

An assessment of effectiveness of marketing mix as a satisfaction tool at local authorities in Ghana

ABSTRACT

Aims:

- To find out the extent of marketing mix adoption in Ghanaian local authority setting.
- To investigate the factors that hinder smooth adoption of marketing mix Ghanaian local authorities.
- To find out whether effective adoption of marketing mix really leads to customer satisfaction.
- To highlight any other findings which are essential and can contribute to effective marketing mix adoption in Ghanaian local authorities.

Place and Duration

Takoradi Polytechnic, School of Business Studies, Department of Marketing, From January 2015-June 2015.

Methodology

25 local authorities were purposively selected out of 216. Structured self-completion questionnaire, journal, internet and local government books were used to collect data. Data was analysed using frequencies, mean, standard deviation and factor analysis.

Result

6 finance officer, 11 coordinating and 8 other positions (management) as well as 38 traditional rulers, 42 assembly members, 41 community members and 39 unit committee members (stakeholders) were sample from 25 local authorities in Ghana. Summary of views of respondents (management) about marketing mix as a satisfaction tool on a likert scale (1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5= strongly agree) were skewed towards neutral 84% and 60% disagreeing (See Tables 4 and 6).From stakeholders perspective marketing mix adoption among local authorities in Ghana is low with 33.1%, 34.1%,31.9% and 0.6% of respondents indicating none, low, medium and high respectively (see Table 2).

Conclusion

The study concluded that marketing mix adoption among local authorities in Ghana is low and also its usage as customer satisfaction tool is ineffective. Furthermore, it was found that the 7ps (product, price, promotion, place, people, process and physical evidence) on their own is inadequate to satisfy customers in local authorities in Ghana.

36

37 *Keywords: Marketing mix, Customer satisfaction and local Authorities*

38

39 **1. INTRODUCTION**

40 McCarthy (1964) defined marketing mix as a combination of four factors which managers
41 may leverage to satisfy customer needs. The marketing mix is also known as 4ps summarily
42 ie product, price, promotion and place. Boom and Bitner (1981) extended the 4ps to 7ps to
43 include people, process and physical evidence. It has been expected that marketing mix
44 application in private sector principles and mind-set could be wholly transferable to public
45 sector.

46

47 Marketing mix has assumed global recognition as a vital satisfaction tool for customers of all
48 endeavours. Its application was first introduced to fast moving consumer goods but later
49 extended to service marketing. Today marketing mix is seen as a vital driving tool needed to
50 achieve customer satisfaction. According to Kotler and Lee (2006) marketing mix has the
51 capacity to effectively and efficiently provide financial footing to all organizations especially
52 public sector which is normally excluded from conventional marketing system for lack of
53 competition. Casting aside the euphoria about marketing mix, a sober question can be
54 asked, 'Does marketing mix concept application effectively leads to customer satisfaction at
55 local authorities level?

56

57 The above question has generated scores of studies that have endeavoured to ascertain
58 whether marketing mix application indeed leads to customer satisfaction. A study by Cousin
59 (1990) identified that public sector organizations started seeing its clientele as customers
60 and perceived the benefits of applying marketing tools and strategic market planning in order
61 to sell their policies to its citizens. However, doubts have been raised by Kotler and Zaltman
62 (2001) suggested public and non-profit sectors are badly in need of improved marketing
63 practice. According to Reid and Worthing (2004) marketing mix of a service-based business
64 is different from marketing of a product-related business. It is therefore imperative that
65 service marketing may need special comprehension and marketing efforts. Other studies
66 have assessed component of marketing mix such as promotion (Burton,1990) and price
67 (Cowdell,1998) in public sector. Kotler (2010) identified that marketing mix applications
68 research has been mainly done on institutional basis on how it is being implemented rather
69 than whether its implementation really leads to public service users satisfaction. All the
70 studies almost share similar shortfall, that local authority customer features and the content
71 in which marketing mix concept operate on customer satisfaction have not been well
72 researched and understood and is therefore lacking in literature. Also, the above studies fail
73 to capture satisfaction gap-how application of marketing mix concept were supposed to
74 satisfy customers of local authorities and what is actually satisfying. It is for this reason that
75 this study looked at effectiveness of marketing mix concept as satisfaction tool at local
76 authority level.

77

78 The study concentrated on marketing mix concept as a satisfaction tool at local governance
79 level among 25 local authorities in Ghana with respondents having knowledge about
80 marketing practices. Both management (Coordinating directors, finance officers and others
81 managers) and stakeholders (traditional rulers, assembly members, community members,
82 unit committee members) views were sampled and analysed.

83 **2. METHODOLOGY**

84 The design of the study was influenced by stated objectives, availability of vital data, time
85 factors as well as cost consideration. The study used primary descriptive research using
86 quantitative sample survey method with assistance of self-completion structured
87 questionnaire. The choice of the above research design was because of the ability of the
88 researcher to allow movements of opinions and variables with accurate numerical
89 information.

90

91 **3. RESULTS AND DISCUSSION**

92 **3.0 Introduction**

93 This chapter presents the analysis and discussion of the results based on
94 designated objectives and research questions of the study. The first section of this
95 chapter deals with demographic characteristics of management of chosen local
96 authorities and specific objectives such as
97 -The extent of marketing mix variables adoption in Ghanaian local authority setting
98 -Factors that hinder smooth adoption of marketing mix variables
99 -Whether effective adoption of marketing mix variables leads to customer satisfaction
100 -Things that can contribute to effective marketing practices at the local authority
101 The second section of this chapter which deals with stakeholders (Traditional rulers,
102 assembly members, unit community members, community member) looks at their
103 demographic characteristics as well as the same set of objectives like the ones
104 above which were posed to management.

105

106 **3.1 Demography of Respondents (Management)**

107 This section shows the demographic characteristics according to type of local
108 authority, gender, age, educational level, current position, number of years
109 worked/lived in the local authority. The data collected was analyzed using the
110 statistical package for social sciences (SPSS) in the form of frequency table for easy
111 interpretation and understanding.

112

113 Table 1 represents the demographic characteristics of the management. In all
114 twenty-five (25) were interviewed. From Table 3.1, it can be observed that majority of
115 the respondents used in this research work were males (15 representing 60% of the
116 total respondents) whiles the remaining 10 respondents representing 40% were
117 females.

In relation to age category of the management, it was found that 2 (8%) of the respondents were between the age range 16-25 years, 7 (28%) of the respondents were in the age range of 36-45 years with the majority 13 (52%) respondents falling in the age range of 46-52. It can however be deduced that majority of the respondents (managers) were in the age range of 36-45 and 46-55 years respectively.

Table 1: Summary of Response on Demographic Characteristics of Respondents

Attributes	N	Frequency	Percentage (%)
Gender	25		
Male		15	60
Female		10	40
Age	25		
16-25		2	8
26-35		3	12
36-45		7	28
46-55		13	52
Educational level	25		
SHS		1	4
Tertiary		10	40
Post graduate		14	56
Type of Authority	25		
Metropolitan		6	24
Municipality		11	44
District		8	32
Current Position	25		
Finance officer		6	24
Coordinating Director		11	44
Others		8	32
Number of years worked	25		
Less than 6 months		1	4
1-3 years		1	4
4-6 years		3	12
Above 6 years		20	80

Source: Field data, 2015.

With respect to educational level, Table 1 shows that 14(56%) and 10 (40%) of the respondents' have completed Tertiary and Postgraduate courses respectively with only 4% from the SHS. Also, on the issue of type of local authority worked for, 6 (24%) were from Metropolitan, 8 (32%) indicated District whereas majority 11 (44%) said Municipality.

When respondents were asked about their current position at the various authority, 6 respondents representing 24% indicated Finance Officers, 11 (44%) indicated Coordinating Directors whilst 8 (32%) stated others.

With respect to the number of years worked, 1 (4%) have worked less than 6 months and between 1-3 years respectively with majority of them 20 (80%) indicating they have worked in the various authorities for more than 6 years.

Table 2: To what extent was the marketing practices used * how long has marketing practices been adopted Cross tabulation

How long has marketing practices been adopted	To what extent was the marketing practices used				
	None	Low	Medium	High	Total
6 months - 1 year	2	6	0	0	8
2-3 years	0	6	10	0	16
4-5 years	0	0	0	1	1
Total	2	12	10	1	25

Source: Field data, 2015.

Table 2 shows the extent of marketing mix variables adoption in Ghanaian local authority setting. Respondents were asked to what extent was the marketing practices used verses how long has marketing practices been adopted. From the table (Table 2) it can be seen that out of the 25 respondents interviewed, 8 indicated 6 months – 1 year, 16 were of the view 2-3 years and 1 respondent said 4-5 years. However, out of the 8, 2 said none and 6 indicated low whereas out of 16, 6 said low and 10 indicated medium.

Table 3: The Extent of Marketing mix variables adoption in Ghanaian local Authority setting

Issues	Mean	Mode	Std. Deviation	Minimum	Maximum
The assembly has used marketing practices for several years	2.92	4	1.115	1	4
The marketing practices are for all ranges of products and services of the assembly	2.64	3	.860	1	4
The marketing practice was for product/service that were not accepted by community	2.56	3	.768	1	4

The marketing practice was done for new products or services	2.52	3	1.046	1	4
Taxes and rates levied by assemblies are value for money	3.40	3 ^a	.913	1	5
Products/service delivery are fast, reliable and convenient	3.04	3	.841	1	4
Assembly's management include community members in products/service provision decisions	3.68	4	.627	2	5
Community members are made aware and informed about all services/product offered	2.84	3	1.179	1	5
Assembly's staff are helpful, friendly and respectful	3.96	4	.539	3	5
Assembly's offices, conference and town halls are attractive and user friendly	3.60	4	.577	2	4
Marketing practices forms part of long term thinking of the assembly	2.32	3	1.108	1	4

Source: Field data, 2015.

Table 3 shows the marketing mix variables adoption in Ghanaian Local Authority setting. The table shows a descriptive statistics of all the 11 issues explored. That the smaller the standard deviation associated with a mean value the more reliable the mean value and the larger the standard deviation the less reliable the mean value. For instance, with respect to the issue 'assembly's staff are helpful, friendly and respectful' has a mean of 3.96 and a standard deviation of 0.539 indicating that respondents agree with the issue. However, with respect to the issue 'marketing practices forms part of long term thinking of the assembly' with a mean of 2.32 and a standard deviation of 1.108 indicates that respondents turn to disagree with that issue. Because the standard deviation of 0.539 is less than 1.108, it can thus be said that the mean value of 3.96 is more reliable than the mean value of 2.32.

Table 4: Factors that hinder smooth adoption of marketing mix variables

Factors	Percent Likert Response					MR	SD
	1	2	3	4	5		
Lack of qualified marketing	0	0	20	72	8	3.88	0.526

personnel among assembly's staff to ensure successful marketing programs								
No money is made available for marketing practice	0	0	20	60	8	3.76	0.597	
Central government policies interfere with marketing practice of assemblies	0	0	8	48	44	4.36	0.638	
Lack of direct competition hinders marketing practice of assemblies	0	0	56	32	12	3.56	0.712	
Political interference impedes effective adoption of marketing	0	4	12	44	40	4.20	0.816	
Local communities demands impedes marketing practice adoption	0	0	72	20	8	3.36	0.638	
The nature of local authorities hinder marketing practice adoption	0	0	72	20	8	3.36	0.638	

5=strongly agree 4=agree 3=neutral 2=disagree 1=strongly disagree
MR=Mean Response SD = Standard Deviation

This section of the research work touched on the factors that hinder smooth adoption of marketing mix variables. Table 6 presents the summary of views of the respondents as to their take on the subject matter. Respondents were asked to indicate their views on a likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral 4 = agree and 5=strongly agree).

It can be observed from the table in descending order of the first three (3) out of the seven (7) factors identified by the respondents as the main perceived factors that hinders smooth adoption of marketing mix variables. These are; Central government policies interfere with marketing mix adoption, Political interference impedes effective adoption of marketing and Lack of qualified marketing personnel among assembly's staff to ensure successful marketing programs. These has a mean 4.36, 4.20, 3.88 and a standard deviation of 0.638, 0.816 and 0.526 respectively. Table 4 reports the assigned percentages, means and their corresponding standard deviation on the various factors.

Table 4 presents the summary of views of respondents (management) on whether effective adoption of marketing mix variables really lead to customer (local residents) satisfaction on a likert scale (1 = strongly disagree, 2 = disagree, 3 = neutral 4 = agree and 5=strongly agree). The sample was skewed toward the neutral and disagree (see Table 4) with 84% of the respondents being neutral and 60% being disagree. The observed mean value indicates that majority of the respondents were either neutral or disagrees with the issues with respect to whether effective adoption

of marketing mix variables really lead to customers satisfaction. Quit a few either disagree or agree to the question

Table 5: Whether effective adoption of marketing mix variables really lead to customer (local residents) satisfaction

Factors	Percent Likert Response					MR	SD
	1	2	3	4	5		
Local residents (customers) are happy with product/service availability	12	20	48	20	0	2.76	0.926
Reliability of service/products offered is excellent	8	20	60	12	0	2.76	0.779
There is excellent speed of service/product delivery	12	20	56	12	0	2.68	0.852
Feedback system to gather and gauge customer (local residents) satisfaction is effective	4	28	60	8	0	2.72	0.678
Local residents (customers) confidence in community of service/product supply	16	20	60	4	0	2.52	0.823
Community members offered good recommendation about the assembly's services	0	12	80	8	0	2.96	0.455
Local residents (customer) have good perception of the local authority	4	4	84	8	0	2.96	0.539
Staff are happy about service being offered to local residents (customers)	0	8	56	36	0	3.28	0.614
Staff deals with local residents (customers) complaints swiftly	0	60	28	12	0	2.52	0.714
All stakeholders are happy with the service/products being offered	0	44	44	12	0	2.68	0.690

5=strongly agree 4=agree 3=neutral 2=disagree 1=strongly disagree

For instance 84% of the respondents remain neutral to the question, local residents (customers) have good perception of the local authority, and 4% of the respondents either strongly disagree or agree with only 8% agreeing to same question. See Table 5 for the assigned percentages, means and their corresponding standard deviation on the various factors.

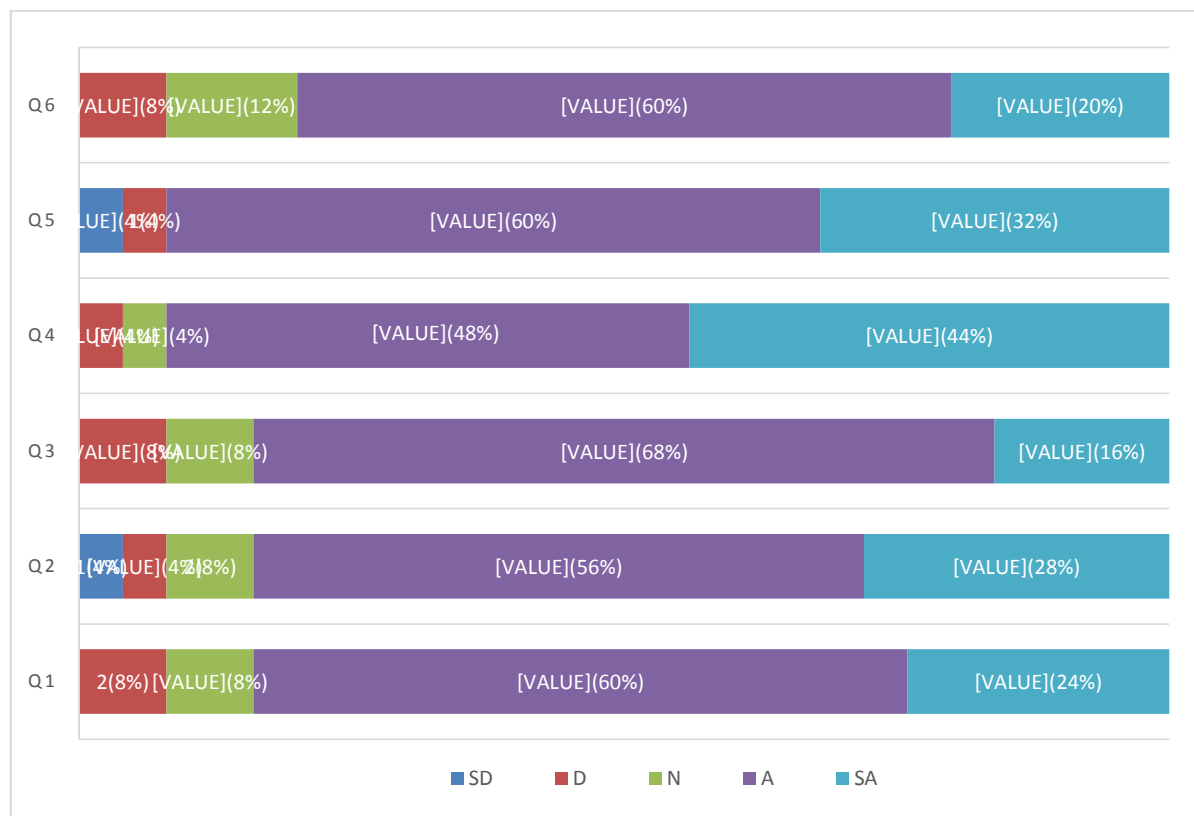


Figure 1: Things that can contribute to the effective marketing practices at Local Authority

Figure 1 show a bar chart on responses to the questions: Senior management should be made answerable to community instead of government (Q6), Employment of qualified marketing personnel for the assembly (Q5), Regular marketing training for senior management of the assembly (Q4), Setting aside a percentage of assembly's budget for marketing (Q3), Some board appointees should have marketing background (Q2) and Creation of marketing section or department (Q1). It can be observed (see Figure 1) that between 48-68% and 16-44% of the respondents either agreed or strongly agreed to the stated questions. Quite a few number of respondents were neutral or disagreed to the stated question.

3.2 Respondents' Profile (Stakeholders)

This section shows the demographic characteristics according to type of local authority, gender, age, educational level, current position, number of years worked/lived in the local authority. The data collected was analyzed using the statistical package for social sciences (SPSS) in the form of frequency table for easy interpretation and understanding.

The sample was skewed toward the male population (see Table 6) with 68% of the respondents being male, and 32% were female. The respondents varied in age, ranging from 16 to over 50. The highest proportion of the respondents fell into the 36–45 and 46-55 age groups. They accounted for 69.4% (38.1% and 31.3%) of the total respondents. This was followed by the 26-35 age group (27.5%). The educational level of the respondents was generally high. Only 1.9% of the sample had received junior high education, while 35% received senior high education, and 52.5% reported having obtained tertiary education with 10.6% post-graduates.

Table 6: Demographic Characteristics of Respondents'

Variable	Count	Percent
Gender		
Male	109	68
Female	51	32
Age		
16-25	5	3.1
26-35	44	27.5
36-45	61	38.1
46-55	50	31.3
Highest Educational Level		
JHS	3	2.0
SHS	56	35
Tertiary	84	52
Post-graduate	17	11
Current Position		
Traditional ruler	38	23.8
Assembly member	42	26.3
Community member	41	25.6
Unit Committee member	39	24.4
Number of years worked		
Less than 6 months	10	6.3
1-3 years	12	7.5
4-6 years	12	7.5
Above 6 years	126	78.8
Authority		
Metropolitan	31	19.4
Municipal	76	47.5
District	53	33.1
How long has marketing practices been part of assembly's programmes		
6 months – 1 year	68	42.5
2-3 years	57	35.6

4-5 years	5	3.1
Above 5 years	30	18.8
To what extent was marketing practices used		
None	53	33.1
Low	55	34.4
Medium	51	31.9
High	1	0.6

Source: Field data, 2015.

In terms of current position, respondents 28.3% indicated traditional ruler, 26.3% were assembly members, and also community member and unit committee member presented 25.6% and 24.4% of the total respectively of the entire population. Over 78% of the total respondents has worked for or lived in the local area over 6 years, less than 6 months were 6.3% and 1-3 years and 4-6 years presented 7.5% respectively. In relation to authority, metropolitan, municipal and district presented 19.4%, 47.5% and 33.1% respectively.

In terms of how long has marketing practice been part of assembly's programmes? 42.5% of the total respondents indicated between 6 months to 1 year, 35.6% asserted between 2-3 years and 3.1% were of the view 4-5 years.

When to what extent of was marketing practices used was examined? 33.1% of the respondents indicated none, low and medium presented 34.4% and 31.9% respectively whilst 0.6% asserted high.

3.3 Further Analysis

The main objective of this research is to identify underlying construct, if any, that influence the effectiveness of marketing practice in customer satisfaction at local government level. Factor analysis which is a data reduction method was applied to extract latent factors. The analysis involves 33 variables following a number of procedures in turns

Table 7: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.836
Bartlett's Test of	Approx. Chi-Square	5243.052
Sphericity	Df	528
	Sig.	.000

Source; Results from the analysis of data, 2015

Table 7 shows The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy, a measure of whether the distribution of values is adequate for conducting factor analysis, was 0.836, (which is greater than the threshold of 0.50 (Sharma, 1996)). The Bartlett's test of sphericity was statistically significant (5243.052, $df = 528$, $p =$

0.000), conforming the multivariate normality of the data. Cronbach's alpha was computed on each of the Likert scales items contained in the survey instrument.

The alpha coefficients for the scales=attributes show that the majority are highly realizable and acceptable, with alpha scores that exceed 0.50, the threshold recommended by Nunnally (1967) for exploratory research. The value of the alphas indicates the scales possessed a high level of internal consistency. The overall alpha for the scale was found to be 0.845

Communalities (shared variance) is the amount of variation in a particular variable that is shared with other variables. Thus, the communalities represent the overall importance of each variable in a principal component. In Principal Component Factoring, all variables are assigned an initial variance (total communality) of one. The final (Extraction) communalities of each variable represent the variance accounted for by the chosen factor solution for the variable. 33 variables remained in the final factor solution. From Table 8, all the final communalities are at least 0.50. At least 50% of the initial communality of each variable was accounted for in the final factor solution. The factor solution is thus far considered to be satisfactory as at least half of the variance of each variable is shared with the factors.

Table 8: Communalities amongst the variables

Variable	Initial	Extraction	Variable	Initial	Extraction
		n			n
the assembly has used marketing programme for many years	1.000	.863	people appointed to serve on assembly board are unqualified party members	1.000	.648
marketing programmes are used for all assembly's service	1.000	.830	delays in decision making	1.000	.744
marketing programmes are for only services which community members do not like	1.000	.864	community members are happy with quality of services provided	1.000	.765
marketing programmes are for only new service introduce by the assembly	1.000	.840	service availability is excellent	1.000	.896
local taxes and levies are seen by	1.000	.814	service delivery is excellent	1.000	.837

community members as value for money					
community members are part of decision making process	1.000	.748	community members are happy with feedback they get from the assembly	1.000	.808
community members are made aware of all assembly`s services	1.000	.709	assembly has good image in the eyes of the community	1.000	.821
assembly`s staff are helpful and respectful	1.000	.721	community members are happy to talk about assembly`s service to other people	1.000	.831
whatever assembly wants to do in future marketing forms part of it	1.000	.633	assembly staff are always happy to serve community members	1.000	.663
assembly does not have qualified marketing people	1.000	.701	complaints from community members are dealt with quickly	1.000	.743
lack of money for marketing programmes	1.000	.808	creation of marketing section or department	1.000	.759
government interferences affect marketing programmes	1.000	.887	some board appointees should have marketing background	1.000	.787
no competition means there is no need for marketing	1.000	.707	setting aside a percentage of assembly`s budget for marketing	1.000	.835
type of local community demands prevent marketing practices	1.000	.852	regular marketing training for senior management of the assembly	1.000	.849
the type of local authority activities stop marketing acceptance	1.000	.810	employment of qualified marketing personnel for the assembly	1.000	.838

staff of the assembly are government appointees	1.000	.681	senior management should be answering to community instead of government	1.000	.595
delay in assembly`s common fund payment affect marketing practices	1.000	.568			

Extraction Method: Principal Component Analysis.

3.4 Number of Factors Extracted

Three criteria were used to decide on the number of factors to retain for interpretation: eigenvalue-greater-one rule, scree plot and the percentage of variance explained. Seven components have eigenvalues greater than one, so going by eigenvalue-greater-one rule, seven factors can be retained for interpretation. The scree plot of Figure 1 suggest that the maximum number of components that should be extracted are the just prior to where the plot begins to straighten out into a horizontal line (that is, where the plot forms an elbow-like shape) The first seven components explain 77.143 of the variance in the data -- more than the suggested 60% threshold (Hair et al., 2006). The seven factors retained for interpretation are shown in Table 9.

Table 9: Total Variance Explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	11.888	36.023	36.023
2	4.105	12.439	48.462
3	2.949	8.936	57.398
4	2.295	6.954	64.352
5	1.632	4.946	69.298
6	1.370	4.150	73.448
7	1.219	3.694	77.143
8	.939	2.846	79.989
9	.879	2.663	82.652
10	.598	1.813	84.466
11	.569	1.723	86.189
12	.525	1.590	87.779

13	.474	1.436	89.214
14	.448	1.357	90.571
15	.427	1.295	91.866
16	.363	1.100	92.966
17	.283	.856	93.822
18	.275	.832	94.654
19	.232	.703	95.357
20	.205	.621	95.977
21	.188	.569	96.546
22	.165	.499	97.045
23	.155	.470	97.516
24	.140	.424	97.940
25	.121	.366	98.307
26	.108	.327	98.634
27	.096	.290	98.924
28	.092	.280	99.204
29	.076	.232	99.435
30	.067	.202	99.637
31	.054	.163	99.800
32	.043	.130	99.930
33	.023	.070	100.000

309 Extraction Method: Principal Component Analysis.

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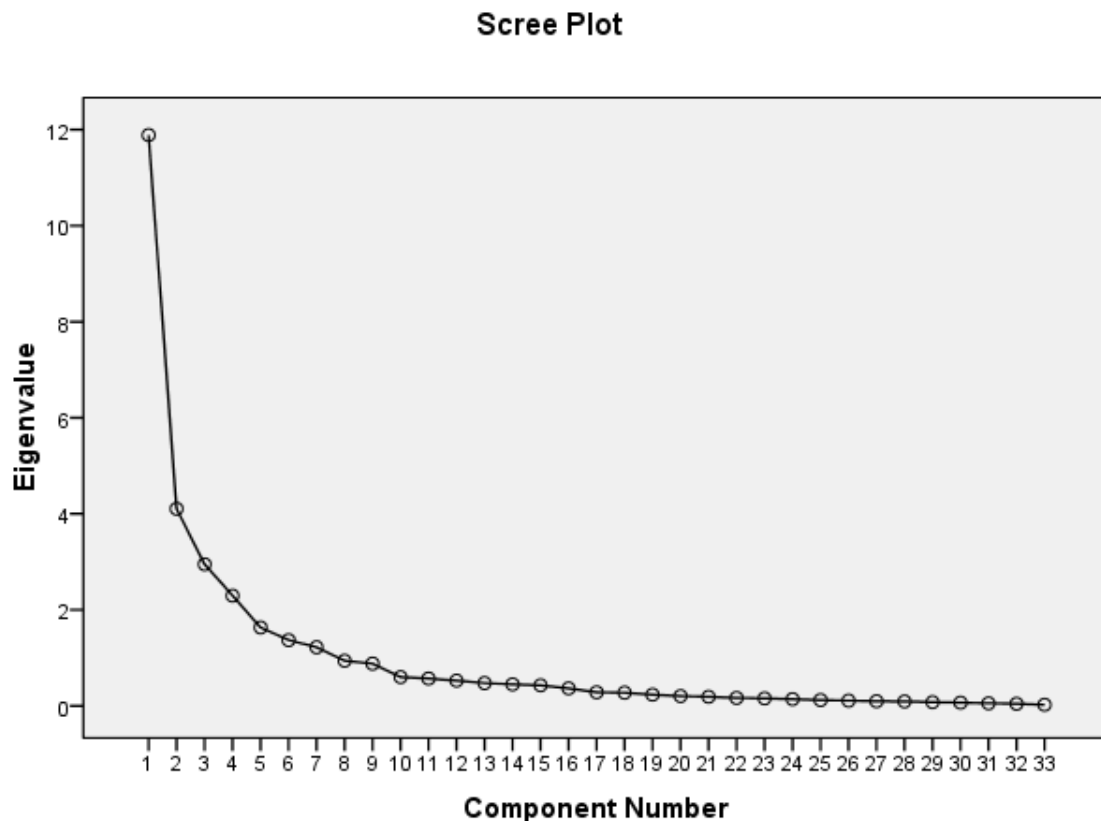


Figure 2: Scree Plot of Extracted Factors.

3.5 Factors underlying the effectiveness of marketing practice in customer satisfaction at local government.

The table below (10) shows the factors that were extracted from the analysis. The values in the table (known as factor loadings or weights) indicate the partial correlations between the variables and the factors. The factors were rotated using the Varimax method so as to ensure that some variables load highly on a factor than on others. Thus, orthogonally (independence) among factors ensured.

Table 10: Rotated Component Matrix

Variables	Factors						
	1	2	3	4	5	6	7
Service availability is excellent	0.88						
	5						
Community members are happy to talk about assembly`s service to other people	0.86						
	1						
Service delivery is excellent	0.85						
	6						
Community members are happy with quality of services provided	0.81						
	8						
Community members are happy with feedback they get from the assembly	0.75						
	1						
Assembly staff are always happy to serve community members	0.68						
	9						
Assembly has good image in the eyes of the community	0.66						
	3						
Complaints from community members are dealt with quickly	0.65						
	6						
Assembly`s staff are helpful and respectful	0.60						
	7						
Community members are part of decision making process		0.80					
		1					
Marketing programmes are for only services which community members do not like		0.79					
		8					
Marketing programmes are used for all assembly`s service		0.79					
		5					
Local taxes and levies are seen by community members as value for money		0.74					
		8					
The assembly has used marketing programme for many years		0.68					
		9					
Marketing programmes are for only new service introduce by the assembly		0.67					
		1					
Community members are made aware of all assembly`s services		0.62					
		5					
Whatever assembly wants to do in future marketing forms part of it		0.53					
		8					

Setting aside a percentage of assembly`s budget for marketing	0.893	
Regular marketing training for senior management of the assembly	0.888	
Employment of qualified marketing personnel foe the assembly	0.887	
Some board appointees should have marketing background	0.869	
Creation of marketing section or department	0.820	
Senior management should be answering to community instead of government	0.737	
Type of local community demands prevent marketing practices	0.880	
No completion means there is no need for marketing	0.751	
The type of local authority activities stop marketing acceptance	0.687	
Delay in assembly`s common fund payment affect marketing practices	0.550	
Lack of money for marketing programmes	0.790	
Assembly does not have qualified marketing people	0.669	
Government interferences affect marketing programmes	0.662	
Staff of the assembly are government appointees	0.709	
Delays in decision making		0.781
People appointed to serve on assembly board are unqualified party members		0.776

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 7 iterations.

329

330 Table 10 shows the extracted factors and the loadings of the various variables on the
 331 factors, after the initial factor solution had been rotated via the Varimax method so
 332 that each variable load highly on only one factor. The method also ensures that the
 333 factors are uncorrelated. As indicated, the loadings represent the extent of
 334 correlation between a variable and a factor. The higher the absolute value of a
 335 loading of variable on a factor, the more influential the variable is on the factor. A
 336 loading of 0.40 is considered significant for a sample size of 210 (Hair et al., 2006).

However, a higher value of 0.50 was used to ensure that only variables of practical significance are included in the final factor solution. Loadings below 0.50 were omitted with the remaining ones sorted in descending order of magnitude to facilitate easy interpretation of the final factor solution. The factors (Components 1, 2, 3 ... 7 (Table 11)) are presumed to be the underlying dimensions informing effectiveness of marketing practices in customer satisfaction. The factors were named based on the loadings of the variables shown so that the higher the absolute value of a variable's loading on a factor, the more influential the variable is in naming the factor. The factors were named as follows:

1. Service Delivery and Customer Satisfaction
2. Marketing Programs, Value and Decision Making
3. Marketing Budget and Personnel
4. Nature of Services and Competition
5. Political Interference and Management
6. Political Appointment
7. Quality of Top management

4. CONCLUSION

The following major findings were identified after data analysis;

-It was revealed that local authorities have not fully embraced marketing mix application practice for too long. From Table 2 when 25 respondents from management side were interviewed, 8 indicated 6 months-1 year, 16 said 2-3 years and 1 respondent said less than 1 year. Also, from stakeholders perspective, the study observed that marketing practice has not been long adopted by local authorities with 42.5% of the total respondents indicated between 2-3 years and 3.1% were of the view 4-5 years (see Table 2)

-The study also showed from management perspective that the extent of marketing mix adoption is low among local authorities. (see Table 3).

-Respondents also said policies of central government, political interference and lack of qualified marketing personnel impede effective adoption of marketing practice with mean of 4.36, 4.20 and 3.88 respectively as well as standard deviation of 0.638, 0.816 and 0.526 accordingly. (see Table 4)

-With 84% of respondents were neutral and 60% disagreed on the issue of whether marketing mix concept adoption really leads to customer satisfaction. (see Table 5).Also, the observed mean value shows that majority of management and stakeholder respondents were either neutral or disagree with the issue with respect to whether effective adoption of marketing mix really leads to customer satisfaction.

-The study observed that service delivery and customer satisfaction, regular marketing programmes, value and decision making training for senior management, marketing personnel and budget availability, lack of political interference and appointment of quality management can all contribute greatly to effective marketing practice at the local authority level. As Table 9 shows the higher the absolute value of a loading of a variable on a factor the more influential the variable is on the factor. (see Table 9 and figure 1)

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APPENDIX 1

QUANTITATIVE QUESTIONNAIRE

CONSTRUCTION

411 Self-Completion Questionnaire

412

413 Questionnaire for Stakeholders

414 Introduction and Guidance

415 Dear Sir/Madam,

416 I am conducting a research on the topic effectiveness of marketing practice in customer
 417 satisfaction at local government level. Dear respondent, your organisation has been chosen
 418 as one of the assemblies to take part in this research and I would appreciate it if you could
 419 please carefully and honestly read and fill this questionnaire for me. The questions will take
 420 about 10-15 minutes to complete. The questionnaire is divided into two main sections
 421 namely A(Covers respondents profile) and B which covers the research questions. The
 422 questionnaire is purely for academic purposes and will certainly respect your right of
 423 anonymity and examine the outcomes of the questionnaire with the highest degree of
 424 confidentiality. Thanks a lot.

425 Sincerely,

426 Name-Isaac Theophilus Ampah, (Lecturer), Takoradi Polytechnic (School of Business
 427 Studies)

428 Instructions

429 Please tick one from the multiple answers below based on your frank opinion for each
 430 question from 1 to 8.

431

432 SECTION A

433 Respondent Profile

434 1.Type of local authority

435 (a) Metropolitan [] (b) Municipal [] (c) District []

436 2. Gender (a) Male [] (b) Female []

437 3. Age (a) 16-25 [] (b) 26-35 [] (c) 36-45 [] (d) 46-55 []

438

439

440 4. Education level

441 (a) JHS [] (b) SHS [] (c) Tertiary []

442 (d) Post graduate []

443 5. Current Position

444 (a) Traditional ruler [] (b) Assembly Member[] (c) Community Member [] (d) Unit
445 Committee Member []

446 6. How long have you worked/lived in the local authority

447 (a) Less than 6 months[] (b) 1 year – 3 years [] (c) 4-6 years []
448 (d) above 6 years []

449 7. How long has marketing practice been part of assembly's programmes

450 (a) 6 months- 1 year [] (b) 2 year – 3 years [] (c) 4-5 years [] (d) above 5 years []

451 8. To what extent was marketing practices used?

452 (a) None [] (b) Low [] (c) Medium [] (d) High []

453

454 SECTION B

455 From questions 9 to 43, strongly disagree denotes total disagreement to the statement, while
456 strongly agree denotes total agreement to the statement. Neutral means you are not sure of
457 the statement. Using scale of 1-5, Strongly agree-5, Agree-4, Neutral-3, Disagree-2, and
458 Strongly disagree-1.

459

460 THE EXTENT OF MARKETING PRACTICE ADOPTION AT LOCAL ASSEMBLY

S/N	QUESTION	1	2	3	4	5
9	The assembly has used marketing programme for many years					
10	Marketing programmes are used for all assembly's service					
11	Marketing programmes are for only services which community members do not like					
12	Marketing programmes is for only new services introduce by the assembly					
13	Local taxes and levies are seen by community members as value for money					
14	Services provided by the assembly are fast, reliable and convenient					
15	Community members are part of decision making process					
16	Community members are made aware of all assembly's services					
17	Assembly's staff are helpful and respectful					
18	Various assembly's offices are nice					
19	Whatever assembly wants to do in future marketing forms part of it					

461

462 FACTORS THAT PREVENT EFFECTIVE MARKETING PRACTICES AT THE ASSEMBLY

S/N	QUESTION	1	2	3	4	5
20	Assembly does not have qualified marketing					

	people					
21	Lack of money for marketing programme					
22	Government interferences affect marketing programme					
23	No competition means there is no need for marketing					
24	The type of local community demands prevent marketing practice					
25	The type of local authority activities stop marketing acceptance					
26	Staff of the assembly are government appointees					
27	Delay in assembly's common fund payment affect marketing practice					
28	People appointed to serve on assembly board are unqualified party members					
29	Delays in decision making					

WHETHER EFFECTIVE MARKETING PRACTICES WILL RESULT IN COMMUNITY MEMBERS SATISFACTION

S/N	QUESTION	1	2	3	4	5
30	Community members are happy with quality of service provided					
31	Service availability is excellent					
32	Service delivery is excellent					
33	Community members are happy with feedback they get from the assembly					
34	Assembly has good image in the eyes of community					
35	Community members are happy to talk about assembly's service to other people					
36	Assembly staff are always happy to serve community members					
37	Complaints from community members are dealt with quickly					

THINGS THAT CAN CONTRIBUTE TO EFFECTIVE MARKETING PRACTICE AT LOCAL AUTHORITY

S/N	QUESTION	1	2	3	4	5
38	Creation of marketing section or department					
39	Some board appointees should have marketing background					
40	Setting aside a percentage of assembly's budget for marketing					
41	Regular marketing training for senior management of the assembly					

42	Employment of qualified marketing personnel for the assembly					
43	Senior management should be made answerable to community instead of government					

APPENDIX 2

QUANTITATIVE QUESTIONNAIRE CONSTRUCTION

Self-Completion Questionnaire

Questionnaire for Management

Introduction and Guidance

Dear Sir/Madam,

I am conducting a research on the topic effectiveness of marketing practice in customer satisfaction at local government level. Dear respondent, your organization has been chosen as one of the assemblies to take part in this research and I would appreciate it if you could please carefully and honestly read and fill this questionnaire for me. The questions will take about 10-15 minutes to complete. The questionnaire is divided into two main sections namely A (covers respondents profile) and B which covers the research questions. This questionnaire is purely for academic purposes and will certainly respect your right of anonymity and examine the outcomes of the questionnaire with the highest degree of confidentiality. Thanks a lot

Sincerely,

Name-Isaac Theophilus Ampah (Lecturer) – Takoradi Polytechnic (School of Business)

Instructions.

Please tick one from the multiple answers below based on your frank opinion for each question from 1 to 8

SECTION A

Respondent Profile

1. Type of local authority: a) Metropolitan [] b) Municipal [] c) District []

2. Gender: a) Male [] b) Female []

3. Age: a) 16-25[] b) 26-35[] c) 36-45[] d) 46-55[] e) 56 above []

4. Educational level: a) JHS [] b) SHS [] c) Tertiary [] d) Post Graduate[]

5. Current position: a) Chief Executive Officer [] b) Finance Officer[] c) Coordinating Director [] d) Others[]

6. How long have you worked/lived in the local authority?

a) Less than 6 months [] b) 1 year- 3 years [] c) 4-6 years[] d) above 6 years []

501

SECTION B

502 From question 9 to 42, strongly disagree denotes total disagreement to the statement, while
503 strongly agree denotes total agreement to the statement. Neutral means you are not sure of
504 the statement. Using a scale of 1-5, Strongly agree—5, Agree—4, Neutral—3, Disagree--2,
505 Strongly disagree—1.

506

507 THE EXTENT OF MARKETING MIX VARIABLES ADOPTION IN GHANAIAIAN LOCAL 508 AUTHORITY SETTING.

509 7. How long has marketing practices been adopted ?

510 a. 6 months- 1 year b. 2-3 years c. 4-5 years d. 5 years +

511 8. To what extent was the marketing practices used

512 a. None b. Low c. Medium d. High

S/N	QUESTION	1	2	3	4	5
9	The assembly has used marketing practices for several years					
10	The marketing practices are for all ranges of products and services of the assembly					
11	The marketing practice was for product/service that were not accepted by community members					
12	The marketing practice was done for new product or services					
13	Taxes and rates levied by assemblies are value for money					
14	Product/service delivery are fast, reliable and convenient					
15	Assembly's management include community members in products/ service provision decisions					
16	Community members are made aware and informed about all services/product offered					
17	Assembly's staff are helpful, friendly and respectful					
18	Assembly's offices, conference and town halls are attractive and user friendly					
19	Marketing practices forms part of long term thinking of the assembly					

513

514 FACTORS THAT HINDER SMOOTH ADOPTION OF MARKETING MIX VARIABLES

S/N	QUESTION	1	2	3	4	5
20	Lack of qualified marketing personnel among assembly's staff to ensure successful marketing programs					
21	No money is made available for marketing practice					
22	Central government policies interfere with marketing practice of assemblies					
23	Lack of direct competition hinders marketing mix adoption					
24	Political interference impedes effective adoption of marketing					

25	Local communities demands impedes marketing practice adoption					
26	The nature of local authorities activities hinder marketing practice adoption					

515

516 **WHETHER EFFECTIVE ADOPTION OF MARKETING MIX VARIABLES REALLY LEAD**
 517 **TO CUSTOMER (LOCAL RESIDENTS) SATISFACTION.**

S/N	QUESTION	1	2	3	4	5
27	Local residents (customers) are happy with product/service availability and quality					
28	Reliability of service/product offered is excellent					
29	There is excellent speed of service/product delivery					
30	Feedback system to gather and gauge customer (local residents) satisfaction is effective					
31	Local residents(customers) have confidence in continuity of service/product supply					
32	Community members offered good recommendation about the assembly's services					
33	Local residents (customer) have good perception of the local authority					
34	Staff are happy about service being offered to local residents (customers)					
35	Staff deals with local residents (customers) complaints swiftly					
36	All stakeholders are happy with the service/products being offered					

518

519 **THINGS THAT CAN CONTRIBUTE TO EFFECTIVE MARKETING PRACTICES AT**
 520 **LOCAL AUTHORITY**

S/N	QUESTION	1	2	3	4	5
37	Creation of marketing section or department					
38	Some board appointees should have marketing background					
39	Setting aside a percentage of assembly's budget for marketing					
40	Regular marketing training for senior management of the assembly					
41	Employment of qualified marketing personnel for the assembly					
42	Senior management should be made answerable to community instead of government					

521