



VAASAN AMMATTIKORKEAKOULU
UNIVERSITY OF APPLIED SCIENCES

Frank Agbenu

THE CHALLENGES AND PROSPECTS
OF CUSTOMER SATISFACTION IN THE
PUBLIC SECTOR OF GHANA:
A CASE STUDY OF THE TAMALE TEACHING HOSPITAL

BUSINESS ECONOMICS AND TOURISM

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Tuote- ja palvelupainotteiset organisaatiot pyrkivät täyttämään heidän asiakkaiden tarpeita, sillä asiakkaiden tyytyväisyys on ratkaisu yrityksen kokonaisuuden selviytymiseen. Kun kaikki muut asiat ovat tasavertaisia, sitä enemmän asiakkaat ovat tyytyväisiä tuotteeseen tai palveluun, ja sitä enemmän on tuottajan pysyttävä liiketoiminnassaan ja kerätä varallisuutta. Mutta huolimatta siitä mikä onni asiakastyytyväisyydellä on yrityksille kokonaisuudessaan, niin asiakastytymättömyyden ilmiö on edelleen monien julkisen sektorin instituutioiden maailmanlaajuisena vaikeutena. Tilanne on voimakkaampi useimmissa kehitysmaissa, joista Ghana ei ole poikkeus. Useimmat Ghanan julkisen sektorin laitokset ovat huonoja asiakastyytyväisyydessä. Uskotaan, että jos haasteet näitä instituutioita vastaan tunnistetaan ja asianmukaisesti käsitellään, tällöin julkisen sektorin instituutiot pystyvät tarjoamaan parempia palveluja asiakkaille, jolloin asiakastyytyväisyys saavutetaan.

Tutkimusongelman ratkaisemiseksi tehtiin tutkimus Tamalen opetussairaalaissa käyttäen kvalitatiivista menetelmää ja satunnaisesti valittua 100 otosta. Strukturoituja kyselyjä käytettiin henkilöstön ja potilaiden vastausten selvittämiseen. SPSS ja Microsoft Excelin avulla analysoitiin kerättyjä tietoja kuvaavien tilastotietojen, kuten taulukkojen, kaavioiden ja kuvaajien tuottamiseksi.

Tutkimuksen tulokset osoittavat julkisen sektorin työntekijöiden vastauksista, että useimmat julkisen sektorin instituutiot ovat huonoja asiakastyytyväisyydessä, ja syinä ovat huonot työolot (91 %), huono palvelun kunto (98 %), heikko valvontajärjestelmä (65 %) ja työpaikkojen turvallisuuden käsite (99 %). Toisaalta asiakkaat havaitsivat myös julkisen sektorin työntekijöiden ennakkoluuloja asiakkaita kohtaan (38 %), lahjontaa ja korruptiota (97 %), byrokraattisia prosesseja (98 %), muun muassa julkisen sektorin instituution pääongelmana on asiakkaiden tarpeiden täyttäminen.

Tutkimuksen tulosten perusteella on suositeltavaa, että hallitus muuttaisi rekrytointikäytäntöään tehokkaiden työntekijöiden palkkaamiseksi ja tulipalojen heikentämiseksi. Tämä aikoo poistaa työturvallisuuden käsityksen laiskojen ja tehottomien työntekijöiden mielestä.

Avainsanat: asiakastyytyväisyys, julkinen sektori

VAASAN AMMATTIKORKEAKOULU
UNIVERSITY OF APPLIED SCIENCES
Degree Programme in International Business

ABSTRACT

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Product and service oriented organizations strive to satisfy their customers because customer satisfaction is key to the survival of any business entity. But in spite of all the fortunes customer satisfaction holds for business entities, the phenomenon of customer dissatisfaction still remains a bane to many public sector institutions globally. The situation is more pronounced in most developing countries of which Ghana is no exception. Most public sector institutions in Ghana are poor at customer satisfaction. It is believed that if the militating challenges against these institutions are identified and duly addressed, public sector institutions will be able to offer better services to customers hence attaining customer satisfaction.

Addressing the research problem, a study was conducted at the Tamale Teaching Hospital using qualitative method and a randomly selected sample size of 100. Structured questionnaires were used to elicit responses from respondents comprising of staff and patients. SPSS and Microsoft Excel were used to analyse the data collected to generate descriptive statistics such tables, charts and graphs. The results of the study from the responses of public sector workers indicate that most public sector institutions are poor at customer satisfaction, workers are under-resourced and unmotivated, and there is so much bureaucratic processes. On the other hand, customers identified that public sector institutions approximated by the Tamale Teaching Hospital has deficiencies as far as customer service and friendliness is concerned. It was recommended that both government and the local agencies like the Tamale Teaching Hospital should fashion out plans to employees are resourced and rewarded appropriately, supervision should be intensified. Again, staff should be trained periodically on customer satisfaction related matters.

Keywords: Customer Satisfaction, Public Sector Institutions

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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

Product and service oriented organizations strive to satisfy their customers because customer satisfaction is key to the survival of any business entity. All other things being equal, the more customers are satisfied with a product or service the more assured, the producer is to remain in business and to accumulate wealth. Thus, customer satisfaction holds a lot of fortunes for any business entity that is able to meet the demands of customers.

It is a common knowledge that most public sector institutions are not customer friendly especially those in the service delivery sector. Most often than not, most people complain of having gone through stress before receiving services that could have been received effortlessly elsewhere in the private sector.

A cursory survey to support this argument proved that most Ghanaians prefer to do business with private entities than government entities. This is because of the notion of delay due to bureaucratic procedures followed by these public institutions. On the other hand, most public sector workers also mention inadequate logistics to work with leading to frustration and stress in delivering quality service to customers. The topic could be tackled from three different perspectives. Thus, one may consider customer satisfaction from the producer's point of view, the consumer's point of view or both. This study identifies with the last option where data on the phenomenon will be collected from both producers and consumers in order to have a fair and balanced view of why the phenomenon of poor customer satisfaction exist among public sector institutions in Ghana and to offer appropriate recommendations.

1.2 Problem Statement

Most of the researches in the area of customer satisfaction had as their main aim to find out how satisfied customers are about a product or service. The aim to a large extent has never been to identify the challenges confronting product or service providers in rendering quality and better products or services to customers.

Even those researchers who chose to investigate factors affecting customer satisfaction did so from the customer's point of view (Bitner, 2000). This research is set forth to fill the knowledge gap that exist between the producers' view point and that of customer's in addressing the issue of customer satisfaction in public sector institutions. It is the aim of the researcher to investigate both ends of the subject matter in order to have deeper understanding in order to make appropriate policy recommendations to address the phenomenon present in public sector institutions.

Study of the subject matter would help unearth some of the key challenges facing public sector institutions. Thus, it becomes easier to tackle the bottlenecks in the sector based on a particular policy recommendation prescribed based on the findings from the study.

Research in this area has become imperative because public sector institutions have consistently come under pressure to deliver quality services and improve efficiencies (Randall and Senior, 1994). There have been many complaints by most people who accessed the services of public sector institutions. Their expectations have been to receive swift and friendly services from these institutions just as they could ready access from private institutions. It is believed that anything with the tag 'government' is low in quality and standard. This notion is well pronounced among Ghanaians that government schools are not respected even though the best of well trained teachers are found in the sector. In the same vain many people hold the belief that government Hospitals do not give the best of care, hence, the proliferation of more private hospitals raking huge sums of money from people. This perception only changes when it comes to tertiary education in Ghana. Government tertiary institutions are preferred more than the private ones. The culmination of the aforementioned events gives a fertile ground for the researcher to pursue this study in order to find the debilitating factors that challenge public sector institutions in delivering quality products and services to satisfy their customers.

1.3 Objectives of the Study

The main aim of the research is to find out the factors that challenge public sector institutions in satisfying their customers

1.3.1 Sub-Objectives of the Study

- Find out the challenges staff of public sector institutions face in satisfying their customers
- Find out the challenges customers face from staff of public sector institutions in patronizing a product or service
- Find out how satisfied customers of public sector institutions are with the organization's services
- Examine the potentials that exist for public sector institutions if they are able to satisfy their customers.

1.4 Research Questions

- What challenges do staff of public sector institutions face in satisfying their customers?
- What are the challenges customers face from staff of public sector institutions in patronizing a product or service?
- How satisfied are customers with public sector institutions products or services?
- What are the potentials available for public sector institutions if they are able to satisfy their customers?

1.5 Significance of the Study

It is believed that the pursuit of this study will make available a body of knowledge about the factors that beset most public sector institutions from achieving customer satisfaction in their areas of operation. Again, much knowledge will be gathered from customers of these institutions to know what their expectations are and to deliver products and services to meet their expectations accordingly. The study will also be the basis for further research work to be carried out in a related field.

1.6 Scope of the Study

The Tamale Teaching Hospital which is a public tertiary health facility is used as a case study in this study. Therefore, the study will basically be concentrated on the patients who go to seek health care at the Hospital as well as all the categories of staff who work to deliver the health care. Effectively, the study will investigate both staff and patients of the Tamale Teaching Hospital.

1.7 Limitations of the Study

The study is time bound therefore the researcher is constrained from pursuing this study on a large scale which requires quite an appreciable financial commitment in order to yield positive results. Thus, the study may not give the exact reflection of the nature of issues that pertain in public sector institutions regarding customer satisfaction. It is because the study uses a case study where it will be centred on one out of many public sector institutions in Ghana.

1.8 Brief Profile of the Tamale Teaching Hospital

The Tamale Teaching Hospital, formerly known as the Tamale Regional Hospital, was commissioned on 2nd February, 1974 by Lt. Col. I. K. Acheampong, the then Head of State of Ghana. The Hospital is located in the Eastern part of the Tamale Metropolis on the main Hospital Road with a total land surface area of about four hundred and ninety thousand (490,000m²) square meters. It is located in a catchment area which has a population of approximately 4.2million.

The Hospital has since 2009/2010 been accredited by the Ghana College of Physicians and Surgeons to undertake post-graduate training in Obstetrics & Gynaecology, Paediatrics and Surgery. It is also accredited for housemanship training in all the main clinical specialties

The Hospital has a total staffing strength of 2,130 comprising of clinicians and non-clinicians. On average the Hospital sees about 300 patients on daily basis. (PPME Report, 2017).

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Concept of Customer Satisfaction

Shukla (2010) described customer satisfaction as a key indicator to the performance of an organization founded on the reviews of customers. According to him the satisfaction indicator could be measured by the re-arrival of the same consumers at the organization for its products or services. In effect Shukla's view about customer satisfaction is the organization's ability to have the customer to make several come-backs to the organization. The customer is deemed to be dissatisfied in the event that there is absence of re-arrival to patronize the product or service by the customer. In instance like this the organization has failed to serve a purpose in the customer's life thereby truncating the future of the organization. Spreng and Mackoy (1996) viewed customer satisfaction as the emotional feelings customers get after using a product or service. Kotler et al. (1996) also maintained that customer satisfaction is the degree of emotional utility an individual gains from the consumption of a product or service measured against his expectations. Zarei et. al. (2012) and Chow (2014) all agree that customer satisfaction is a concept that is considered in isolation from the component of customer service.

2.2 Behavioral consequences of satisfaction

Assessing the degree of satisfaction from the view point of the customer, varied behavior is expected (Karakas, 2014). Therefore she cited Bohnné (2005) and Hofmeister et al. (2003) as grouping the behavior of customers into several categories such as:

Disappointed Customers: referring to those whose expectations exceeded the value of utility derived from the use of a product or service. Leaving Dissatisfied Customers; referring to the category of customers who normally would not complain about a firm's product or service yet depending on their level of dissatisfaction and personal attributes, may exhibit pronounced negative behaviours. Those are the category of customers who normally indulge in spreading negative news about the firm thereby denigrating the reputation and

public image of the firm. Satisfied Customers: referring to those whose expectations were met. Such customers demonstrate positive attitudes towards the company's products or services yet would not show any active behaviours. Fascinated: those whose expectations were exceeded much beyond their imaginations. They show their appreciation to the company through active positive behaviours going all out to advertise the company's goodness through their testimonies. This actually enhances the reputation of the company. Kandampully and Suhartanto (2000) regarded loyalty as being one of the favourable results of satisfaction. According to them loyal customers frequently buy from a particular firm and as such have positive attitude in recommending the products or services of that firm to other potential customers. The factors that affect the formation of customer loyalty is one phenomenon that various researchers have investigated to gain in-depth knowledge into the subject matter for further developments in the field of customer satisfaction. Even so, there has not been a common ground for agreement yet, but high quality of service and satisfaction has been intimated as the basic elements that guides customer loyalty (Cronin and Taylor 1992; Getty and Thompson 1994).

2.3 Factors Affecting Customer Satisfaction

In their study on the subject matter, Hanif et. al.(2010) considered price fairness and customer services as the main key elements to predict customer satisfaction among some telecommunication service providers in Pakistan. They concluded that even though both price fairness and customer services had impact on customer satisfaction, price fairness carried more weight in determining customer satisfaction than price fairness.

In a related study on the quality of service and customer satisfaction conducted in Vietnam by Thanh et. al. (2017) also concluded that customer satisfaction at Da Nang International Airport was measured by six main components; non-aviation services, airline services, utilities, tangible means, assurance and information. These components were scales the researchers developed to measure the quality of service and customer satisfaction among clients of the airport.

2.4 Theories of Customer Satisfaction

McCollough (2000) acknowledged that there is no one singular accepted definition for customer satisfaction. The debate currently going on in consumer satisfaction fields is the degree to which customer satisfaction is a cognitive process or an emotional state (Mills, 2011). Zeithaml and Bitner (2000) also maintained that customer satisfaction is influenced by customers' perceptions of quality.

There are several theories of customer satisfaction but key among them are the expectation disconfirmation theory and the expectancy-value theory. The researcher identifies with the Expectation Disconfirmation Theory by Oliver (1980). In a health-care delivery facility like the Tamale Teaching Hospital it is a known fact that patients would expect to regain their health status. Failure on the part of the facility to perform such task will leave the patient dissatisfied. It means that the patient has some kind of standard against which health-care service would be measured to determine the level of satisfaction.

2.5 Expectation Disconfirmation Theory

This theory is widely cited in many customer satisfaction related literatures. The theory was conceived by Oliver (1980). The theory posits that customers compare a new service experience with a standard they have developed and that their belief about the service is determined by how well it measures up to this standard. The theory postulates that customers buy things based on their, attitudes, expectations and intentions (Oliver 1980). In this way far, the theory holds that the consumer's perception of satisfaction is anchored on the comparison between his/her expectation and outcome performance.

For this reason, satisfaction can be manipulated by expectation and outcome performance. (Huang, 2015) In order to prove the theory, Huang (2015) used it to explore the relationship satisfaction between businesses to businesses for which he concluded that there was a good fitness between the model and the real data used. He therefore remarked that the model can be made applicable in areas of business marketing to manage relationship satisfaction.

2.6 SERVQUAL

The SERVQUAL model which has been widely used by most researchers in the area of customer satisfaction was originally conceptualized by Parasuraman et al (1988). This instrument turns theories of customer satisfaction into management practice (Soutar, 2001). The model considers service quality to be the difference between customer expectations and customer perception of service received. Therefore, there is a gap in service quality when what is expected is higher than the perception of service received (Zeithaml et al, 1990).

In order to effectively assess service quality, Parasurama et. al. (1988) outlined ten benchmarks and scopes by which this could be done.

Competence: Employees should have the necessary skill-set and knowledge to be able to execute impeccable services to clients.

Accessibility: Organizations must make services available to clients, thus, services must be accessible. Under no circumstances should clients' face any avoidable impediments in accessing the services of an organization.

Responsiveness: This refers to an organization's willingness to promptly respond to clients' queries, problems and needs. Thus, an organization should have the back of its clients and make them have some sense of security, comfort and confidence.

Reliability: this behooves on a business entity to work to deliver service with accuracy within a stipulated time to meet the time lines of customers.

Communication: this occurs through gentlemanly listening to the client conveying information to them clearly and facilitating external communication with workers.

Security: This refers to how the service is devoid of risks that may impact on the person of the clients' safety as well as their finances and privacy.

Credibility: This is where clients overtime gain trust and confidence in the organization usually premised on frankness and honesty.

Courtesy: An organization should not give ill-treatment to its clients. Clients must be treated with respect and politeness. Staff of the organization must be friendly towards clients and should not easily be provoked by the attitudes of clients.

Understanding: this is where through the dealings with the client the organization identifies the needs of the customer as well as their personal issues.

Tangibility: This refers to the touchable and physical parts linked with service. This includes persons, equipment and instruments, buildings and other obvious service facilities.

The ten benchmarks outlined above for measuring service quality has been revised and now all ten have been integrated into a five thematic headings namely; Tangibility, Reliability, Responsiveness, Assurance, and Empathy.

Theoretical framework of Customer Satisfaction

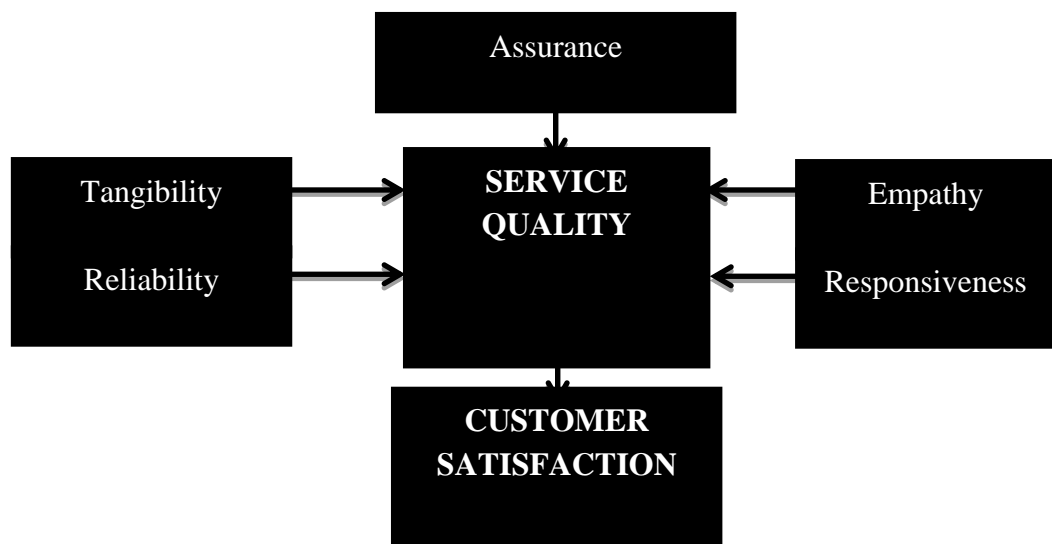


Figure. 1: Theoretical Framework of Customer Satisfaction

Researcher's own construct based on Parasuraman et. al's (1988) modified version of SERVQUAL cited by Mohammed et. al. (2011)

A study by Abraheem et. al. (2011) based on the SERVQUAL model indicated that service quality is an important element that must be satisfied before customer satisfaction can be attained. In summary their findings brings to bear the notion that customer satisfaction cannot be achieved by any organization until the issue of quality of service has been settled. In a similar study by Amanfi, (2012) using a modified version of the SERVQUAL model on a public sector institution to measure the quality of service and customer satisfaction found out that; there is a

positive relationship between quality and customer satisfaction. Thus, it was recommended that there should be improvement in service quality in order to enhance customer satisfaction.

Mill, (1990) also using the SERVQUAL model to explain the strategic managerial implication of customer satisfaction in hospitality and tourism industry, intimated that the model is the best for the study of such industry. That is the SERVQUAL model is more effective in the study of customer satisfaction in the service oriented industry. In summary Mill (1990) mentioned that there high tendency for satisfied customers to make a return purchase and also advertise the company's products or services to friends and family. According to him, customers are satisfied when the service provided is more than the expectation of the customer. On the other hand, he explained that a situation where the service provided falls short of the customer's expectations, the phenomenon is attributable to several factors which include; management oblivious of the customer's priority, management being aware of their priorities but fails to institute service quality standards in areas dear to customers, there could be standards but staff fail to abide by them, and in other areas promises made to customers never fulfilled.

Long & Khalafinezhad, (2012) studying the impact of customer relationship management on customer satisfaction and customer loyalty; observed that behavior of employees, quality of customer services, relationship development and interaction management were the critical elements that closely connect with customer satisfaction and loyalty.

The researchers in essence saw the above mentioned elements as the key determining factors to customer satisfaction and loyalty. According to them a satisfied customer willingly and freely advertises for every business entity. They further intimated that customer satisfaction solely is not adequate to be successful as a business in a competitive market and that it is less costly to retain existing customers than finding new ones. Dimitriades (2006) holds the belief that loyal customers are the future of a business s and for that matter, in order to secure their future, these organizations should see customer satisfaction as their major goal but cautioned that there should be a clear distinction between customer satisfaction

with goods and services as many variant factors may influence each of the concepts.

In his research on quality and customer satisfaction, Manu, (2011) identified that there exist organizational gap between quality and customer satisfaction owing to poor information flow, knowledge management, organizational culture and structures. Manu, (2011) understood that many organizations suffer from information flow, that is, who is responsible for what as well as internal wrangling which actually affect the quality of service offered to customers. In this case so long as such internal frictions are persistent the whole structure of the organization is collapsed so that no one cares about anything. He also mentioned knowledge management as one of the very elements that negatively affect customer satisfaction. In expounding on this it is realized that some customer service officer do not have adequate knowledge about the products or services they offer, so they are caught off-guard when customers tend to know more than they themselves. Culture and structures was the last element Manu (2011) identified to adversely affect quality of customer satisfaction. It is the culture of some s to actually fit the needs of customers into their core values therefore strive to offer the customer the best services ever. On the other hand, this is not the case for some s as customer service officers rather man-handle customers.

Lalita,(2010) in his study on customer service operations and customer satisfaction revealed that in order for the customer to be satisfied, the organization in question must have knowledgeable and available staff, good value, friendly people, convenience, face-to-face dealings and promptly responding and keeping clients well informed. These factors identified to affect customer satisfaction, seem not to be present in most public sector s in Ghana of which the organization of interest is no exception.

2.7 Customer Service

In order to better understand the concept of customer satisfaction, it is worthy of note to mention that there is one key activity that when well executed guarantees customer satisfaction. This introduces the concept of customer service. In evaluating the meaning of a customer, Kotler (1988) underscored that the concept encompasses marketing, service, quality and logistics. Expounding the marketing concept Kotler (1988) mentioned the identification of wants for a particular market and effectively and efficiently delivering the desired output to satisfy those wants. In theorizing on service, Kotler (1988) stated that there are three basic components of the concept which include; the core, the tangible service and the augmented service. The core deals with the benefits derived from the service. The tangible service according to Wagenheim & Reurink, (2013) is the license, providing transportation, or advice to clients.

The augmented service includes services that give solution to problems, information, communication etc. The augmented service has been identified as the main area of customer service (Wagenheim & Reurink, 2013).

2.8 Importance of Customer Satisfaction

Karakas (2014) concluded in her research on Hungarian Spa Hotels that the increase of guest satisfaction can be reached by the improvement of service quality, and not only with price discounts. She therefore intimated that customer satisfaction is keenly related to customers' willingness to make a return visit to the hotel which is a key condition of loyalty.

In her research Karakas demonstrated that quality of service is very important to customer satisfaction which translates into economic benefit for the business entity that pursues it. As customers are satisfied with a product or service they tend to patronize those products or services over and over again. Through the recurrent patronage by customers, businesses build a database of loyal customers which determines the default levels of production or service.

In a related study, Singh, (2006) underscored that even though, customer satisfaction plays a vital role in ensuring loyalty and retention among customers, it does not guarantee customer repurchase. In contrast Gerpott et al. (2001)

proffered that customer loyalty which determines customer retention is dependent on customer satisfaction without acknowledging that the relationship is not perfect. They admonished based on their findings to strive to satisfy their customers in every way possible.

According to Karakas (2014) studying the level of satisfaction from the consumer's perspective leaves one with expectancy of divergent behaviours. Based on this premise, she went on to categorize consumers or customers into three levels of classes; disappointed and fascinated. Disappointed customers are those who get dissatisfied with a product because they received lower utility than they expected and hence, are discouraged from subsequently patronizing the same product. Such group of consumers may not show their disappointment immediately yet within them a decision has been made on the product. Disappointed customers normally spread bad news about the company's product and would ensure to discourage others patronizing that same product that yielded dissatisfaction. Satisfied Customers is a name that describes those whose expected level of satisfaction is met by the company's product and hence, develops positive attitude towards the company and its products. For the fascinated customers their expected level of satisfaction is far exceeded hence they actively get involved in advertising the products of the company using their experience as the bargaining chip.(Bohnné 2005; Hofmeister et al. 2003). Kandampully and Suhartanto (2000) acknowledged that when a customer is satisfied, they become loyal to the company.

Thus, such customers regularly patronizes the company's products and as well act as ambassadors for the company's product making recommendations and giving good reports about the products.

2.9 Challenges of Customer Satisfaction

Cook (2002) mentioned that the challenge for modern day business is to shift from product focused to customer focused. It poses a challenge for businesses to pursue this course because of how sophisticated, educated and well-informed customers have become. There is high expectation among customers for the service they desire to receive. They are dynamic that they demand greater choices

and cannot be manipulated. Thus, customers are willing to be given preferential treatment. They want to be treated with care and respect. In this regard organizations that render services increasingly strive for the higher level of customer services.

2.10 Concept of Public Sector

According to the Institute of Internal Auditors (2011) public sector generally consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programs, goods, or services. In effect the definition encompasses all the ministries, agencies and departments whose activities and operations are largely controlled by government.

According to Fountain (1999) the view that public sector institution managers should treat their client as customers and satisfy their needs by falling on management concepts adapted from effective private sector service firms needs to be closely scrutinized.

2.10 Types of Public Sectors

Wettenhall (2003) mentioned some notable efforts have been made to classify public sector organization. These efforts he intimated were mostly built on interactions between analysts and the reformers themselves. According to him, a remarkable headway was made by an exercise carried out in the mid-20th century which proposed a division of public sector organizations into three categories. Departments, local governments, and ‘the rest’ encompassing numerous quasi-autonomous agencies. USLegal (2016) also defined public sector as the part of an economy in which goods and services are produced and/or distributed or redistributed by government agencies.

2.12 Characteristics of Public Sector

Conceptual Framework Task Force (2011) and International Federation of Accountants (2010) identified some common characteristics of public sector s. These are explained below;

2.12.1 Public Accountability

Most public sectors are largely controlled by the central government, in that the very core people that steer the affairs of these sectors are often times appointed by government. Therefore, as a responsibility it is required by law for these sectors to render accounts to the people who vested such ones with the powers to manage those.

2.12.2 Multiple Objectives

Most public sectors operate as not-for profit sectors. These sectors normally provide essential services publicly, aid in policy development and or to reallocate resource. The operations of these sectors are influenced and financed by government. With these main objectives of such sectors they are expected to effectively and efficiently provide public services and goods to improve on the wellbeing of the people. The services provided by these sectors are normally not provided by the private sector at the price, quantity and quality considered appropriate by the government.

2.12.3 Lack of equity Ownership

According to the Conceptual Framework Task Force (2011) public sector organization lacks equity in that these are not there to improve the economic wellbeing of the entity for the benefit of owners. This situation exists because most of these public entities are created by a government, constitutional government, or through the constitution.

2.12.4 Operating and Financial Frameworks Set by Legislation

Public sectors operate within the strict ambit of the laws that establish and regulate them. In essence, such must comply with the operating and financial frameworks as spelt out in the legislation that established them.

2.12.5 The Importance of the Budget

Most public sectors are required to prepare annual financial budgets. These budgets normally capture revenue and capital expenditures of these organizations for a particular period (s). Budgets from these public sectors are published.

2.12.6 Regulatory Role of Government

In order to protect the interest of citizens and residents who double as consumers, public s are regulated by some bodies that have been vested with the powers to do so. Thus, these regulatory bodies derive their powers from the constitution of the country. The operations and decisions of these are regulated in order to render quality products and services at minimum cost to the people.

2.12.7 Control of Rights to Natural Resources

According to IFAC (2010) resources are normally owned by government. Resources such as mineral deposits, forests, water reserve etc. through the constitutional powers of a nation are owned by government. On the basis of this power, government is able to issue licenses and take royalties and taxes.

2.13 Issues and Challenges of Customer Satisfaction in Public Sectors

The public sector institutions are faced with numerous issues and challenges that affect the quality of service they render to their clients hence depriving them of the best of service which leads to customer dissatisfaction.

2.13.1 Corruption

The phenomenon of corruption is a common occurrence that negatively affects most public sector institutions. Corruption increases the cost of service rendered to customers (ECA, 2003).

Hope (2002) mentioned that the two major contributions to bureaucratic corruption in Africa are the erosion and the compression of salary scales of public servants. The issue of corruption is commonly mentioned among public sector officials because most of them receive salaries that are not commensurate to their expenditures, therefore they unlawfully use their offices to extort monies from the public (Amanfi, 2012). This very act of corruption directly impacts on the pockets of customers which always leave these customers dissatisfied.

2.13.2 Job Security

The notion that there is no retrenchment in public service is a fertile ground for many people to take their offices for granted and be dealing with customers without any caution to their attitudes. With this arrangement in the public sector service regarding job security, many public officials have become complacent in that they do not even regard customer satisfaction as any key element that defines the sustainability of the organization (Wright, 2001).

2.13.3 Weak Supervision

Most public sector institutions are saddled with the issue of weak supervision; this phenomenon has translated into poor work output, apathy and lack of motivation to pursue organizational goals because no one holds such lazy and non-performing employees accountable. For a situation like this customers of such an organization will suffer as any complaints made will even not receive any much attention (Baird, Kevin & Schoch, Herbert & Chen et al., 2008) and (Osae-Apenteng, 2012).

2.13.3 Inadequate Logistics

The issue of government's spending being more than the revenue mobilized which always leaves the public purse always under pressure; it is common to find that most government institutions are not well resourced to deliver the necessary services the public (Alornyeko, 2011). The problem of inadequate logistics to work with is predominantly related with the reasons why such employees are not motivated enough to seek to satisfy customers.

In such instances employees are already demoralized and are inundated with so much work related conflicts within themselves therefore will not have the luxury to make sure that customers are satisfied.

2.13.4 Nepotism

Public sector institutions in most cases fail to satisfy their clients because of the inherent issue of nepotism. In Africa for instance and Ghana for that matter, it is a common practice among public sector workers to consider helping their own get

to work with the service. In such cases those employed through such channels have the tendency not to discharge their duties faithfully. This is because they always have it at the back of their minds that they have backbones who happen to be people in authority. Such practice of nepotism at the work place takes a toll on how services are discharged to clients in that they are taken for granted as their complaints will not be attended to (Amanfi, 2012).

2.13.5 Work-Politics

Politics has gradually crept into the way public services make employment and appoint leadership. There is always power struggle over decision regarding the use of resources in organizations just because management is made of people from the political divide (Vigoda-Gadot & Kapun, 2005). Politics has left so many African countries polarized to the extent that quality of service and output suffers. In a country like Ghana, it is common to find political parties giving job appointments to their own party members. Non-party members working with the organization in most cases fail in their duties in order to dent the image of the party in power. These and other political conflicts have the ability to impact negatively on productivity and how customers are served. So long as the service rendered is of poor quality the customer is bound to be dissatisfied.

2.13.6 Bureaucracy

Public sector institutions in most parts of Africa are burden with long bureaucratic procedures which actually sap the energies of customers and as well create the enabling atmosphere for the growth corruption.

When there is undue bureaucratic procedures customers become tired of waiting in queue for a long time. Therefore, in order to jump queue officials in most cases assist those customers who will pay extra for the same services. The perpetuation of these nefarious activities in the public sector institution leaves customers dissatisfied with public sector institutions' services (Alornyeko, 2011).

CHAPTER THREE

3.0 METHODOLOGY

This chapter of the study gives detail account of the system of methods that were employed in order to successfully complete the study. In this regard, questionnaires were administered alongside interview were also conducted to elicit responses from respondents on the subject of customer satisfaction at the Tamale Teaching Hospital on October 15, 2018. The following are the analysis of the data.

3.1 Case Study

According to Yin (1994) a case study is just one of the many ways of carrying out a social science research. To this end he mentioned experiments, surveys, histories etc. as examples of other strategies that could be used but he also added that each of the strategies have their advantages and disadvantages depending on some three conditions he specified. Yin went ahead to state that case studies are preferred strategy when “how” or “why” questions are asked. In relation, Bromley (1990) defined a case study a “systematic inquiry into an event or a set of related events which aims to describe and explain the phenomenon of interest”. Zucker (2009) also intimated that the unit of analysis may vary from the individual micro level to the corporate macro level.

The researcher employed research questions which asked “why” and “how” certain events occurred in public sector institutions. In order to get in-depth knowledge about the phenomenon under study, the researcher employed a case study.

3.2 Sources of Data

Considering the nature of the research in terms of data source, the researcher preferred to use a mix of qualitative and quantitative research tools to collect cross sectional data in order to successfully complete the work. Thus, the researcher predominantly relied on both primary and secondary data for the empirical and theoretical sections.

According to Tellis (1997) case study helps explain both the process and outcome of a phenomenon through complete observation, reconstruction and analysis of the cases under investigation by including both quantitative and qualitative data.

3.3 Qualitative Research

Many researchers across the world would agree that there is no one singular definition for the concept of qualitative research. According to Bryman et al.,(2007) qualitative research in whatever capacity is not a unified set of techniques or philosophies. But in an attempt Young & Hren, (2012) defined the concept as a broad approach encompassing many research methods which include systematic collection, organization and interpretation of textual information (also images/video). They further described the concept as inductive approach to generating novel insights into phenomena that are difficult to quantify. This development is a confirmation that there has not been any consensus to precisely define the scope of the subject matter. Nevertheless, there are some elements that help to appreciate to some extent the meaning of qualitative research. It is characteristic of qualitative research to employ face to face interviews, participant observation, focus group and textual data in order to carryout in-depth study on a phenomenon of interest. The system of methods normally employed in the qualitative research is subjective in nature. In order to have deeper understanding the researcher used interviews to elicit responses from staff of the Tamale Teaching Hospital.

3.4 Quantitative Research

Aliaga and Gunderson (2002) defined quantitative research methods as explaining occurrences by collecting numerical data that are evaluated using arithmetically based methods especially statistics. A cursory interview conducted by the researcher at the case facility revealed some particular issues about customer satisfaction that must be tackled both from the customer and producer perspectives. Hence, moving forward the researcher dimmed it fit to use quantitative research method as well in addressing the phenomenon of interest.

3.5 Study Population

The study population include all the patients attending OPD at the Tamale Teaching Hospital and also all the staff of the Hospital. These are the respondents of interest whose views will help advance the course of the study.

3.6 Sampling Procedure

The researcher would use purposive sampling procedure in eliciting responses from patient at the OPD and then use random sampling to get responses from the staff of the Tamale Teaching Hospital. This is because the success of the research is basically anchored on the responses of staff and patients of the aforementioned health facility.

3.7 Sample Area

The Tamale Teaching Hospital (TTH) was commissioned in 1974 as a Regional Hospital to provide the much needed medical care as a referral center for the Northern sector of Ghana and also provide comprehensive health services to the people of Tamale and its environs. The Hospital previously operated from the premises of the old Central Hospital.

The Hospital is located to the eastern part of the Tamale Metropolis, on the main Hospital Road and has a land area of about four hundred and ninety thousand (490,000m²) square meters.

The Hospital has since 2009/2010 been accredited by the Ghana College of Physicians and Surgeons to undertake post-graduate training in Obstetrics & Gynaecology, Paediatrics and Surgery.

The Hospital currently has a 498 bed capacity with 500 more beds to be added by the end of June, 2018. There are 2,214 staff comprising of 102 medical staff, 1,056 nursing staff and 1,054 support staff in the Hospital. The OPD attendance recorded in the Hospital for the year 2017 was 97,135.

3.8 Sample Size

Ideally, the researcher is supposed to work with large numbers of respondents from the Hospital given that the staff strength is 2,214 (TTH, 2017) and OPD attendance hovers around 97,135.

But owing to time and financial constraints, the researcher will use a sample of 100 respondents from the Hospital.

3.9 Data Collection

The researcher would primarily use questionnaires and interviews to elicit responses from patients and staff of the Hospital. The questionnaires may constitute open and closed ended questions. This method of data collection was chosen because it is deemed that most of the respondents have received some appreciable level of education and therefore can read and write.

3.10 Data Analysis

Data collected from respondents will be cleaned and coded. Microsoft Excel and Statistical Package for Social Science (SPSS) will then be used to analyze the data. The researcher with the use of the above mentioned statistical tools will generate frequency tables, charts and graphs from the data for further analysis.

3.11 Validity and Reliability

Reliability of a research refers to the extent to which the research instrument consistently measures a variable of interest. For a research measure to be reliable, it must have a good test-retest reliability and internal consistency (Miller 2010). On the other hand, validity is the extent to which the scores from a measure represent the variable they are intended to measure (Bordens & Abbott 2011). The questionnaire of the research was piloted on the subjects of interests in order to measure the key objectives of the research. The responses indicated that to a large extent the questionnaire was able to measure the variables of interest.

CHAPTER FOUR

4.0 DATA ANALYSIS AND DISCUSSION OF RESULTS

Results of the study are presented in this chapter, it is done generally by the use of tables and charts. The tables and charts were generated with the use of the International Business Machine (IBM) Statistical Package for Social Sciences (SPSS) version 20.0 after the individual responses were entered into the software.

4.1 Demographic Characteristics

Table 1 below shows some details about the background of the respondents. It can be observed from the table that out of the hundred respondents interviewed, 53% of them were males whereas 45% of them were females and 2% of them did not indicate their gender. Therefore, it can be said that the Tamale Teaching Hospital environment is male dominated. This twist in responses can be attributed to the male dominated nature of staff in the Hospital. Again, most of the respondents were within the 26-35 age brackets representing 52% of the total responses. This is followed by those within the 36-45 (32%) age brackets. Again, of the total respondents, 74% of them were married, 22% single and 3% separated. Most of the respondents represented by 30% have a university degree.

This is followed by 29% representing the percentage of respondents without any education. Finally, 22% and 14% of the respondents respectively have certificates and diplomas. The relative high tertiary education among respondents was influenced by the numbers of the staff of the Hospital. On the other hand most of the clients of the Hospital had lower education than the staff.

Table 1: Background of Respondents

		Count	Percent
		2	2.0%
Gender	Male	53	53.0%
	Female	45	45.0%
	Total	100	100.0%
Age	18-25	6	6.0%
	26-35	52	52.0%
	36-45	32	32.0%
	46-55	10	10.0%
	56-60	0	0.0%
	Total	100	100.0%
			1
Marital Status	Married	74	74.0%
	Single	22	22.0%
	Divorce	0	0.0%
	Separated	3	3.0%
	Total	100	100.0%
		1	1.0%
Qualification	Certificate	22	22.0%
	Diploma	10	10.0%
	Degree	30	30.0%
	Masters	8	8.0%
	PHD	0	0.0%
	Other	29	29.0%
	Total	100	100.0%

4.2 Challenges Staff of Public Sector Institutions Face In Satisfying Their Customers

The next four graphs and charts represent responses from respondent reacting to the challenges they face in satisfying their clients. The questions were centred on inadequacy of resources, non-acknowledgement of extra work done, absence of staff motivation and delays in work processes as a result of bureaucratic processes.

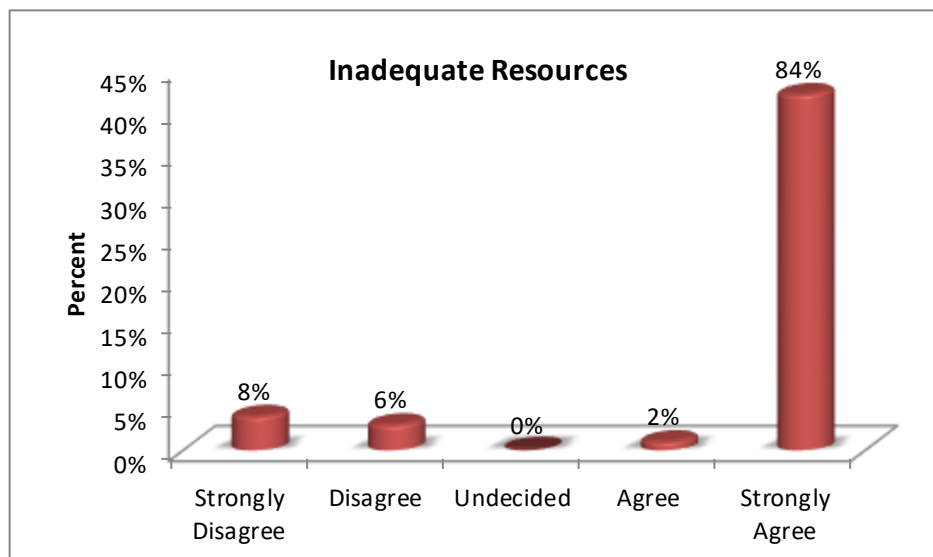


Figure. 2: Inadequate Resources

On the issue of whether inadequate resources to work with is the main challenge why public sector institution staff are not able to satisfy their customers, figure.2 shows the responses accordingly. According to 84% of the respondents they strongly agree with the statement, whereas the remaining 16% responded as follows; 8% strongly disagreed, 6% disagreed, and 2% agreed. It can be noted that inadequate resources to work with is one of the challenges of public sector institutions.

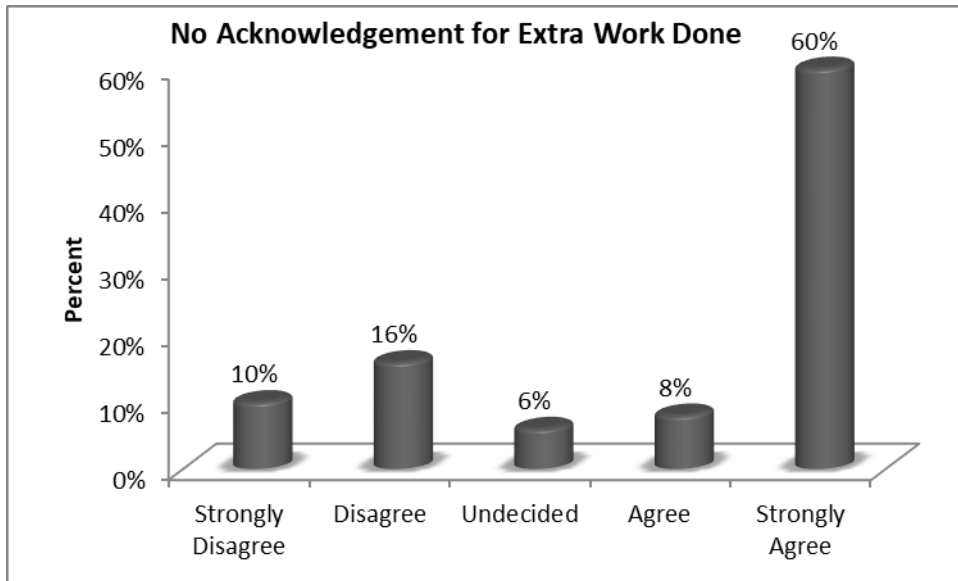


Figure. 3: No Acknowledgement for Extra Work Done

A statement on the non-acknowledgement for extra work done in relation to public sector institution workers received the following responses. Out of the total respondents, 60% of them strongly agreed, while 8% also agreed with the statement. On the contrary, 16% of them disagreed, and strongly disagreed with the statement while 6% of them remained undecided.

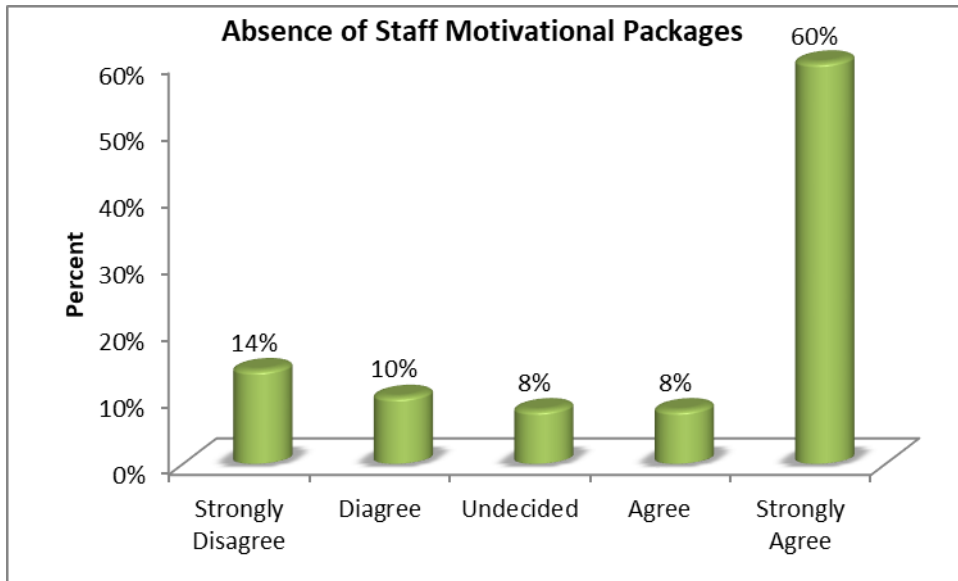


Figure. 4: Absence of Staff Motivation

It was asserted that absence of staff motivation is one of the reasons why public sector institution workers are not able to satisfy their customers. In this regard, the results are displayed in figure.4 above. Most of the respondents, represented by 60%, strongly agree with the assertion. Moreover, 8% of them agree, 14% strongly disagreed, 10% disagreed and 8% remained undecided.

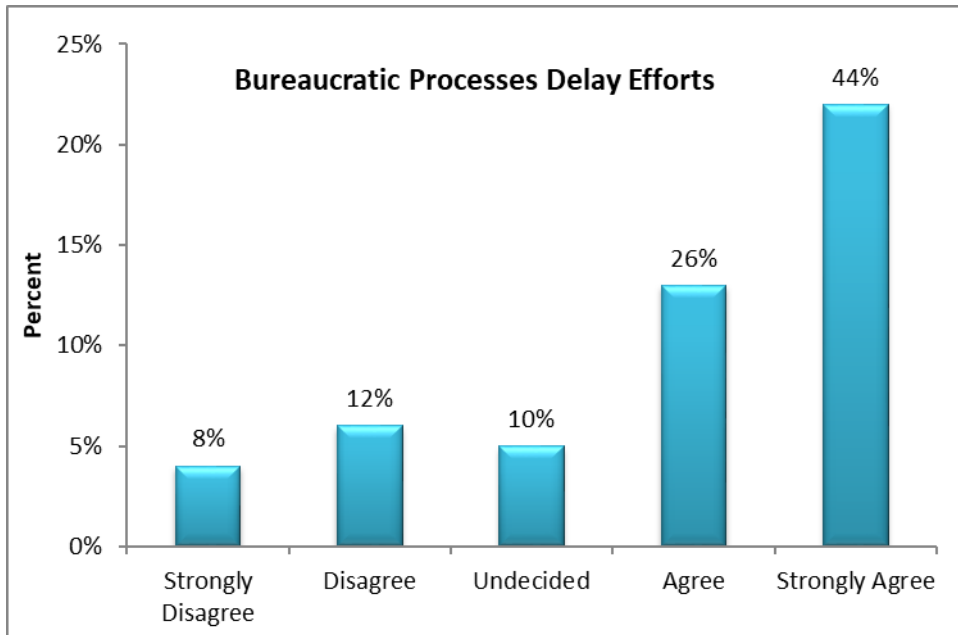


Figure. 5: Bureaucratic Processes Delay Efforts

Respondents also gave their responses concerning bureaucratic processes delaying work efforts as one of the reasons they are not able to satisfy their customers. From figure.5, it can be seen that a majority of the respondents, represented by 44%, strongly agreed with the statement, while 26% agreed, 12% disagreed, 8% strongly agreed and 10% remained undecided.

4.3 Challenges Customers Face from Staff of Public Sector Institutions

In order to better understand how clients feel about the services they receive from the Hospital, five cardinal statements were incorporated in the questionnaire and the interviews. These statements include; staff of the hospital are unfriendly, there is no one to talk to when faced with challenges, difficulty in locating units within the Hospital, taking a long time to see a doctor and undue delay at the OPD. The responses to these statements are presented in the graphs and charts below.

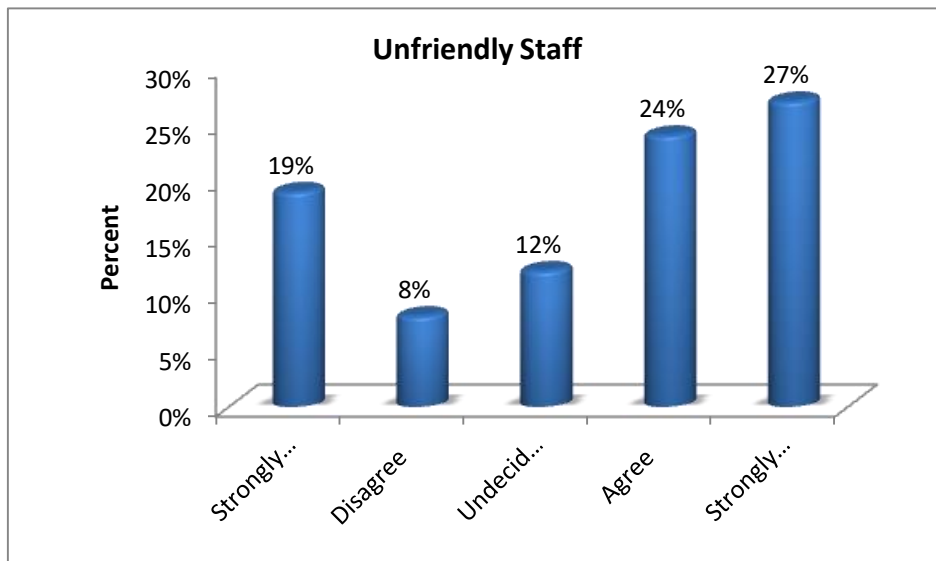


Figure. 6: Unfriendly Staff

Responding to the statement that staff of the Hospital are unfriendly, figure.6 present a summary of responses. Representing 56%, the majority of the respondents strongly agreed with the statement that staff of the Hospital are unfriendly. Furthermore, 24% of the remaining respondents agreed with the statement. On the other hand, 8% of them disagreed and 12% remained undecided about the statement.

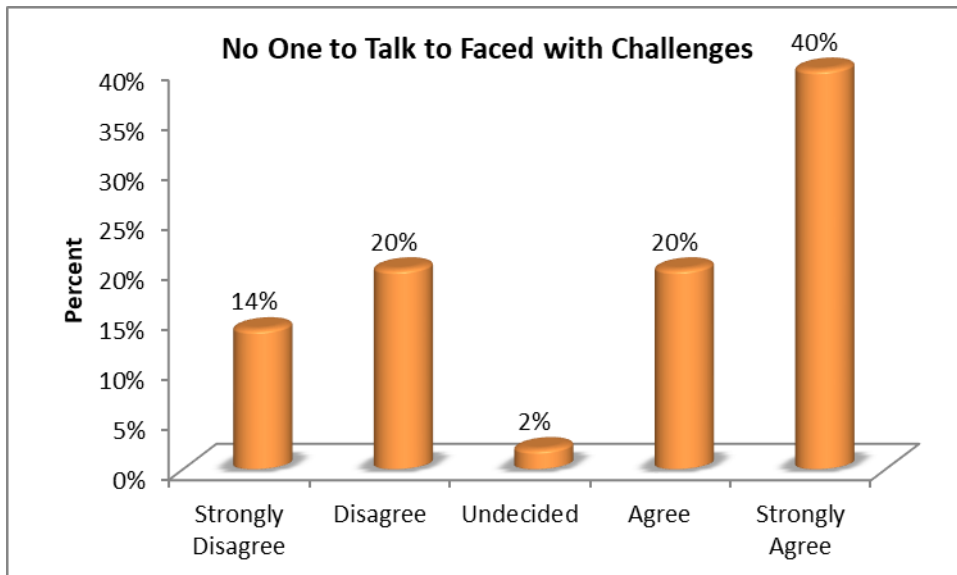


Figure. 7: No One to Talk to, Faced With Challenges

On the issue of getting no one to talk to in the Hospital faced with challenges also received responses as presented in figure.7. Represented by the tallest bar chart, 42% of the respondents strongly agreed with the statement. Similarly 20% of them also agreed but on the contrary, another 20% of them disagreed and 14% of them further strongly disagreed while 4% of them remained undecided. The results show that most of the patients find it difficult reaching staff of the hospital.

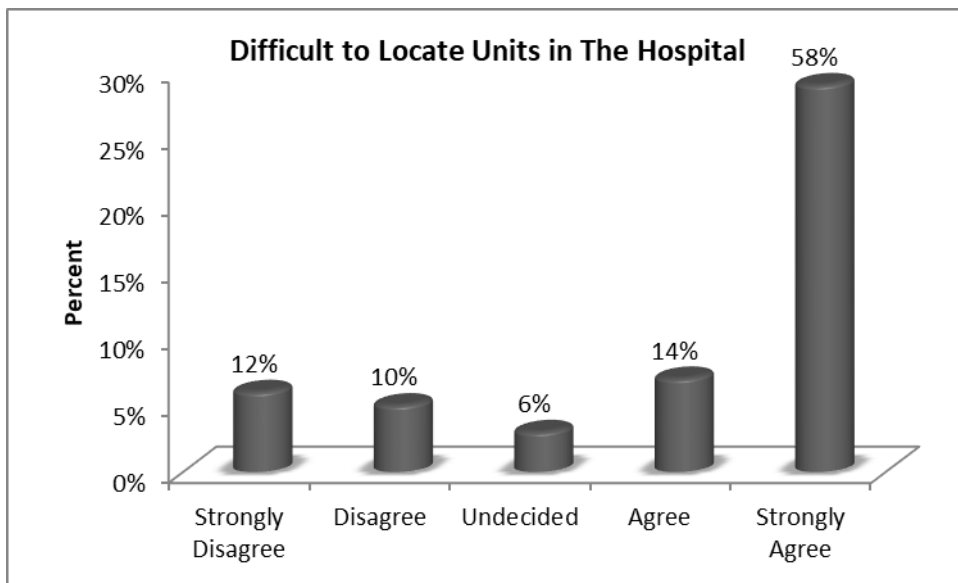


Figure. 8: Difficult to Locate Units in the Hospital

Concerning the difficulty in locating units in the Hospital, figure.8 reveals that 58% of the respondents, which is the majority, strongly agreed and another 14% of them also agreed that it is indeed difficult to locate units in the Hospital. However, 12% of them strongly disagreed with the statement. Again, 10% of the remaining respondents also disagreed while 6% of them remained undecided. This is an indication that locating units within the Hospital is quite difficult.

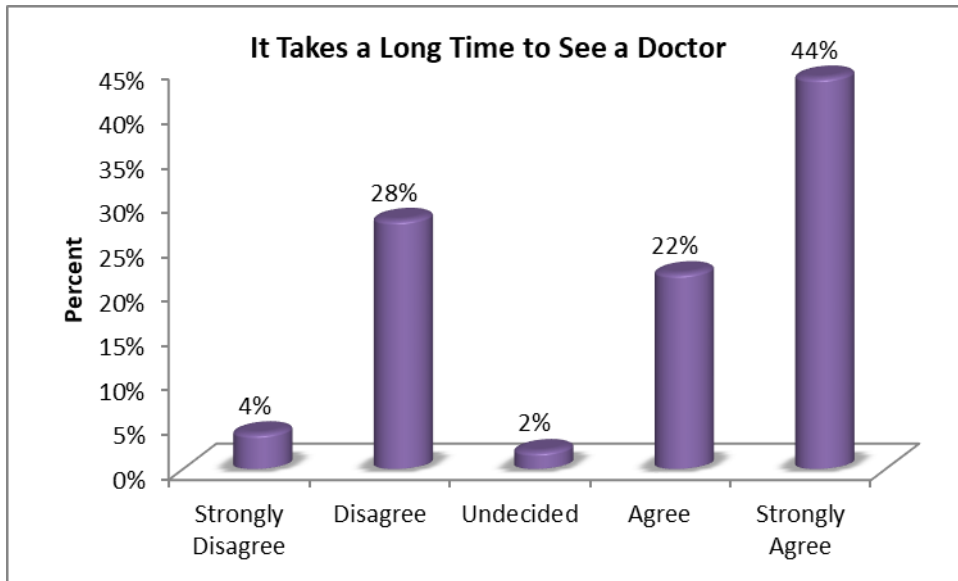


Figure. 9: It Takes a Long Time to See a Doctor

Figure.8 above shows a chart of responses on the assertion that it takes a long time for patients to see a doctor at the Hospital. In this regard, 44% of the respondents the majority response, strongly agreed with the assertion. Again, 22% more of them also agreed. However, 28% of them disagreed and 4% of them strongly disagreed. The remaining 2% of them could not decide on the subject matter. The results shown in figure.9 reveal that it takes a long time to see a doctor on a particular case.

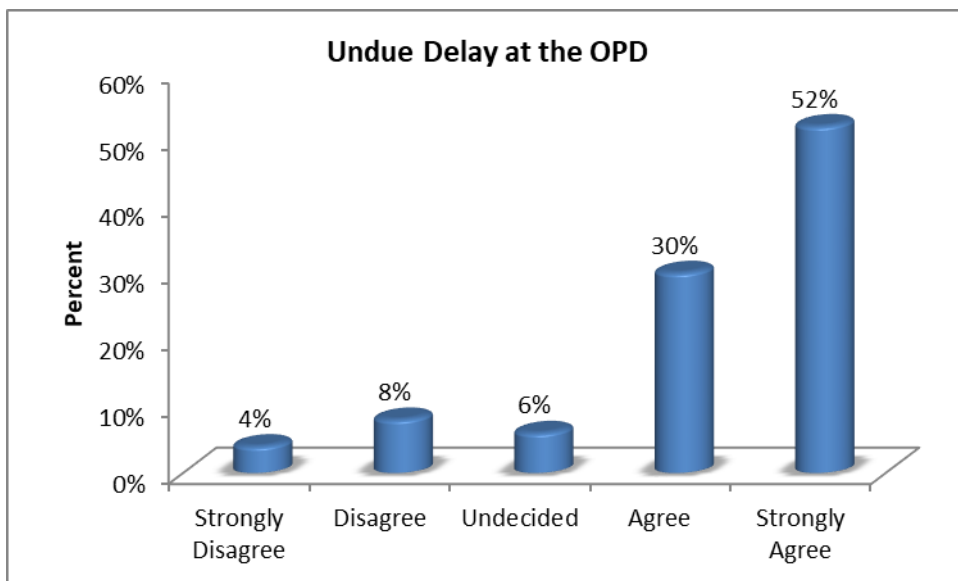


Figure. 10: Undue Delay at the OPD

The bar graph shown in figure.10 above demonstrates the responses of patients. According to 52% of the patients they strongly agree with the assertion of undue delay at the OPD. Again, 30% more agreed with the assertion. Conversely, 8% and 4% of them each disagreed and strongly disagreed with the assertion. Finally, 6% of them did not reach any decision. The responses indicate that a majority of the patients go through undue delay at the OPD before going ahead to see a doctor.

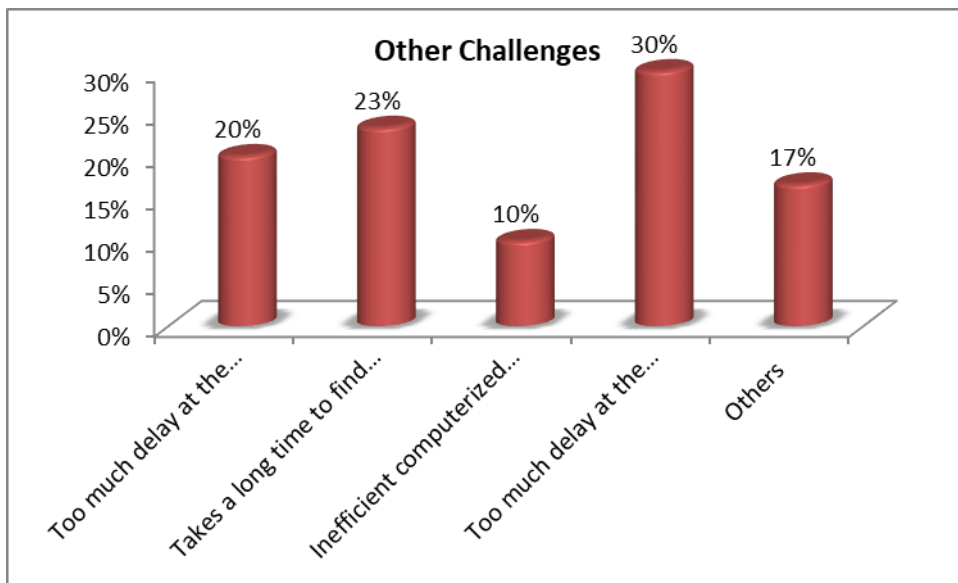


Figure. 11 Other Challenges

Given the chance for patients to indicate the other challenges they have been facing, 30% of them representing the popular response mentioned too much delay at the laboratory as one of the challenges. Again, 23% of them also mentioned that it takes a long time to find a patient folder. Finally 20%, 17% and 10% of them respectively mentioned too much delay at the OPD pharmacy, inefficient computerized system and other reasons as their challenges.

4.4 How Satisfied are Customers with the Services of Public Sector Institutions?

This section of the analysis focuses on the objective four of the research work. The intent here is to find out whether clients of the Hospital are satisfied with the healthcare services they receive. In eliciting the responses, seven statements regarding customer satisfaction were made for which patients identified with or

denied. The statement include; I can easily access healthcare without any challenges, the nurses are responsive to my needs, the health professionals are courteous and friendly, I am satisfied with the services I receive from the facility, I am confident to receive better healthcare from the facility, staff at the OPD records are polite and I like the hospital environment.

Table 2: Customer Satisfaction

		Count	Percent
I can easily access healthcare without any challenges		50	50%
	Strongly Disagree	24	48%
	Disagree	14	28%
	Undecided	3	6%
	Agree	5	10%
	Strongly Agree	4	8%
The nurses are responsive to my needs		50	100%
	Strongly Disagree	29	58%
	Disagree	11	22%
	Undecided	0	0%
	Agree	6	12%
	Strongly Agree	4	8%
The health professionals are courteous and friendly		50	100%
	Strongly Disagree	21	42%
	Disagree	11	22%
	Undecided	2	4%
	Agree	10	20%
	Strongly Agree	6	12%
I am satisfied with the services I receive from the facility		50	100%
	Strongly Disagree	11	22%
	Disagree	10	20%
	Undecided	11	22%
	Agree	12	24%
	Strongly Agree	6	12%
I am confident to receive better healthcare from the facility		50	100%
	Strongly Disagree	14	28%
	Disagree	9	18%
	Undecided	6	12%
	Agree	16	32%

On the easy accessibility of healthcare from the Hospital, 48% of the patients strongly disagreed, followed by a 28% more disagreement. On the other hand, 8% and 10% of them were respectively in agreement and strong agreement with the statement. The assertion that nurses of the Hospital are responsive received various responses as follows; 58% strongly disagreed, 22% disagreed, 12% agreed and 8 strongly agreed with the assertion. It was also stated that health professionals at the Hospital are courteous and friendly. The responses as shown in Table 2 are as follows; 42% strongly disagreed, 22% disagreed, 4% undecided, 20% agreed and 12% strongly agreed with the statement. Reacting to the assertion that customers are satisfied with the Hospital's services, patients gave the following responses; 22% strongly disagreed, 20% disagreed, 22% undecided, 24% agreed and 12% strongly agreed with the assertion. Patients were also asked to react to the statement that they are confident to receive better healthcare from the Hospital. Their responses are as follows; 28% strongly disagreed, 18% disagreed, 12% undecided, 32% agreed, 10% strongly agreed with the statement.

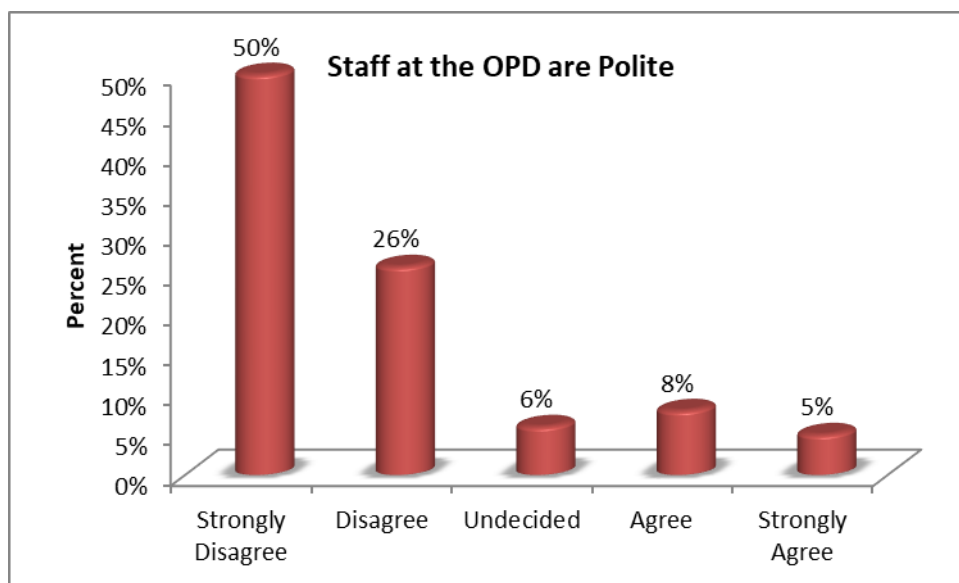


Figure. 12: Staff at the OPD Records are not Friendly

On the issue of customer satisfaction, patients were presented with a statement to react to. In this regard, the statement; Staff at the OPD records are not friendly

was presented to them. The responses are summarized in the above graph. From figure.12 it is observed that the highest bar on the chart represents the popular response among patients which is 34% of all the responses strongly disagreeing with the statement. Again, 16% more of them disagreed while 6 remained undecided. However, 24% and 20% of them respectively agreed and strongly agreed with the statement.

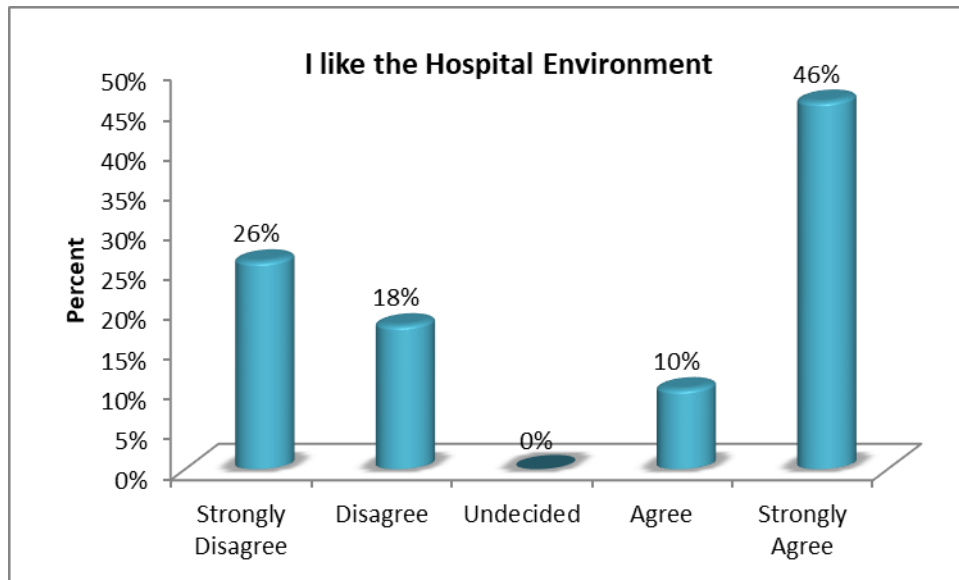


Figure.13: I Like the Hospital’s Environment

Figure.13 above is a bar chart of responses regarding the statement that patients like the Hospital’s environment. Patients with a 46 percentage points strongly agreed with the statement. There were 18% more patients who also agreed with the statement. On the contrary, 26% and 10% of them respectively strongly disagreed and disagreed with the statement.

4.5 Prospects for Public Sector Institutions

One of the objectives of the research is to assess the prospects of available to public sector institutions given the quality of services they provide to their clients. In pursuit of this course three key statements were employed to elicit responses from patients. These include; visiting the Hospital the next time one is sick, telling others about the services Hospital, willingness to pay for the Hospital’s services.

Table 3. Examine the Potentials that Exist for Public Sector Institutions if they are Able to Satisfy their Customers

		Count	Percent
I will always come here to seek healthcare anytime I'm ill		50	100%
	Strongly Disagree	18	36%
	Disagree	10	20%
	Undecided	7	14%
	Agree	11	22%
	Strongly Agree	4	8%
I will tell others about the good services of the facility		50	100%
	Strongly Disagree	21	42%
	Disagree	10	20%
	Undecided	3	6%
	Agree	8	16%
	Strongly Agree	8	16%
I will be willing to pay even if my insurance is expired in order to receive healthcare services here		50	100%
	Strongly Disagree	14	28%
	Disagree	15	30%
	Undecided	6	12%
	Agree	8	16%
	Strongly Agree	7	14%

Table 3 above represents responses of three different questions grouped under one heading. The first question regards the statement that patients will always come back to the Hospital anytime they are ill. Following the statement, 36% of the patients strongly disagreed, 22% disagreed while 14% could not reach a decision. On the contrary, 22% agreed and 8% strongly agreed with the statement. This implies that patients given the chance to choose a health facility to receive

healthcare would not consider choosing The Tamale Teaching Hospital. Secondly, responses received from patient on the subject of patients telling about the services of the Hospital are presented in the second row of Table 3. In this way far, 22% of them strongly disagreed to tell others of the services of the Hospital. Again, 20% more disagreed while 6% of them could not decide on the matter. However, 16% each agreed and strongly agreed with the statement. The summary of responses contained in figure.11 indicates that patients are not willing to tell other people about the Hospital's services. Finally, on the issue of willingness to pay for the Hospital's services by patients, the following responses were generated as summarized above in Table 3. Represented by the highest percentage points, 30% of the patients disagreed indicating they are unwilling to pay to receive healthcare at the Hospital. The second highest bar with a percentage point of 28% represents those who strongly disagreed. On the other hand, 16% and 14% of them respectively agreed and strongly agreed while 12% remained undecided.

CHAPTER FIVE

5.0 FINDINGS, RECOMMENDATIONS AND CONCLUSION

This chapter of the study presents the findings based on the results of the analysis. In effect recommendations will be made in relation to the findings and then conclusions drawn.

5.1 Findings

From the analysis in chapter four, as indicated in Table 1, it can be noted that majority of the respondents were males compared to the number of females recorded. Again, a majority of them are married (74%) and are in their youth as indicated by the 52% (26-35) age brackets. Generally it was found out that the illiteracy level among clients was high, represented by 29%.

The study sought to find out the challenges staff of public sector institutions face in satisfying their clients. In this regard the results from the analysis under section B of chapter four indicate that indeed there are key issues constraining these workers in their quest to do their best to satisfy their clients. These key issues that frustrates their efforts include; inadequate resources to work with (84%), high levels of bureaucratic processes (44%) that sap their energies these two debilitating factors to achieving customer satisfaction is in consonance with the findings of Alornyeko (2011). The other two factors are absence of motivational packages (60%) and non-acknowledgement of extra work done (60%). These are key issues hampering the swift delivery of customer oriented services to clients of the Hospital.

The second objective of the study is to find out the challenges clients face from staff of public sector institutions. Following the results from the analysis of six main individual questions indicate that clients are faced with a repertoire of issues that seem to go unaddressed. It came out that staff of the Hospital are not friendly to clients at all. This displeasure among clients was registered with a combined 51% affirmation of the existence of the phenomenon of unfriendliness among staff in relating to clients. This result confirms Cook (2002) that clients have become sophisticated that they need to be treated with care and respect.

According to Lalita (2010) a customer oriented organization must have knowledgeable and available staff, good value, friendly people, convenience, face-to-face dealings and promptly responding and keeping clients well. But the results of the other variables analysed indicate that the Hospital is practicing something otherwise, to the prescription by Lalita (2010). In the results it was revealed that it is difficult to find someone to talk to when one is faced challenges meanwhile Lalita (2010) prescribed that in a real customer oriented organization that should be a staff readily available to respond to the queries of clients. Excessive delay was also one of the main challenges of clients. According to them they spent too much time in various sections of the Hospital. The OPD records, dispensary, laboratory and consulting rooms were some of the key areas clients mentioned to have encountered undue delays. Another challenge is the difficulty in getting around the Hospital this is indicated by 58% affirmation of how difficult it is for one to locate units and departments in the Hospital.

The third objective of the study addresses how satisfied the clients of the hospital are with the services they receive. The responses to the key questions that were asked showed that clients are not satisfied with the Hospitals services. Clients disagreed (56%) to always make a return patronage to the Hospital. This is a major concern because the clients are the very lifeline of the Hospital. On the issue of responsiveness of nurses to the needs of clients, it came out that most clients indicated that nurses do not swiftly respond their needs. Clients also indicated that they are not satisfied with the services of the Hospital. For them to have been at the Hospital for healthcare means they had gotten to a point where all options have been exhausted. Due to the numerous challenges clients have been facing accessing healthcare, their confidence level in receiving quality care from the hospital has dwindled. Long & Khalafinezhad, (2012) observed that behavior of employees, quality of customer services, relationship development and interaction management were the critical elements that closely connect with customer satisfaction and loyalty. In this regard, per the results, the Hospital has failed to offer any good customer relations let alone to give satisfaction to their clients.

The fourth objective which happened to be the final sought to ascertain the prospects for public sector institutions. From Table 3 it is observed that clients are so dissatisfied with the services of the Hospital to the point that they would not want patronize the services of the Hospital if they had their way. According to Bohnné (2005) and Hofmeister et al. (2003) satisfied clients show positive attitude towards organisations' products or services. In relation to the results obtained from the analysis it can be said that because clients are dissatisfied they responded to indicate that given the occasion to advertise the Hospital, they would not do that.

5.2 Recommendations

In relation to the findings from the analysis and discussion of results, the following recommendations are imperative to make the Hospital live to its expectations. Thus, to indeed become a centre of excellence in offering affordable quality tertiary health care services delivered by well-trained and motivated professionals.

On the issue of inadequate logistics and bureaucratic processes, it is recommended that the government together with the Hospital fashion out strategies to properly resource this all-important health facility to be able to discharge its duties to the citizenry and beyond, because it is widely acknowledged that health is wealth. There should also be good motivational packages designed to reward deserving staff. This will encourage some kind of competition among staff and service delivery will be impacted positively.

It is also recommended that the Hospital makes it a policy to periodically train staff in customer service. Secondly, customer related posts or directional maps should be mounted at vantage points of the Hospital help clients get around the Hospital without any difficulties. Again, there should be trained receptionists at vantage points of the Hospital who would make sure clients have a nice experience in the Hospital. Thirdly, efforts must be made to make sure that the excessive delays as mentioned by clients should be adequately addressed. This can mainly be done by employing an efficient computerized system of healthcare delivery.

Supervision should be intensified as well various points to receive clients complaints should be mounted in the Hospital to further address the needs of clients. Again, client complaints should be handled with all seriousness. With some of these measures in place the Hospital is bound to retain its image as once being the apex of Healthcare delivery point in the Region.

Finally it is recommended that for the Hospital to become the choice of the people in the Region once more, stakeholders should be engaged through radio and community programmes to solicit views on how to better serve them. Pursuing this course will go a long way to erode the bad image created in the eyes of the public about government institutions being inefficient and bad at customer service delivery.

5.3 Conclusion

The pursuit of this study revealed that the Tamale Teaching Hospital is not client or customer oriented and this was manifested through the responses received from respondents through a number of customer oriented questions. The study showed that most public sector institution workers lack motivation (60%); face the problem of inadequate resources to work with (84%), bureaucratic processes that delay service delivery and their efforts are not rewarded (60%). Again it was also revealed that most public sector institutions like the Tamale Teaching Hospital in customer satisfaction issues and therefore do not offer satisfactory services to their clients. The combinations of the aforementioned factors have been found to make public sector institutions to lose their clients. Therefore it is concluded that in an institution where staff are not well motivated and are under-resourced to work, the end result is customer dissatisfaction. In many ways the findings stood at variance with the theory of Lalita (2010), Bohnné (2005) and Hofmeister et al. (2003) and Long & Khalafinezhad, (2012). It is believed that if the recommendations are well implemented, the story will change in most public sector institutions and any measurements on customer satisfaction will yield result that is in conformity with customer satisfaction theories. Going forward a research could be conducted on customer loyalty in public sector institutions; it is one area that is keenly related to customer satisfaction.

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APPENDIX

QUESTIONNAIRE

I am a Student of the Department of Business Economics and Tourism studying International Business at the Vaasan Ammattikorkeakoulu Vasa Yrkeshogshogskola University of Applied Sciences conducting a research on the topic: **THE CHALLENGES AND PROSPECTS OF CUSTOMER SATISFACTION IN THE PUBLIC SECTOR OF GHANA; A CASE STUDY OF THE TAMALE TEACHING HOSPITAL.** I would be very grateful if you could candidly respond to this questionnaire to assist me in the research. I wish to mention that anonymity and confidentiality of the respondent is assured and all information given here shall be used solely for academic purposes. Please tick [] the appropriate box where applicable and write where necessary

A. BACKGROUND OF RESPONDENT

1. **Gender :** (A) Male [] (B) Female []
2. **Age:** (A) 18-25 [] (B) 26 – 35 [] (C) 36 – 45 [] (D) 46 – 55[] (E) 55 – 60[]
3. **Marital Status:** (A) Married [] (B) Single [] (C) Divorced [] (D) Separated []
4. **Highest Qualification:** (A) Certificate [] (B) Diploma [] (C) Degree [] (D) Masters [] (E) PHD [] (F) Other (specify).....

In the table below respondents are expected to tick [] the option that is appropriate to their views and understanding. Where SD means Strongly Disagree, **D** means **DISAGREE**, U means **UNDECIDED**, A means **AGREE** and **SA** means **Strongly Agree**.

B. FIND OUT THE CHALLENGES STAFF OF	SD	D	U	A	SA
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PUBLIC SECTOR INSTITUTIONS FACE IN SATISFYING THEIR CUSTOMERS						
5	We have inadequate resources for smooth service delivery					
6	There is no acknowledgement for extra work done					
7.	Absence of staff motivational packages					
8.	Bureaucratic processes delay work efforts					
C. FIND OUT THE CHALLENGES CUSTOMERS FACE FROM STAFF OF PUBLIC SECTOR INSTITUTIONS IN PATRONIZING A PRODUCT OR SERVICE		SD	D	U	A	SA
9.	Staff are not friendly at all					
10.	No one to talk to when faced with any challenges					
11.	Difficult to locate units within the Hospital					
12.	It takes a long time to see a doctor					
13.	Undue delay at the OPD records					
14.	What other challenges do you face?.....					

D. FIND OUT HOW SATISFIED CUSTOMERS OF PUBLIC SECTOR INSTITUTIONS ARE WITH THE ORGANIZATION'S SERVICES		SD	D	U	A	SA
15.	I can easily access healthcare without any challenges					
16.	The nurses are responsive to my needs					
17.	The health professionals are courteous and friendly					

18.	I am satisfied with the services I receive from the facility					
19.	I am confident to receive better healthcare from the facility					
20.	Staff at the OPD records are polite					
21.	I like the hospital environment					

E. EXAMINE THE POTENTIALS THAT EXIST FOR PUBLIC SECTOR INSTITUTIONS IF THEY ARE ABLE TO SATISFY THEIR CUSTOMERS.		SD	D	U	A	SA
22.	I will always come here to seek healthcare anytime I'm ill					
23.	I will tell others about the good services of the facility					
24.	I will be willing to pay even if my insurance is expired in order to receive healthcare services here					

Thank you