CHRISTIAN SERVICE UNIVERSITY COLLEGE

ASSESSING CUSTOMER SERVICE SATISFACTION AND ITS

IMPLICATION FOR SERVICE DELIVERY BY THE ELECTRICITY

COMPANY OF GHANA: A CASE OF THE OBUASI BUSINESS CENTRE.

BY

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature …………………………… Date…………………………...

Name: Sylvester Kwofie

Supervisor's Declaration

I hereby declare that the preparation and presentation of this dissertation was supervised in accordance with the guidelines on supervision laid down by Christian Service University College.

Supervisor's Signature ………………………… Date ……………………………

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ABSTRACT

Good customers are an asset which, when well managed and served will return a handsome lifetime income stream for the company. The customer's overall satisfaction with the services of the organization is a function of all the encounters/experiences of the customers with that organization. This research focused on the assessment of customer service satisfaction on the Electricity Company of Ghana and its implication for service delivery using Obuasi business centre. The study used the quantitative approach of the data collection. Questionnaires were designed for the targeted sample size. The primary and secondary data collection methods were used to gather data from different sources. The data was analysed using the predictive software Statistical Package for Social Science (SPSS) version 16.0. The findings of the study brought to the notice that, customer's overall satisfaction with the services of the organization is a function of all the encounters/experiences of the customers with that organization. Among other things, the study recommended that to ensure improved customer service, regular monitoring and control is recommended across all ECG offices. This will ensure that staffs act according to company policies and procedures.

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iv
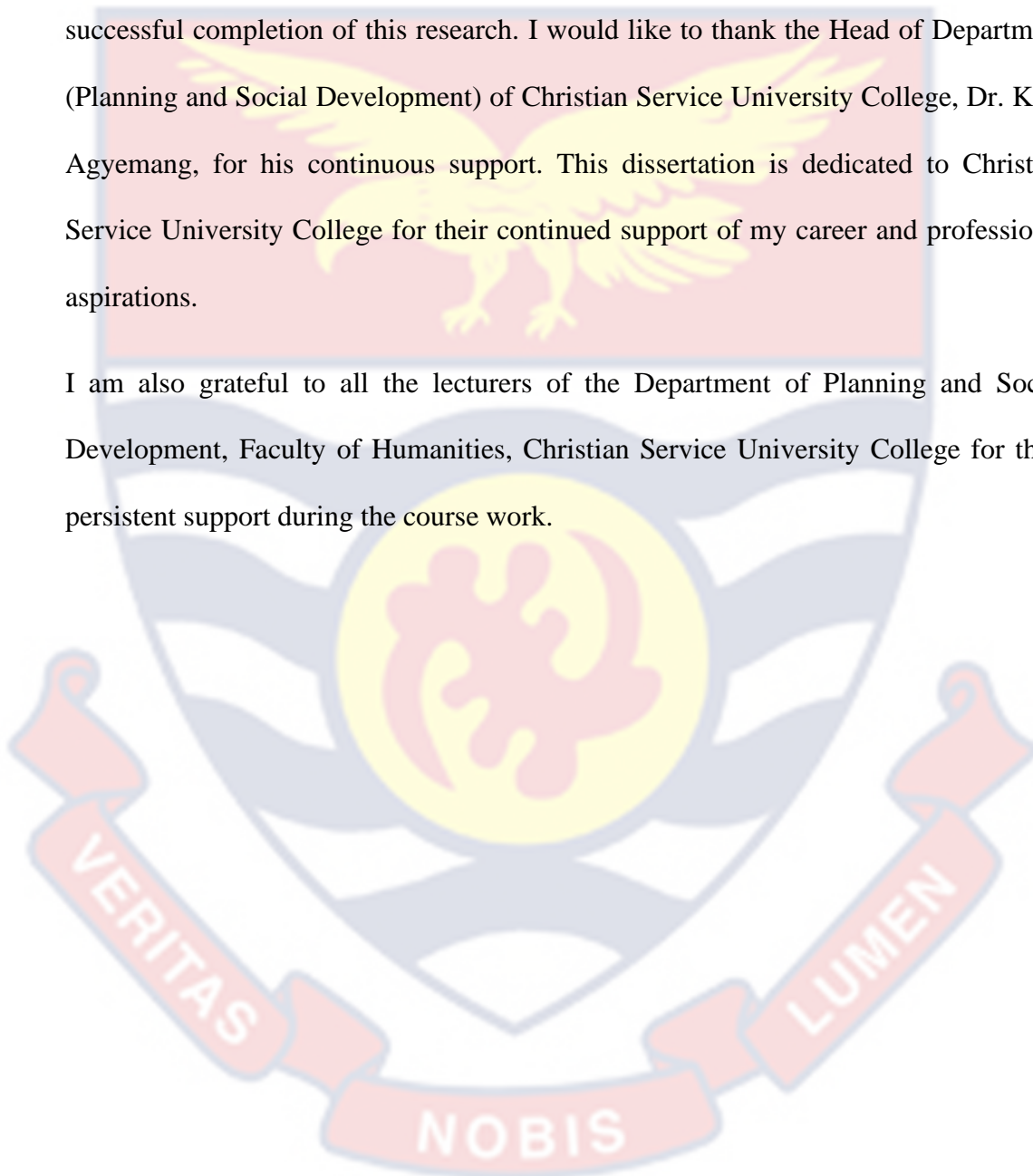
DEDICATION

I dedicate this work to my cherished parents whose counsel, love and moral support added inspiration to our schooling. I appreciate their support and as a result, reciprocate this kind gesture by dedicating to them our work.

v

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE

INTRODUCTION

Background to the Study

In today's world of business, competitive demands have made it crucial for organizations to strategize towards attracting and retaining more customers. For this reason, central to the operations of every business organization is the improvement of customer service. In as much as it can be taken for granted that many of the public organizations in Ghana are doing their best to satisfy their customers in many respects, one area seems unattended to: the minor issues that could mean so much to customers but may not have caught the eyes of the bosses. Maybe they have, but these bosses see them as too trivial, minor or petty to be given attention. These issues though may look or sound trivial, may have the tendency to irritate customers-both existing and potential and eventually push them away. It is most unfortunate for customers when it happens that these organizations in question have no ready competitors to which they can turn. If it happens this way, the option left to customers is to make do with whatever services they obtain from these poor performers but with great disappointment.

In many Public organizations within the country, these trivial problems range from poor power supply by the electricity company of Ghana, long queues and poor customer service rendered by the Electricity Company of Ghana. Good customers are an asset which, when well managed and served will return a handsome lifetime income stream for the company (Kotler, 1998).

Zeithaml (2000) stressed that leveraging service quality has been shown to assist in both the retention and expansion of the existing customer base; thus in an attempt to establish a competitive advantage, marketing practitioners often seek to

1

differentiate their service offering upon service quality.

Spreng & Mackoy (1996) indicated that service quality and customer satisfaction are inarguably the two core concepts that are at the crux of the marketing theory and practice. According to Shemwell et al., (1998) in today's world of intense competition, the key to sustainable competitive advantage lies in delivering high quality service that will in turn result in satisfied customers. The customer's overall satisfaction with the services of the organization is a function of all the encounters/experiences of the customers with that organization. Similar to service quality, customer satisfaction can occur at multiple levels in an organization, for example, satisfaction with the contact person, satisfaction with the core service and satisfaction with the organization as a whole.

The time of objective setting in the service sector has been moved to improving the service quality and management standards to meet customer satisfaction (Huang, 2013). Several studies in various disciplines over the years have linked service quality and customer satisfaction together. Even though service quality and customer satisfaction remains a dominant component in service delivery the challenge in satisfying the customer over the years still remains exist for the service provider. There has been a different method for measuring customer satisfaction for which Expectancy-disconfirmation model is one of such paradigms (Oliver, 1980).

The high acceptability in comparing standards by expectancy- disconfirmation paradigms in the measurement of customer satisfaction has enjoyed wide range of support in academic literature (Oliver, 1994: Garchal et al, 1994; Zeithmal et al, 1990; Anderson and Sullivan, 1990; Tse and Wilton, 1998; Kennedy and Thirkell, 1988; Oliver and Winer, 1987; Bearden and Teel, 1983). Nonetheless the expectancy-

disconfirmation paradigms had received a lot of criticism (Churchill and Supernant, 1982; Gronroos, 1993; Buttle, 1996) it is still popular in this line of service quality Literature. In all these criticism, the SERVQUAL measuring tool has been used by several researchers to examine numerous service industries such as Banks (Oyetunji et al, 2014); Education (Samanhyia et al, 2014) and Health (Mileide et al (2013) and Aikins et al, 2014).

In spite of the recognition of service quality in various service industries, very little research had been conducted in the Power generation field on the issue of service quality and customer service satisfaction assessment. In view of the above, this research seeks to assess customer service satisfaction and its implication for service delivery by the Electricity Company of Ghana.

Statement of the Problem

Services have increasingly assumed a more important role in the economic growth and development of countries worldwide. In Ghana for example, the contribution of the service sector of the economy has been increasing over the years (2012 Budget Statement). Consequently, to sustain this growth there is the need for employees to render dedicated and efficient service to their customers.

The problem in relation to customer service delivery at Obuasi business centre and particularly the Electricity Company of Ghana illustrates failure to meet the expectations of consumers which result in grave consequences on political, social and economic growth of the state. Satisfying customers is based on knowing or understanding customers need and behaviour and addressing such with a suitable quality products and services as demanded by the business, and doing this above other competitors (Conway & Briner, 2015; Hailu & Shifare, 2019).

3

A total quality customer satisfaction is a participative process that empowers all levels of employees to work in groups to establish guest expectation and determine the best way of meeting or exceeding those expectations (Danquah & Wireko, 2014). In this context, the Electricity Company of Ghana in Obuasi business centre will be able to serve the variation in demand and preferences.

While several studies have accessed the role of customer service satisfaction on service delivery in Ghana, very few of these studies have accessed its impact on service delivery in the Electricity Company of Ghana. It is against this background that this study seeks to assess the implications of customer service satisfaction on service delivery in the Electricity Company of Ghana.

Research Objectives

The main aim of this study is to assess customer service satisfaction on the Electricity Company of Ghana and its implication for service delivery using Obuasi business centre as the reference point. The study further aimed at achieving the following specifically:

1. To determine the extent to which service quality dimensions brings about customer service satisfaction.

2. To evaluate the extent to which service quality dimensions are adhered to ensure customer satisfaction.

3. To determine the difference between customer expectation and perception

Research Questions

The question this research work aims at answering is summarized in the following statements:

1. To what extent has service quality led to customer service satisfaction?

2. To what extent has service quality dimensions affected customer service satisfaction?

3. To what extent is the difference between customer expectation and perception?

Significance of the Study

The study is immensely significant in diverse ways to business/marketing practitioners, policy makers and stakeholders. To the management of Electricity Company of Ghana, the findings and the results that would be reported in this study will provide a more reliable and scientific measure and perspective for describing and evaluating the level of their customer satisfaction with the services they deliver. It will also serve as an invaluable source of information that brings to lime light customers' perception of the quality of service they render. It will essentially uncover factors that hinder staff in quality customer service delivery. This will provide empirical support for management strategic decisions in several critical areas of their operations, and above all, provide a justifiable valid and reliable guide to designing workable service delivery improvement strategies for creating and delivering customer value, achieving customer satisfaction and loyalty, building long- term mutually beneficial relationship with profitable customers.

Nonetheless, to policy makers like government agencies such as Ministry of Energy, the findings of this research will provide invaluable insights and a more reliable guide to monitor the operations of the Electricity Company of Ghana particularly in the area of customer service delivery. It will also be a yardstick for measuring partly their respective policy goals and objectives. Particularly, it will

5

facilitate immensely the Ministry of Energy in Ghana in achieving some of its policy goals which include: enhancing the reliability and efficiency in the provision of electricity.

To stakeholders like investors, shareholders, pressure groups, the study will provide invaluable information that will allow them to provide useful suggestions to the improvement in service delivery of the Electricity Company of Ghana.

Delimitations of the Study

The study will be confined to customer service satisfaction on the Electricity Company of Ghana and its implication for service delivery. Only Obuasi business centre will be studied.

With this, the researcher employed the usage of questionnaire and case studies. In some cases, unstructured interviews were employed.

Organisation Of the Study

This study will consist of five chapters. Chapter one, the present chapter gives an introduction to the whole study. The chapter consists of the background of the study, problem statement, research objectives and questions, significance to the study and justification of the study, delimitation and organisation of the study.

Chapter two of the study reviews relevant literature on customer service delivery and challenges. Sub-topics under this include: overview of customer service delivery in Ghana, customer satisfaction – what it is, defining customers, customer purchasing process, attitude and satisfaction, approaches to determining customer satisfaction, factors that hinder staff in customer service delivery, consequences of poor quality service, and institutional framework.

6

Chapter three is about the methodology used in gathering the relevant data for the study. Sub-topics seen under this chapter are introduction, scope, research design, sample population, sampling & sampling techniques, data collection, instrumentation, data analysis, timetable, limitations, and ethical considerations.

The data collection and analysis techniques and how the data was analysed are discussed.

In chapter four, the researcher discusses the opinions of interviewees and responses from experts through the questionnaire. Also, the study of cases relating to customer service satisfaction and its implication for service delivery would be considered and discussed as well. The researcher then integrates into the analysis of the literature and document that connect with participants" opinions.

Chapter five outlines the summary, recommendations and conclusion of the study.

Definition of Terms

- **Customer:** Is an individual or business that purchases or patronizes the products and services of another company.

- **Customer Service:** Is the support which is given by the company to their clients, the company provides assistance to the consumers when they make a purchase. This, it is the provision of services before, during and after a purchase.

- **Electricity Company of Ghana:** Is a company that provides quality, reliable and safe electricity services to support the socio-economic growth and development of Ghana.

7

- **Service delivery:** The act of providing services to customers.

- **Service quality:** An assessment of how well a delivered service conforms to the client's expectations. This, it is a comparison of perceived expectations of a service with perceived performance.

8

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter is generally about reviewing relevant literature from text books, journals, articles and other publications that are relevant to the study.

Every organization talks about giving great service. Likewise, people in all kinds of professions acknowledge the importance of serving their customers, clients, patients, shareholders, passengers, employees and other stakeholders. Despite these good intentions, everyday experience quickly shows that receiving great service is an unusual, not commonplace experience. We have all encountered shabby customer service or witnessed what can best be described as a service fiasco. Much of that poor service can be attributed to poor attitudes among individuals and organizations. Far too often, customers receive poor value and are forced to wrestle with ineffective processes, or encounter people that make them want to do business elsewhere. One can change much of that. One can help companies and success- oriented people translate good service intentions into a workable plan with sustainable activities that do, in fact, serve customers and bring organizational and career success. True winners in today's economy do more than just talk about great service – they find ways to consistently deliver it (Timm, 2008).

Customer service skill development provides the most significant arena for career success. Whether you work for a huge corporation or you run a lemonade stand, the principles of customer service remain the same. You live and die by what your customers think of you. Service to internal customers (i.e. employees) can be equally important as service to external customers. One's prime task, regardless of your job title, organizational position, experience, or seniority, will always be to

9

attract, satisfy, and preserve loyal customers. A loyal customer is a company's most valuable asset. Without customers, no organization can exist for very long (Solomon et al, 2006). No business or organization can succeed without building customer satisfaction and loyalty. Likewise, no person can make a good living without meeting the needs of his or her customers. You can have every product that your customers could possibly want, but if you do not treat your customers well, you can kiss your business goodbye. Numerous studies have shown that it costs more to acquire new customers than it takes to retain existing ones (www.isa.com). Customer researchers say that it costs about five to six times as much to attract a new customer (mostly through advertising and promotion costs) as it costs to keep an existing one (where costs may include giving refunds, offering samples, replacing merchandise etc). One report put these figures at about $19 to keep a customer happy versus $119 to get a new buyer into the store (Engdaw 2020). Good customer service is the lifeblood of any business. You can offer promotions and slash prices to bring in as many new customers as you want, but unless you can get some of those customers to come back, your business will not be profitable for long.

Timm (2008) opines that good customer service is all about bringing customers back. And about sending them away happy – happy enough to pass positive feedback about your business along to others, who may then try the product or service you offer for themselves and in their turn become repeat customers- inferring that a good customer service is all that is required for customer loyalty and hence customer retention.

Overview of Customer Service Delivery in Ghana

It is sad to note that the quality of customer service in Ghana leaves much to be desired. First of all, it is very difficult to reach most offices and public buildings by

telephone. Telephones ring endlessly without any response whatsoever. If one is lucky, the call is answered after the sixth or seventh ring with a localized American southern drawl, "yedoooww!!" The question is, does the Ghanaian customer service staff perceive prompt answering of calls as a relevant and integral part of good customer service? Does he or she know what that means to the customer? Promptly answering the customer's call means prompt attention to your customer.

It could further be translated to mean that your company is readily available when the customer needs you. It improves the customer's perception of your company's reliability, and promptness in handling customer queries and requests. Even if the service delivered itself falls below the customer's expectation or exact satisfaction, the ease with which you were reached, and your readiness to assist leaves a very positive impression on your customer, which in the long run, affects corporate image and the market positioning and perception of the quality of your service (or product).

A second outstanding trait of customer service in Ghana is the typical "I am doing you a favor" mentality. Basically it is perceived that the customer needs something done for him or her and is therefore at the mercy of the whims and caprices of the customer service staff. This translates into very hostile, rude and arrogant behavior by customer service staff in response to any customer perceived to be demanding. Such customers are perceived as "beggars with choices", or "Oliver Twists", asking for more, instead of being appreciative of what is being done for them. Third, customer service in Ghana seems very disjointed. A simple service that could have been rendered by one person is divided into several irrelevant and small functions. One cannot tell whether this is meant to achieve better levels of efficiency through specialization and division of labor or simply create employment for more

11

people.

The unfortunate consequence of this is that people build bottlenecks and entire empires with the little functions they play as part of an entire process, hijacking the entire process and in effect inconveniencing the customer beyond imagination.

Third, customer service in Ghana seems very disjointed. A simple service that could have been rendered by one person is divided into several irrelevant and small functions. One cannot tell whether this is meant to achieve better levels of efficiency through specialization and division of labor or simply create employment for more people. The unfortunate consequence of this is that people build bottlenecks and entire empires with the little functions they play as part of an entire process, hijacking the entire process and in effect inconveniencing the customer beyond imagination.

Customer service staff in Ghana need to be made aware that the customers they serve constitute the market share of the companies they work for, and that the quality of service they render directly has the potential to increase or diminish this market share and consequently the profitability of the company they work for, its survival and in the long run their job security. Put more simply, it is the customer's custom that ensures your job security.

Definition and Meaning of Concepts

Customers

A customer is someone who has direct relationship with, or is directly affected by an agency and receives or relies on one or more of that agency's services or products. Customers in human services are commonly referred to as service users, consumers or clients. They can be individuals or groups (Kurt, 2010).

12

Rust et.al, (2000) opined that the term "customer" is commonly used to refer to end- users of a product. Woratschek et. al., (2020) indicated that historically, the word customer is derived from "custom," meaning "habit"; a customer was someone who frequented a particular shop, who made it a habit to purchase goods there, and with whom the shopkeeper had to maintain a relationship to keep his or her "custom," meaning expected purchases in the future. Kurt (2010) revealed that customer is a generic term referring to anybody who receives a service or product from some other person or group of people. Customer expectations are influenced by cultural values, advertising, marketing, and other communications, both with the supplier and with other sources. Customers at times do not have a clear understanding of their needs. Assisting in determining needs can be a valuable service to the customer.

Customer Satisfaction

Customer Satisfaction has a direct impact on customer's behavioral responses and service quality. Palawatta (2015) define satisfaction as the "customer fulfillment response," which is an evaluation as well as an emotion-based response to a service. Channoi (2014) in his study said that Service quality, corporate image and customer perceived value are three significant descriptors of customer satisfaction. Service quality is the most important determinant of customer satisfaction which is the most significant antecedent of customer loyalty. Service quality and customer perceived value are two significant determinants of corporate image.

Athanassopoulos et al (2001) examined the impact of customer satisfaction on customer's behavioral responses. The results support the notion of direct effects of customer satisfaction on three criterion variables (decision to stay with the existing service provider, engagement in word- of-mouth communications, and intentions to switch service providers).Appiah et al (2011) investigated the role of the service

13

quality variables in enhancing customer satisfaction. Multiple regression analysis was used to find the impact service quality have on customer Satisfaction.

The result revealed that service quality indicators such as responsiveness and empathy significantly impact on customer satisfaction. Niveen et al (2013) studied the factors affecting customer satisfaction on service quality. Factor analysis was used to measure the determinants of service quality. The findings showed customer satisfaction have significant effect on Reliability, Empathy, Assurance and Responsiveness but not on Tangibles.

Customer satisfaction has found to be an important mediator between perceived service quality and customer loyalty.

Karim et al. (2014) studied the impact of service quality on customer satisfaction and the result of the study showed that tangibility, reliability, responsiveness, assurance and empathy significantly and positively influenced customer attitudes in terms of satisfaction that is service quality dimensions are crucial for customer satisfaction.

The customer satisfaction in this study is measured by using the difference between expectation and perception of performance called Disconfirmation theory (Anderson, 1973; Oliver, 1980).

Service Quality

Service quality has a broad definition depending on the school of thought adapted. Service quality may be defined as customer perception of how well a service meets or exceeds their expectations (Czepiel 1990). Service quality can be measured in terms of customer perception, customer expectation, customer satisfaction, and customer attitude (Sachdev and Verma 2004). Ekinci (2003) indicates that the

14

evaluation of service quality leads to customer satisfaction. Captured below in table are definitions on service quality.

According to (Jiang, Klein, Tesch and Chen 2003) definition of service quality used the word "feel` which measure only the objective element (customer silent test created). However, Ghobachan, Speller and Jones 1994) was not specific on the customers expectation.

In the definition of Parasuraman et al (1988); Lewis and Booms (1983); and Lewis and Booms (1983) are not more detailed definitions which can be adopted in the context of this study. This study would adjust to Gronroos (1984) definitions which describe the process in as well evaluated the service quality based on subjective element measure.

Service Quality Dimensions

Many researchers in this 21st century use either the SERVQUAL model by Parasuraman et al(1985 and 1988) or the technical and functional quality dimensions of Gronroos model (1982 and 1984). According to Johnson, R. (1995) in his study established that Responsiveness is a crucial determinant of quality, as it is a key component in providing satisfaction and the lack of it is a major source of dissatisfaction.

However, Gi-Du Kang and Jeffrey James (2004) examined the conceptualization of service quality from a European perspective (i.e. Gronroos's model).

The result established that the interaction between a consumer and an organization's representatives does have an important influence on a consumer's image of the organization and subsequent evaluation of service quality. The current

15

did not consider the Gronroos study from Gi-Du, K. et al (2004) because of its shortcoming on customers responding in Korean language and it did not give a full description of the technical quality interview.

Therefore, this current study would use the SERVQUAL model by Parasuraman et al (1985 and 1988) that identified perceived service quality into five dimensions: tangibility, reliability, responsiveness, assurance, and empathy.

Tangibles involve the appearance of physical facilities, including the equipment, personnel, and communication materials. Reliability is the ability to perform the promised service dependably and accurately. Responsiveness involves the willingness to help customers. Assurance involves the knowledge and courtesy of employees and their ability to convey trust and confidence. This assurance includes competence, courtesy, credibility and security. Empathy involves the provision of caring, individualized attention to customers. This empathy includes access, communication, and understanding the customer.

Customer Purchasing Process

Customers go through five stages decision-making process in most purchase situations, namely: need recognition and problem awareness, information search, evaluation of alternatives, purchase and post purchase evaluation (Engdaw, 2020; Lovelock and Wirtz, 2007). Lovelock and Wirtz, (2007) proposed a three-stage model of service consumption. In this model they grouped the decision making process of service consumption into three: pre-purchase service, encounter stage and post-enter stage. They further explained them as follows: (i) Pre-purchase service – this stage has three main components. It includes the awareness of need, information search in which needs are clarified, solutions explored, suppliers and alternative service

16

products are identified by customers and finally an evaluation of alternative solutions and suppliers for a decision for service purchased. This stage is affected by the customers' search for certain service attributes and the perceived risk and expectation of customer regarding desired service, predicted service, adequate service levels as well as the tolerance zone.

Furthermore, (ii) service encounter stage – this stage involves a request from chosen suppliers or initial self-service of which payment may be upfront or billed later. It also includes service delivery by personnel or self-service. It is the moment of truth as the service is encountered through a service delivery system of an organization. Nonetheless, (iii) Post-encounter – this stage involves the evaluation of performance of the service encountered and its effect on future intentions. It is this stage that satisfaction and dissatisfaction occur and decisions to remain loyal are taken by customers.

Attitude and Satisfaction

Prakash & Mohanty, (2013) define service quality as the way in which the whole service experience is performed. Their model of customer perceptions of quality and customer satisfaction hypothesized that satisfaction is more of an attitude and this attitude would influence perceptions of service quality, which in turn would influence purchase intentions (service quality leads to satisfaction and eventually purchase intentions. Failure to provide reliable service may result in customer dissatisfaction and possible defection. This is based on the premise that a satisfied customer will continue to maintain a relationship (Hailu & Shifare, 2019) and that relationship will lead to loyalty and longevity. Conway et al., (2015) arrived at the same idea by looking at the probable behaviour of the dissatisfied customer. They maintain that a dissatisfied customer is likely to switch to a competitor and may

17

inform others of the bad experience.

Mosadeghrad (2014) describe satisfaction as "the consumer's fulfillment response, a post consumption judgment by the consumer that a service provides a pleasing level of consumption-related fulfillment, including under- or over-fulfillment". Service quality is renowned as a multi-dimensional construct. Its dimensions often vary from one researcher to other researcher, but still there is some harmony that service quality mainly consists of three major features: "outcome quality, "interaction quality, and "physical service environment quality" (Ghotbabadi Feiz & Baharun, 2015). Numerous researchers more elaborate on sub-aspects of these three broad dimensions e.g., the most popular construct of service quality – SERVQUAL – have five dimensions: "tangibles", "reliability", "responsiveness", "empathy" and "assurance" (Ramya et al., 2019). The tangibles dimension contact with physical environment aspect, the reliability dimensions corresponds with service outcome aspect and remaining three signify interaction quality aspect. Service quality is an precursor of the broader theory of customer satisfaction (Lee et al., 2000) and the relationship between loyalty and service quality is intercede by satisfaction (Yarimoglu, 2014).

Although the organizations are operating in service sector know that the service quality is of key factor for success at national and international level (Ramya et al., 2019). Even then companies were found that the instrument of service quality is relatively less appropriate in other than developed countries because of cultural context which lead to unsatisfactory and inappropriate sales and marketing approaches in those cultural contexts (Kritikos et al., 2013). In today's economy, service quality has come out as critical component for the top management of successful business and human elements, as well, play essential role to determining

18

the whole perception of customers about service quality (Ramya et al., 2019) and retaining the customers (Kritikos et al., 2013).

Relationship Between Service Quality and Customer Satisfaction

The study by Munusamy, J. et al (2010) investigated the measurement of customer satisfaction through delivery of service quality. The results confirm that Assurance, Responsiveness, Empathy, Tangibles have positive relationship but have no significant effect on customer satisfaction. Also Reliability has negative relationship but it has no significant effect on customer satisfaction.

Naik, C.N. K. et al (2010) examined some of the factors that impacts customer satisfaction. The results established that services offered by retail units have positive impact and are significant in building customer satisfaction. For instance, Customers have highest expectations on the promptness of service, accuracy of transactions, security issues and concerns; the customers lowest expectations are cleanliness, ambience, etc. Customers reported highest satisfaction for promptness and speed of service along with accuracy of transactions at cash counters. The lowest satisfaction levels were reported at the willingness of staff to assist customers in accessing facilities, assortments, information on products, stock positions etc.

Akbar, M.M. et al (2009) investigated the effects of customers' perceived service quality, trust, and customer satisfaction on customer Loyalty. The results of the study indicate that trust and customer satisfaction are significantly and positively related to customer Loyalty. Agyapong (2011) examines the relationship between service quality and customer satisfaction. The results showed that all the service quality items were good predictors of customer satisfaction. Shafiq et al (No Year) evaluated the hotels service quality through customer satisfaction, using SERFPERF

19

model. The results indicates that in Pakistan among the five dimensions of SERFPERF the dimension tangible and empathy needed to be focused more. Again, the result showed that there are positive statistical significance among the three dimensions of quality (assurance, reliability, and responsiveness) and customer satisfaction.

Mosahab (2010) studied how to determine service quality and also find the relationship between service quality, satisfaction and loyalty. The results established that in all aspects, customers expectation, are higher than their perceptions of operation and in fact the quality of offered service is low. Also, the findings further revealed that the customer satisfaction plays the role of a mediator in the effects of service quality on service loyalty.

Ravichandran et al (2010) argued that increase in service quality of the banks can satisfy and develop customer satisfaction which ultimately retains valued customers. Kazi (2011) identified the most important attributes in bank settings, which may be used to review characteristics of the banks as experienced by customers and founded that all the service quality attributes are positively related to customer satisfaction and customer satisfaction is positively related to customer loyalty in the retail banking settings.

It again revealed that empathy demonstrates the highest positive correlation with customer satisfaction and tangibility shows the least positive correlation with customer satisfaction.

The purpose of this present study is therefore to explore the relationship between service quality and customer satisfaction.

20

Approaches to Determining Customer Satisfaction

Customer satisfaction (CS) determination can be approaches from three broad type of methods: Observation methods, database methods, and subjective methods (Stanujkic, 2019). Observational method can be classified into observational studies and experimental studies. Observational methods used in natural sciences can also be used to determine CS. It has the strength of objectivity to a large extent as described by Sinclair (Ngo, 2015) "the idea is that you are reaching out to touch 'reality' as direct a possible". This approach has the difficulty of analyzing diverse qualitative data using quantitative and qualitative tools.

Secondly database methods constitute another valuable source of information for determining customer satisfaction or dissatisfaction. Available and effective customer relationships management technology can be used to track customer purchase behaviour and re-purchase history, analyse customer data to determine evidence of satisfaction or dissatisfaction. These methods offer the opportunity to compute key performance indicators such as the proportion of regular customers, time of delivery and interaction, reasons for purchase and non-purchase, and likelihood to recommend.

Thirdly, subjective methods have been widely used to determine CS. Included in this group are questionnaires and interviews. The capabilities of the internet in addition to the traditional printed questionnaires widen the scope and the use of this method. In this group, face to face and telephone interviews, focus group interviews, and discussions, electronic questionnaire and online forums, chats, community provides an invaluable sources of CS data for analysis.

21

Prompt Service Delivery and Customer Satisfaction

In order to achieve customer satisfaction, organizations must be able to satisfy their customers" needs and wants through prompt service delivery and hence, good quality service (Ngo, 2015). Customers become endeared to a service provider or company due to many factors including the promptness with which employees receive and serve clients - mindful of the fact that customers increasingly generate more profits for a company by doing business with that same company for a long time (Kumar and Menakshi, 2007). Similarly, no business or organization can succeed without building customer satisfaction and loyalty. Likewise, no person can make a good living without meeting the needs of his or her customers. That is what people do in organizations: they serve others and succeed through this (Timm, 2008).

To Timm (2008), individual behaviors that impact customer service include greeting customers, breaking the ice by initiating conversation, complimenting, calling people or customers by name, establishing and maintaining eye contact when on the service providers" premises, asking for feedback, the frequency and quality of correspondence with customers, listening skillfully, assuring customers in their buying decisions, smiling, using good telephone techniques, using appropriate touching behaviors, enjoying people, and being positive about selling, celebrating customers successes, staying close to the customer(s) after the sales etc.

According to Kumar and Menakshi (2007), prompt service delivery and resulting customer satisfaction do not exist in a vacuum. Since the provision of a service involves a face-to-face human contact, it is important that the frontline employees have the time, the tools, the training, the support, and the backing and encouragement not only to satisfy the customer then but to do it in a way that makes the customer come back again and again - customer loyalty. Poor frontline

22

performance has huge adverse impact on customer satisfaction and probably nothing can assuage a customer who has been treated shabbily by a frontline staff. The work systems, policies, and procedures of the organization should empower the frontline staff to do whatever is possible to please the customer; hence, top- management vision is important.

Factors that Hinder Staff in Customer Service Delivery

One important reason why customer service can suffer in organizations is due to bureaucracy. The more layers and red tape an employee has to go through to service a client, the more difficult it can be. Furthermore, overworked staff can be the result of understaffing, layoffs, rapid growth or assigning too many tasks to too few people. In this case no client will appear as a priority to them. The exact opposite can have a similar effect on customer service. If your staff is underworked, they will feel less challenged, under-appreciated and unimportant. So, if your staff is underworked, case handling turnaround time can drag on longer than reasonably expected, and customers will get frustrated.

Moreover, the workplace culture can have a substantial effect on how customer service cases are handled. If the workplace climate is one where customers are not cared for, where staff doesn't care about their work, or if the environment is not empowering, your staff will under-deliver whenever presented with a customer service case. If your staff is not held accountable for customer service, there is no reason for your staff to try harder to make sure customers are happy. If the systems your staff uses when working with clients perform poorly, are slow, contain insufficient data or doesn't track your client data appropriately, you are going to run into a problem. If your staff has never been taught the value of customers to your organization, they will most likely not know how to treat them. Your staff must be

23

given the appropriate incentive to give clients outstanding service. If they are not incented, you have given them no reason to go that extra mile for your customers (http://www.entre- propel.com/customer-service/8- barriers-to-outstanding-customer-service/, 2014).

The Importance/ Outcome of a Good Customer Service Delivery

According to Singh (2006), organizations ought to look into the needs and wants of their customers to be successful. This assertion explains why many researchers and academicians have continuously emphasized on the importance of customer satisfaction loyalty and retention i.e. good customer service. This is due to the fact that customer satisfaction is important because many researches have shown that customer satisfaction has a positive effect on an organization's profitability. Hence, the consequences of customer satisfaction and dissatisfaction must not be ignored in any study. He concluded that there is also a positive correlation between customer satisfaction, loyalty and retention i.e. very important factors for a service providing organization to be successful.

According to Kotler (2000), a good customer service often results in customer loyalty and hence customer satisfaction. He defines customer satisfaction as a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance in relation to his or her expectations. Gustafson (2005) defines Customer Satisfaction as a result of a cognitive and affective evaluation, where some comparison standard is compared to the actually perceived performance. If the perceived performance is less than expected, customers will be dissatisfied. On the other hand, if the perceived performance exceeds expectations, customers will be satisfied. This overall satisfaction has a strong positive effect on loyalty intentions across a wide range of product and service categories. What these writers brought to

24

the fore is the fact that customer satisfaction is achieved through permanent relationship building.

To Hansemark and Albinsson (2004), satisfaction is an overall customer attitude towards a service provider, or an emotional reaction to the difference between what customers anticipate and what they receive, regarding the fulfillment of some need, goal or desire. The heart of customer satisfaction is meeting or exceeding these expectations; at the highest level, it is achieving customer delight (Christopher et al, 1991).

According to Ngo et. al., (2015) the customer expects, competent and efficient services, basic courtesies, to be informed of options, to be listened to, knowledgeable help, friendliness, feedback, honesty and respect, professional service and above all dedicated attention. According to Kritikos et. al., (2015), it (satisfaction) covers the entire ownership experience from selecting a product, to purchase, through aftercare to repeat purchase.

Ramya et. al., (2019) is of the view that a good customer service influences customer loyalty which is a deeply held commitment to re-buy or re-patronize a preferred product or service consistently in the future despite situational influences and marketing efforts having the potential to cause switching behavior. Thus a good customer service creates true customer loyalty when the customer becomes an advocate for the organization, without any incentive. Hoyer and Conway et. al., (2015), define customer retention as the practice of consistently working to satisfy customers with the intention of developing long-term relationships with them. Madzik & Hrnciar (2021) also defines customer retention as the commitment to continue to do business or exchange with a particular company on an on - going basis.

25

Hoyer and Conway et. al., (2015) are of the view that satisfaction can be associated with feelings of acceptance, happiness, relief, excitement, and delight. To Madzik & Hrnciar (2021), factors that affect customer satisfaction include friendly employees, courteous employees, knowledgeable employees, helpful employees, accuracy of billing, billing timeliness, competitive pricing, service quality, good value, billing clarity among others.

Customer satisfaction is important because, according to Zeinalizadeh et. al., (2019), satisfaction influences re-purchase intentions whereas dissatisfaction has been seen as a primary reason for customer defection or discontinuation of purchase. However, Kim et. al., (2021) said that having satisfied customers is not enough, there has to be extremely satisfied customers. This is because customer satisfaction must lead to customer loyalty. To Woratschek (2021), building customer loyalty is not a choice any longer with businesses: it is the only way of building sustainable competitive advantage.

Rosak Szyrocka et. al., (2022) opine that building loyalty with key customers has become a core marketing objective shared by key players in all industries and the strategic imperatives for building a loyal customer base are as: build closer ties with customers, anticipate customer needs and respond to them before the competition does, focus on key customers, proactively generate high level of customer satisfaction with every interaction and create a value perception. They added that satisfaction in itself will not translate into loyalty but satisfaction will foster loyalty to the extent that it is a pre- requisite for maintaining a favorable relative attitude and for recommending and re- purchasing. Once customers recommend a department store it fosters both re- patronage and loyalty towards that store. Thus, the key to generating loyalty is to get customers to recommend a store to others among others.

26

Rosak Szyrocka et. al., (2022) are of the impression that companies that satisfied customers have a good opportunity to convert them into loyal customers – who purchase from those firms over an extended period of time.

Finally, loyal customers cost less to serve, in part because they know the product and require less information. They even serve as part-time employees. Therefore loyal customers not only require less information themselves, they also serve as an information source for other customers. This is among the main reasons why enhancing customer service through prompt delivery may be a main concern for the Forestry Services Division of the Ghana Forestry Commission. This position by the Forestry Commission is consistent with Kurt (2010) who opine that building customer loyalty is not a choice any longer with businesses: it is the only way of building sustainable competitive advantage. It is important to understand the factors that impact on customer retention and the role this can play in formulating strategies and plans. Based on the views and work by the numerous researchers and academicians, it can be concluded that customer satisfaction, hence a good customer service is very important. Thus, though customer satisfaction does not guarantee re-purchase on the part of the customers, it still plays a very important role in ensuring customer loyalty and retention. Therefore organizations should always strive that their customers are very satisfied.

Performance Measures Reflecting Long-Term Profitability: Consequences of Customer Satisfaction and Dissatisfaction

The consequences of not satisfying customers can be severe/ dire. According to Hoyer and Engnaw (2020), dissatisfied consumers can decide to:

- discontinue purchasing / patronize the good or service

27

- Engage in negative word-of-mouth communication.

- complain to the company or to a third party

Some of the indices of performance measures include; overall customer satisfaction, Service quality, good value, competitive pricing, billing timeliness, accuracy of billing, knowledgeable employees, courteous employees, billing clarity, quick service, helpful employees, friendly employees, customer satisfaction/brand loyalty, product/service quality, brand/firm associations, relative cost, new product activity, manager/employee, capability and performance, current performance, long-term profits.

Using Monitoring and Evaluation to Improve Service Delivery and Customer Satisfaction

Monitoring and evaluating customer service practices at the Electricity Company of Ghana- Obuasi business centre will help to retain customers, encourage repeat business and helps in establishing a good reputation through word-of-mouth advertising.

Monitoring and Evaluation in Strategic Management to Ensure Customer Service Satisfaction and Quality Service Delivery

The development of the monitoring plan is the next step in the strategic management process after the pre-planning and strategic planning stages. The monitoring plan or M&E is the highlight of this study. Ansoff et. al., (2018) defines strategic management as "the identification, development, communication, collection, and assessment of selected outcome measures that are directly linked to ECG's performance of its mission and attainment of its vision".

28

Organizations that keep growing and continue being viable are those that take account of their resources and designs strategies to ensure a fit between their internal strengths and weaknesses and external threats. To a large extent, this is the essence of strategic management. Every organization is always in a unique position taking into account internal strengths and weaknesses, there is therefore no single strategy used by organizations even though the goal or outcome might be the same. Organizations must always assess their environment and modify their strategies to fit. It is for this reason that M&E becomes important.

Ansof et al (2018) states that M&E results to changes in what organizations know and how it influences their actions. Markiewicz & Patrick (2015) define M&E as a "process of detecting and correcting error". "Correcting error" means that the learning process in the organization that leads to the adjustment with respect to internal and external factors.

M&E is important as it determines whether an initiative has had the desired effect or outcome. Outcomes are associated with mission effectiveness. In the strategic management process, strategic measures must be selected and defined with every initiative. The strategic measures are the outcomes of initiatives as defined in the organization's strategic goals. If the strategic measure is established, what is important is to select the measurements for the processes, inputs and outputs which are directly linked to the outcome measure.

Organizations can have a lot of measurement data of processes, inputs and outputs but lack the skill to assess them to their advantage. M&E is a very useful tool but might not produce the desired results if not applied well. Markiewicz & Patrick (2015) states that for M&E to be a reliable viewpoint to measure performance, it must

meet some basic requirements.

Firstly, it must be linked. The measurements at one point in an organization should be applicable in the next level. An organization cannot be strategically planned if plans are independent of other plans.

Secondly, M&E must be experimental because measurements are organization's best guess as to the best indicator of mission effectiveness. Thirdly, she states that M&E is useful when the people whose work is being measured are involved in the development of the measurement. M&E is not only for accountability purposes, but it's meant to create a sense of responsibility. If people are part of the development of the measures, they feel responsible in implementing initiatives to achieve outcomes.

M&E data must be sorted to determine the most useful information for decision making. This is made easier in the process of developing strategic measures. Considerable steps must be adopted to develop strategic measures to improve service delivery and customer service satisfaction. Markiewicz & Patrick (2015) notes that to develop useful strategic measures to improve service delivery and customer service satisfaction, performance indicators must be explicitly defined as the first step.

Secondly, baselines must be established for the performance indicators that have been defined. The baselines are the present performance levels that will become the basis to notice changes. Thirdly, the workforce must be informed about the strategic measures and what they have to do to achieve the goals. The measurement plan is then implemented. The development of an adequate measurement plan filters out information that is not required to achieve strategic goals. It makes the organization focus on the relevant outcomes. Through strategic plan, the vision of the

30

organization was established. The strategic plan is reinforced by M&E as it focuses attention on achieving the goals. If two very important activities are in contention for the same resource, M&E determines which should receive the resource since it determines the mission effectiveness of the two activities. If M&E is well understood and implemented, decision making does not have to be at the highest level, it can be made close to the situation, problem or opportunity.

It has become fundamental that organizations measure whatever they expend resources on. It has become imperative to monitor all activities related to the strategic plan implementation. Through this, the status of progress on strategies, objectives and goals can be assessed. This is the reason why M&E is an integral component of strategic management.

Empirical Studies

Longstanding empirical research clearly suggested that service providers play an important role in customers' evaluation of the service quality of a business (Ngo 2015; Kim et. al., 2021). Service personnel play an important role in influencing customers to make purchases and develop customer relationships. Service researchers have long acknowledged the significance of customer oriented, service driven organizations which is posited to result into various favorable psychological and social benefits (Markiewicz & Patrick, 2015; Kurt, 2010).

Employees understanding of customer service is critical to how they carry out their work; yet because it is abstract and defies absolute definition, this understanding is susceptible to varied interpretation (Rita D Mascio, 2010). According to a researcher, (Rita D Mascio, 2010), three distinct interpretations of customer service, or service models, exist among front end employees: (1) the act of giving customers

31

what they ask for, efficiently and courteously; (2) a means to accomplishing immediate objectives, such as sales quotas; and (3) the formation of mutually beneficial relationships with customers through problem solving. Only a few studies have addressed the construct of customer oriented service employee (COSE) and its impact on service firms' success (Brown et al., 2002; Hennig-Thurau, 2004).Though some noteworthy studies in this area have been conducted by Brown et al. (2002), Donavan et al. (2004), Hennig- Thurau and Thurau (2003), and Kelley (1992) there has been far less interest in researching the connection between COSE and the employee outcomes than there has been in studying direct links with external customer response.

Kritikos et. al., 2013 examined linear and main effects (i.e., internal service quality → employee satisfaction → employee loyalty → external service quality → customer satisfaction→ customer loyalty→revenue growth/profitability). He found support for many of these links, but did not assess key employee perceptions or performances. The practitioner literature suggests a "value chain," whereby perceptions and behaviors of employees shape customer satisfaction and intent, and ultimately, store performance (Ramaya et al. 2019). However, the impact of customer service through behavioural skills on customer satisfaction in Indian organized retailing has not been explored. The paper proposes to achieve the same through the study.

Theoretical Overview

Customer service satisfaction is a critical aspect of service delivery. This theoretical review aims to explore the relationship between customer satisfaction and service delivery, drawing from a selected theoretical framework. The service dominant logic theory was used to underpin this study. This theory has gained

32

prominence in the field of service, marketing and management.

The service dominant logic theory posits that, services are the fundamental basis of exchange and that value is cocreated by service providers and customers through interactions (Vargo & Lusch, 2017). It focuses on the dynamic, collaborative and relational aspects of service delivery considering services as processes rather than products (Vargo & Lusch, 2014). Thus, customer service satisfaction is not solely based on the service provider's actions but on the interaction between the service provider and the customer. In this study, the service dominant theory is used to depict the collaborative relationship between the electricity company of Ghana and its customers. This also implies that the level of satisfaction that ECG gives its customers during service delivery influences the ongoing relationship and the future quality of service exchanges.
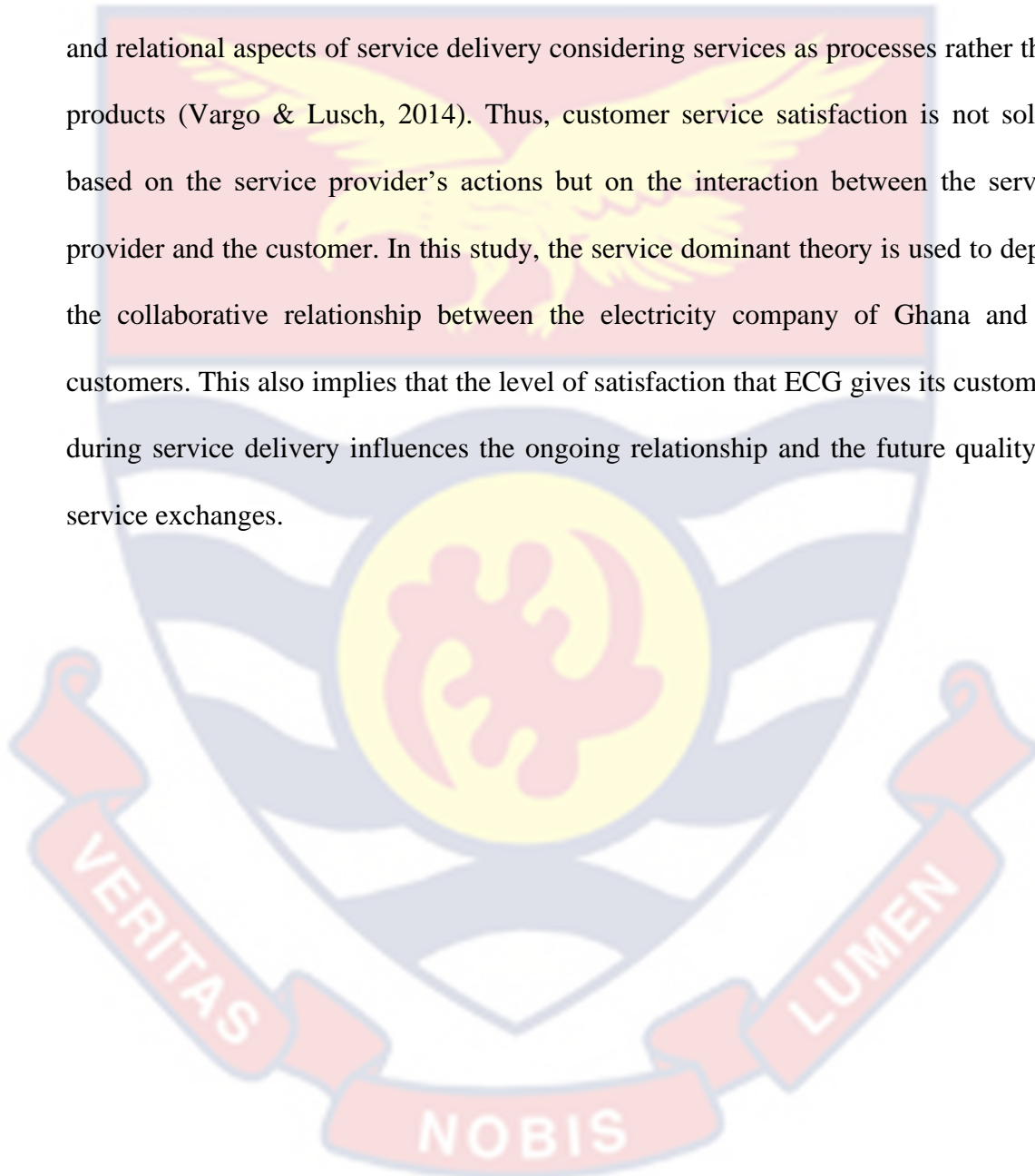
CHAPTER THREE

RESEARCH METHODS

Introduction

According to Creswell and Poth (2017), an essential summary of the application of technique or methods used for examining the research study issue describes the research methodology. This chapter deals with the methods used in collecting the data for the study. The chapter specifies the research design, sampling design, data collection procedure and sources of data, data analysis and, validity and reliability. Lastly, ethical concerns are stated coupled with the research limitations. The study was conducted in Obuasi business centre.

Study Area

The study area, Obuasi is located in the Obuasi Municipality in the Ashanti Region of Ghana. According to the Ghana Statistical Service (2010), the population of the Municipality was 175,043 comprising of 116,695 females and 58,348 males.

34
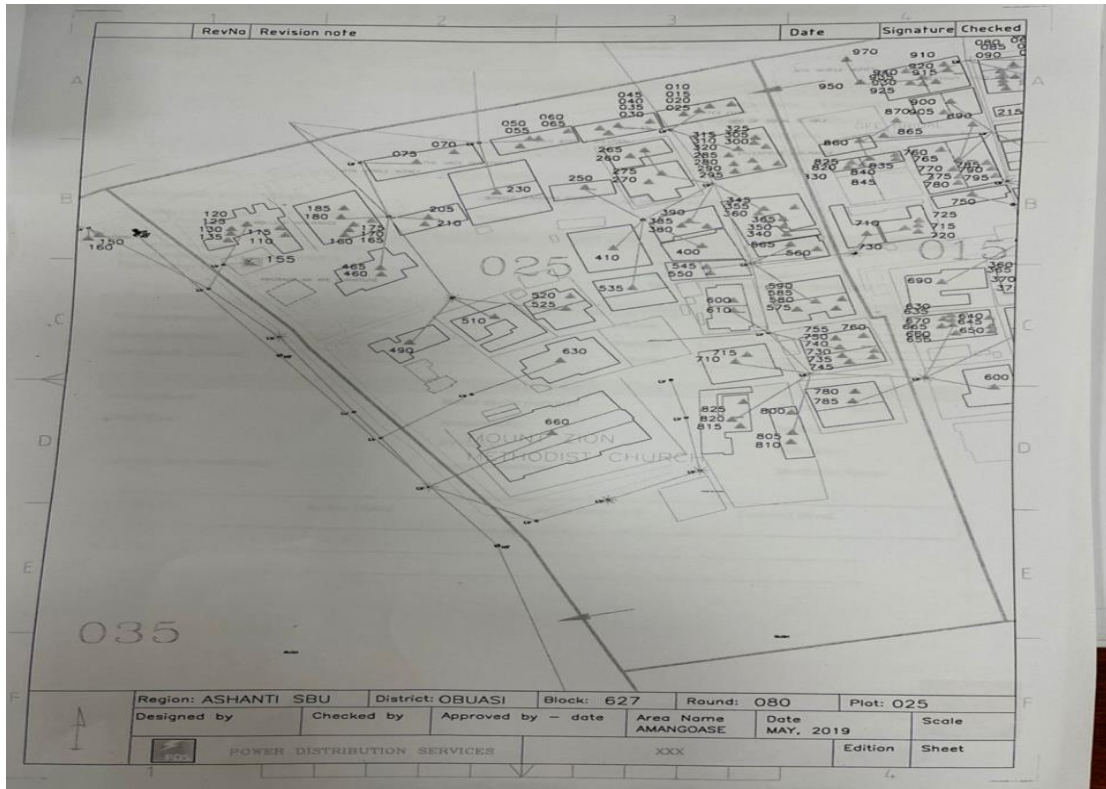
Figure 1: Obuasi Map with Substations

Research Design

The researcher used the case study approach as a type of research design for the study in which a survey technique and a questionnaire is being used to assess customer service satisfaction on the Electricity Company of Ghana and its implication for service delivery in Obuasi business centre. The quantitative method of data collection was used to collect the data. Data was also analysed using descriptive approach whereby tables, graphs and charts were used to present the findings. The reason for the choice of this research design is based on the fact that case studies can use more and more diverse indicators for representing an exploratory, analytical, qualitative, quantitative analysis and theoretical concept. Self-administered questionnaires and interviews are the data collection methods for the study. The questionnaires were structured, open and closed types of questionnaires. The closed types of questions were used because most of the questions demand straight and

35

specific answers while the open questions were asked in order to have the various views of our respondents.

The questionnaire is divided into three parts; the first section answers the questions on how service quality dimensions explain customer service satisfaction. This elaborates how service delivery affect customer service satisfaction. The second section examines which service quality dimensions are adhered to satisfy customers. The third section also addresses the difference between customer expectation and perception. A suggestion given by the respondents on the topic of study is the focus of the last part. This part allowed the participants to express their perceptions, opinions and knowledge regarding the study.

From the research objectives, questions were formed for both the interview and questionnaire. With the interview, open-ended questions were asked to allow follow up questions when the need arose. For the questionnaire, they were sent out through emails and printed forms. For those respondents who were unable to read, the questionnaire was read to them in the language they could understand.

Sampling Design

For the purpose of the study, I used the random technique of sampling respondent and purposive sampling as per the location of the Electricity Company of Ghana customers in Obuasi.

In random sampling each individual in the population has an equal chance of being selected and has advantage on unbiased statistics. An unbiased statistics has characteristics that as the sample size increase, the statistics from the sample approaches the true value of the population. Thus, participants of the study were selected based on the knowledge they had about customer service procedures at the

electricity company of Ghana and their willingness to share.

Sample Frame

A sample frame is used to define a researcher's population of interest. The sampling frame defines a set of elements from which a researcher can select a sample of the target population. The research considered people associated with the subject of study including the fundamentals of the sampling methods. The targeted group were ECG customers in Obuasi with knowledge on the service delivery by the Electricity Company of Ghana.

Sample Size

Sampling is defined as a process of selecting a section to represent a whole. In most instances it is impractical to conduct a census as conducting a census could be very expensive and time consuming. However, sample sizes of sixty eight (68) customers of Electricity in the Obuasi business centre were selected to respond to the questionnaire. This sample size was obtained from a population size of 181 customers of the Electricity Company of Ghana in the Obuasi business centre. The sample size was calculated using the sample size calculator as follows;

The sample size is a part of the population chosen for a survey or experiment. To get the right representation for the sample size, it was hence calculated using Yemane (1970) model given as:

$$n = \frac{N}{1 + N(e)^2}$$

Where; n = sample size, N = sample frame, *e* = percentage error margin (not more than 5%)

n =   181_____
         1+ 181 $(0.05)^2$
                                    n = <u>68</u>

Seven five (75) questionnaires were sent out instead sixty eight (68) because, the additional seven questionnaires were to serve as a supplement to the forty one in case of any anomalies, such that, to serve as back up if some respondents fail to return the completed questionnaires.

Sampling Technique

The sampling techniques adopted in this study for the selection of the respondents were purposive and convenient. The respondents were purposively selected because specific data and information were needed by the researcher to measure the involvement level of the respondents. Significantly, the process of obtaining the members to be involved in the study was very critical and central to ensuring that each unit within the sample population has an equal representative in the process. The questionnaires were pretested with 10 customers of the ECG at Obuasi Business Centre. This was done to test the validity and reliability of the questionnaire. There were few errors detected in the questionnaire which was further corrected.

Data Collection Procedure and Sources of Data

As per the view of Creswell (2013), in the research study the data collection technique is an important section as it supports in attaining the research study objectives successfully. The process of the data collection provides the procedure through which the variables involved in the study are acquainted with the research. This section described the form of structure used for the data collection used in the

research. As said by Robson and McCartan (2016), with the help of primary data quantitative and qualitative type of data can be accumulated. The data was collected in from different sources.

For the purpose of this study, both primary and secondary data collection were employed to collect and gather information involved in customer service satisfaction on the Electricity Company of Ghana and its implication for service service delivery in Obuasi business centre.

Primary Data Collection

Primary data source in general terms is an original data source, that is, one in which the data are collected first-hand by the researcher for a specific research purpose or project (Neil, 2010). This would be collected in the form of survey questions, interviews and field observation in some circumstances. Primary data in the form of questionnaires, interviews and observations would be collected from customers with the knowledge in this field.

By using primary data, a survey of the study area was conducted to collect and gather information involved in customer service satisfaction on the Electricity Company of Ghana and its implication for service delivery in the Obuasi business centre.

These helped the researcher to analyse the data both qualitatively and quantitatively.

Secondary Data Collection

Secondary sources are primarily the works of other researcher and authors which are in the form of books, articles from journals and newspapers, in addition to the use of electronic information especially from the internet, where related articles to

39

the topic for the purpose of this study were used. The secondary data provided the general framework that set the tone for the literature and also served as evidence to support the analysis of the primary data drawn from the above mentioned respondents in order to achieve the set objectives.

Data Analysis

In analysing the data, case studies were developed and collected methodically. Theoretical results from the other data sources was equally analysed and discussed. These analyses and discussion provided the evidence needed for the final results. Descriptive analysis was carried for the secondary data sources with a detailed evaluation done for the case studies. The analysed information was summarised and a detailed description was given on the outcomes.

The study analyses the data using SPSS. Depending on the nature of the data collected, the following statistical techniques have been applied; percentage analyses, descriptive analysis, mean, standard deviation and chi square. The descriptive statistics (mean, standard deviation, and percentages) is used to determine the commonality and deviation in respondents' responses. The Regression Coefficient was used to test the statistical significance between some key variables in the questionnaire. This enabled the researcher to know the correlation between these key variables. In analysing the data, comparisons were done to point out inconsistencies of current outcomes and formerly prevailing studies.

Validity and Reliability

Additionally, validity and reliability test were also conducted to confirm the strength of items on each construct. Reliability, in the field of research, is broadly described as the dependability, consistency, and/ or repeatability of a project's data

40

collection, interpretation, and/or analysis. And in the field of research, validity refers broadly to the "goodness" or "soundness" of a study, Miller, (2008) in Sage Encyclopaedia of Qualitative Research Methods. Validity and reliability are key to robust content analysis. In qualitative terms, the researcher doing a qualitative content analysis seeks trustworthiness and credibility by conducting iterative analysis, seeking negative or contradictory examples, seeking confirmatory data through methodological triangulation, and providing supporting examples for conclusions drawn.

Research Limitations

The research methodology utilized was drawn from a quantitative approach. This approaches had constraint since raw data utilised had to be interpreted according to context as the Electricity Company of Ghana. The research was limited to city location context. Most of the literature on the research topic had been produced by the Electricity Company of Ghana themselves with only a few emanating from other sources as such I could not get any critical pieces relating to the Electricity Company of Ghana data and so had to rely on a limited data set. For certain topics, information was non-existent, old or limited as stakeholders regarded some particular information as not a priority.

In addition to that, the study involved interacting and interfacing with different stakeholders who formed part of research participants hence it took time to build trust and be confided relevant research information. However, in order to be trusted I was transparent throughout in all our correspondences.

Despite the foregoing, the research still stands as a relevant piece. It is a study that tries to bring to the attention socio economic issues that can be addressed by the

Electricity Company of Ghana in their respective context. Apart from that, the research is drawn from the customers of the Electricity Company of Ghana who has in-depth knowledge that is conversant with the concepts that the research has focused on. As such information that has been given is credible and relevant.

Ethical Consideration

Moral issues considered in this study incorporate the privileges of the foundation and exploratory trustworthiness with respect to the researcher. The objective of directing the exploration is to produce information through legit lead, reporting and production of report. The researcher is mindful that information ought not be adulterated nor controlled with a specific end goal to keep up the nature of the examination and the report. To perform this, a composed assent was gotten from the fitting powers of the Ministry of Energy and the Electricity Company of Ghana.

The researcher revealed to the respondents that the study is simply intended to fulfil a scholarly prerequisite and not for some other reason. In addition to that all these assurances were told to the research participants both in verbal and writing. The names of the respondents were not written on the questionnaire for confidentiality was watched.

42

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This Chapter focuses on the presentation of data collected from the questionnaire which was distributed to the participants. The main aim of this study was to "Assessing customer service satisfaction on the Electricity Company of Ghana and its implication for service delivery by the Electricity Company of Ghana: a case study of Obuasi business centre". The researcher is grateful for the time that each and every respondent spent on the questionnaire. The personal method of data collection was used in this research. The target population of this study comprised employees at Obuasi business centre. Thus, the targeted sample size totaled 68 employees. The questionnaire was structured according to a 5 point Likert-scale format. According to Saunders, *et al.* (2003:280), the questionnaire is a data collection instrument that enables the researcher to pose questions to subjects in his/her search for answers to the research questions. Due to the small number of respondents, the survey method was used for this study. The questionnaire was pilot tested before the final distribution to the target respondents. The data was analyzed using the Statistical Package for Social Sciences (SPSS) version 26 for Windows.

In this chapter, when presenting the results in the Sections, Very high quality and High quality combined, as with very low quality and low quality responses were also combined for the percentages. Section A in this chapter deals with the Demographic characteristics of the respondents in Obuasi Business Centre and Section B deals with the Service quality dimensions and customer service satisfaction of the respondents in Obuasi Business Centre. The Section C also examines the Service quality dimensions adhere to satisfy customers at Obuasi Business Centre.

43

The Section D also talks about the customer expectation and perception. The Section E which is the last of all also deals with further comments made by customers concerning the monitoring and evaluation mechanisms. The results are presented in the form of tables, graphs and charts. This study was quantitative in nature and a high response rate of 100% was obtained. Descriptive statistics was used to analyze the data in this chapter.

Section A: Demographic Characteristics

This section analyses the Demographic characteristics the respondents in the Obuasi business centre.

Table 1 Which Actor Group do you Belong.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Customer	34	50.0	50.0	50.0
	Customer and ECG staff	34	50.0	50.0	100.0
	Total	68	100.0	100.0	

Source: Field Survey, Kwofie (2020)

In the table 1 above showing the representation of the various groups the actors belong to. In the observation, it was realised that out of the 68 respondents, 34 of them were customers of the ECG whiles the remaining 34 were also customer and ECG staff respectively.

44

Table 2 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	34	50.0	50.0	50.0
	Female	34	50.0	50.0	100.0
	Total	68	100.0	100.0	

Source: Field Survey, Kwofie (2020)

In the table 2 above showing the Gender distribution of the respondents. 34 of the population were males whereas the remaining 34 were female. Which shown an equal gender distribution. This has enabled the researcher to have a realistic view of the whole topic of study.

Table 3 Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18yrs-28yrs	12	17.6	17.6	17.6
	29yrs-39yrs	34	50.0	50.0	67.6
	40yrs and above	22	32.4	32.4	100.0
	Total	68	100.0	100.0	

Source: Field Survey, Kwofie (2020)

Table 3 above shows the Age group of the respondents. From this, it was known that a highest number of 34 of the respondents were ranging between the ages of 29 years to 39 years. Whiles 22 of the respondents fell within the age ranges of 40 years and above. The remaining 12 of the respondents representing the lowest number had the ages between 18 years to 28 years.

Table 4 Educational Background

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior High	22	32.4	32.4	32.4
	Tertiary	46	67.6	67.6	100.0
	Total	68	100.0	100.0	

Source: Field Survey, Kwofie (2020)

From table 4 above depicting the educational background of the respondents. It was observed that the highest number of the respondents which is 46 were in the Tertiary Institutions. Whiles the remaining 22 of the respondents were in Senior High Schools.

Table 5 How long have been Patronizing the Services of the ECG

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1yr-10yrs	24	35.3	35.3	35.3
	11yrs-20yrs	22	32.4	32.4	67.6
	31yrs and above	22	32.4	32.4	100.0
	Total	68	100.0	100.0	

Source: Field Survey, Kwofie (2020)

From Table 5 above representing the length of patronage of the services of the ECG. It came to the notice from the observation that 24 of the respondents have patronized the ECG within the years of 1 year to 10 years. Whiles 22 of the respondents have patronized the ECG services within the years of 11 years to 20 years. The remaining 22 of the respondents concluded to that they have used the ECG services from 31 years and above.

46

Section B Data Interpretation

Research Question one: To what extent has service quality led to customer service satisfaction?

This section seeks to find out on the quality dimensions and customer service satisfaction.

Table 6 Quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	12	17.6	17.6	17.6
	Better	34	50.0	50.0	67.6
	Excellent	22	32.4	32.4	100.0
	Total	68	100.0	100.0	

Source: Field Survey, Kwofie (2020)

From table 6 above, representing the Quality of service of the ECG. Out of the total number of 68 respondents. 34 of the respondents agreed that the ECG services was better than the previous years. Also 22 of the respondents also strongly agreed that the ECG services has been Excellent of late. But the remaining 12 of the respondents also suggested that the performance of the ECG has been Average.

Table 7 Problem-Solving

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	24	35.3	35.3	35.3
	Better	22	32.4	32.4	67.6
	Excellent	22	32.4	32.4	100.0
	Total	68	100.0	100.0	

Source: Field Survey, Kwofie (2020)

From Table 7 above representing the Problem-Solving ability of the Electricity Company of Ghana. 24 of the respondents suggested that the Problem Solving rate of the ECG has been Neutral. Also 22 of the respondents said that the ECG Problem-Solving abilities has been better of late. The remaining 22 of the respondents also agree that the Problem-Solving abilities of the ECG has been Excellent.
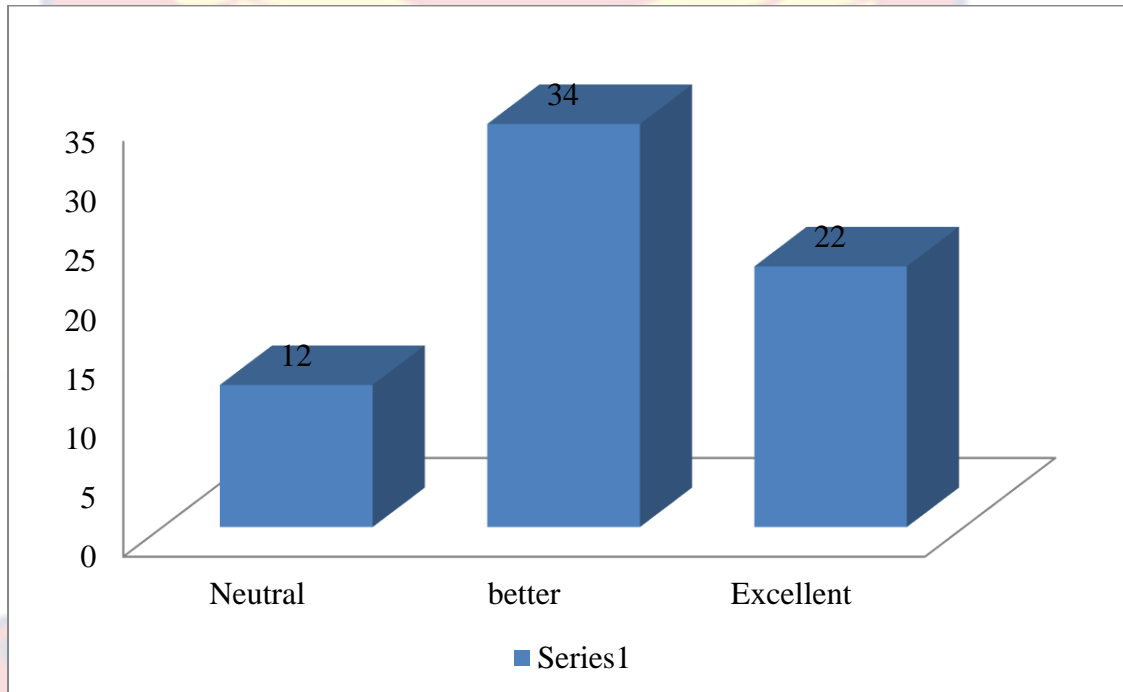

Figure 2 Service Commitment

Source: Field Survey, Kwofie (2020)

From figure 2 above showing the Service commitment of the ECG staff to the customers. After the servey, it was realised that a largest number of 34 believe that the service commitment of the ECG staff has been better recently. Whiles 22 of the respondents believe that the service commitment of the ECG has been Excellent. Whiiles 12 of the respondents representing the lowest number of the respondents believe that the Service of the ECG has been Average.
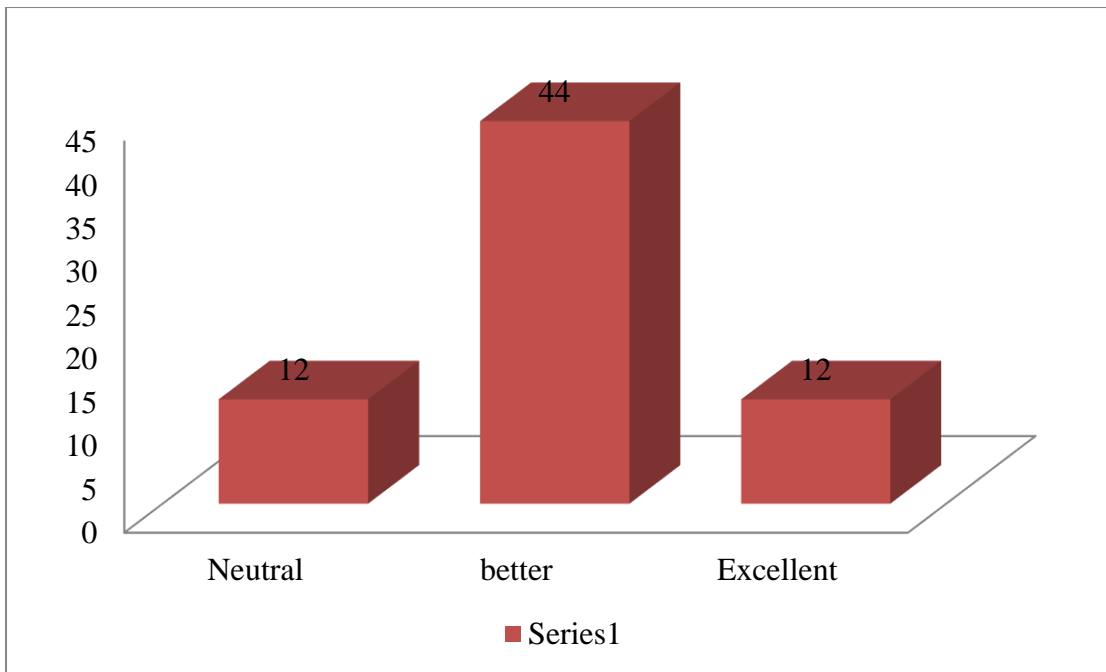
48

Figure 3 Satisfaction of Personalised Service

Source: Field Survey, Kwofie (2020)

From the figure 3 above representing the level of Satisfaction of personalized services rendered by the ECG staff to the customers. It was realized that out of the 68 respondents. 44 of them agreed that the satisfaction of personalized services has been better. Whiles 12 of the respondents believe that the satisfaction of personalized service has been Excellent. The remaining 12 of the respondents believe that the personalized service has been neutral.
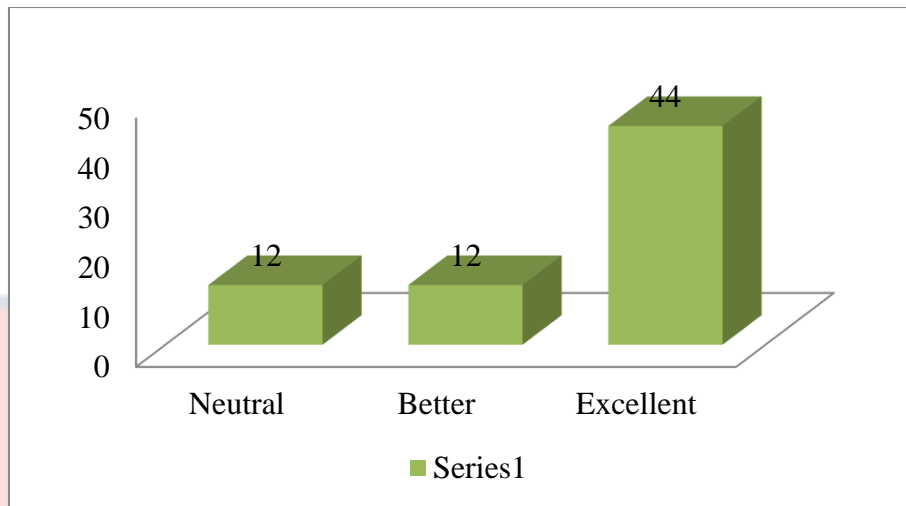
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Figure 4 ECG Gives Customers Individual Attention

Source: Field Survey, Kwofie (2020)

In the figure 4 above depicting the attention level that ECG gives to individual customers. With this. It was statistically realized that, 44 of the respondents agreed that the attention level that ECG gives to the customers has been Excellent. Whiles 12 of the respondents believe that the attention level has been neutral whiles the remaining 12 of the respondents suggest that the attention level given to individual customers by the ECG has been better.
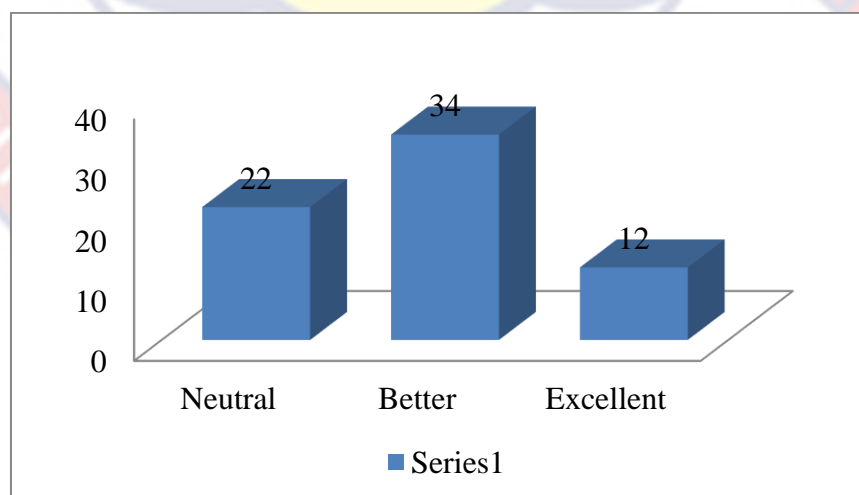

Figure 5 Prompt Service to Customers

Source: Field Survey, Kwofie (2020)

50

In the Figure 5 level above demonstrating the Promptness of the service rendered to customers. With this. It was realised that 34 been the highest number of respondents agree that the service rendered to the customers has been better. Whiles 22 of the respondents also believe that the services has been Neutral. Also, the remaining 12 of the respondents agree that the Promptness of services ECG renders to the customers has been Excellent.

Research Question Two: To what extent has service quality dimensions affected customer service satisfaction?

This Section seeks to find out the Service quality dimensions adhere to satisfy customer.
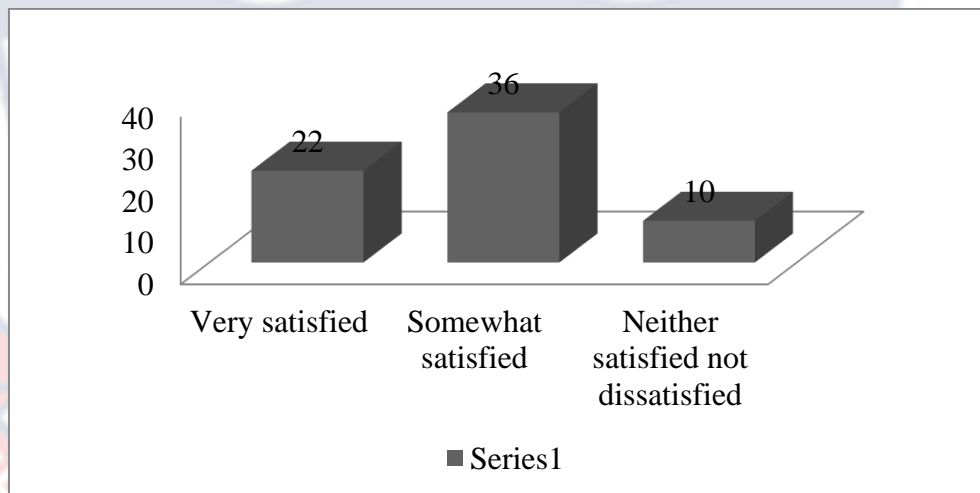

Figure 6 Overall, How Satisfied or Dissatisfied are you with the Service Quality Of ECG

Source: Field Survey, Kwofie (2020)

In the Figure 6 showing the Satisfactory level of the customers towards the Services rendered by the ECG staff. With this survey, it was known that, 36 of the respondents are somewhat satisfied with the services rendered by the Staff of the ECG. Also 10 of the respondents are neither satisfied nor dissatisfied. Whiles the

51

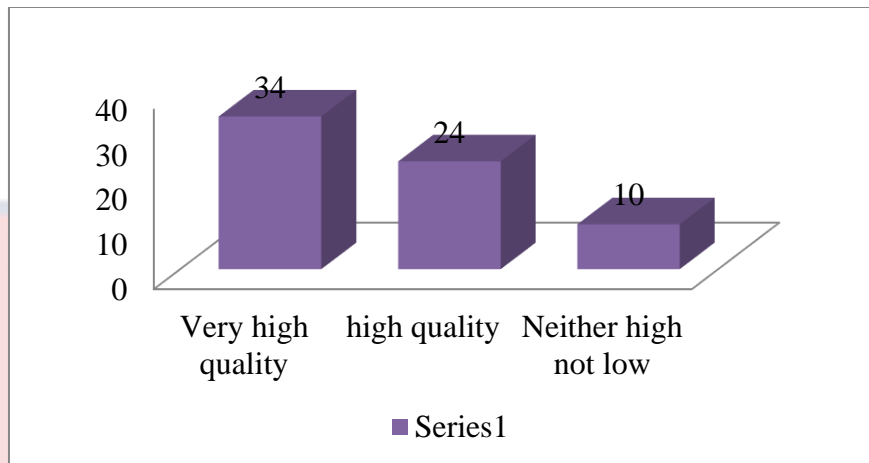remaining 22 of the respondents are very Satisfied.

Figure 7 How Do you Rate the Quality of the Products/ Services?

Source: Field Survey, Kwofie (2020)

In the Figure 7 above asking the respondents to rate the quality level of the products and services of the ECG. 34 of the customers representing the highest number believe that the Product and services of the ECG are of a very high quality. 24 of the respondents believe that the products and services are high quality whiles the remaining 10 of the respondents believe that the services are neither high nor low.
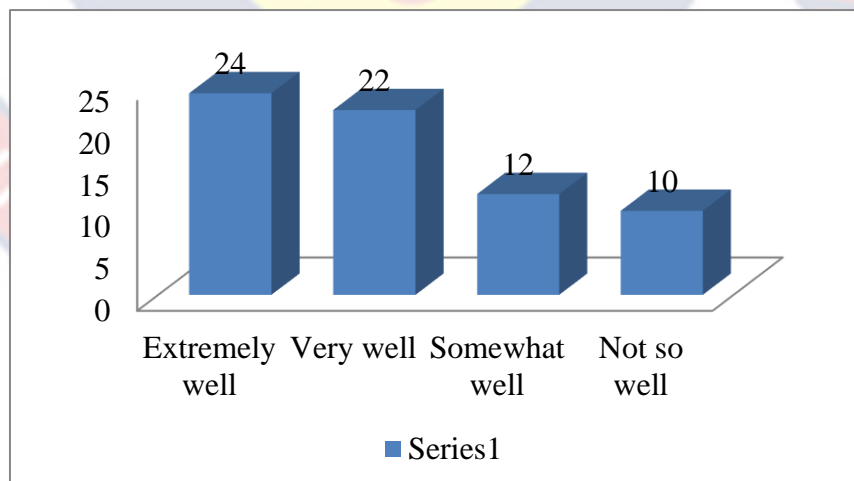

Figure 8 How Well do their Services Meet your Needs?

Source: Field Survey, Kwofie (2020)

52

In the figure 8 above showing how well do their services meet the customers need. It was realized that 24 of the respondents feel that the services of the ECG are extremely well to the needs of the customers. Also 22 of the respondents believe that the services of the ECG are very well to the needs of the customers. Again 12 of the respondents suggest that the services are somewhat well with the needs of the customers. The remaining 10 of the respondents are not well with the services of the ECG.
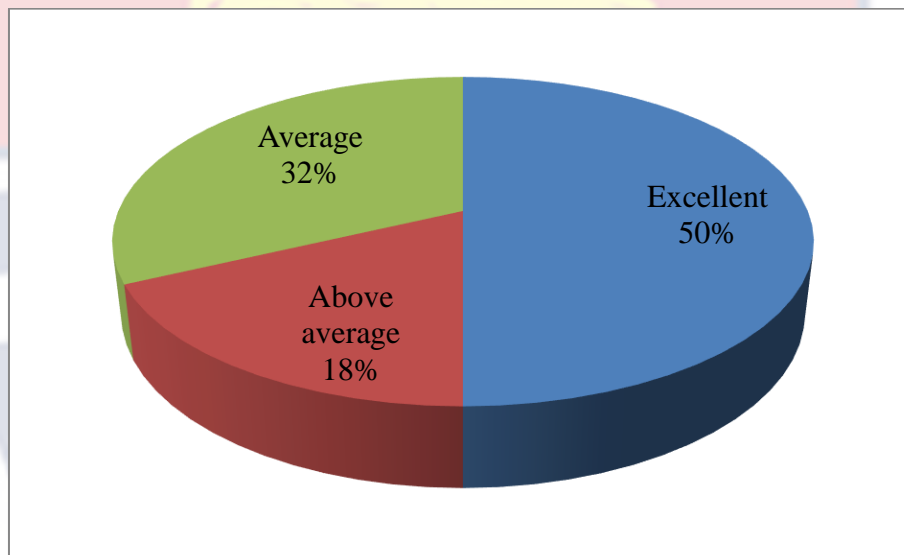
Figure 9 How Would You Rate the Value for Money of the Service

Source: Field Survey, Kwofie (2020)

In the figure 8 above showing the pictorial distribution of how the customers will rate the value for money of the service. It was observed that 50% representing the highest percentage of the respondents believe that the value for money of the services of the ECG has been Excellent. Also 32% of the respondents believe that the value for money of the service has been Average. Whiles the remaining percentage of 18% agree that the value for money of the service has been Above Average.
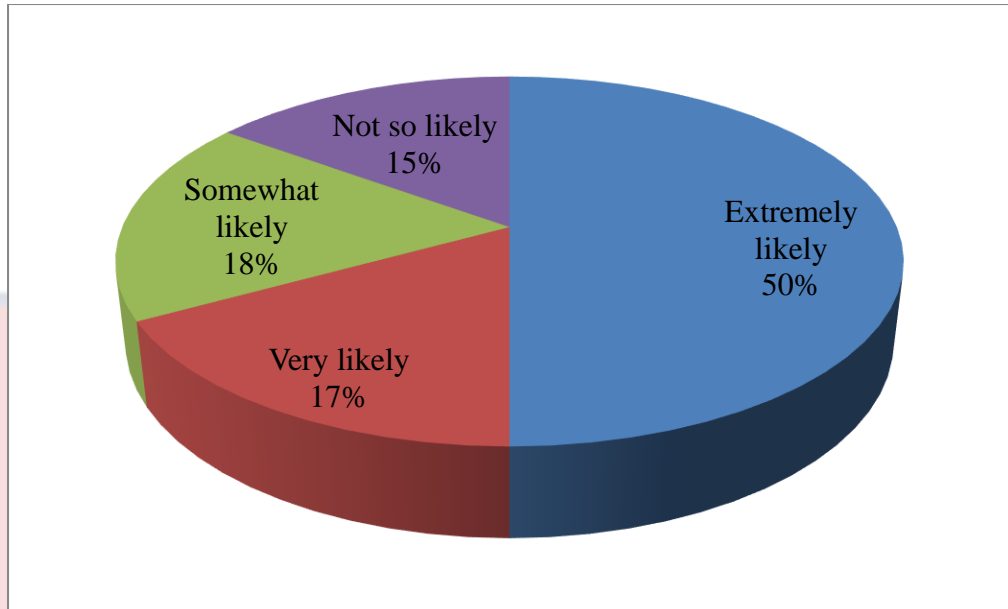
Figure 10 How Likely are you to Purchase any of their Products/ Services

Source: Field Survey, Kwofie (2020)

The above figure 10 shows how likely will customers purchase any of the productsa or services. It was concluded that 50% of the respondents are extremely likey to purchase the products and services. Also 18% of the respondents are somewhat likely to purchase the products and service. Whiles 17% of the respondents believe that they are somewhat likely to buy the products and services. Also the remainig 15% were not so likely to puchase the products and service.

Research Question Three: To what extent is the difference between customer expectation and perception?

This Section of the analysis seek to find out the customer expectation and perception.

54
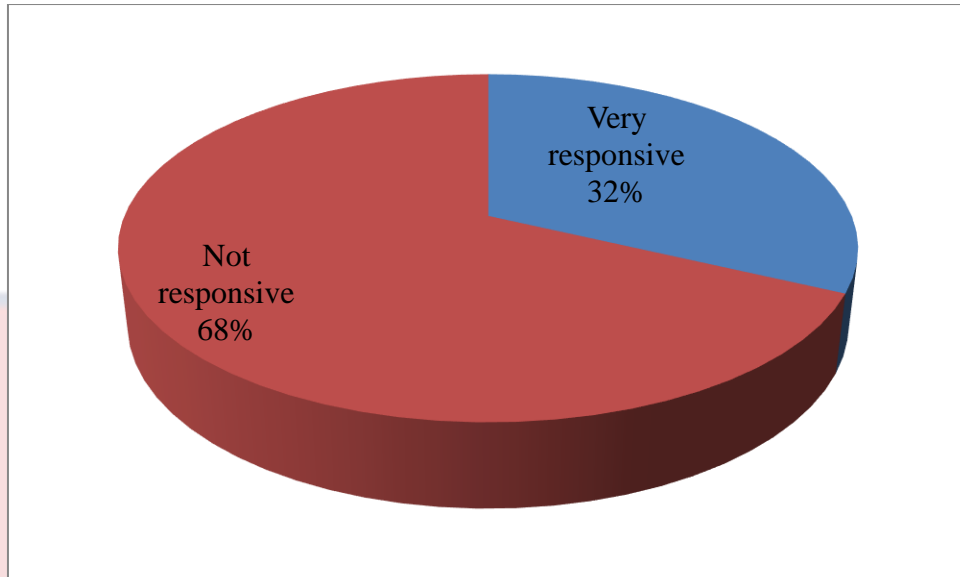
Figure 11 Quick Response to Work

Source: Field Survey, Kwofie (2020)

In the figure 11 above depicting the response to work by the ECG staff towards the customers. With this highest percentage of the respondents which is 68% agreed that the ECG are very responsive to customers. The remaining 32% of the respondents also believe that the ECG are not responsive towards customers.
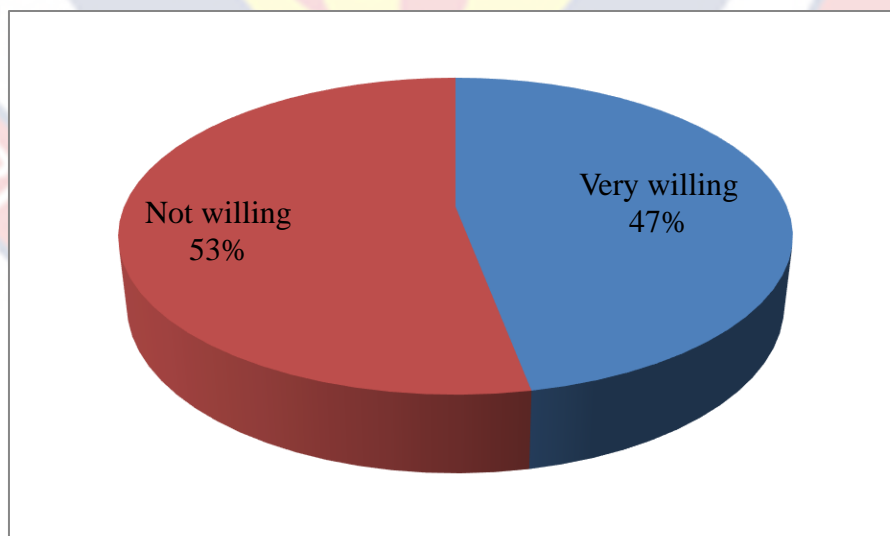
Figure 12 Willing to Help

Source: Field Survey, Kwofie (2020)

55

In the above figure 12 showing the willing to help. It was realised that 53% of the respondents agree that the ECG staff are very willing to help customers. Whiles the remaining 47% of the respondents believe that the ECG are not willing to help customers.
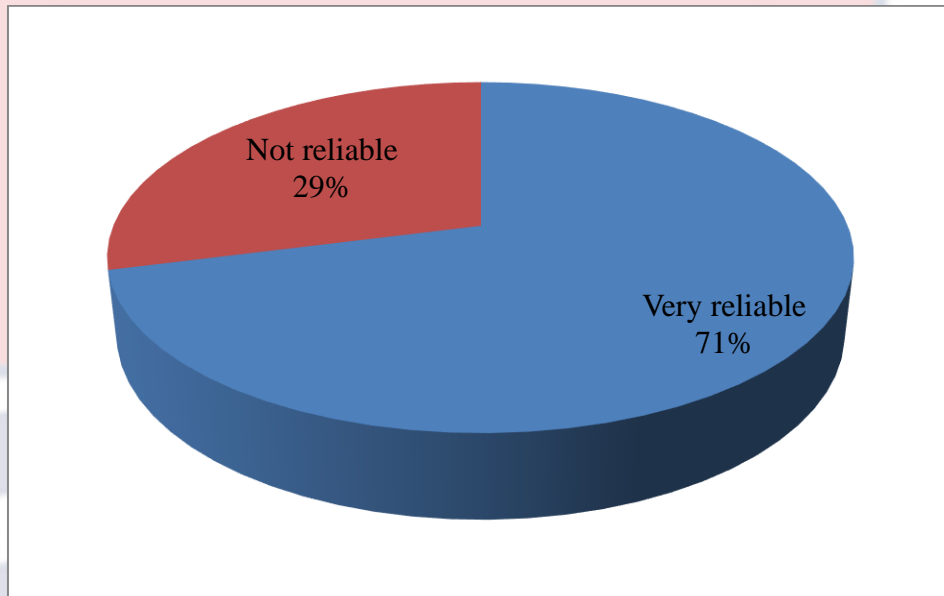
Figure 13 Provide Service Promised

Source: Field Survey, Kwofie (2020)

In the figure 13 above showing the whether the ECG provide their promised services to customers. With this survey. It was realised that, a highest number of 71% of the respondents believe that the ECG are very reliable interms of provission of services that they have promised to customers. Whiles the remaining 29% of the respondents believe that the ECG is not reliable.
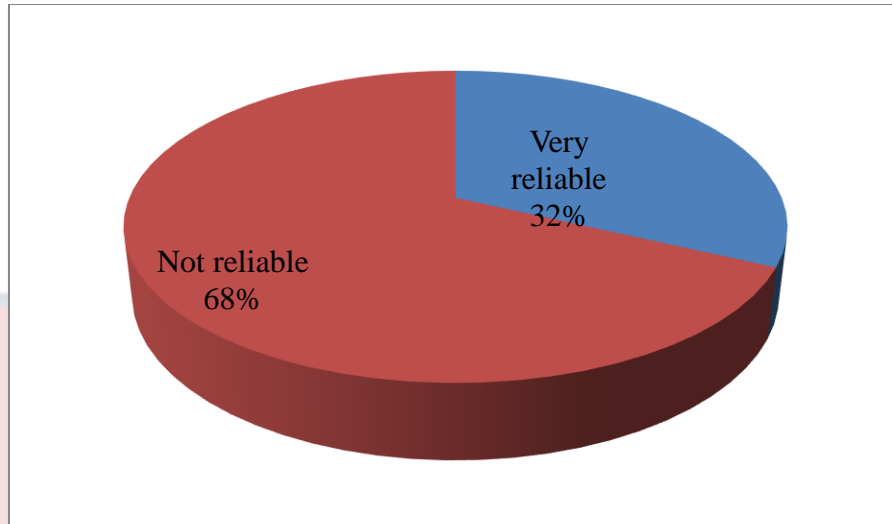
Figure 14 Perform Service Right

Source: Field Survey, Kwofie (2020)

In the figure 14 above explaining the service performance level of the EXG towards the customers. It was noted that out of the 100% of the respondents. The highest percentage of 68% of the respondents believe that the ECG are very reliable. Whiles the remaining 32% believe that the ECG are not reliable in terms of their service performance to customers.
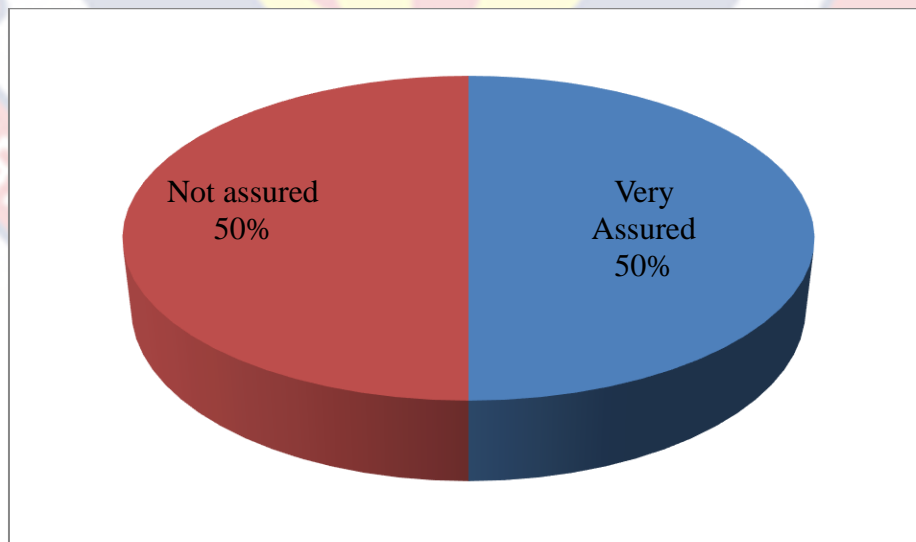
Figure 15 Employee Behaviour

Source: Field Survey, Kwofie (2020)

57

In the above figure 15 showing the Employee behaviour towards customers. It was realised that 50% of the respondents believe that the employee behaviour towards customers are very assured. Whiles the remaining half of the total percentage believe that the employee behaviour towards customers are not assured.

Section E

This section analysis the means and the standard deviations of the various comments raised by the respondents.

Table 8 Monitoring and Evaluation Tools Of ECG

Statement	N	Mean	Std. Deviation
Safe transactions	68	1.1765	.38405
How can ECG use monitoring and evaluation tools to improve service delivery?	68	1.8235	.38405
How can ECG use monitoring and evaluation tools to improve customer satisfaction?	68	1.3529	.48144
Do you have any further comments/ suggestions with regards to customer service satisfaction and its implication for service delivery by the Electricity Company of Ghana	68	1.6471	.48144
Valid N (list wise)	68		

Source: Field Survey, Kwofie (2020)

The table 8 above shows the Monitoring and evaluation tools of the ECG. This is set to compare the means and Standard deviations of the various variables of the monitoring and evaluation mechanisms.

Hypotheses Test

According to Wilson (2010:237), hypothesis testing is one of the main methods to test for significant relationship between variables. It involves an analysis

58

of some aspect of the statement or questions that generates a statistical value. The Regression test was performed to test hypotheses using the Statistical Package for Social Science (SPSS) version 16 for Windows. The Regression test was performed to determine whether there was a statistically significant relationship between the variables. Ziel and Antointette (2003:57) state that the Regression test is any statistical hypothesis test in which the test statistic has a Regression distribution when the null hypothesis is true, or any in which the probability distribution of the test statistic (assuming the null hypothesis is true) can be made to approximate a Regression distribution. The discussion below indicates the results of the hypotheses tested.

Hypotheses 1

This is to test significant relationship between the Quality of Service of ECG with the Satisfaction of Personalized service.

Table 9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.429[a]	.184	.172	.63400	.184	14.927	1	66	.000

a. Predictors: (Constant), Satisfaction of Personalized Service

ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	6.000	1	6.000	14.927	.000[a]
Residual	26.529	66	.402		
Total	32.529	67			

a. Predictors: (Constant), Satisfaction of Personalized Service
b. Dependent Variable: Quality

59

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.147	.523		4.103	.000
Satisfaction of Personalized Service	.500	.129	.429	3.864	.000

a. Dependent Variable: Quality

Table 9 firstly shows the model summary which is a table for R and R squared values. The R value represents the simple correlation and is 0.429, which indicates a high degree of correlation between the dependent and independent variables Quality of Service of ECG with the Satisfaction of Personalized service. R squared indicates how much of the total variation in the dependent variable, can be explained by the independent variable. In this case, 18.4% can be explained which is very small. The next table is the ANOVA table, which reports how well the regression equation fits the data, which predicts the dependent variable. The ANOVA table indicates that the regression model predicts the dependent variable significantly well. This is because p<0.000 which is less than 0.05 and it indicates that the regression model statistically significantly predicts the outcome variable. That is a good fit for the data. The Coefficient table provides us with the necessary information to predict the variables Quality of Service of ECG with the Satisfaction of Personalized service contributes statistically significantly to the model.

Hypotheses 2

This is to test significant relationship between the Service Commitment with the overall satisfaction or dissatisfaction of the ECG Service Quality.

Table 10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.649[a]	.421	.412	.53409	.421	48.037	1	66	.000

a. Predictors: (Constant), Overall, how satisfied or dissatisfied are your with the service quality of ECG

ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	13.703	1	13.703	48.037	.000[a]
Residual	18.827	66	.285		
Total	32.529	67			

a. Predictors: (Constant), Overall, how satisfied or dissatisfied are your with the service quality of ECG

b. Dependent Variable: Service Commitment

61

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.382	.190		28.390	.000
Overall, how satisfied or dissatisfied are your with the service quality of ECG	-.677	.098	-.649	-6.931	.000

a. Dependent Variable: Service Commitment

Table 11 firstly shows the model summary which is a table for R and R squared values. The R value represents the simple correlation and is 0.649, which indicates a high degree of correlation between the dependent and independent variables the Service Commitment with the overall satisfaction or dissatisfaction of the ECG Service Quality. R squared indicates how much of the total variation in the dependent variable, can be explained by the independent variable. In this case, 42.1% can be explained which is very small. The next table is the ANOVA table, which reports how well the regression equation fits the data, which predicts the dependent variable. The ANOVA table indicates that the regression model predicts the dependent variable significantly well. This is because p< 0.000 which is less than 0.05 and it indicates that the regression model statistically significantly predicts the outcome variable. That is a good fit for the data. The Coefficient table provides us with the necessary information to predict the variables the Service Commitment with the overall satisfaction or dissatisfaction of the ECG Service Quality contributes statistically significantly to the model.

62

Hypotheses 3

This is to test the significant relationship between the variables ECG gives customers individual attention with the variable how do you rate the quality of products and services.

Table 11 Model Summary

Model		R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
	.333[a]	.111	.098	.74261	.111	8.239	1	66	.006

a. Predictors: (Constant), How do you rate the quality of the products/services?

ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4.544	1	4.544	8.239	.006[a]
Residual	36.397	66	.551		
Total	40.941	67			

a. Predictors: (Constant), How do you rate the quality of the products/services?

b. Dependent Variable: ECG give customers individual attention

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	5.060	.224		22.578	.000
How do you rate the quality of the products/services?	-.358	.125	-.333	-2.870	.006

a. Dependent Variable: ECG give customers individual attention.

Table 11 firstly shows the model summary which is a table for R and R squared values. The R value represents the simple correlation and is 0.333, which indicates a high degree of correlation between the dependent and independent variables, the variables ECG gives customers individual attention with the variable how do you rate the quality of products and services. R squared indicates how much of the total variation in the dependent variable, can be explained by the independent variable. In this case, 11.1% can be explained which is very small. The next table is the ANOVA table, which reports how well the regression equation fits the data, which predicts the dependent variable. The ANOVA table indicates that the regression model predicts the dependent variable significantly well. This is because $p < 0.006$ which is less than 0.05 and it indicates that the regression model statistically significantly predicts the outcome variable. That is a good fit for the data. The Coefficient table provides us with the necessary information to predict the variables ECG gives customers individual attention with the variable how do you rate the quality of products and services and it contributes statistically significantly to the model.

Limitations of the Study

The study focuses on "Assessing customer service satisfaction on the Electricity Company of Ghana and its implication for service delivery by the Electricity Company of Ghana: a case study of Obuasi business centre". This study was limited to Obuasi business centre. There was limited current literature which was caused by lack of libraries in the Government hospitals in Kumasi metropolis. The researcher had to travel to Kwame Nkrumah University of Science and Technology to obtain the relevant literature. It took two weeks for the researcher to obtain a permission letter to conduct the research in the Obuasi business centre.

Conclusion

In this chapter, the findings from questionnaires were linked with literature review and new information using author sources was added to enhance discussions of the results. Data collected from the responses was analyzed using SPSS version 26 for Windows. The results were presented in the form of tables. Three hypotheses were also statistically tested using Regression test. Since this was an investigation done in the Electricity Company of Ghana in Obuasi business centre, the results can only be generalized to this sector. The next chapter presents the summary of findings, conclusion and recommendation of the study.

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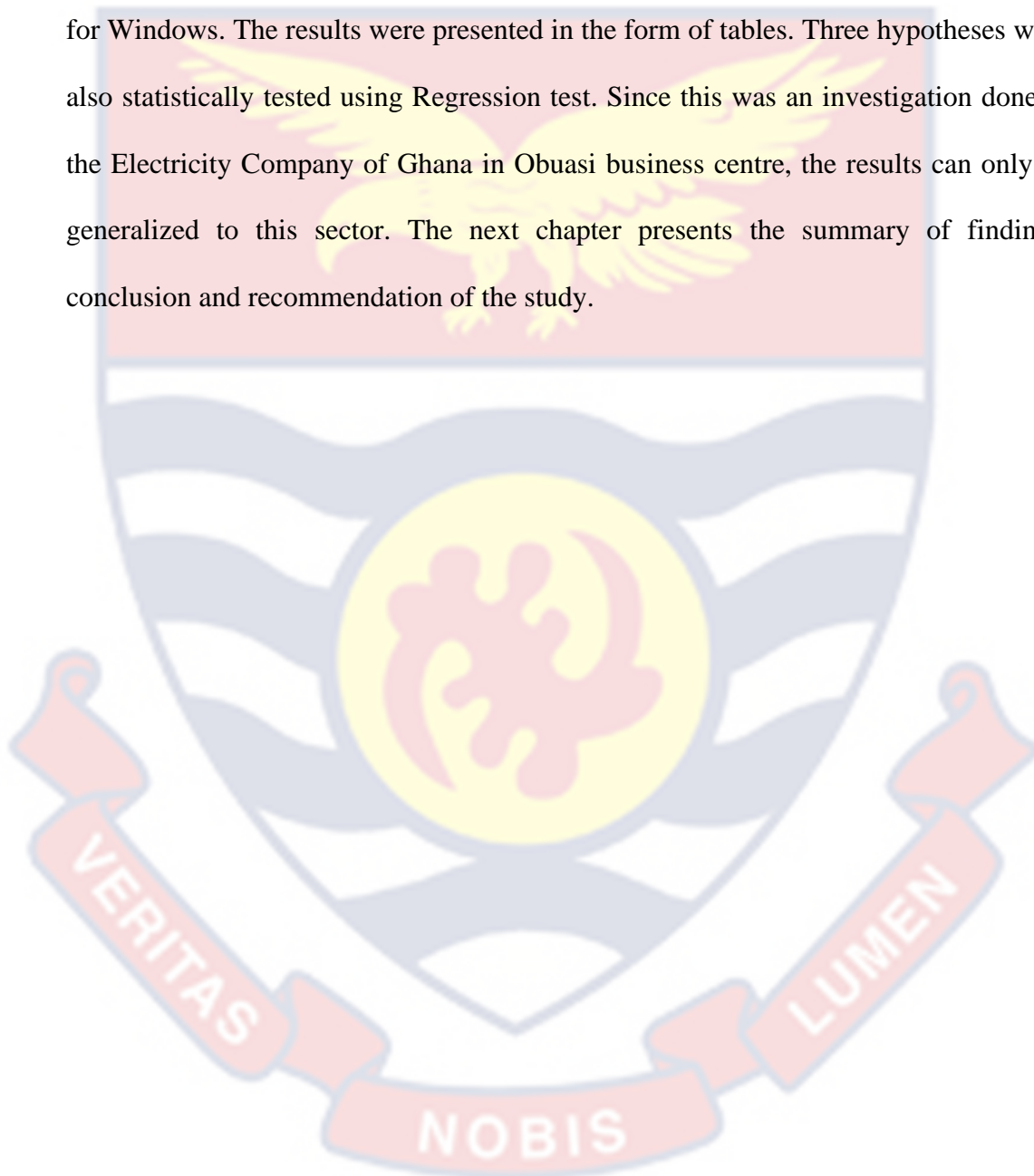
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter focuses on the conclusion and recommendation of the study. The main aim of this study was to "Assessing customer service satisfaction on the Electricity Company of Ghana and its implication for service delivery by the Electricity Company of Ghana: a case study of Obuasi Business Centre". The conclusions are drawn in line with the study objectives and in an attempt to answer the study's main research questions, regarding the ways to assess customer service satisfaction on the Electricity Company of Ghana and its implication for service delivery by the Electricity Company of Ghana: a case study of Obuasi business centre".

The recommendations from this study will be made available to the public sector corporations. The research design was quantitative in nature where structured questionnaires were used for the collection of data. The Statistical Package for Social Science (SPSS) version 16 for Windows was used to analyse data, and tables and other charts were used to present the results. A pre-coded closed ended questionnaire using 5-point Likert scale was administered to the target population. Only employees in the Obuasi business centre". The survey method was employed in this research due to small number of respondents. The personal method of data collection was used to administer the questionnaires to all 68 respondents in the Obuasi Business Centre and a high response rate of 100% was obtained.

Summary of Findings

In discussing the findings, the study took into consideration the results of the questionnaires as discussed in chapter four of this study.

66

With regards to analysis of the characterization of the Demographical condition in the Obuasi Business Centre, it was realized that out of the 68 respondents, 34 of them were customers of the ECG whiles the remaining 34 were also customer and ECG staff respectively. When respondents were asked about the Gender distribution of the respondents. 34 of the population were males whereas the remaining 34 were female. This has enabled the researcher to have a realistic view of the whole topic of study. Also, for the Age group of the respondents. From this, it was observed that a highest number (34) of the respondents were ranging between the ages of 29 years to 39 years. Again, 22 of the respondents fell within the age ranges of 40 years and above. The remaining 12 of the respondents representing the lowest number had the ages between 18 years to 28 years. With the educational background of the respondents, It was observed that the highest number of the respondents which is 46 were in the Tertiary Institutions. Whiles the remaining 22 of the respondents were in Senior High Schools. This implies that most of the customers were having the highest educational level. With the assessment of the length of patronage of the services of the ECG. It came to the notice from the observation that 24 of the respondents have patronized the ECG within the years of 1 year to 10 years. Whiles 22 of the respondents have patronized the ECG services within the years of 11 years to 20 years. The remaining 22 of the respondents concluded to that they have used the ECG services from 31 years and above.

With regards to the first objective of the study which sought to find out on the quality dimensions and customer service satisfaction. With this survey, it was noted that out of the total number of 68 respondents. 34 of the respondents agreed that the ECG services was better than the previous years. Also 22 of the respondents also strongly agreed that the ECG services has been Excellent of late. But the remaining

67

12 of the respondents also suggested that the performance of the ECG has been Average. This emphatically proved that most of the customers believe that ECG has enhanced its performance rapidly. Also, a survey representing the Problem Solving ability of the Electricity Company of Ghana. 24 of the respondents suggested that the Problem Solving rate of the ECG has been Neutral. Also 22 of the respondents said that the ECG Problem- Solving abilities has been better of late. The remaining 22 of the respondents also agree that the Problem-Solving abilities of the ECG has been Excellent. Again, to find out the Service commitment of the ECG staff to the customers. After the survey, it was realized that a largest number of 34 believe that the service commitment of the ECG staff has been better recently. Whiles 22 of the respondents believe that the service commitment of the ECG has been Excellent. Findings from this study are at par with a number of recent studies on the quality of customer service delivered by ECG. These studies report that, ECG has improved their customer service and their response rate to problem solving has also improved (Keelson, Aboagye & Jacob, 2014; Peasah, 2023). However, other findings from other studies share a different opinion, stating that customer service at most ECG offices is very poor (Mansaray, Lapkoff & Little, 2018).

Whiles 12 of the respondents representing the lowest number of the respondents believe that the Service of the ECG has been Average. With the level of Satisfaction of personalized services rendered by the ECG staff to the customers. It was realized that out of the 68 respondents. 44 of them agreed that the satisfaction of personalized services has been better. Whiles 12 of the respondents believe that the satisfaction of personalized service has been Excellent. The remaining 12 of the respondents believe that the personalized service has been neutral. From the attention level that ECG gives to individual customers. It was statistically realized that, 44 of

68

the respondents agreed that the attention level that ECG gives to the customers has been Excellent. Whiles 12 of the respondents believe that the attention level has been neutral whiles the remaining 12 of the respondents suggest that the attention level given to individual customers by the ECG has been better. This demonstrate and explains that most of the customers are in favour of the fact that the attention level given to them by ECG has been Superb to write home about. With the Promptness of the service rendered to customers. It was realised that 34 been the highest number of respondents agree that the service rendered to the customers has been better. Whiles 22 of the respondents also believe that the services has been Neutral. Also the remaining 12 of the respondents agree that the Promptness of services ECG renders to the customers has been Excellent.

The second objective sought to analyse the service quality dimensions adhere to satisfy customer. On the Satisfactory level of the customers towards the Services rendered by the ECG staff. With this survey, it was known that, 36 of the respondents are somewhat satisfied with the services rendered by the Staff of the ECG. Also 10 of the respondents are neither satisfied nor dissatisfied. Whiles the remaining 22 of the respondents are very Satisfied. Pertaining the rate of the quality level of the products and services of the ECG. 34 of the customers representing the highest number believe that the Product and services of the ECG are of a very high quality. 24 of the respondents believe that the products and services are high quality whiles the remaining 10 of the respondents believe that the services are neither high nor low. With respect to how well do their services meet the customers need, it was realized that 24 of the respondents feel that the services of the ECG are extremely well to the needs of the customers. Also 22 of the respondents believe that the services of the ECG are very well to the needs of the customers. Again 12 of the respondents suggest

69

that the services are somewhat well with the needs of the customers. The remaining 10 of the respondents are not well with the services of the ECG. Concerning how the customers will rate the value for money of the service. It was observed that 50% representing the highest percentage of the respondents believe that the vale for money of the services of the ECG has been Excellent. Also 32% of the respondents believe that the value for money of the service has been Average. Whiles the remaining percentage of 18% agree that the value for money of the service has been Above Average. When customers were questioned on how likely the customers purchase any of the products or services. It was concluded that 50% of the respondents are extremely likely to purchase the products and services. Also 18% of the respondents are somewhat likely to purchase the products and service. Whiles 17% of the respondents believe that they are somewhat likely to buy the products and services. Also the remaining 15% were not so likely to purchase the products and service.

The third objective sought to find out the customer expectation and perception. With the response to work by the ECG staff towards the customers. The highest percentage of the respondents which is 68% agreed that the ECG are very responsive to customers. The remaining 32% of the respondents also believe that the ECG are not responsive towards customers. On the willingness of the staff to help. It was realised that 53% of the respondents agree that the ECG staff are very willing to help customers. Whiles the remaining 47% of the respondents believe that the ECG are not willing to help customers. On the questionnaire showing the whether the ECG provide their promised services to customers. With this survey. It was realised that, a highest number of 71% of the respondents believe that the ECG are very reliable in terms of provision of services that they have promised to customers. Whiles the remaining

29% of the respondents believe that the ECG is not reliable. In explaining the service performance level of the EXG towards the customers. It was noted that out of the 100% of the respondents. The highest percentage of 68% of the respondents believe that the ECG are very reliable. Whiles the remaining 32% believe that the ECG are not reliable in terms of their service permanence to customers. About the Employee behaviour towards customers. It was realised that 50% of the respondents believe that the employee behaviour towards customers are very assured. Whiles the remaining half of the total percentage believe that the employee behaviour towards customers are not assured. This shows that most of the respondents believe that the behaviour of the ECG staff was assured. Similarly, kim et. al., (2021), states that behavior of customer service staff vary largely and hence there is the need for continuous training and development of customer service staff.

In the Section E which analyze the means and the standard deviations of the various comments raised by the respondents. A series of statements were posed to analyze the means and Standard deviation of them to show the monitoring and evaluation tools of ECG.

These findings have helped as generate a reliable analysis which has enabled as to arrive at the research objectives of the researcher in identifying the extent to which service quality led to customer service satisfaction, the extent to which service quality dimensions affect customer service satisfaction. And also to know the extent to which there is a difference between customer expectation and perception. This will help enhance the performance of the staff at the Electricity Company of Ghana towards the service rendered to customers.

Conclusion

This study focused on the Assessing customer service satisfaction on the Electricity Company of Ghana and its implication for service delivery by the Electricity Company of Ghana: a case study of Obuasi business centre. Generally,

In today's world of business, competitive demands have made it crucial for organizations to strategize towards attracting and retaining more customers. For this reason, central to the operations of every business organization is the improvement of customer service. In as much as it can be taken for granted that many of the public organizations in Ghana are doing their best to satisfy their customers in many respects, one area seems unattended to: the minor issues that could mean so much to customers but may not have caught the eyes of the bosses. May be they have, but these bosses see them as too trivial, minor or petty to be given attention. These issues though may look or sound trivial, may have the tendency to irritate customers-both existing and potential and eventually push them away. It is most unfortunate for customers when it happens that these organizations in question have no ready competitors to which they can turn. If it happens this way, the option left to customers is to make do with whatever services they obtain from these poor performers but with great disappointment.

In many Public organizations within the country, these trivial problems range from poor power supply by the electricity company of Ghana, long queues and poor customer service rendered by the Electricity Company of Ghana. Good customers are an asset which, when well managed and served will return a handsome lifetime income stream for the company (Danquah et. al., 2014). Stanujkic, (2019) stressed that leveraging service quality has been shown to assist in both the retention and expansion of the existing customer base; thus in an attempt to establish a competitive

72

advantage, marketing practitioners often seek to differentiate their service offering upon service quality. Kurt (2010) indicated that service quality and customer satisfaction are inarguably the two core concepts that are at the crux of the marketing theory and practice. According to Ngo (2015) in today's world of intense competition, the key to sustainable competitive advantage lies in delivering high quality service that will in turn result in satisfied customers. The customer's overall satisfaction with the services of the organization is a function of all the encounters/experiences of the customers with that organization. Similar to service quality, customer satisfaction can occur at multiple levels in an organization, for example, satisfaction with the contact person, satisfaction with the core service and satisfaction with the organization as a whole.

Recommendations

Arising from the empirical analysis of results, the following recommendations are made for the Staffs at the Electricity Company of Ghana:

- To ensure that staff of ECG has a cordial relationship with their customers, a common standard operating procedure is recommended. These structures control employee behavior using written rules, so that employees have little autonomy to decide on a case-by-case basis. An advantage of formalization is that it makes employee behavior more predictable. Whenever a problem at ECG arises, employees know to turn to a handbook or a procedure guideline. Therefore, employees respond to problems in a similar way across the organization; this leads to consistency of behavior.

- Increase transparency, access to information and awareness. Any form of

73

accountability fundamentally rests on transparency. Transparency is a pillar of trust, legitimacy and a powerful strategy for empowering people. Poor people can claim their rights if they are aware they exist, if processes are transparent enough to understand them and if they have real access to salient information. Access to information can lever support in a way that maximizes people's participation, especially the poor, in democratic and policy making process.

- To ensure improved customer service, regular monitoring and control is recommended across all ECG offices. This will ensure that staffs act according to company policies and procedures.

Direction For Further Research

A quantitative approach was employed in this research and questionnaires were used to collect data from the respondents. In this study, the majority of respondents had different opinions on the Assessing customer service satisfaction on the Electricity Company of Ghana and its implication for service delivery by the Electricity Company of Ghana: a case study of Obuasi Business Centre. Further research could be done in this field of study using qualitative methods. Qualitative methods could allow the researcher to use interviews to collect rich data from the respondents. Other scholars could also investigate their research with other Corporate Institutes aside Obuasi Business Centre in the Ashanti Region to make a comparative analysis.

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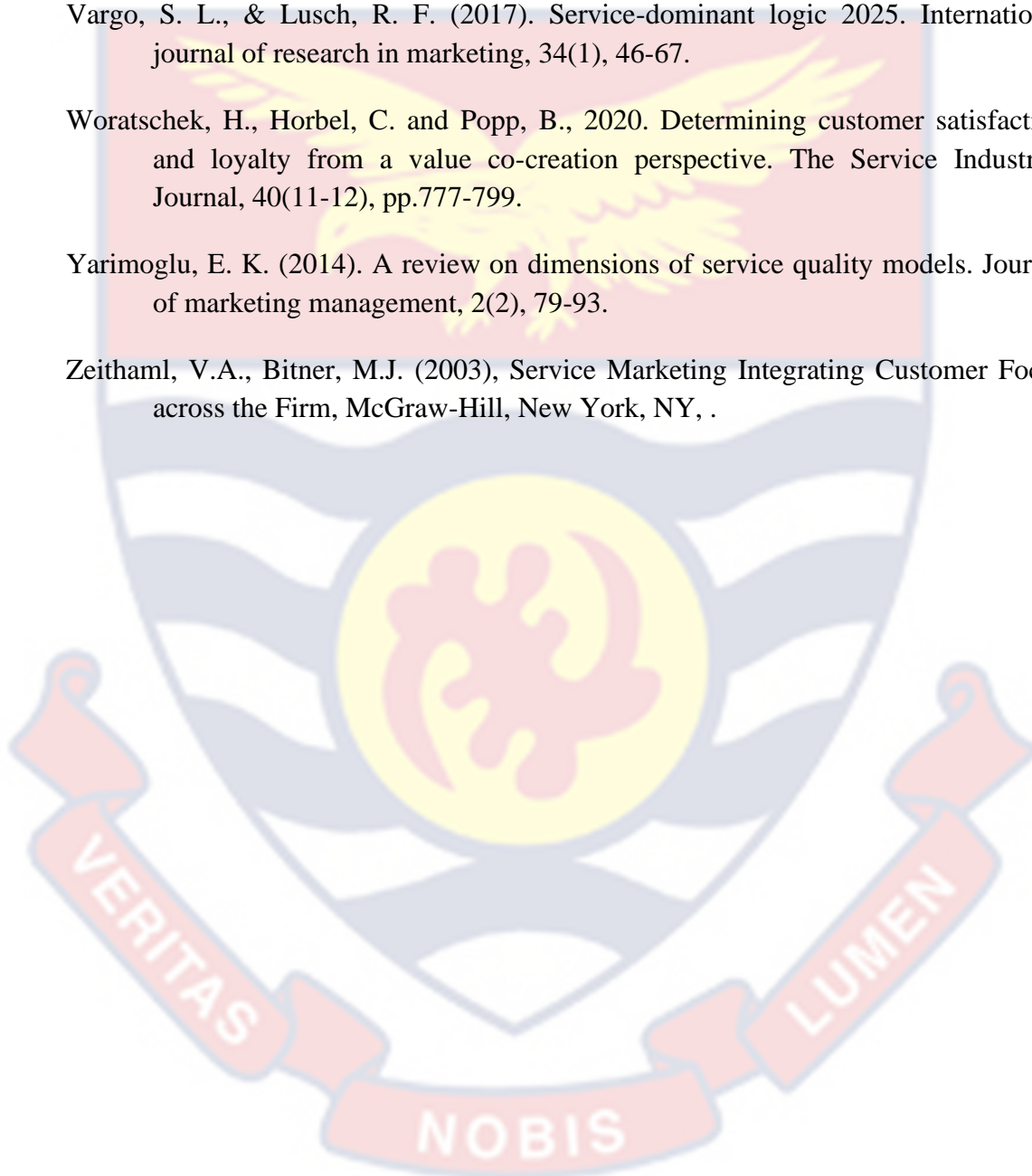
APPENDIX

QUESTIONNAIRE

Dear Respondent,

I am a final year student of Christian Service University College, Kumasi. This questionnaire is for an academic purpose, which is part of a final year dissertation on the research topic "Assessing customer service satisfaction on the Electricity Company of Ghana and its implication for service delivery by the Electricity Company of Ghana: a case study of Obuasi business centre".

This is to elicit views on the above topic and responses to this this survey are confidential. Please do not indicate your name on this survey.

Please tick [√] the appropriate box and where necessary supply an answer.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1. Which actor group do you belong?

   (a) Customer [ ]   (b) Customer and ECG staff [ ]

2. Please indicate your gender

   (a) Male [ ]   (b) Female [ ]

3. Please indicate your age group

   (a) 18yrs-28yrs   [ ] (b) 29yrs-39yrs [ ] (c) 40yrs and above [ ]

4. Please indicate your educational background

   (a) No formal education [ ]   (b) Primary education [ ]   (c) Junior High [ ]

   (d) Senior High [ ]   (e) Tertiary [ ]   (f) Other specify_____

5. How long have you been patronizing the services of the ECG?

   (a) 1yr-10yrs [ ]   (b) 11yrs-20yrs [ ]   (c) 21yrs-30yrs [ ]

   (d) 31yrs and above [ ]

SECTION B: SERVICE QUALITY DIMENSIONS AND CUSTOMER SERVICE SATISFACTION

Please indicate how you will rate the following service delivery by the Electricity Company of Ghana;

6. Quality	Poor □1 □2 □3 □4 □5 Excellent
7. Problem- Solving	Poor □1 □2 □3 □4 □5 Excellent
8. Service Commitment	Poor □1 □2 □3 □4 □5 Excellent
9. Satisfaction of Personalized service	Poor □1 □2 □3 □4 □5 Excellent
10. ECG give customers individual attention	Poor □1 □2 □3 □4 □5 Excellent
11. Prompt service to customers	Poor □1 □2 □3 □4 □5 Excellent

SECTION C: SERVICE QUALITY DIMENSIONS ADHERE TO SATISFY CUSTOMER

12. Overall, how satisfied or dissatisfied are you with the service quality of ECG?

    (a) Very satisfied [ ]   (b) Somewhat satisfied [ ]

    (c) Neither satisfied not dissatisfied [ ]

    (d) Somewhat dissatisfied [ ] (e) Very dissatisfied [ ]

13. How do you rate the quality of the products/ services?

    (a). Very high quality [ ]   (b) High quality [ ]   (c) Neither high not low [ ]

    (d) Low quality [ ]   (e) Very low quality [ ]

14. How well do their services meet your needs?

    (a) Extremely well [ ] (b) Very well [ ]   (c) Somewhat well [ ]

    (d) Not so well [ ]   (e) Not at all well [ ]

15. How would you rate the value for money of the service?

    (a) Excellent [ ]   (b) Above average [ ] (c) Average [ ]

    (d) Below Average [ ] (e) Poor [ ]

16. How likely are you to purchase any of their products/services if there were alternatives?

    (a) Extremely likely [ ]   (b) Very likely [ ]   (c) Somewhat likely [ ]

    (d) Not so likely [ ]   (e) Not at all likely

SECTION D: CUSTOMER EXPECTATION AND PERCEPTION

Dimensions	Variables	Expectations	Perceptions	Gap scores
17. Responsiveness	Quick response to work			
	Willing to help			
18. Reliability	Provide service promised			
	Perform service right			
19. Assurance	Employee behavior			
	Safe transactions			

81

SECTION E: FURTHER COMMENTS

20. How can ECG use monitoring and evaluation tools to improve service delivery?

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………………………………………………………………………

21. How can ECG use monitoring and evaluation tools to improve customer satisfaction?

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22. Do you have any further comments/ suggestions with regards to customer service satisfaction and its implication for service delivery by the Electricity

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Thank you for participating in the survey. I appreciate your assistance.