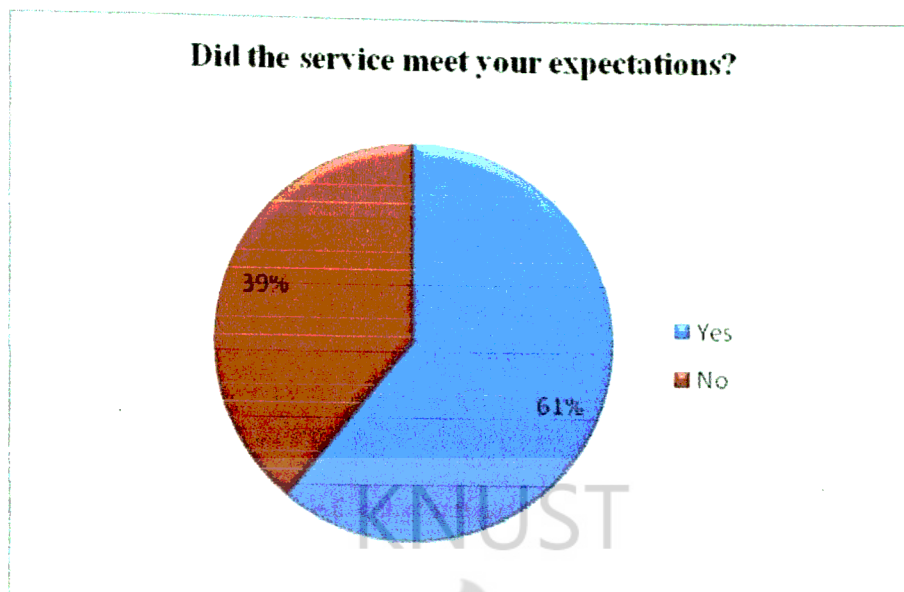
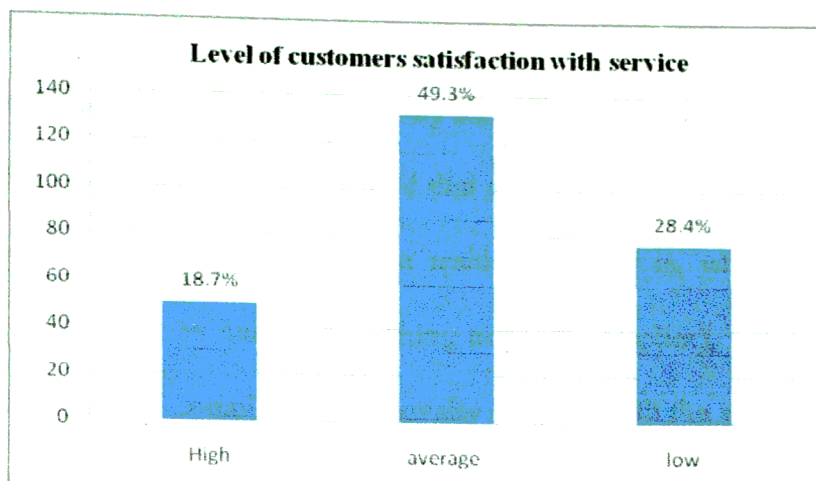


Figure 4.20 Customer expectation of service delivery at Ghana Telecom  
*Source: Field survey, 2009*

Furthermore, data on customer level of satisfaction with service showed that 18.7% of the customer stated they were highly satisfied and 49.3% said they were averagely satisfied with the service of Ghana Telecommunication Company Limited. However, 28.4% said they were not satisfied with the services of the company (Figure 4.21).

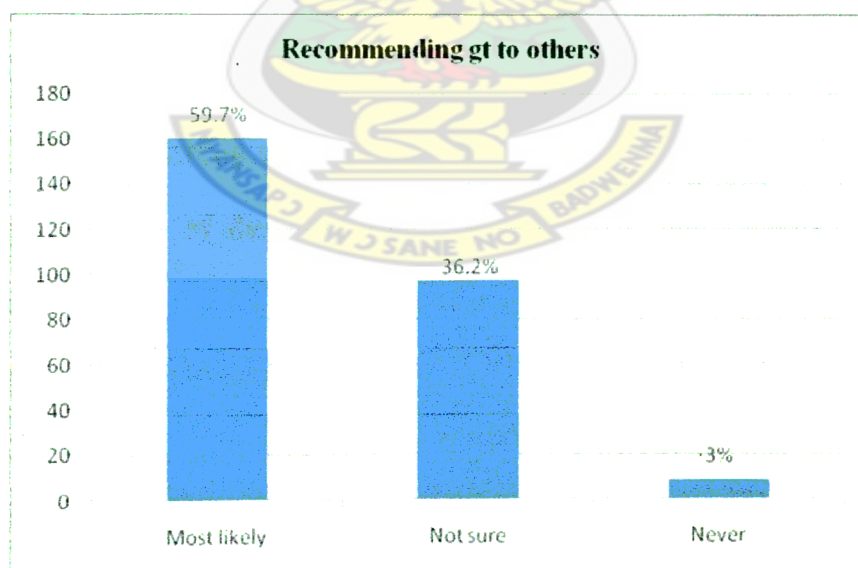
Levesque and McDougall (1996), acknowledged that various activities go a long way to improve customer satisfaction and therefore satisfaction stem from various activities which include the processes involve. This was also in line with Piercy (1995), assertion that customer satisfaction has various dimension and that these dimensions suggest that if customer satisfaction is to be understood , then first consideration must be given to customers' expectations, how customers perceive the delivery of the product or service relative to these expectations, and whether this confirms their expectations or not.





**Figure 4.21 Customer Satisfaction at Ghana Telecom**  
*Source: Field survey, 2009*

A follow-up data to the level of satisfaction of customers showed that 59.7% of customers were most likely to recommend the organisation to others whilst 36.2% maintained that they were not sure whether they would recommend the service to others (Figure 4.22). However, 3% held that they were never going to recommend the organisation to any one.



**Figure 4.22 Customer recommendation of Ghana Telecom to potential clients**  
*Source; Field survey, 2009*



#### **4.6 How internal marketing can be used to increase customer satisfaction in Ghana Telecommunication Company limited.**

Levesque and McDougall (1996), postulated that a major reason why customers switch service providers is unsatisfactory problem resolution. That is, when customers face problems, they may react by exiting (switching to a new supplier), voicing (attempting to remedy the problem by complaining) or loyalty (staying with the supplier anticipating that “things will get better”).

Thus, customer complaint handling can have an influence on customer satisfaction and retention. Accordingly, the service provider must accept responsibility and resolve problems. If such moves are made by service providers then the customer becomes “bonded” to the organization (Hart *et al.*, 1990).

In the light of this, the study collected data on how promptly customers complaints were dealt with (Figure 4.23). There was the indication that 45.1% complained of delay in response to complaints whereas 26.9% reported that complaints were dealt with very promptly with 7.1% reporting of prompt response to their complaints (Figure 4.23). On the other hand, 19.4% of the respondents reported that their complaints were not promptly dealt.

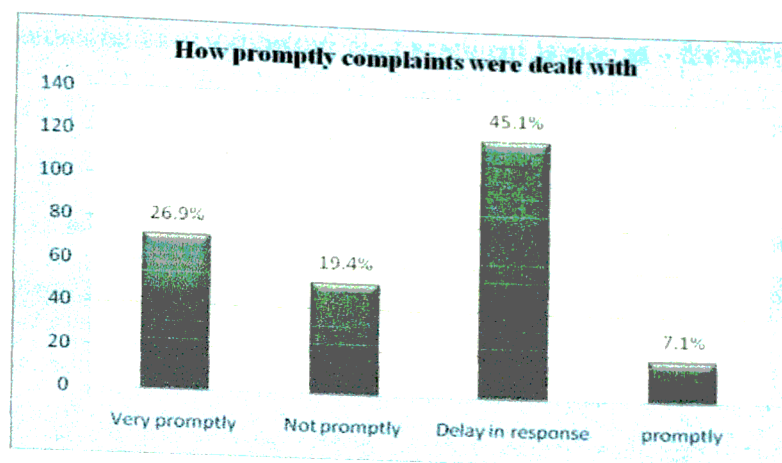


Figure 4.23 Employee Response to customer complaints at Ghana Telecom  
Source: Field survey, 2009

Furthermore, customers were asked about the things they liked about the service. Customer response indicate that 16% of them liked the customer care service that was being offered, 11.9% liked the value added service such as “call me back” and “i- share” services and 3.7% liked the low charges of the services among others (Table 4.2).

Table 4.2 Likes of customers about service delivery at Ghana Telecom

Item	Frequency	Percentages
Value added services (i-share, call me back, etc.)	32	11.9
Good service delivery / customer care	43	16
Neat and nice staff and offices	5	1.9
Charges are low	10	3.7
Security codes	4	1.5
Prepaid cards for landlines	4	1.5
Outstanding internet speed	7	2.6
Outstanding internet speed	6	2.2
Post paid service	2	0.7
Customer care service is prompt	2	0.7
Proximity and accessibility are good	1	0.4

Source: Field survey, 2009

In another vein, data was also collected on what customers disliked about the organization’s services and the results indicated in Table 4.3. The results indicated that

among the numerous dislikes expressed the prominent issues as - the delays in handling reported faults (12.3%), poor service quality (8.6%) poor customer relationship (8.2%).

**Table 4.3 Dislikes of customers about service delivery at Ghana Telecom**

Item	frequency	Percentage
Lines are disconnected without prior notice	6	2.2
Congestion of the network and in accessibility to other networks	6	2.2
Call rates to other networks	5	1.9
Delays in fault handling	33	12.3
Free night call very short	2	0.7
Poor customer relationship	22	8.2
Field staff are very rude and dirty	2	0.7
Limited number of phone booths	4	1.5
Poor services quality	23	8.6
Poor maintenance of phone booths	8	3
Replacement chips should be free	3	1.1
No grace period for broadband internet subscriber	5	1.9
Internet service very slow	10	3.7
Delays in monthly bills	2	0.7
Non-availability of modem sales at the office	2	0.7
Replacement chips do not work immediately	6	2.2
Application for land lines takes too long	2	0.7
Promotions runs on air but does not exist	2	0.7
Billing system is very confusing	6	2.2
Credits run so fast	2	0.7
Credits are lost on the mobile	2	0.7
Amount paid is higher in months	3	1.1
Limited coverage	1	0.4
Credit not available in some places	1	0.4

*Source: Field survey, 2009*

Major changes in an organisation have significant impact of the overall output of the organisation which also affects the expectations of both employees and customers. In this regard data was collected on customer views on whether they had witnessed any improvement in service delivery after the takeover of the company by Vodafone. The

results indicated that 76% declared that there had been no improvements in service delivery after takeover of Vodafone at the same time as 24% confirmed that there have been improvements in service delivery after the take-over (Figure 4.24).

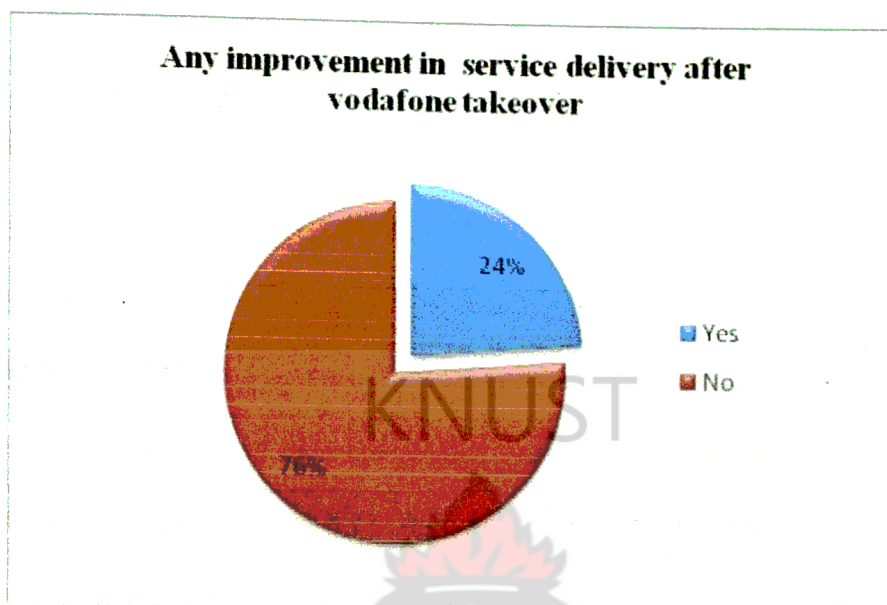


Figure 4.24 Service delivery improvement at Ghana Telecom after Vodafone take-over

Source: Field survey, 2009



## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION**

#### **5.0 INTRODUCTION**

The chapter encapsulates the research findings from the field through to drawing summary of the data, making recommendations and drawing of conclusions of the findings as presented in the study.

#### **5.1 Summary of findings**

##### **5.1.1 Employees Profile of Ghana Telecommunication Company**

Data on employees' profile of the organisation shows that the organization's work force is a male-dominated one (Figure 4.1). As a service provider it meant that most of the employees that come into contact with the customer are males. Invariably, this may impact on the patience needed in such position as females are presumed to have more patience and are good listeners.

Furthermore, it can be said that the organization's human resource is dominated by a matured workforce. Majority of the employees are between the ages 30 and 49 years (Figure 4.2). Significantly, the organization can be said to have well-experienced work force as such introducing a new policy may not be a difficult issue to implement.

On the other hand, the findings also indicated that majority of the employees were senior workers (Figure 4.3) and therefore control of the daily activities of employees at the work place may be difficult. However, it may also be said that most of the employees



may have great knowledge of the organisation and as such top management of the organization could explore to build an internal marketing process.

Some of the internal marketing variables identified during the research included jobs, salary, and training, work conditions and information flow to employees. It came to light that many of the workers were dissatisfied with their salaries (Figure 4.5). In addition, it also came to light that not much of employee training was done within the company as most employees reported as never receiving training at all (Figure 4.8).

Conversely, information flow between employees and management on customers was reported to be good as most employees agreed that they received information frequently on customers (Figure 4.9). Most employees stated that they were dissatisfied with their salaries (Figure 4.6) because they indicated that they thought they were working more than they were being paid. Working condition was also reported to be unsatisfactory (Figure 4.7). Invariably, this could have a direct or indirect effect on the relationship between employees and customers since the employees may decide to reduce their efforts. The percentage of respondents (20%) who said that working conditions were satisfactory admitted a major setback was lack of logistics.

### **5.1.2 Internal Marketing variables and how these variables affect employees out-put**

The study shows that 60% of the employees were somehow satisfied with their level of performance in the company (Figure 4.12). It was also revealed that relationship between employees and customers was very good and cordial - an indication of an

internal marketing process. Feedback on employee performance was also good as 65% of the employees stated that they had feedback on their performance (Figure 4.14) whereas majority of the employees viewed customers as clients and partners (Figure 4.13).

### **5.1.3 Profile of customers of Ghana Telecommunication Company Limited**

The profile of the customers of Ghana Telecommunication Company Limited revealed that the customer base of the company was dominated by males (Figure 4.16) and with the age group between 30 and 39 years dominating the age bracket (Figure 4.17). Therefore, it can be said that the customer base of the organisation is composed of middle-aged male customers. In the same vein, the data showed that majority of customers had been subscribers of the company for up to 6 years (Figure 4.18). Only 5.2% has been clients for less than one year and 7.4% for more than 6 years in the company's 14-year existence.

### **5.1.4 Extent to which internal marketing affects customer satisfaction at Ghana Telecom**

Rating of the officers of the Care 4u Centers of the organization showed that the customers rated the officers as good at their work though some customers admitted that some offices needed improvement (Figure 4.19). The Care4u officers are basically the officers that customers come in contact with any time they want to access any of the company's services and therefore a good rating was an important customer rating for the organisation.

Furthermore, customers stated that the service they received from the company met their expectation as 61% agreed that the service met their individual expectations (Figure 4.20). This was corroborated with the assertion made by 59.7% of the customers that they would recommend the services of the company to other people (Figure 4.22). However, customers confirmed that they were averagely satisfied with the service being provided to them (Figure 4.21).

#### **5.1.5 How internal marketing can be used to increase customer satisfaction in Ghana Telecommunication Company Limited.**

Delays in response to customers' complaints were the major issues that customers raised (Figure 4.23, Table 4.3). Customers also indicated that the delays in fault handling, and installations resulted in poor service quality.

Good customer care and the value-added services that the company provided were some of the things that the customers liked about the company (Table 4.2). However, 76% of customers attested that they have not experienced any changes in service delivery since Vodafone took over the company (Figure 4.24.).

## **5.2 Limitations of the Study**

The study was limited by factors such as inadequate funding and time constraints. Inadequate funds inhibited the researcher's ability to expand the scope of the study to include other subscribers and all departments of the organization. The employees were also reluctant to answer the questions because the researcher was a staff of the Company. On the other hand, time limitation on the part of the researcher could not offer an opportunity to undertake a longitudinal study of the topic in the organization.

Notwithstanding the limitations, the results of the study were essential for further studies into how internal marketing could be used to exceed customer expectations and as such achieve customer satisfaction.

### **5.3 Recommendations**

#### **5.3.1 Improvement in employees and customers satisfaction**

Generally, the results showed that employees were dissatisfied with the various internal marketing variables such as salaries and working conditions which are very important features of internal marketing processes. Customers, were generally not satisfied with the services provided by the company. Delay in resolving faults; installation of lines and poor services have been the main sources of dissatisfaction of the customers.

It is recommended that improvement in these services may increase satisfaction for both customers and employees so that employee and customer loyalty and retention could be achieved.

#### **5.3.2 Research in to specific areas of customers and employees dissatisfaction**

It is recommended that specific sources of employees' satisfaction with organisation should be carried out so as to provide specific solution to the problems that may be identified. Conversely, employees may be satisfied working within any organisation such as Ghana Telecommunication Company Limited but may not be satisfied with the quality of products being offered and perhaps for lack of options the employee may choose to remain with the organisation.



On the other hand, customers may be satisfied with the officers providing the services at the company but may be dissatisfied with the product or the product may not meet the expectations of the customer.

Training opportunities are integral part of any internal marketing programme and as such lack of it could affect employee expectation of the organisation. The results show that much was not done on job training in the company as 82% of the employees reported that they did not receive frequent job training (Figure 4.8).

In the light of the above, it is recommended that job training should be considered as a very vital component of the internal marketing programs of the company since training could be viewed as “a product” of the company that the organisation could offer to employees.

#### 5.4 CONCLUSION

Significantly, the employees' profile of Ghana Telecommunication Company Limited showed that the company had male-dominated work force with most of the employees in the middle age groups between 30 and 40 years. In addition, many of the employees had also worked in the organisation for over 5 years which explained the high number of senior employees in the company.

The Company's profile also shows that the customer is the focus of the company considering the Vision, Mission and Core Values. It was realized that staff do not live their vision and as such much training has to be done for the entire staff to embrace the idea so they could serve customers better.

Furthermore, much is needed to be done on the general satisfaction level of the employees which could eventually lead to an increase in satisfaction of the customer. Customers expressed dissatisfaction with the services of the company though they expressed satisfaction with the employees they came into contact with.

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- ☐ Just satisfactory
- ☐ Not satisfactory
- ☐ very unsatisfactory

9) Do you think your present salary commensurate the your efforts at work

- ☐ yes
- ☐ no

10) What do you like about your job?

1. ....
2. ....
3. ....

11) Which of the above do you like most?

.....

12) What do you dislike about your organisation?

.....

13) In your opinion, what has been the relationship between you and the customers of your organization?

- ☐ Cordial
- ☐ Very good
- ☐ Not good
- ☐ Bad

14). which of the following best describes your perception of the customers?

- ☐ Client
- ☐ Partners
- ☐ Just consumers of the products
- ☐ Not important

15) Do you get feedback on your performance?

- ☐ Yes
- ☐ No

If yes, to question please answer question 18 and if no please answer question 19

16) Are you satisfied with performance?

- ☐ Very satisfied

- ☐ Somehow satisfied
- ☐ Not satisfied

17) What can you say about the relationship between you and your supervisor?

- ☐ Excellent
- ☐ Very good
- ☐ Good
- ☐ Bad

18) Which do you prefer?

I. Increase in pay

II. Recognition for good work done

III. Improvement in the facilities of the job

19) What can you say about your level of satisfaction of your job?

- ☐ Low
- ☐ High moderately
- ☐ Very high

20) Do you like your present work place?

- ☐ Yes
- ☐ no

21) Which of the following will make you leave the organisation? (Please rank with 5 as the highest reason and 1 as the lowest reason)

#### Reasons

#### Rank

	1	2	3	4	5
<input type="checkbox"/> For lack of communication	[ ]	[ ]	[ ]	[ ]	[ ]
<input type="checkbox"/> Dissatisfied with the organisation	[ ]	[ ]	[ ]	[ ]	[ ]
<input type="checkbox"/> Wants more conducive environment	[ ]	[ ]	[ ]	[ ]	[ ]
<input type="checkbox"/> Want better paid job	[ ]	[ ]	[ ]	[ ]	[ ]

22) What is your knowledge level of your organization?

- ☐ High
- ☐ Moderate
- ☐ low

23) How frequent do you receive information on customers from your supervisors?

- ☐ Everyday
- ☐ Weekly
- ☐ Monthly
- ☐ Yearly
- ☐ Not at all

24) How frequent do you receive training in your field?

- ☐ Very frequent
- ☐ Not frequent
- ☐ Not at all

25) Are you in a position to make or take any decision in your interaction with customers?

- ☐ Not always
- ☐ Always
- ☐ Not at all

26) Generally, are you satisfied with your job, salary, work environment and relationship with people in the organisation?

- ☐ Yes
- ☐ No

27) With the taking over by Vodafone have you noticed any change in service performance?

Yes

No

Thank You for your time.

## Appendix B

### Questionnaire for Ghana Telecom Customers

The questionnaire is basically to collect data from Ghana Telecom Customers on topic *The impact of internal marketing on customer satisfaction. A case study of Ghana Telecommunications Company Limited*, in partial fulfillment and award of an executive masters in business administration (EMBA) at the Kwame Nkrumah University of Science and Technology, Kumasi. This is solely for academic purposes.

#### Customer Satisfaction Survey

(Please tick where appropriate)

- 1). Sex:                      1) Male: ☐                      2) Female: ☐
- 2). Age category            1) 20 years to 29years: ☐    2) 30 to 39 years: ☐
- 3) 40 to 49 years: ☐                      4) 50 to 59 years
- 3) How long have you been using the service?  
.....
- 4) How would you rate the Care 4U officer's **ability** to help you or get someone who could help you?  
☐ Outstanding                      ☐ Good                      ☐ Needs improvement
- 5) How would you rate the officers' **understanding** of your problem or questions?  
☐ Outstanding                      ☐ Good                      ☐ Needs improvement
- 6) How courteous, **attentive**, and **caring** was the officer who handled your concerns?  
☐ Excellent    ☐ Good    ☐ Fairly Good    ☐ Poor
- 7) How would you rate the officers' willingness to assist you?  
☐ Excellent    ☐ Good    ☐ Fairly Good    ☐ Poor
- 8) How timely it took to resolve your problem or process your application?  
☐ Very Timely                      ☐ Average                      ☐ Too Long a time



**Where appropriate, On a scale of 1 to 3, where 1 represents "Outstanding" 2 represents "Good" and 3 represents "Needs Improvement" ;**

9) Did the service meet your expectations?

- ☐ Yes  
☐ no

10) How would you rate your level of satisfaction with the company with regards to customer service?

- ☐ 1 ☐ 2 ☐ 3

11) Did the service offer to you commensurate the cost of the service?

- ☐ Yes  
☐ No  
☐ fairly

12) How would you rate your level of understanding of our bills?

- ☐ 1 ☐ 2 ☐ 3

13) How would you rate your level of satisfaction with regards to Price **and Quality** of service?

- ☐ 1 ☐ 2 ☐ 3

14) How would you rate the level of your **relationship** with **gt**, considering all of your experiences?

- ☐ 1 ☐ 2 ☐ 3

15) How likely are you to **recommend** Ghana Telecom services to a friend or relative?

- ☐ Most likely ☐ Not sure ☐ Never

16) How likely are you to **subscribe** to other services from **gt**?

- ☐ Most likely ☐ Not sure ☐ Never

17) Is there any GT products or services listed below, that you are most satisfied with?

- ☐ **Landline** ☐ **Onetouch** ☐ **Broadband Internet** ☐ **Payphone** ☐ **Don't Know**

18) How accessible is the service point to you?

- ☐ Very accessible  
☐ Not accessible  
☐ Quite accessible

19) Are you able to channel your complaints through the appropriate person you wish to

talk to?

- ☐ Yes  
☐ No

20) How quick are your complaints dealt with?

- ☐ Very promptly
- ☐ Not promptly
- ☐ Delay in response
- ☐ Others (please state).....

21) How frequent do you visit the customer care center?

- ☐ Everyday
- ☐ Once or twice a week
- ☐ Once in a month
- ☐ not frequent
- ☐ Others (please state).....

22) Please list three thing you dislike about the service?

.....

.....

.....

23) Please list three things you like about the service?

.....

.....

.....

24) With the taking over by Vodafone have you noticed any change in service delivery?

Thank you for your time