

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

185 respondents from 25 out of 216 local authorities were purposively selected. 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 out 216 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.

Keywords: Marketing mix, Customer satisfaction and local Authorities

37

38 1. INTRODUCTION

39 Marketing mix concept plays a vital role in customer satisfaction of all kinds of businesses
40 endeavours. Businesses that are able to satisfy their customers would survive both short
41 and long term at a profit. McCarthy (1964) defined marketing mix as a combination of four
42 factors which managers may leverage to satisfy customer needs. The marketing mix is also
43 known as 4ps summarily ie product, price, promotion and place. Boom and Bitner (1981)
44 extended the 4ps to 7ps to include people, process and physical evidence. It has been
45 expected that marketing mix application in private sector principles and mind-set could be
46 wholly transferable to public sector (Kotler,2010). According to Reid and Worthing (2004)
47 marketing mix of a service-based business is different from marketing of a product-related
48 business. It is therefore imperative that service marketing may need special comprehension
49 and marketing efforts.

50

51 Though marketing mix has assumed global recognition as a satisfaction tool for all business
52 endeavours, its effectiveness in local authority setting in developing countries is under
53 research. This requires that local authorities do as much as possible to meet the diverse
54 needs/wants of their clientele (Cousin,1990).To achieve this goal, marketing mix application
55 at local governance level should be taken seriously to meet the ever changing needs/wants
56 of all stakeholders. Application of marketing mix should be done with fully implemented 7ps
57 marketing infrastructure including customer orientation training and employment of qualified
58 marketing personnel.

59

60 Research has shown that organisations that adopt effective marketing mix also improve their
61 financial standing (Kotler and Lee,2006). Nevertheless, this could be achieved if local
62 authorities go through a reasonable time frame of effective marketing practice. Others
63 studies have also shown that marketing mix adoption in public sector organisations are bad
64 and in need of effective marketing practice attention (Kotlerand Zaltman,2001). On many
65 occasions, private organisations unlike the public sector institutions are thought to need no
66 effective marketing because they are monopolists.

67

68 This common characteristic of marketing practice of public sector institutions including local
69 authorities can hardly aid satisfaction of their clienteles' changing needs/wants. Thus to
70 prepare local authorities to fully maximise customer needs/wants is critical to fill the vacuum
71 created by public institutions' lack of competition. As local authorities improve marketing
72 practice they should appreciate not only how to offer excellent product offering to customers
73 but also they should forge long-lasting win-win relationship with all stakeholders. Marketing
74 mix application should involve all 7ps but not only promotion (Burton,1990) or price
75 (Cowdell,1998) as is being practiced by some local authorities in developing countries. If
76 local authorities take marketing mix application seriously and systematically implement
77 marketing infrastructure and employ qualified marketing personnel then customer
78 satisfaction level which is low among them can be enhanced for community development.

79

80 Considerable attention has been paid to local authorities and customer satisfaction in
81 relation to public sector performance. However, despite the significant role of customer
82 satisfaction at local authorities little attention has been given to this subject matter within the
83 published research literature especially in developing countries. The lack of sufficient
84 attention to effective marketing mix application in terms of effective customer satisfaction at
85 local authority level creates a gap in academic literature. Thus, this study aimed at capturing
86 the valuable knowledge and experiences of both management and stakeholders of local
87 authority to make an empirical assessment of the effectiveness of marketing mix application
88 at local governance level.

89 2. METHODOLOGY

90 The research collected data from two different groups namely local authorities management
91 and key stakeholders of 25 local authorities out of 216 in Ghana. In total 185 respondents
92 were selected from both management and stakeholders. 6 finance officers, 11 coordinating
93 directors and 8 other positions were selected from management side. While 38 traditional
94 rulers, 42 assembly members, 41 community members and 39 unit committee members
95 were selected from stakeholders side. Data was collected through two sets of self-completed
96 questionnaires to both management and stakeholders that allowed respondents to complete
97 them at their own convenience in order to reduce interruptions to those participating local
98 authorities service delivery. Both sets of questionnaires dealt with the effectiveness of
99 marketing practices and customer satisfaction at local governance level. The questionnaire
100 was developed in such a manner that the structure, focus and phrasing of questions was
101 intelligible with respondents, reduced bias and provided data that could be statistically
102 analysed (Gill and Johnson,2006). A five point Likert scale was used with responses
103 ranging from 'strongly disagree, disagree, neutral,, agree and strongly agree.' Closed ended
104 questions were also used to allow for collection of more depth data. A total of 190
105 questionnaires were sent out from which 185 questionnaires were returned representing
106 97.3%. Non-probabilistic purposive sampling method which involves handpicking
107 respondents who have knowledge and experience about marketing practices at the local
108 governance was used. Quantitative data was analysed using Statistical Packages for Social
109 Sciences (SPSS) version 21 and Microsoft Excel 2013 .

110

111 3. RESULTS AND DISCUSSION

112 3.0 Introduction

113 This chapter presents the analysis and discussion of the results based on
114 designated **research objectives** of the study. The first section of this chapter deals
115 with demographic characteristics of management of chosen local authorities and
116 specific objectives such as
117 -The extent of marketing mix variables adoption in Ghanaian local authority setting
118 -Factors that hinder smooth adoption of marketing mix variables
119 -Whether effective adoption of marketing mix variables leads to customer satisfaction
120 -Things that can contribute to effective marketing practices at the local authority

The second section of this chapter which deals with stakeholders (Traditional rulers, assembly members, unit community members, community member).It looks at their demographic characteristics as well as the same set of objectives like the ones above which were posed to management.

3.1 Hypotheses of study

- a) Low customer satisfaction organizations are those which not have adopted marketing mix for a reasonable time frame
- b) Customer satisfaction will be enhanced positively by not only 7ps but other factors such as central government policies, lack of political interference and qualified marketing personnel
- c) Low marketing mix adoption will lead to low customer satisfaction
- d) Full enrolment of marketing infrastructure will positively enhance customer satisfaction

3.2 Reliability/Validity Test

A reliability/validity test using Cronbach Alpha; resulting in a reliability coefficient of 0.947 which was above the recommended minimum of 0.7 (Santos & Reynolds, 1999) was conducted on all 85 items (variables) used in the study (see Table 4.1).

Table 1: Reliability Statistics

N	%	Cronbach's Alpha	No. of variables
185	100	0.947	85

Source: output from SPSS

It can be inferred from Table 2 that variables assigned for the study were about 95% reliable to be used for the study. The study however, achieved a response rate of 0.973 (approximately 97%).

3.3 Demography of Respondents (Management)

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 analysed using the statistical package for social sciences (SPSS) in the form of frequency table for easy interpretation and understanding.

Table 1 represents the demographic characteristics of the management. In all twenty-five (25) respondents were interviewed. From Table 2, it can be observed that

majority of the respondents used in this research work were males (15 representing 60% of the total respondents) while the remaining 10 respondents representing 40% were 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 2: 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 3: 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 3 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 3) it can be seen that out of the 25 respondents interviewed, 8 respondents indicated 6 months – 1 year, 16 respondents were of the view 2-3 years and 1 respondent said 4-5 years. However, out of the 8 respondents that indicated 6 months-1 year, 2 respondents said none and 6 respondents indicated low. Also, out of 16 respondents that indicated 2-3 years, 6 respondents said low and 10 respondents said medium. Lastly, only 1 respondent that indicated 4-5 years marketing practice said high.

Table 4: 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 4 shows the marketing mix variables adoption in Ghanaian Local Authority setting. The table shows a descriptive statistics of all the 11 issues explored. It is vital to note 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 staffs 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 5: Factors that hinder smooth adoption of marketing mix variables

Factors	Percent Likert Response					MR	SD
	1	2	3	4	5		
Lack of qualified marketing personnel among assembly's staff to ensure successful marketing programs	0	0	20	72	8	3.88	0.526
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 5 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 that **were identified by the respondents as the main hindrances to** smooth adoption of marketing mix variables. **These factors** are Central government policies , Political interference and Lack of qualified marketing personnel among assembly's staff to ensure successful marketing programs. These have a mean 4.36, 4.20, 3.88 and a standard deviation of 0.638, 0.816 and 0.526 respectively. .

Also, Table 6 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 responses were skewed toward the neutral and disagree with 84% of the respondents being neutral and 60% being disagree. The observed mean values indicate 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 6: 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 6 for the assigned percentages, means and their corresponding standard deviation on the various factors.

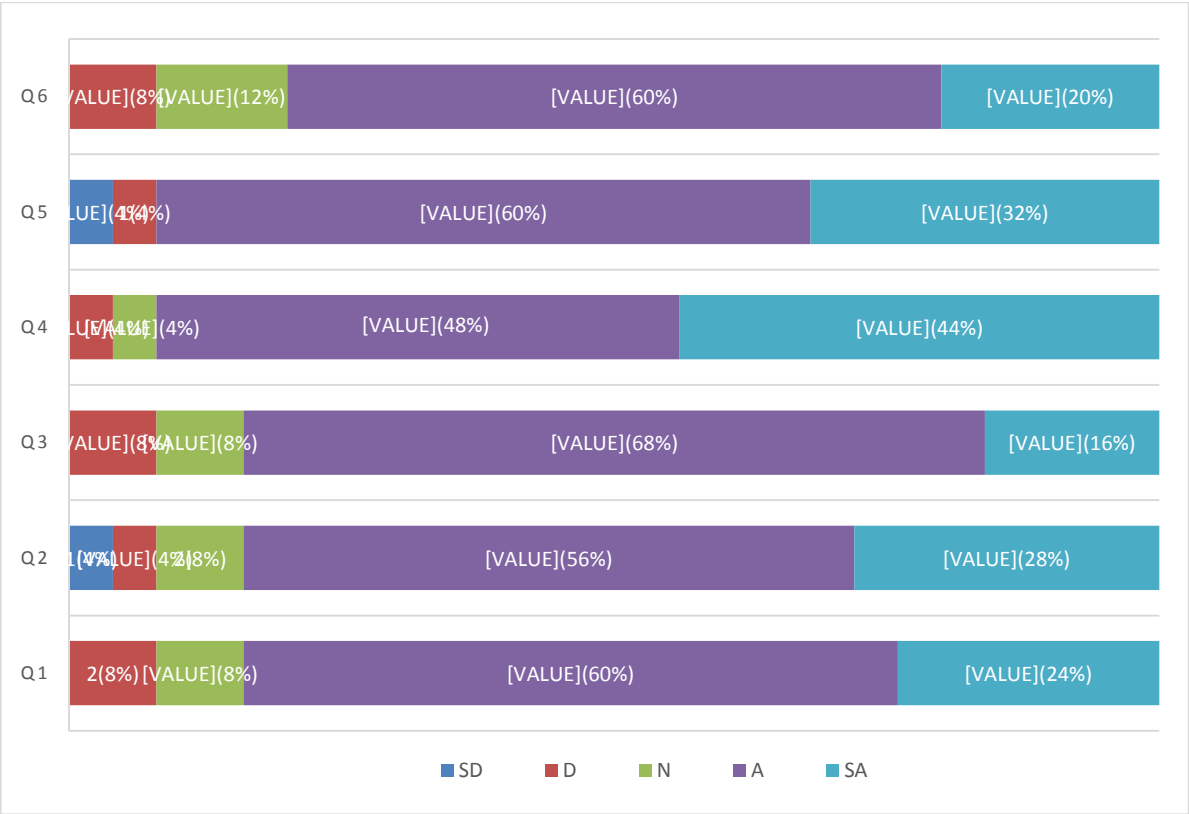


Figure 1: Things that can contribute to the effective marketing practices at Local Authority

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 numbers of respondents were neutral or disagreed to the stated question.

3.4 Respondents' Profile (Stakeholders)

This section shows the demographic characteristics according to the type of local authority, gender, age, educational level, current position, number of years worked/lived in the local authority. The data collected was analysed 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 7: 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.

Table 8: KMO and Bartlett's Test

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

Source; Results from the analysis of data, 2015

Table 8 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.

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

The table below (8) 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 was realised.

Table 9: 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 for 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.

354

355 Table 9 shows the extracted factors and the loadings of the various variables on the
356 factors, after the initial factor solution had been rotated via the Varimax method so
357 that each variable load highly on only one factor. The method also ensures that the
358 factors are uncorrelated. As indicated, the loadings represent the extent of
359 correlation between a variable and a factor. The higher the absolute value of a
360 loading of variable on a factor, the more influential the variable is on the factor. A
361 loading of 0.40 is considered significant for a sample size of 210 (Hair et al., 2006).
362 However, a higher value of 0.50 was used to ensure that only variables of practical
363 significance are included in the final factor solution. Loadings below 0.50 were
364 omitted with the remaining ones sorted in descending order of magnitude to facilitate
365 easy interpretation of the final factor solution. The factors (Components 1, 2, 3 ... 7

(Table 8) 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

3.5 Hypotheses Testing

a) Hypothesis 1

Low customer satisfaction organizations are those which have adopted marketing mix for a reasonable time frame.

Findings:

Tables 3, 4 and 7 ,show that customer satisfaction is low at local authorities' level because they have not adopted marketing mix for reasonable time frame. So, the null hypothesis is true and accepted by findings of research. Kotler and Zaltman (2001) state that in their research that customer satisfaction is closely linked with time frame of marketing mix adoption through stakeholder participation. Research of Kotler (2010) also support that marketing mix adopted have to be done over a considerable period of time for customer satisfaction to be high.

b) Hypothesis 2

Customer satisfaction will be enhanced positively by not only 7ps but other factors such as central government policies, lack of political interference and qualified marketing personnel.

Findings:

Table 5 exhibits that apart from 7ps other factors such central government policies, lack of political interference and qualified marketing personnel availability positively affect customer satisfaction. So, hypothesis 2 is accepted. The results are also supported by Reid and Worthing (2004) that service-based business is different from marketing of product-related business, therefore it may need special comprehension and marketing efforts.

c) Hypothesis 3

Low marketing mix adoption will lead to low customer satisfaction.

Findings:

Table 6 reveals that low marketing mix adoption leads to low customer satisfaction. So, the null hypothesis is true and accepted by findings of research.

Kotler and Zaltman (1971) state that customer satisfaction among public institution is low and this can be as a result of low marketing mix adoption. Burton (1990) also added that lack of competition and monopolistic positions of public institutions make customer satisfaction rates very low.

d) Hypothesis 4

Full enrolment of marketing practice infrastructure will positively enhance marketing mix adoption and customer satisfaction

Findings:

Figure 2 shows that full implementation of marketing mix infrastructure would enhance marketing mix adoption and customer satisfaction. The null hypothesis is therefore true and accepted by research findings. Kotler (2010) said that for marketing mix adoption and customers' satisfaction to be enhanced all the relevant marketing infrastructure would have to be in place for that to happen. Cousin (1990) also supported this by stating that marketing and customer satisfaction would suffer if essential marketing infrastructural tools are not there to be used.

4. CONCLUSION

The foregoing results have revealed that factors both internal and external to marketing practices have contributed to low customer satisfaction at local governance level. The implication of such revelations is that policy makers, management and stakeholders should look both internally and externally in their attempt to enhance customer satisfaction at local authority level. Furthermore, the study adds to existing literature on marketing mix by revealing that apart from traditional 7p, central government policies, political interference and lack of qualified marketing personnel have all impeded customer satisfaction at local governance situation. Lastly, the key limitation of the study is that it was conducted among 25 out of 216 local authorities which might not represent the true customer satisfaction situation at local governance level.

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APPENDIX 1 QUANTITATIVE QUESTIONNAIRE

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CONSTRUCTION Self-Completion Questionnaire

479

Questionnaire for Stakeholders

480 Introduction and Guidance

481 Dear Sir/Madam,

482 I am conducting a research on the topic effectiveness of marketing practice in customer
483 satisfaction at local government level. Dear respondent, your organisation has been chosen
484 as one of the assemblies to take part in this research and I would appreciate it if you could
485 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. The 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 Studies)

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 []

4. Education level

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

(d)Post graduate []

5. Current Position

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

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 []

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

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

8. To what extent was marketing practices used?

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

519

520

SECTION B

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

525

526

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					

527

528

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 []

SECTION B

From question 9 to 42, strongly disagree denotes total disagreement to the statement, while strongly agree denotes total agreement to the statement. Neutral means you are not sure of

577 the statement. Using a scale of 1-5, Strongly agree—5, Agree—4, Neutral—3, Disagree--2,
578 Strongly disagree—1.

579 **THE EXTENT OF MARKETING MIX VARIABLES ADOPTION IN GHANAIAI LOCAL**
580 **AUTHORITY SETTING.**

581 7. How long has marketing practices been adopted ?

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

583 8. To what extent was the marketing practices used

584 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					

585

586 **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					

587

588 **WHETHER EFFECTIVE ADOPTION OF MARKETING MIX VARIABLES REALLY LEAD**
589 **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					

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591 **THINGS THAT CAN CONTRIBUTE TO EFFECTIVE MARKETING PRACTICES AT**
592 **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					

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