

# Organizational Efficiency and Internal Customer Satisfaction: A Case Study of Accra Technical University

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**Abstract:** The study sought to examine organizational efficiency on internal customer satisfaction at Accra Technical University. Data collected from 75 employees were used through census in order to ensure high representativeness and generalisation. The main instrument for the study was the questionnaire. The SPSS (Version 16.0) software was used to analyse the data. The results were expressed to percentages (%). In terms of satisfaction with support from other workers, slightly more than half of the respondents were satisfied at the workplace. Similarly, with regards to efficiency in the organisation, the majority of the employees were dissatisfied with all the three indicators used to measure the construct. For example, in all the three indicators, more than two-thirds indicated their dissatisfaction. Finally, as to what can be done to improve internal support in the Technical University, the respondents were actually not too certain to comment. In conclusion, effective communication with external customers and feedback system in the Technical University are a big challenge and that if left unchecked has the potential to affect the organization's efficiency. It is therefore recommended that management should put measures in place for improving communication system in the Technical University, since this has a great potential to prevent the company from achieving its targets. It is also recommended that employees should be rewarded after delivering excellent results apart from their monthly salary so as to highly motivate them to see the University succeed.

**Keywords:** Organization, efficiency, internal, customer, Accra Technical University.

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## 1. INTRODUCTION

An internal customer or an internal service provider is any member of an organization who relies on assistance from another to fulfill their job duties. An internal customer can be a co-worker, another department, or a distributor who depends upon a firm to provide products or services which in turn are utilized to create a deliverable for the external customer (Biraori et al., 2014; Donna, (2004); Joseph, 1964).

The external customer on the other hand is someone who signs a check, pays our employer, and ultimately makes our paycheck possible. External customers have choice, and if they do not like your product or service can take their business elsewhere (Donna, 2004).

Internal Customer satisfaction is one of the key factors in modern marketing and customers' behavior analysis. If the internal customers are satisfied, they remain committed to provide organizational goods or service and the probability that they use the services again increases (Johnson, 2005). Also, satisfied customers will most probably talk enthusiastically about their buying or the use of a particular service; this will lead to positive advertising (Jamal and Naser, 2002). Mack and Karp (1989) defined a satisfied customer within the private sector as "one who receives significant added value" to his or her bottom line.

In relation to Accra Technical University (ATU), formally Accra Polytechnic, all employees working within the same department, or in offices or other bodies coming under the aegis of the department, are internal customers.

Recently, ATU and Ministry of Education (MOE) signed Performance Contract as part of a pilot programme that may later be replicated in the nine other Technical Universities in the country. The performance contract is to serve as a benchmark by which the performance of the Technical University and its Governing Council will be measured. In view of this, the challenge for University nowadays is to deliver good quality graduates in the area of Technical and Vocational skills.

The real reason for the existence of Accra Technical University is to provide tertiary education in the fields of manufacturing, commerce, science, technology, applied social science, applied arts. This means that ideally, at the end of each academic year, the Technical University is supposed to produce quality graduates to fill the manpower needs of the country and beyond. In order to ensure that there is quick and quality product, it is imperative for management to ensure that there are exchanges within the Technical University or within the various processes of the University. Such exchanges are the internal customer processes. A process is a planned and repetitive sequence of steps by which a defined product or service is delivered. Processes can be broken into activities that take an input from a previous work step or internal suppliers, add value to it and provide an output to the next work step or internal customer. Internal customer processes reflect a partnership as opposed to a transaction relationship. Management practices relate to internal customer satisfaction, which also impacts on external customer satisfaction. When internal customers are satisfied with their treatment and given the correct tools to do their jobs, external customers are more likely to continue to do business with them and this can enhance the efficiency of an organization. Internal customer service can flourish only in high communication environment. To create positive internal customer service, all departments work together cooperatively, agree on processes and procedures, and negotiate expectations. Like gears meshing in synchrony, interdependent business units meet each other's needs, work productively together to meet common goals, and deliver high quality products and service to the external customer (Naumann and Giel, 1995).

This research is based on investigation and analysis of the effect of internal customer satisfaction on organizational efficiency of Accra Technical University. Based on the case studied organization's situations and conditions, it is clear that the Technical University is committed to provide excellent and quality service delivery to its external customers from different parts of the world. There is therefore the need for identification and analysis of the effect of internal customer satisfaction on organizational efficiency in the institution.

This study was significant to the management in Accra Technical University in that it will help management to gain insight on effects of internal customer satisfaction on organizational efficiency. Study also seeks to suggest some strategies to improve on internal customer satisfaction so as to enhance quality service delivery to achieve high performance.

Value chain below shows the relationship between with the external and the internal customer.

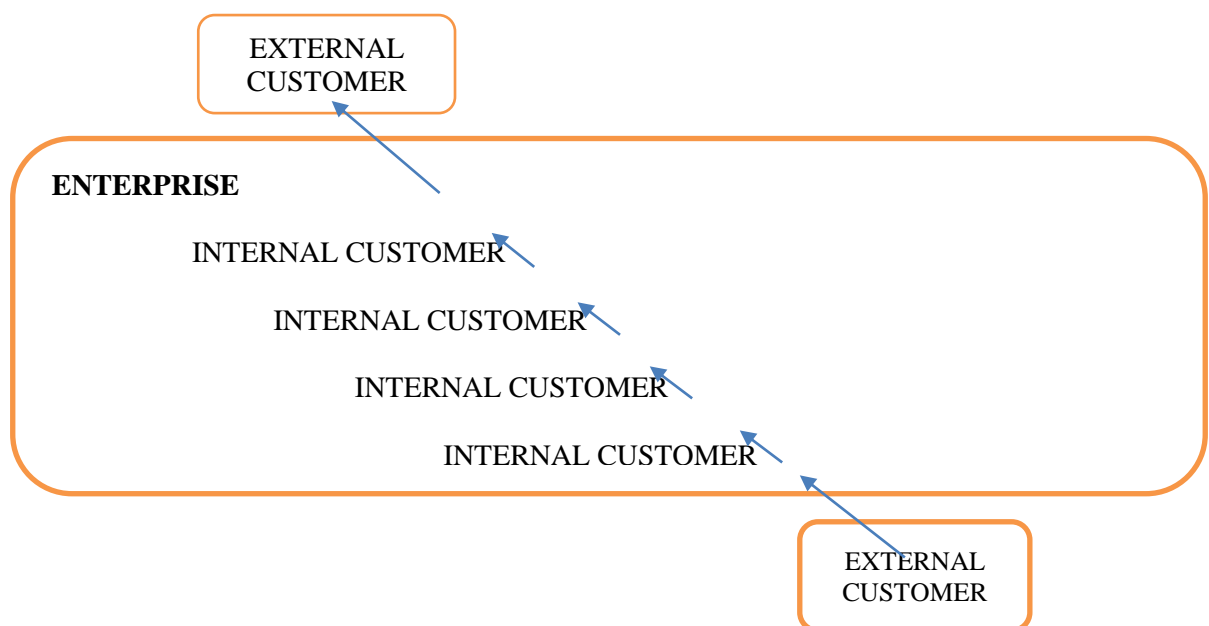


Fig.1: Value Chain on internal and external customer satisfaction. Source: Donna (2004).

The value chain starts with an external supplier passing through internal clients and ends with an external client. In this approach, the external customer satisfaction translates directly into the internal customer satisfaction with the goods or services.

### 1.1 IMPORTANCE OF INTERNAL CUSTOMER SATISFACTION:

There are at least three primary reasons why different individuals and work groups within the same organization should serve each other well. First, groups can often achieve results that could not have been attained by an individual or independent group working alone, the “linking bonus effect” or, to say it in a more familiar way; the whole is greater than the sum of its parts. The linking bonus effect is realized by cooperation, interdependent action, coordinated effort and the motivational influence of the group. Second, the external customer is better served through this internally coordinated effort. Finally, organizational resources are more efficiently utilized. There is mounting empirical support for the notion that effective cross-functional interaction improves operating results. Hesselbein, Goldsmith and Somerville (2002), provides a useful perspective for linking across organizational boundaries. When endeavoring to improve internal customer service among individuals, workgroups, and departments, it is important to know what questions to address. The key questions should include:

- What do we measure?
- Who do we hold accountable?
- How do we begin to take action?

According to Mayhem, (2000), ensuring customer satisfaction for employees’ means enabling the professional and personal well-being of the workforce. This includes fulfilling the employer’s primary obligation to provide a safe work environment. Satisfying the needs of internal customers involves maintaining accurate employment records, aiding employees in reaching their career goals and supporting employees’ capabilities, aptitude, talents and expertise. It is like a chain, each link is important to the overall strength of the chain.

When there is a broken link, the whole organization is weakened. When one internal department supplier is always late, delivers bad or wrong output, acts discourteously and disrespectfully to the next department – it makes it much more difficult for the other departments to ensure the final external customer is happy and satisfied. This is what creates the tension and stress that frustrates employees and causes their job dissatisfaction. Customer service must become requirement for all employees within an organization, not just those that deal with external customers. There is a direct correlation between internal and external service delivery (Yanovitch, 2008).

### 1.2 Conceptual framework of internal customer satisfaction:



Fig. 2: Internal customer satisfaction. Source: Biraori et al. (2014).

Biraori et al. (2014) and Zeithaml et al. (1990) identified internal customer satisfaction as a dependent variable which can be measured with five (5) independent variables namely tangibility, reliability, responsiveness, assurance, and empathy.

#### **i. Responsiveness:**

Employees should be willing and able to timely and adequate respond to inquiries and complaints of customers, recovery services and solve problems. (Hart et al., 1990; Dabholkar, et al., 1996; Swanson and Kelley, 2001).

The relative importance of timely versus substantive response (e.g. decision convenience, access convenience, transaction convenience, and benefit convenience) differs between different organizations. Such differences arise as a result of the relative value with which time is regarded in each of these organizations (Biraori et al., 2014). While some customers place a higher value on time, some characterize time as a limited and scarce resource; the term saving time in fact implies reallocating time across activities to achieve greater efficiency (Lane and DiStefano, 1988; Berry *et al.*, 2002).

#### **ii. Empathy:**

Empathy is the capacity a person has to experience another's feelings. The service department should provide a careful and personalized attention to customers. These elements clearly have a highly subjective factor linked to the person who perceives the service (Biraori et al., 2014). According to Kilbourne et al. (2004), in reality, every type of service can have determining factors that are considered more important than others, which will depend on environment characteristics or type of activity. It is sometimes a challenge for institutions to exceed customer expectations and demands. For instance, a shortage of vehicles and the need for world class services to departments have seen an increase in transport services, stretching the vehicle-staff ratio. This has implication on the level of individual attention and empathy given to each staff in the company.

Furthermore, transport officer is expected to assume multiple roles policy writing, fuel allocation, vehicle movement monitoring, driver supervision and administrative responsibilities, the level of service quality may become less standardized and desirable over time (Biraori et al., 2014).

#### **iii. Tangibility:**

Tangibility refers to the physical evidence of the service, consisting of physical facilities, appearance of personnel, tools or equipments, physical presentation of the service, and other customers in the service facility (Parasuraman et al., 1985). Customers are generally satisfied with acceptable performance of the service in terms of the core benefits it promises to offer. In general, these consumers are highly functional in their choice criteria partly due to personality factors that are in turn shaped by higher-level influences such as values, meanings, culture, and philosophy of life (Triandis, 1995). The core benefits of a service refer to the essence of the service that can never be substituted by fancy facilities and tangibles (Schneider & Bowen, 1999). On the other hand, the high level customers are generally satisfied only when the service offers extended benefits beyond the functional ones. These extended benefits tend to be more intangible than the core service. Bitner (1992) explains the impact of services capes in influencing customers at the physiological, sociological, cognitive and emotional levels.

For example, in the of Maslow's hierarchy of needs, product are of a lower order in a developed societies compared to those of undeveloped societies. Thus, while a Service supplier in a less developed country could be preoccupied with communicating the quality and value of the service per second, a supplier in a developed society can take extra effort to present added benefits such as lifestyles and sensory experiences.

Now the challenge for ATU is to ensure that service specifications such a delivery and application meet the expectations of their customers consistently. This is a precarious concern because performance is associated delivery and application.

#### **iv. Reliability:**

The institution or department should be reliable in providing the service and be consistent and certain in performance. Discrepancy between promise and delivery is largely the result of inaccurate communication from memos and internal requests for transport needs.

#### **vi. Assurance:**

Judgment of high- service or low-service quality largely depends on how the customers perceive the actual performance based on their expectation. The level of tolerance in service standards differs in different institutions and departments. For example request of transport services for a CEO is urgent as compared to DAEANS, HOD, HOU and down cadre in an institution.

Quality assurance must be taken into account in the general conceptual framework to evaluate the department performance, because quality assurance is compulsory as set out by ISO.

### 1.3 QUALITY SERVICE:

Quality practices are usually presented as a universal concept, applicable in all contexts and having a large impact on business performance. There is a substantial body of empirical research that provides support for the notion that quality management and practices improve firm performance (Hendricks & Singhal, 1997; Lemak & Reed, 1997; Samson & Terziovski, 1999).

However, there is relatively little research on how product versus service organizations and institutions differs with respect to the impact of quality practices on performance. Little is known about how these two different types of organizations view what they do, how well they do it, and its consequences.

According to Zeithaml et al. (1990), Service quality researchers argue that service quality and product quality are systematically different due to the inherent intangibility, inseparability of production and consumption, heterogeneity, and perishability that characterize services. Mills & Moberg (1982) also categorize the differences between products and services as relating to differences in output and process. Research in marketing has adopted an output perspective, or how customers evaluate the quality of a product or a service.

Quality experts distinguish between two general types of output quality:

- i. the degree to which a good or service provides key customer requirements, or customization;
- ii. How reliably these requirements are delivered, or reliability (Deming, 1981; Juran and Gryna, 1988).

Ishikawa and Lu (1985) make a similar argument when they separate quality into “backward- looking” and “forward-looking” components. Defects and flaws in quality are called backward-looking quality, while forward-looking quality is characteristics that can become a product’s sales point. Oakland (1993) distinguishes between similar components, referring to “quality” as the meeting of customer requirements, and “reliability” as the ability of a product to continue to meet the customer requirements. Scholars in the service management tradition argue that the co-production process that typifies services makes reliability the more important quality dimension (Gronroos, 1990; Zeithaml et al., 1996).

### 1.4 EFFECT OF ORGANIZATIONAL EFFICIENCY ON INTERNAL CUSTOMER SATISFACTION:

A quality concept is essentially a business philosophy, a company ideal, or a policy statement. The business philosophy can be contrasted with its implementation reflected in the activities and behaviours of an organization. Focusing on behaviors rather than philosophical notions makes it easier to operationalize the different quality constructs. This is an important step as it helps to translate concepts into actions and thereby provide a better differentiation between different organizations or institutions.

## 2. RESEARCH METHODOLOGY

### 2.1 STUDY DESIGN:

The study used a descriptive survey approach in collecting data from the respondents. According to **Cooper and Schindler (2008)**, this method portrays an accurate profile of persons, events, or account of the characteristics, for example behavior, opinions, abilities, beliefs, and knowledge of a particular individual, situation or group. The descriptive survey method is preferred because it ensures complete description of the situation, making sure that there is minimum bias in the collection of data (**Kothari, 2008**).

### 2.2 POPULATION OF THE STUDY:

Target population refers to the entire group of individuals or objects from which the study seeks to generalize its findings (Cooper & Schindler, 2008). According to Mugenda and Mugenda (2003) a population is a well-defined set of people, services, elements, and events, group of things or individuals that are being investigated. The target population of this study was the entire employees of Accra Technical University. The total number of employees of the University was 750.

### 2.3 SAMPLE SIZE AND SAMPLING METHOD:

The simple random sampling method was used to select 10% of total employees of 750 in Accra Technical University as described by Mugenda and Mugenda (2003). The sample size for this research was 75 and stratified sampling method was then used to obtain her respondents from fourteen academic departments and twenty- three administrative departments/units ( a total of thirty-seven departments).

## 2.4 DATA COLLECTION:

Both primary and secondary data were collected for this research. Semi-structured interviews and questionnaire survey were conducted for the primary data and documents review for secondary data from the case studied organization, Accra Technical University. A questionnaire was used as primary data collection instrument. The questionnaire was divided into two sections: one addressing the socio-demographic characteristics of the respondents while the second section examined the main issues of the study variables (Timeline of workflow, information flow and work culture) adopted for the study. The questionnaire included closed ended questions which sought views, opinions, and attitudes from the respondents. The questionnaire was administered to both academic and administrative senior members, senior staff, and also junior staff working in the University. The questions were designed to collect quantitative data.

## 2.5 PRE-TESTING OF INSTRUMENT:

A pilot study and test interview of personnel within the organization as described by Maxwell (2005) was carried out after which some modifications within the research questions were done. This was to ensure that appropriate and relevant data and information during the final semi-structured interviews and questionnaire survey.

## 2.6 DATA ANALYSIS PROCEDURE:

The quantitative data was tabulated and analyzed with the help of the Statistical Package for Social Sciences (SPSS 17.0). The collected data was examined and checked for clarity. The chapter has been designated to present analyzed quantitative data.

## 2.7 ETHICAL ISSUES:

In order to get access to the case studied organization relevant ethical issues followed and maintained as described by Saunders et al. (2009). The most common ethical issues that was be followed and maintained by the include: honesty, integrity, acknowledgment, confidentiality, objectivity, fairness, etc. during the collection of primary and secondary data and information from the organization under study, Accra Technical University.

## 3. RESULTS AND DISCUSSION

Results and discussions are divided into six sections. The first section describes the socio-demographic characteristics of the respondents while the second section examines satisfaction with support from other workers. Section three examines the efficiency of the University, section four examines the role of support from other workers, section five deals with ways of improving on internal support and section six examines what can be done to improve efficiency.

### 3.1 SOCIO-DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS:

Issues considered under this section include, age, sex, position, educational level, length of service spent in the organisation. These issues were deemed important because they affect organizational efficiency and internal customer satisfaction.

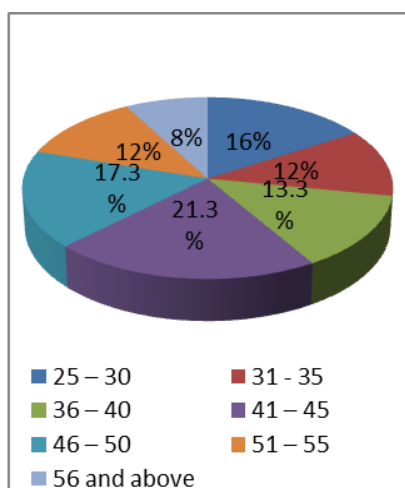


Fig 1: Ages of respondents.

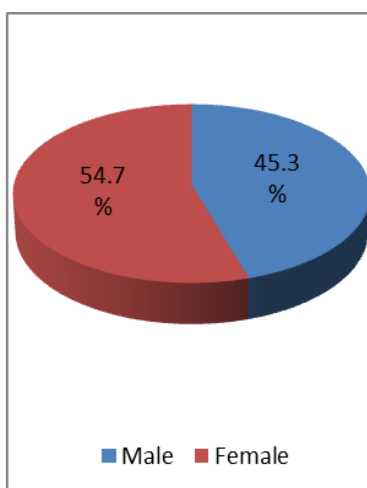


Fig. 2: Sex of respondents

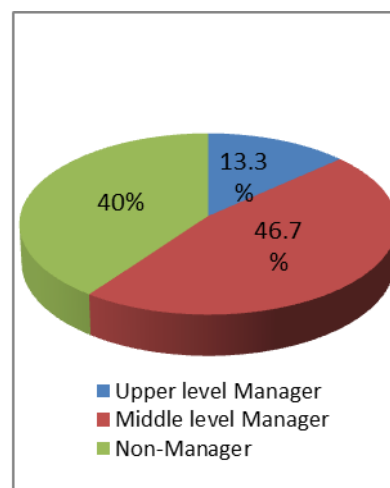


Fig. 3: Positions of respondents



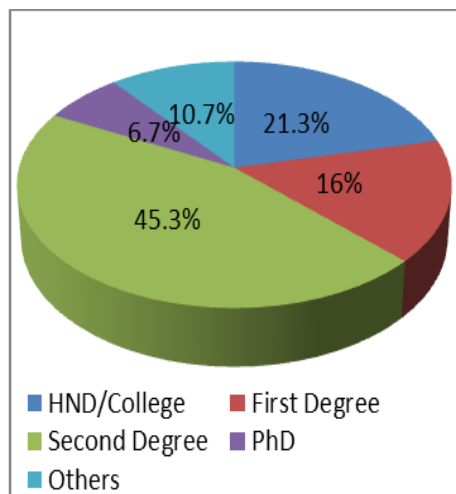


Fig. 4: Educational level of respondents.

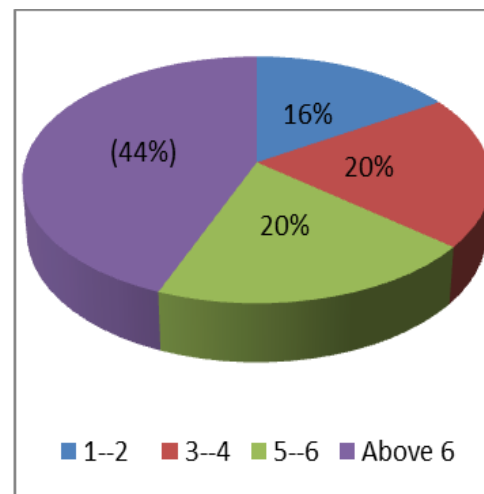


Fig. 5: Length of service of respondents (years).

From fig. 1, 16 respondents representing 21.3% which is the highest percentage are between the ages of 41- 45. This group is energetic and matured enough to contribute to the decision making process of the organisation as well as make some informed policies geared towards its development (GSS, 2012). It is also evident from the table that only 6 respondents representing 8% were 56 years and above. This is the group which is almost at the retiring age and may not be too interested in the decision-making but rather thinking about life after retirement.

Fig. 2 shows that out of a total respondents of 75, 34 representing 45.3% were male while 41 representing 54.7% were females. This indicates that the female employees outnumber their male counterparts in the organisation.

In fig. 3, 10 respondents representing 13.3% were Upper Level Managers. Middle Level Managers were 35 representing 46.7% and Non-Managers were 30 representing 40.0% were non-Managers. This means that majority of the staff are Middle Level Managers most of whom are Lecturers. The group (middle level managers) is also supervisors who supervise both students and staff and are expected to make informed decisions as far as decision making and the management issues are concerned to ensure efficiency and internal customer satisfaction.

From fig. 4, data gathered shows that, out of 75 respondents, majority of the respondents (45.3%) had second degrees and it implied that they are level headed and can take quality decisions to enhance the efficiency of the organisation. However, 8 respondents represent 10.7% were in the category of others (SHS/JHS) education. This group comprise the Messengers, Security, Labourers and cleaners who are not directly involved in decision making but they also contribute their quota towards the development of the organization.

Fig. 5 shows that about 44 per cent of staff worked with the University for more than six (6) years. Thus it may be argued that most of the respondents have worked for a long time in the University. About 12(16%) have worked in the University for between 1-2 years, while 20 per cent of the total respondents have also worked for about 3-4 and 5-6 years respectively. That points to the fact that most of the employee have worked in the organization for several years and have working experience.

### 3.2 SATISFACTION ON SOCIAL INTERACTION ON THE EFFICIENCY OF WORK:

The first objective of the study was to determine the extent of social interactions on the efficiency of workers in Accra Technical University. Considering that, a satisfied customer and employee are of important value to the organization it therefore, becomes the duty of the management to put in place a system that would ultimately generate either satisfaction, or dissatisfaction from their customers and employees (Kotler *et al*, 2006). Since the employees have a major role to play in determining, whether a customer would enjoy the experience or turn to their competitors for better solutions. This according to Baruch (1998), forces organizations to re-think their strategy because as Zeithaml *et al* (2006) points out, companies today recognize that they can compete more effectively by distinguishing themselves with respect to service quality and improved customer satisfaction.

The employees were asked to indicate their level of satisfaction in relation to their work in the University. The responses were categorised into Very satisfied (VS), Satisfied (S), Dissatisfied (D), Very Dissatisfied (VD) and Neutral (N).

From the responses, 5.3% indicated very satisfied, 50.7% indicated that they were satisfied with the support they get from other workers. 38.7% were neutral. However, 4% of the respondents were dissatisfied with the support they get from other workers which 1% were very dissatisfied. Even though the highest percentage, 50.7% indicated they were satisfied with the support from other workers, Management still have to do more to get all the staff satisfied with the support from other workers to ensure organizational efficiency and internal customer satisfaction.

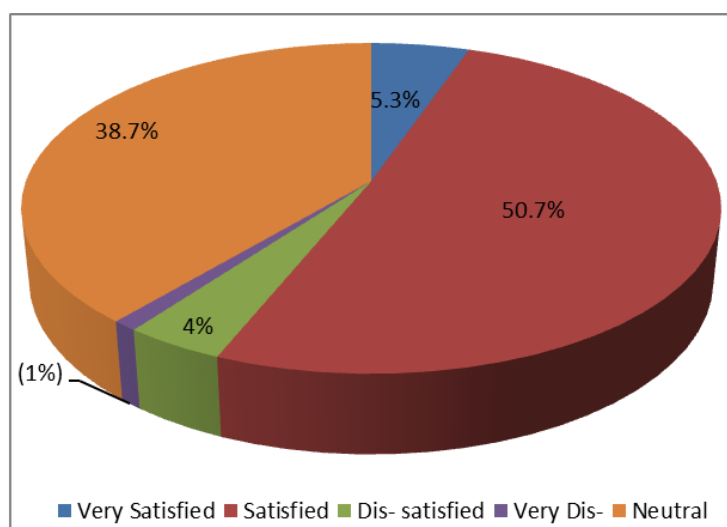


Fig. 6: Satisfaction on social interaction in Accra Technical University

### 3.2.1 TO DETERMINE WHETHER THE WORKING ENVIRONMENT IS SUITABLE FOR THE EFFICIENCY OF WORKERS IN ACCRA TECHNICAL UNIVERSITY:

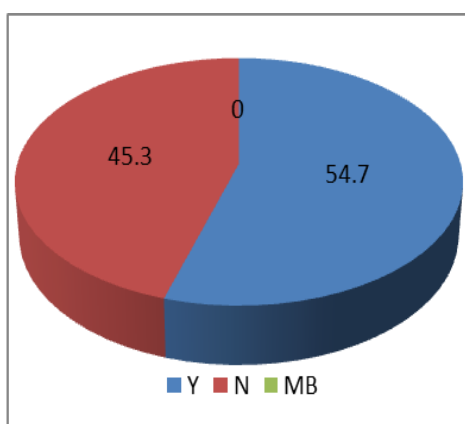


Fig. 7: Would you consider working elsewhere with better conditions.

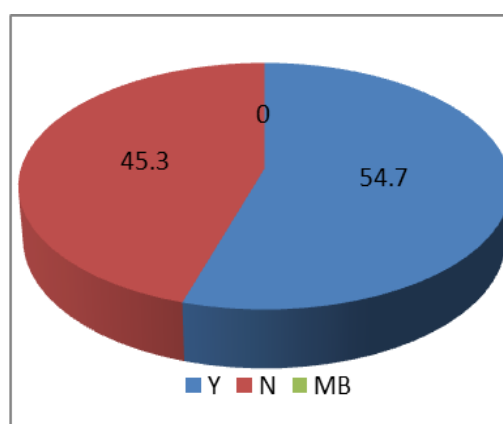


Fig. 8: Do you have a regulated routine at work?

Y = Yes, N = No, MB = Maybe

In response, 44% of the respondents would consider working elsewhere with better conditions of service, 20% said they will continue to work for the University despite the better conditions elsewhere, but 36% were undecided.

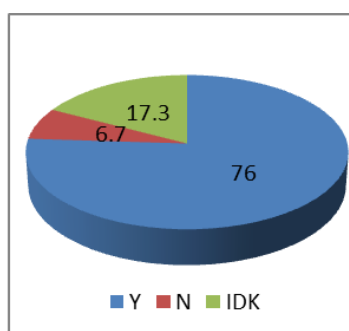
In terms of regulated routine work in the University, 54.7% agreed that they have regulated routine work. The remaining 45.3% disagreed. Job turnover is not good for any reputable organisation. It is therefore necessary for Management to enhance on the conditions of service to attract and retain quality employees to ensure organisational efficiency and internal customer satisfaction. Additionally, it is good to have structured routine job however, doing one thing all the time makes work boring. To ensure organizational efficiency and internal customer satisfaction, it is very important to rotate staff to other departments to gain rich experience.



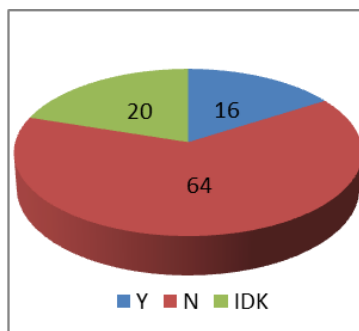
### 3.3 EFFICIENCY OF THE UNIVERSITY:

The third objective of the research work was to determine whether social support system among workers affect efficiency of the University. One of the main conditions for successful quality practices is to engage everyone in the improvement process (Bergman & Klefsj, 1994). We focus on the activities taken on an organization level, such as the measurement and improvement of employee satisfaction and the involvement of employees in the development of the business, to capture the quality of an organization's employee management. The basic assumption of quality researchers is that employee satisfaction and commitment are needed to support process and customer orientation (Hackman & Wageman, 1995). The researcher sought to know whether the organization has a strategic plan, whether the employees know the goals and strategies of the organization and whether they are rewarded after delivering excellent results apart from their monthly salaries. The results are stated in table 7.

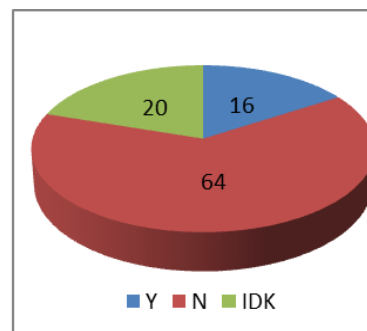
#### 3.3.1 Effect Of Social Support System Among Workers On organizational Efficiency:



**Fig. 9: Does the University have a Strategic Plan?**



**Fig. 10: Do you know the goals and strategies of the University?**



**Fig. Are you rewarded after delivery excellent results apart from your monthly salary?**

Y = Yes, N = No, MB = Maybe, IDK = I don't know

On the issue of whether the University has a Strategic Plan, 61.3% of the respondents said the University had a Strategic Plan. 22.7% said the University has no Strategic Plan and 16.0% of the respondents do not know whether the University has a Strategic Plan or not. The analysis above indicates that a good number of the employees do not know whether the Polytechnic has a Strategic Plan or not. A strategic plan provides the foundation from which to build a full long-range plan. It is a document that provides direction and guidance to the operations of an organization. Therefore, every employee of the University must be given a copy of its strategic plan to guide their individual operations towards achieving their organizational goals.

The response to whether employees know the goals and strategies of the University, 38.8% responded yes, 40.0% responded no and 21.3% did not know the strategies and goals of the University. From Table 8 above, it is realized that once a greater percentage of the respondents do not know the strategies and goals of the University, it is assumed that the employees really do not know what they are working towards.

Again in table 8, 16% of the respondents agreed that they are rewarded after delivering excellent results apart from their monthly salary. 64% of the respondent disagreed to the question and 20% of the respondents do not really know whether they are rewarded or not. To ensure efficiency and effectiveness of work, employees should be motivated to do more. Internal Customer satisfaction is one of the key factors in modern marketing and customers' behavior analysis. If the internal customers are satisfied, they remain committed to provide organizational goods or service the probability that they use the services again increases (Johnson, 2005).

The researcher also sought to know whether the University clearly communicate its goals and strategies. In response, 24% indicated yes, 30.7% indicated no and 44% indicated they did not know whether the University clearly communicates its goals and strategies. For internal customers to be satisfied which will have a direct link with organizational efficiency, the organizational goals and strategies must be clearly communicated to the staff so that they can work towards achieving them. The data above clearly shows that the majority of employees in the University do not really know what they are working to achieve because the strategies and goals are not known to them.

### 3.4 THE ROLE OF SUPPORT FROM OTHER WORKERS:

The researcher also sought to determine the extent of social interactions on the efficiency of workers in the organization. Communication is very important in every organization. The third object sought to determine role that the supports from other workers play in efficiency. The employees working in different department have usually very little input about those hired into other departments. The employees depend highly on other department's services and typically have no choice about where to do business, or choose to outsource for a better product or service they need. Because of this captivity issue, there is no pressure to change the internal service as employees often are expected to adjust to the situation and be satisfied with the fact that they are employed by the company (Naumann & Giel 1995). Hoyer & MacInnis (2001) also define satisfaction as a person's feelings of pleasure, excitement, delight or disappointment which results from comparing a products perceived performance to his or her expectations. Satisfaction means the contentment one feels when one has fulfilled a desire, need or expectation.

In response to the question as to whether the University has a succession plan, 32% responded yes, 29.3% said no and 38.7% did not know whether it as or not. For an organization's internal customers to be satisfied and put in their best to ensure organizational efficiency, it needs to have a succession plan so that work will not come to a halt when the inevitable happens to some of its employees, The succession plan also needs to be communicated to the employees for them to know the career path to take.

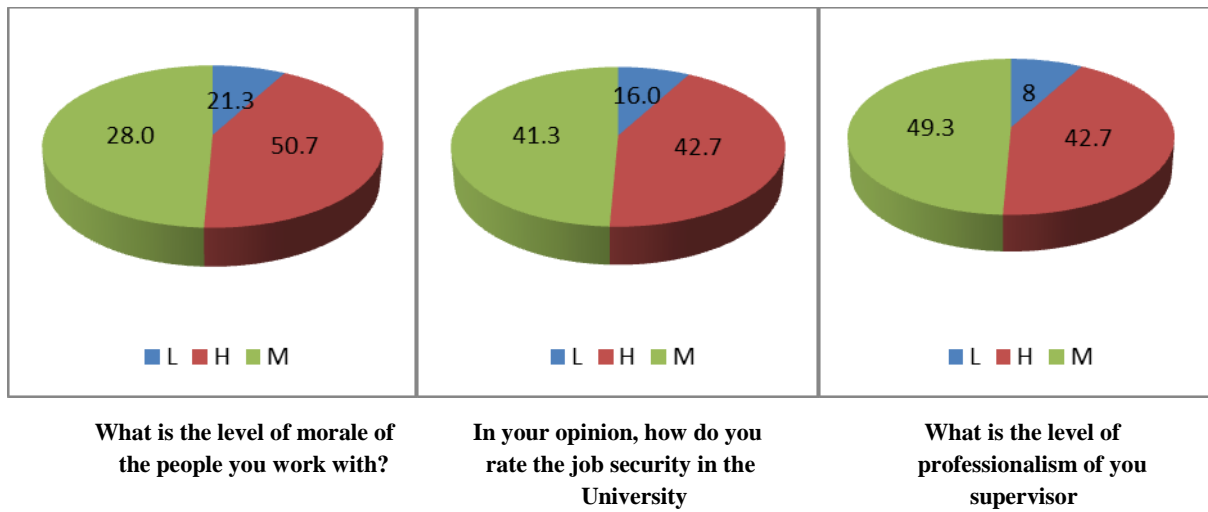
The researcher sought to know the level of team spirit and cooperation among workers in the University. In response, 42.7% indicated low team spirit and cooperation, 34.7% indicated high spirit and level of cooperation and 22.6% did not know the team spirit and level of cooperation among worker in the University. A team is an energetic group of diverse individuals committed to achieving common objectives that enjoy working together and produce quality results. Characteristics of an effective team includes: common vision, clear objectives each member is committed to in order to accomplish the shared vision, open communication, specific roles each member assumes to accomplish the group objectives, energy and enthusiasm, distributed participation and leadership, appropriate and effective decision-making, trust, acceptance, and support among members, members who feel significant and are motivated, cohesion and comfort among members. To ensure organizational efficiency and internal customer satisfaction and taking into consideration the above characteristics, it is very important for the Management to organize teambuilding workshops for staff.

The data also shows the level of moral of employees. From the table above, 21.3% said the level of moral of the people they work with is low, 28.0% said the level of moral is high and 50.7% of the respondents said the level of moral of the people they work with is moderate. Management should boost the morale of employees so that it will be high to ensure efficiency of work.

The data also indicates that 16.0% of the respondents said the job security in the University is low, 42.7% said it is high and 41.3% said their job security is moderate. The basis is that organizations conventionally secure the allegiance of their employees by guaranteeing job security.

On the level of professionalism of supervisors, 8.0% of the respondents indicated that low, 43.7 indicated high and 49.3 of the respondents indicated moderate. From the above, it is evident that level of professionalism of supervisors is not encouraging. To ensure internal customer satisfaction and organisational efficiency, workshops and seminars should be organised to enhance the professionalism of supervisors.

#### **The role of support from other workers:**



L = Low, H = High, M = Moderate

### 3.5 What can be done to improve on internal support?

The researcher sought to find out what could be done to improve on internal support. Organizational commitment has been described as consisting of two constructs - affective and continuance (Allen & Meyer, 1990). As defined by Mowday, Porter, and Steers (1982:27; Halis, 2006), affective organizational commitment is "a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization." The counterpart to affective organizational commitment is continuance organizational commitment, which considers the idea that individuals do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another job (Murray, Gregoire, & Downey, 1991). Internal customer satisfaction has been recognized as a component of organizational commitment (Kovach, 1977). It is suggested that internal customer satisfaction is a state of pleasure gained from applying one's values to a job such as job satisfaction (Locke, 1969). Indeed, Spector (1997:2) believes that job satisfaction "can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job."

### What can be done to improve on internal support?

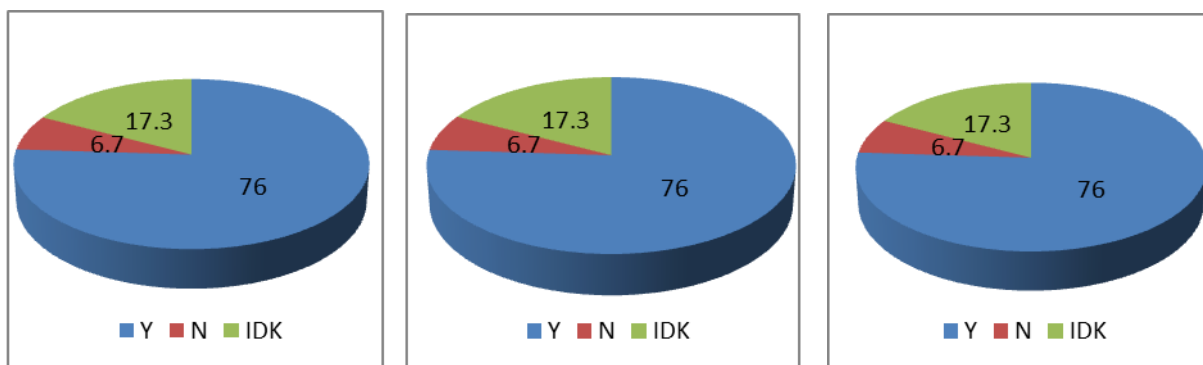


Fig. Do you have clear cut

Do you have feedback system in the University?

Are you able to perform the roles? role of an absentee colleague?

Y = Yes, N = No, IDK = I don't know

Considering the table above, the sum of respondents who indicated no and those who do not know whether there are clear cut roles or not is not encouraging. In order to effectively manage staff, it is important to provide them with a clear definition and understanding of their role, function, and responsibilities in the workplace. This will provide them with a good understanding of the job and tasks they are to perform as an individual and within any teams they are a part of. It also provides information on where they fit within the organization and who they report to, helping to avoid disputes and

misunderstandings over authority. When defining roles and responsibilities in the workplace, there is the need to create a list of all staff and a list of all of the tasks and roles within the business. Roles can then be assigned to each staff member or group of staff. It is important to remain flexible and be prepared to modify work plan in consultation with staff.

The above table also indicated that 36% of the respondents agreed that there is feedback system in the University. 40% disagreed and 24% do not know whether there is feedback system or not. Feedback is a process in which the effect or output of an action is 'returned' (fed-back) to modify the next action. Feedback is essential to the working and survival of all regulatory mechanisms found throughout living and non-living nature, and in man-made systems such as education system and economy. As a two-way flow, feedback is inherent to all interactions, whether human-to-human, human-to-machine, or machine-to-machine.

In an organizational context, feedback is the information sent to an entity (individual or a group) about its prior behavior so that the entity may adjust its current and future behavior to achieve the desired result. Feedback occurs when an environment reacts to an action or behavior. For example, 'customer feedback' is the buyers' reaction to a firm's products and policies, and 'operational feedback' is the internally generated information on a firm's performance. Response to a stimuli (such as criticism or praise) is considered a feedback only if it brings about a change in the recipient's behavior.

The question as to whether employees are able to perform the role of an absentee colleague, 76% agreed that they are able to perform the roles of their absentee colleagues, 6.7% are not able stop perform the job of absentee colleagues while 17.3% do not know whether they are able to perform the job of absentee colleagues or not.

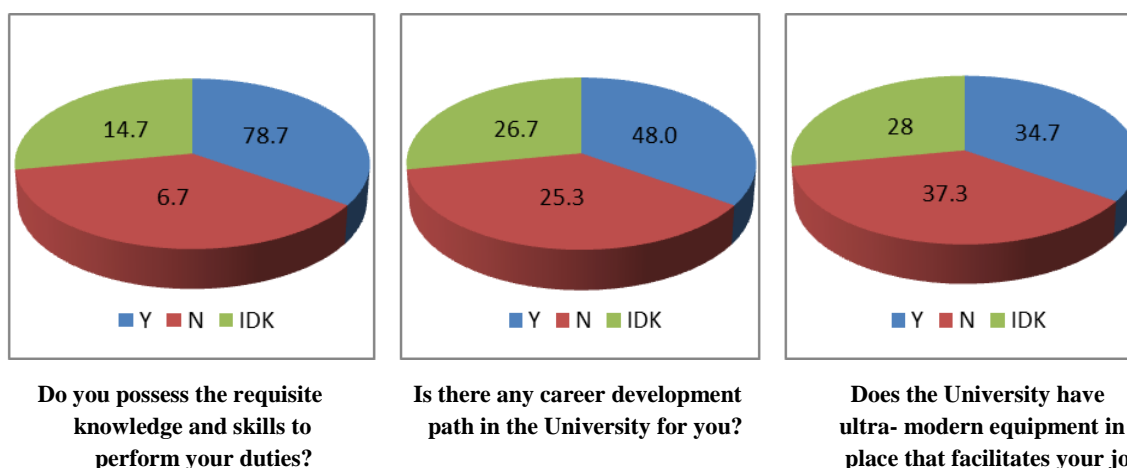
The researcher also sought to know about how very effective, effective and ineffective the roles in the organization are. The results indicate that 9.3% of the respondents agreed that the roles in the University are very effective. 66.7% indicates the roles are effective while 24% indicates the roles in the University are ineffective. Since the highest percentage of the respondents indicates the roles are effective, it is important to strengthen those roles to become very effective to make the organization very efficient.

### 3.6 What can be done to improve efficiency in the University?

The rationale is that working both physically and mentally is natural; human beings are directing themselves to succeed the aims they are devoted to, and they want to take some responsibilities under appropriate conditions. As a matter of fact, work is not bad for employees. It is the treatments of the management to show the job whether it is bad or pleasant because everybody would like to contribute important aims. Most humans feel happy to be creator, manager, controller as well as feeling of knowing and existing. These are more significant motivating tool than money in individuals' needs.

The research sought to know how effectively the respondents communicate with their external customers. The results indicate that 30.7% communicate very effectively with their external customers, 52% indicate they communicate ineffectively with their external customers. Without the external customers, the internal customers have no job in the University. There is therefore the need to strengthen the communication system with the external customers to improve on the efficiency in the organization.

#### What can be done to improve efficiency in the University?



Y = Yes, N = No, IDK = I don't know

The researcher sought to know whether employees of the University have the knowledge and skills to perform their duties. Data from table 16 above indicated that 78.7% of the respondents answered yes, 6.7% answered no while 14.7% did not know whether they possess the requisite knowledge and skills to perform their duties. Without the requisite knowledge and skills staff cannot discharge their duties effectively. The main reason listed in order of the most frequently occurring were that employees should be motivated speaks to Meyer's (1997) ideas about organisational commitment as a psychic and emotional issue. However, it could be observed that the employees' rankings showed that the commitment and satisfaction is not only about the organisation but also, their occupation progress (Meyer et al., 1993). As a result the employees were interested in being granted study leave in order to improve their skills. Capacity building workshops and on the job training can also help to enhance the knowledge and skills of staff for efficient and quality service delivery.

On whether there is career development path in the University for its employees, 48% responded yes, 25.3% responded no and 26.7% did not know whether there is any career development path in the University. The results indicate dissatisfaction with the fact that there is no career development path in the organization for employees. Research results indicate that satisfied employees tend to be committed to an organisation, and employees who are satisfied and committed are more likely to attend work, stay with an organisation, arrive at work on time, and perform well and engage in behaviours helpful to the organization (Aamodt, 2007).

The question whether the Polytechnic has ultra-modern equipment in place that facilitates employees' job, 34.7% responded yes, 37.3% responded no and 28% did not know whether there are ultra-modern equipment in the University. Ultra-modern equipment helps to facilitate timely delivery of goods and services. Respondents were not satisfied with the lack of ultra-modern equipment because the current equipment makes work monotonous and delays delivery of goods and services to the external customers.

As an academic institution, the researcher sought to know how often the Polytechnic advertises its programmes. In response, 2.7% stated that the programmes are advertised monthly, another 2.7% stated they are advertised quarterly while the remaining 94.7% stated that the programmes are advertised yearly. Like most tertiary institutions, the organisation runs academic calendars hence programmes are advertised yearly for qualified applicants to enroll on its programmes.

The researcher sought to know whether employees are highly motivated to see the company succeed. The responses from table 18 above indicated that 33.3% agreed that employees are highly motivated to see the company succeed. 17.3% did not agree while 49.3% did not know whether employees are motivated to the company succeed or not. Keeping internal customers satisfied and happy is the first step towards creating external customer loyalty. According to the Service Profit Chain (Harvard Business Review) this is where it begins.

Accra Technical University

#### 4. CONCLUSION

This research project was based on the investigation and evaluation of the effect of internal customer satisfaction on the organisational efficiency of Accra University. The researcher has collected and gathered data and information as much as possible from different sources – primary, secondary and tertiary. The research findings have been presented in most effective and appropriate ways that was able to present both primary and secondary research findings. At the end, the researcher opine that this research project was most standard report in relation to the investigation and evaluation of the effect of internal customer satisfaction on organisational efficiency, case study of Accra Technical University.

#### 5. RECOMMENDATIONS

The following recommendations were made based on the findings:

1. The findings on the internal customers living the University for other Organisation with better conditions of service were positive. Management should try to enhance the conditions of service of the internal customers to ensure the efficiency in the University.
2. The results indicating the internal customers' dissatisfaction for not being rewarded after delivery excellent results apart from their monthly salaries implies that management may need to develop models of motivating internal customer

by giving them citations, publications or cash donations to boost staff morale to ensure quality service delivery that will reflect on the external customers and the University as a whole.

3. The findings about the internal customers' knowledge of the University's goals and strategies are another important area that needs Management's attention. The internal customers should be sensitized on the University's goals and strategies to ensure that the employees work to achieve the goals. Copies of the University's Strategic Plan should also be distributed to all the internal customers.

4. Management should strengthen the system in the University. Without the external customer, the inter customers do not have any business in the University. It is therefore very necessary to ensure effective communication with both the internal and external customers to ensure organisational efficiency.

5. The University's Management need to carve a career path for its internal customers. There is also the need for a successive plan for the University.

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