



International Journal of Sciences: Basic and Applied Research (IJSBAR)

ISSN 2307-4531
(Print & Online)

<http://gssrr.org/index.php?journal=JournalOfBasicAndApplied>



Marketing Orientation in Public Institutions in Ghana (A case of Accra Metropolitan Assembly)

Patrick Amfo Anim^{a*}, Agbemabiese George Cudjoe^b

^{a,b}*University of Professional Studies, Accra, LG 149 Legon, Accra, 00233, Ghana*

^a*Email: patrick.anim01@gmail.com*

^b*Email: george.cudjoe@upsamail.edu.gh*

Abstract

The purpose of this study was to empirically investigate the market orientation in public institutions in Ghana with specific emphasis on Accra Metropolitan Assembly. A sample size of one hundred (100) employees of Accra Metropolitan Assembly was selected for the study using the purposive and convenience sampling method. The data obtained were analyzed using Statistical Package for Social Sciences (SPSS 20.0) software. From the study, the researcher found out that, the mean score computed for each of the elements showed that customer orientation received the lower of 2.8 on a five point scale. This shows the level of weakness in the assembly towards customers. Corporate social responsibility recorded the highest of 3.09 which is probably due to the fact that as public institution, it has sought the welfare of the people. But even that the figure is still not strong. In general, market orientation recorded a mean of 2.99 which is not strong. The results therefore suggest that market orientation practice by AMA is not strong. In view of the above findings, the study recommended that; Authorities in charge of the assembly need to intensify training of staff on customer orientation. This owing to the fact the AMA is a key public institution in the country and the biggest among all Metropolitan Assemblies in the country.

* Corresponding author.

E-mail address: Patrick.anim01@gmail.com.

As such the other assemblies may be looking up to them for inspiration. How they deal with the public which happens to be their customers will have effect on how the public view the government in power. It is therefore important that they improve on their attitude towards the visitors to the assembly. Staff must approach customers with business mindset.

Keywords: Market Orientation; Public Institutions; Accra Metropolitan Assembly

1. Introduction

For some time now, public sector organisations have come under increasing competitive and financial pressures [1]. With trends such as commercialisation, corporatisation and privatisation of public services, an environment has been created whereby public organisations are expected to provide responsive and effective services to their clients. In view of this, public sector organisations have looked to the private sector for tools and techniques designed to improve both efficiency and effectiveness and one such tool is market orientation [1]. At the same time, the subject market orientation has generated profound interest among marketing scholars and practitioners who have developed, tested and made several propositions regarding market orientation scales used in testing the degree of market orientation behaviour of organisations [2, 3, 4]. There is a consensus in the literature that increased market orientation result to higher organisational performance [3]. There is also support for some antecedents and consequences of market orientation [5]. However, most conclusions regarding market orientation constructs were made following studies of forward looking profit making organisations [6] thereby leaving serious questions regarding the application of the construct to public sector organisations that are not particularly profit oriented. This assertion has been necessitated in view of the limited research activities on market orientation in the field under consideration [6]. This current study builds on the literature on market orientation in the public sector with particular attention on the Ghanaian public sector. With the dominance of the public sector in the Ghanaian economy, it is imperative that public organisations uncover new ways of improving their organisational performances in order to reduce criticisms from interest groups or media. Therefore this underdeveloped area of study represents a new opportunity for public organisations facing increasing financial pressures, coupled with demands from stakeholders to be more businesslike, to gain insights into how market orientation could be a useful tool in understanding and satisfying public needs.

1.2 Problem Statement

Research in the field of market orientation and the analysis of variables connected, has almost entirely been developed in the field of private owned organizations. However, in their analysis of innovation in a public organization, the authors in [7] point out the need to investigate market orientation in public organizations to determine how they should adapt to those changes that are supposed to be grasp. Sound empirical studies shows that, most public sector institutions ignore gaining customer loyalty but only look at how to make money from customer. Recently, there are numerous complaints from customers with regard to poor service quality rendered by most public sector institution. The question is do these public sector institutions have customers at heart when it comes to the delivering of services? Since Marketing Orientation is touted as the bedrock of every successful organization, its practice needs to be examined and measured. However, it appears little studies have

sought to ascertain marketing orientation within public institutions in Ghana. The purpose of this study is therefore to fill that void.

1.3 Objective of the Study

The main objective of the study will be to assess the extent of market orientation practices in the Public Sector with specific emphasis on the Accra Metropolitan Assembly (AMA)

Further, the study sought:

1. To find out whether Accra Metropolitan Assembly (AMA) is practicing market orientation.
2. Ascertain the elements of marketing orientation as practiced by Accra Metropolitan Assembly (AMA).
3. To ascertain the extent to which Accra Metropolitan Assembly (AMA) is practicing Marketing orientation.
4. To find out from staff the extent to which Accra Metropolitan Assembly (AMA) is customer focus.

1.4 Research Question

To achieve the research objectives, the research team will find answers the following questions

1. Is market orientation being practiced by Accra Metropolitan Assembly (AMA)?
2. What are the elements of marketing orientation as practiced by Accra Metropolitan Assembly (AMA)?
3. To what extent is Accra Metropolitan Assembly (AMA) practicing Marketing orientation?
4. To what extend do you think Accra Metropolitan Assembly (AMA) is customer focus?

1.5 Significance of the Study

Research on market orientation in public management is clearly justified. On one hand, researchers in the field of marketing have claimed the need to expand the construct to new areas; on the other hand, public organizations are becoming market oriented, requiring theoretical frames and empirical analysis. Moreover, the explanation of factors promoting a market orientation and its consequences may better explain the dynamics of the construct in the field under research.

Moreover, the study will contribute to almost non-existence knowledge on market orientation in the public sector of Ghana.

2. Literature Review

2.1 Introduction

This section is in two parts, that is, the theoretical literature and the empirical literature. The theoretical literature presents and attempts to explain theories that relate to the subject matter that is market orientation. The empirical literature describes what has been practically observed and validated objectively in relation to the subject matter.

2.2 Theoretical literature

2.2.1 Background and Definition of Market Orientation

First, different aspects of the market orientation construct will be revised. Starting from an almost general agreement that market orientation is the result of the adoption of the marketing concept, first measures grew from particular definitions of this concept [8]. Two contributions have been fundamental leading to later studies [2, 5] approach on the one hand, and [3, 8]. The authors in [10] compared the two previous models analyzing its convergences and divergences for each of the dimensions proposed, both conceptual and operatively. They concluded that they must be considered complementary and not mutually exclusive. Accepting their importance, however, both of them must be subject to revision. The authors in [3, 9] define market orientation simultaneously as a culture, as a behaviour, as a decision criteria and as a way to conceive management. Furthermore, they do not specify the chosen paradigm to conceptualize culture, and they do not operationalize market orientation as a culture. From the researchers' point of view, Narver and Slater adopt intuitively the contingent approach pointed out by the authors in [11] in which culture is considered an endogenous variable. The authors in [12] themselves criticized the authors in [3] operationalization in three concrete points: first, it reduces the market to customers and competitors without considering those factors which affect them (environmental factors); second, it does not consider the speed in market information generation and dissemination; third, their scale items do not reflect specific activities and behaviours of a market orientation.

With regard to the authors in [2] conceptualization, the author in [13] indicates that it is possibly too limited to embrace all dimensions of the construct market orientation, as market intelligence generation (formal and informal), recognized as a key element of a market orientation, does not guarantee the comprehension of customers' needs, the response to those needs, and the capability of the organization to provide value to its customers. In relation to the authors in [12] operationalisation, the authors in [14] have been criticized with the following: first, market orientation scope is based on an ambiguous and inconsistent conceptualization of both market orientation and the marketing concept; second, the scale did not include consumer and intermediaries perceptions; third, reliability and validity of the scale are questionable

2.2.2 Marketing Orientation (MO): A key Element in Marketing the Public Institutions

Many managers today recognize that the ability to succeed in the market place requires more than just sales techniques—customers rarely respond to sales pitch, but rather they want their circumstances to be acknowledged and their needs to be satisfied. Hence, business and service organizations seek to achieve a competitive advantage in their dynamic environments, at least in part, by being market-driven, i.e. by anticipating, understanding and responding to the preferences and behaviours of customers [15]. The marketing literature is

replete with definitions and perspectives of MO, yet there is much agreement about the key concepts [3, 16]. At the core of this concept is the significance of customer orientation. Accordingly, customers' needs, desires and particular circumstances (e.g. lifestyles) ought to be the main focus of the market-oriented organization. In this sense, MO is the degree to which an organization generates and uses intelligence about the current and future needs of customers, develops a strategy to satisfy these needs, and implements that strategy to meet those needs and wants. MO takes into account the influence of competitors and incorporates inter-functional coordination. It encourages the generation of intelligence or the use of data about competitors, and integrated cross-functional processes, in addition to the execution of a strategic organizational response to market opportunities. All these activities are directed towards creating and satisfying customers through continuous needs-assessment. MO is a set of beliefs that puts customers' interests first, but at the same time raises the HEI's awareness of the need to obtain information about competitors and establish cross-departmental activities to satisfy customers' needs, in order to gain a competitive edge in the turbulent, competitive environment. Based on the works of the authors in [9, 17] the following three related components of MO are suggested, and are underpinned by shared values and beliefs, which may help Public Institutions' administrators, managers and departments to understand the public institutions and its environment, and may also provide them with norms for behaviour. The present study focuses on MO at a Metropolitan level and comprises three dimensions:

1. Customer orientation. Metropolitans, Municipal and District Assemblies (MMDAs) are assumed to understand the public institutions' target markets thoroughly, and be capable of creating and providing superior value, over time. A faculty that subscribes to this approach in practice would collect information about the environment which the public inhabit (e.g. lifestyle factors), would adapt methods to accommodate particular needs, and would be attentive and responsive to their interests and points of view. Through this approach, it would then be possible to be more innovative and implement improvements for future customer based on their anticipated needs.

2. Competitor orientation. The public institutions and MMDAs managers who aim to fully understand the strengths and weaknesses, as well as the capabilities and potential, of competing public and private institutions, seem to internalize this element of MO. Awareness of the importance of competitor activity and the monitoring of developments in competing Institutions can have a positive impact on decision-making, particularly through the development of initiatives: the development of additional services for customers.

3. Inter-functional coordination. The core belief which needs to be shared by all members of the public institutions is that creating superior value for target customers is very significant for the success of a public institution in a competitive marketplace. This can only be achieved, however, through the integration and coordination of the public institution's resources. Attracting customers and sustaining recruitment should not be solely the responsibility of top management, but is the responsibility of everyone in the assembly. Public institutions should have full access to information about the competition, i.e. the market environment, the community and so forth, in order to achieve this.

The first two elements of MO indicate a relative emphasis on collecting and processing information pertaining to customer preferences and competitor capabilities, respectively. The third element encompasses the

coordinated and integrated application of organizational resources to synthesize and disseminate market intelligence, in order to put processes in place to build and maintain strong relationships with customers. It is the aim of this study to check the extent to which every element appears in the Accra Metropolitan Assembly (AMA). Figure 1 shows the interaction between the three behavioral components; customer orientation, competitor orientation and inter-functional coordination.

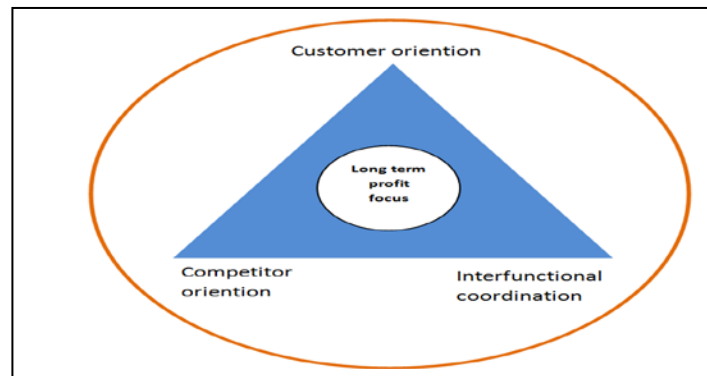


Figure 1: Narver and Slater’s view on market orientation

According to the authors in [3] continuous innovation is implicit in each of these components. If there is no innovation and continuous data generation, employees will not have the right prerequisites to offer that extra service to the customer. The two decision criteria shown in the figure are a long term profit focus and profitability. It is through the continuous creation of superior customer value that a business creates its long-run profit performance. A short period marketing campaign or sales action might boost sales, but the organizational image and generation of repeat-customers only evolves over time along with reputation and word of mouth.

2.2.3 Theoretical Context

Market orientation literature has coalesced into an organized knowledge system, replete with theory and a body of empirically derived generalizations. Although scholars have documented the proposed benefits, the intricacies of the adoption of a market orientation have received limited attention [15, 18, 19], and cultural change has emerged as a central focus [20]. From this perspective, we draw on the authors in [21] definition of customer orientation as “the set of beliefs that puts the customer’s interest first, while not excluding those of all other stakeholders in order to develop a long-term profitable [viable] enterprise.” As such, the cultural transformation process is difficult to investigate, and researchers agree that the understanding of implementing a customer-focused culture is inadequate [22]. The gap in research also arises because the study of cultural transformation to a customer orientation spans a disciplinary boundary between academic management and marketing. Management literature discusses generic cultural transformation processes according to the authors in [23, 24] but does not specifically explore the transformation to a customer orientation, the subtleties of which are important to marketers. Nevertheless, in reviewing the literature from both marketing and management, we have identified three critical organizational variables that structure our research. First, regardless of their

academic background, scholars agree that cultural transformation requires the active role of senior leadership. The management literature stresses senior leadership's role in setting organizational visioning, according to the authors in [25, 26, 27, 28] and the importance of leaders' consistency of message and action. Marketing researchers agree that without senior leadership support, a customer orientation is unlikely to take root according to the authors in [2, 3, 5, 22, 29, 30]. As stated by the authors in [31]: "[C]ustomer-oriented values and beliefs are uniquely the responsibility of top management. Only the CEO [chief executive officer] can take responsibility for defining customer and market orientation as the driving forces." Transformations to a customer orientation are distinctive in that senior leaders must articulate organizational aims in terms that are harmonious with customer satisfaction drivers [28], and their behavior must be consistent with customer-oriented mandates the authors in [22, 27, 29]. Without managerial vision and a purpose organized to satisfy customers, employees may work conscientiously, but individually they cannot transform an organization [22, 28].

Secondly, both management and marketing scholars posit that inter functional coordination of work processes is essential to induce cultural transformation. Management researchers have historically focused on such coordinating mechanisms as cross-functional teams [32, 33, 34], formal rules and procedures [35], conflict resolution [36, 37], and reward systems [35]. Marketing researchers focus on having customer requirements permeate all organizational activities and thus serve to coordinate the alignment required for transformation [3, 31]. Accordingly, for cultural transformation to succeed, a customer focus must permeate the work processes deep into the organization [2, 3].

As the author in [19] explains, "Everyone's job is defined in terms of how it helps to create and deliver value for the customer, and internal processes are designed and managed to ensure responsiveness to customer needs and maximum efficiency in value delivery."

Third, occupying a relatively unique position in the literature, some marketing researchers contend that the collection and use of market intelligence is essential for a customer orientation to develop. Although the management literature considers fact-based management virtuous [28], marketing researchers emphasize the importance of having accurate market intelligence throughout the organization to ensure that customer requirements are met and competitive forces repelled [19]. Scholars, particularly the authors in [2] posit that the generation and dissemination of market intelligence is critical to sustaining a focus on customer satisfaction and ensuring that activities are evaluated in terms of their contribution to customer value. For a customer orientation to advance, market intelligence must be disseminated by formal and informal means, and information must flow both laterally and vertically within the organization [2, 38]. Senior leadership, inter-functional coordination, and the use of market intelligence are not an exhaustive list of critical factors that affect cultural transformation. For example, variables such as performance goal-setting and organizational structure may also be significant. Nevertheless, these three factors are widely recognized, and we choose to concentrate on them partly because in our literature review we found only limited insight into implementation processes. The authors in [19, 22] provided anecdotal examples of both successful and unsuccessful organizational efforts. The authors in [39] offered conceptual guidance by proposing "programmatic" and "market-back" approaches for creating a market orientation. However, to our knowledge, nowhere in the literature has cultural transformation to a customer

orientation been subjected to rigorous examination. By means of ethnographic research, we juxtapose current beliefs about our three factors with a real-time transformation effort; in doing so, we provide insight to further develop market orientation theory.

2.3 Empirical Literature

Market-orientation, and especially customer-orientation, has been indicated as having positive effects on firms' performances [9, 40]. Some researchers argue that profit is a consequence of customer [42] and some others assert that the best way to beat the competition is through customer orientation rather than competitor preoccupation [43]. Moreover, there are a growing number of contexts wherein market orientation is found to be appropriate according to authors in [44]. However, many managers do not use this strategy to run their companies. Several marketing researchers tried to look for the reasons and the possible barriers to market-or customer-orientation [45, 46]. Some argue that the principal barrier to market orientation is organizational culture. The author in [47] for instance, explains that the development of market-orientation depends from the ability of an organization to overcome its cultural barriers. The authors in [49] did a research in order to evaluate the use of customer-orientation in small and medium firms of United Kingdom and they came to the conclusion that a firm's level of customer orientation is positively related to its performance and that there is a positive link between the extent of adoption of innovation orientation and the degree of customer orientation in small and medium enterprises. They also realized that small and medium firms are less likely to use the customer-orientation strategy than larger firms. Indeed, the findings of their research indicate that high levels of market dynamism and competitive intensity do not tend to result in an increased emphasis on customer-oriented strategies amongst SMEs (Small and Medium Enterprises): "although some firms are likely to engage in increased customer-oriented activities in highly dynamic or competitive conditions, others may adopt cost or price cutting strategies in an effort to counter or respond to the competitive pressures", according to the authors in [49] even if the other strategies are expected to be short-term but without any effect on profitability on the long-term. Their explanation for the non-significant influence of the extent of competitive intensity on SME customer-orientation levels is that the "malleability and adjustability of smaller businesses diminishes the effects of competitive intensity on the ability to improve performance levels via a customer-oriented culture" with regards to authors in [49]

3. Methodology

3.1 introduction

This section will look at the methods that researchers will use to achieve the objectives of the study. It will highlight the research design, the sources of data and the methods that will be used in the data collection for the research. It will also identify the target population for the study, the sample size, sampling technique and how data obtained from the study will be analyzed.

3.2 Research Design

This research will be a cross-sectional survey and descriptive in nature. It will employ both qualitative and quantitative techniques. The qualitative research will be based on the knowledge, observation, opinions, and perception that people hold about the extent of marketing orientation in the public sector with specific focus on the Accra Metropolitan Assembly (AMA). The quantitative technique however will be focused on the computation of means to represent each element of marketing orientation based on a five point scale.

3.3 Population and Sampling

3.3.1 Target Population

The population of interest for the study was staff of Accra Metropolitan Assembly (AMA) with Accra Metropolis.

3.3.2 Sample Size

For the purpose of conducting this study, one hundred (100) employees were questionnaires for the study.

3.3.3 Sampling Technique

Purposive and snowball sampling technique were used for data collection for the research.

3.4 Data Sources

Both secondary data and primary data sources will be used for the study. Secondary data will be collected from previous similar project such as journals, books, and internet, newsletter, conference and seminar papers were used. Primary data were sourced from selected staff of Accra Metropolitan Assembly (AMA) with Accra Metropolis through the administering of questionnaire.

3.5 Research Instrument/Data Collection

Questionnaire was the main instrument for data collection. The questionnaire was administered to the selected staff of Accra Metropolitan Assembly (AMA) with Accra Metropolis

. As the theoretical introduction of this research shows, the theory of MO has three components:

1. Customer orientation (SO);
2. Competitor orientation (CO); and
3. Inter-functional coordination (IFC)
4. Corporate social responsibility (CSR)

3.6 Analytical Tools

The statistical package for social science (SPSS) and Microsoft Excel will be used in analyzing data that will be gathered through the questionnaire the research team will develop. In addition, pie chart, histogram and tables will be also used to give a pictorial presentation of the data. Moreover, special table showing the mean for each component/element on marketing orientation will also be used for the analysis.

4. Results and Discussion

4.1 Introduction

The main purpose of this section is to present the analysis and discussion of the findings of the study. The analysis is done in line with the objectives. The first part of the section presents the demographic characteristics of the respondents. The second part discusses market orientation and is grouped into four sections which comprise of customer orientation, competitor orientation, intra-functional orientation and corporate social responsibility. The final part of the section presents the general picture of market orientation.

4.2 Demographic Characteristics of Respondents

This part of the section looks at the demographic features of the respondents included in the study. The respondents were drawn from various departments of the Accra Metropolitan Assembly (AMA). These include gender, age, marital status educational level and number of years respondents have work with AMA. The results of the demographic information can be found in Table 1.

Table 1: Demographic Information of Respondent

Gender	Male	Female			
	41%	59%			
Age	Less than 20 yrs	21 – 30 yrs	31 – 40 yrs	41 – 50 yrs	Above 50 yrs
	8%	54%	20%	10%	8%
Marital Status	Married	Divorced	Single	Separated	
	30%	18%	49%	3%	
Educational level	Elementary Sch.	Junior Sch.	High Senior High	Tertiary level	None
	-	-	25%	75%	-
No. of yrs worked	1 – 3 yrs	4 – 6 yrs	7 – 9 yrs	10 yrs and above	
	41%	29%	21%	9%	-

Source: Survey data, 2014

The background information of the respondents was considered under this section of this section. Table 4.1 contains data gathered on the gender or sex composition of the respondents used for this study. These respondents consist of employees of Accra Metropolitan Assembly (AMA). There were a total of one-hundred (100) respondents in all. Out of this, 59.0% were females while the remaining 41% were males. From the table it can be concluded that, the females constituted the majority of respondents interviewed for this study. Moreover, the table shows the age distribution of the respondents who responded to these questionnaire. From Table 4.1, eight percent (8%) were having their ages less than 20 years. Fifty-four percent (54.0%) were within the ages of 21-30. Twenty-percent (20%) were within the ages of 31-40 years. Ten percent (10%) fell within the age group of 41-50 years and finally, eight percent (8.0%), were 51 or more years. From the table above, it could be concluded that majority of the respondents were within the range of 21-30 years making most of them very youthful. Furthermore, the table also describes the marital status of the respondents. From the results, thirty percent (30%) of the respondents were married, (3.0%) of them were separated, while forty-nine (49.0%) were single, eighteen percent (18.0%) were divorced. In assessing the educational qualification of the employees included in the study, majority, 75% (75 out of 100), of respondents were found to have a Tertiary educational qualification. This is followed by, 25% (25 out of 100) of the respondents who indicated they have Senior High qualification. Not surprisingly, elementary and Junior High schools recorded none from the respondents. This Implied, the respondents were educated enough to be able to respondent to the issues relating to AMA. In addition, table 4.1 above describes data gathered on the number of years the respondents have been with AMA. It came out that forty-one percent (41.0%) have been with the AMA for a period of 1-3 years, twenty-nine percent (29.0%) respondents indicated they have worked with AMA for a period of about 4-6 years. To add to the above, twenty-one percent respondents (21.0%) indicated 7-9 is the number years they have been working with AMA. Ten percent (10.0 %), respondents revealed that they have worked with AMA for ten or more years. This thus suggests that most of the respondents know a lot about AMA since they have being with the organization quite a number of years.

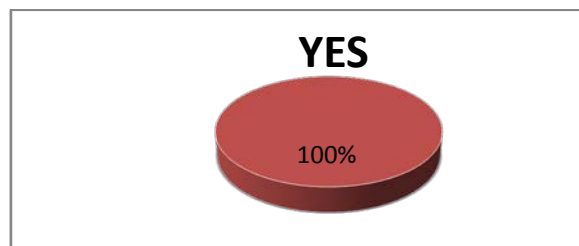


Figure 2: Market Orientation Practice by AMA

As can be seen in the figure, the entire respondents representing 100% said they can confirm that the assembly practice market orientation. The study then moved on to discuss the elements in the market orientation used in the study.

4.3 Marketing Orientation

The main objective of the study is to look at market orientation in the public sector. This section of the section is therefore devoted to look at the market orientation variables. Four elements were studied to analyze how AMA

practices market orientation. A number of statements were placed under each of the elements and respondents were asked to indicate their agreement or disagreement using a scale of one to five. The results can be found in tables 2 to 5. This is followed by table 6 which contain mean score for each of the four elements under market orientation and a general mean for market orientation.

Table 2: Customer Orientation Items

Statement	1	2	3	4	5
This company is committed to customer needs.	14%	27%	32%	17%	10%
AMA understands the needs of customers.	9%	23%	41%	17%	10%
AMA creates values for customers	13%	18%	40%	21%	8%
The main objective of this company is customer satisfaction	17%	16%	30%	21%	16%
We deal with customers complaints quickly.	14%	28%	38%	20%	-
We the staff in AMA are eager to support customers and go beyond our role	12%	21%	33%	30%	4%
AMA measures customer's satisfaction every year	13%	24%	40%	14%	9%
Senior staff promotes the spirit of customer orientation and focus	8%	30%	34%	23%	5%

Keys: Highly disagree (1), Disagree (2), Neutral (3), Agree (4), Highly Agree (5). Source: Survey data, 2014

4.3.2 Discussion of Competitor Orientation Items

The second variable looked at under market orientation is competitor orientation. Four statements were posed for staff to express their views and the responses are presented in table 3.

Table 3: Competitor Orientation items

Statement	1	2	3	4	5
This metropolis compares favourably with others metropolis in meeting customers' needs	16%	21%	42%	18%	3%
The majority of staff takes an interest in what's going on in other metropolitan Assembly.	13%	25%	33%	24%	5%
Senior executives often refer to the actions of other metropolitan assemblies	10%	14%	12%	36%	28%
This Metropolis usually responds positively to other metropolis' new initiatives	10%	18%	36%	30%	6%

4.3.3 Discussion of Intra-Functional Orientation Items

The study also sought to find out how various departments and units in the Metropolis coordinate in practicing market orientation. Five statements were posed and the responses obtained are presented in Table 4.

Table 4: Intra-Functional Orientation

Statement	1	2	3	4	5
In meetings we discuss information about customers' concerns in order to make improvements.	24%	16%	28%	18%	14%
Administrative staff cooperate to promote the metropolitan assembly	4%	24%	22%	35%	15%
All departments and units contribute to the marketing of the metropolis	11%	20%	30%	28%	11%
Marketing information is discussed and shared with all staff.	14%	25%	32%	24%	5%
Customers and the general public are always central to decision-making in this university	5%	23%	40%	24%	8%

Keys: Highly disagree (1), Disagree (2), Neutral (3), Agree (4), Highly agree (5)

4.3.4 Discussion of Corporate Social Responsibility Items

Accra Metropolitan Assembly is a public institution which seeks the interest of its customers. The study therefore sought to find out how corporate social responsibility (CSR) activities feature prominently in its practice of market orientation. Staffs were asked to respond to four statements which are presented in Table 5.

Table 5: Corporate Social Responsibility (CSR)

Statement	1	2	3	4	5
This metropolis understands the importance of CSR	18%	20%	30%	17%	15%
Working towards improving the welfare of the poor is our mandate	18%	19%	25%	21%	17%
All departments and units contribute to ensuring safe society	8%	24%	26%	30%	12%
Ensuring environmental cleanliness is our goal	10%	18%	26%	20%	26%

Keys: Highly disagree (1), Disagree (2), Neutral (3), Agree (4), Highly agree (5)

4.3.5 Discussion of Mean Score for Market Orientation Variables

In order to know where Accra Metropolitan Assembly stand on each of the market orientation elements used in this study, a mean score was generated for each of them based on the responses. This was done by calculating the mean for each statement and subsequently using the individual means to compute a single mean for each element. In the end, an overall mean was calculated for market orientation for AMA. The results are presented in Table 6.

Table 6: Summary Mean Statistics

Market Orientation Variables	Mean
Customer orientation items	2.81
Competitor Orientation items	3.04
Intra- Functional Orientation	3.02
Corporate Social Responsibility (CSR)	3.09
Total Mean for Market Orientation	2.99

Source: Survey data, 2014

As shown in Table 6, the mean scores indicate that customer orientation received the lowest of 2.8 and corporate social responsibility receive the highest mean of 3.09. However, since this was measured on a scale of 1-5, the scores can all be approximated to 3. It is therefore not surprising that the general mean for market orientation is 2.99 which is equivalent to 3. The results therefore suggest that staff of AMA remains very neutral with respect to their views on market orientation practice by the assembly. This also means that the Assembly is not strong in terms of market orientation practices. The weakness in the practice of market orientation is likely to affect the performance of the assembly as found by the authors in [48] that, there is a positive relationship between market orientation and business performance.

4.4 Respondents View on Customer Focus by AMA

One of the objectives of the study was to find out the view of staff on how they think AMA focuses on customers. The ratings giving are presented in figure 3 .

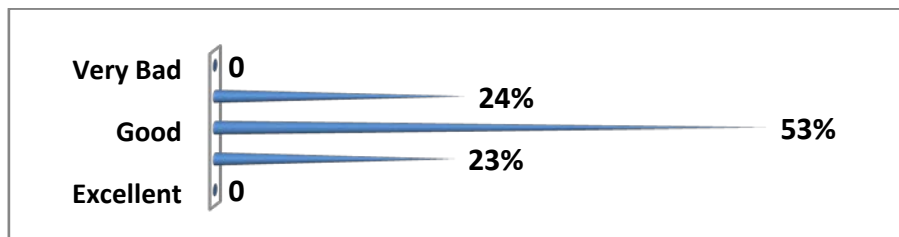


Figure 3: Extend of Customer Focus

From the results, majority rate the performance of AMA in term of customer focus as good, thus representing fifty-three percent (53%). Another group, twenty-four (24%) rate AMA's performance on customer focus as Bad while the remaining twenty-three (23%) respondents rate performance of AMA on customer focus as very good. There was no rating for very good and very bad. The results suggest that AMA's activities are focused on customers at least.

5. Summary, Conclusions and Recommendations

5.1 Summary

The research study was organized in five sections capturing specific areas of relevance in the study. The study sought to find out the marketing orientation practices in the public sector with specific emphasis on Accra Metropolitan Assembly (AMA) of the Greater Accra Region of Ghana. Relevant literature, both empirical and theoretical relating to the subject matter were reviewed to form the basis for the study. The study is therefore an empirical study conducted in a field setting with specific focus on staff of AMA.

In trying to achieve the objectives of the study, both qualitative and quantitative methods were employed. The quantitative method employed the computation of mean for each of the marketing orientation elements. Data was collected through questionnaire from 100 employees of Accra Metropolitan Assembly (AMA) using purposive sampling. The questionnaires were pre-tested to ensure validity. Data was analyzed using the Statistical Package for the Social Sciences (SPSS) and Microsoft Excel, and results presented by the use of tables and charts.

5.2 Conclusion

The results of the study as presented in section four reveals a number of interesting finding. To begin with, the demographic result showed that more females participated than males, that is 59% and 41% for females and males respectively. It also revealed that majority of the staff of AMA (75%) have completed tertiary education with the remaining 25% also having completed senior high school.

The results of the findings indicated that all of the staff included in the study believed that AMA practice market orientation. However, an interesting trend emerged when the study went further into specifics on the elements in the market orientation. It came out that in almost all the statements, majority of the staff could neither agree nor disagree with the statements. This was evidence on the basis that in almost the statements majority of the staff were neutral and as such giving a course to concern.

Moreover, the mean score computed for each of the elements showed that customer orientation received the lower of 2.8 on a five point scale. This shows the level of weakness in the assembly towards customers. Corporate social responsibility recorded the highest of 3.09 which is probably due to the fact that as public institution, it has sought the welfare of the people. But even that the figure is still not strong. In general, market orientation recorded a mean of 2.99 which is not strong. The results therefore suggest that market orientation practice by AMA is not strong.

5.3 Recommendations

In view of the above findings, the study would like to make the following recommendations;

Authorities in charge of the assembly need to intensify training of staff on customer orientation. This owing to the fact the AMA is a key public institution in the country and the biggest among all Metropolitan Assemblies in the country. As such the other assemblies may be looking up to them for inspiration. How they deal with the public which happens to be their customers will have effect on how the public view the government in power. It is therefore important that they improve on their attitude towards the visitors to the assembly. Staff must approach customers with business mindset and attitude.

The assembly must also work hard toward improving on intra-functional orientation. This can be done by organizing regular meetings among different departments unit. In such meetings, those in authority must let the staff know how important it is to work together to improve the performance of the assembly.

5.4 Limitations of the study

The limitations of this study concern potential bias in the sample population and sample size, research design, methodology, and the measures used. The limitations of this study should be kept in mind when interpreting the findings. There were 100 respondents to the survey which were selected from only one public institution. Although this sample size is adequate, larger sample will provide confidence in the results and option to use more sophisticated data analysis techniques such as structural equation modeling. Another limitation of this study is that it was self-administered. Respondents could give “wrong” answers without anyone noticing. Again it would have been better if more institutions have been included

Despite the limitations, this study has given an overview of the level of market orientation in public institutions particularly AMA. Therefore we can conclude that this study contributes to the literature of market orientation by adding empirical evidence from public institution.

5.5 Further Studies

Since key limitations of this study borders on the limited number of public institutions included and the sample size used, further studies can be conducted by including more institutions and expanding the sample size. In addition, it will be a useful exercise to conduct further on the influence market orientation on performance of public institutions in Ghana.

Reference

[1] W.E., Baker, & J.M. Sinkula,. “Learning Orientation, Market Orientation, and Innovation: Integrating and Extending Models of Organizational Performance”. *Journal of Marketing Focused Management*, Vol.4, pp. 295-308. Jan. 2005

- [2] A.K., Kohli, & B.J., Jaworski,. “Market orientation: the construct, research propositions, and managerial implications”, *Journal of Marketing* Vol. 54(2): pp. 1–18. March. 1990.
- [3] J.C., Narver, & S.F., Slater,. “The effect of a market orientation on business profitability”, *Journal of Marketing* 54(4): pp. 20–35, June 1990
- [4] A.,DiAMAntopoulos, & S., Hart. “Linking Market Orientation and Company Performance: Preliminary Work on Kohli and Jawoski’s Framework”, *Journal of Strategic Marketing*,Vol. 1, pp. 93-122. December.1993.
- [5] B.J., Jaworski, & A.K., Kohli. “Market orientation: antecedents and consequences”, *Journal of Marketing* 57(3): pp. 53–70. Feb.1993.
- [6] A., Cervera, A. Molla, & M., Sa´nchez. “Antecedents and consequences of market orientation in public organizations”, *European Journal of Marketing*, Vol. 35 Nos 11/12, pp. 12, 59-88. Jan. 2001.
- [7] R.F., Hurley, & G.T.M., Hult,. “Innovation, market orientation, and organizational learning: an integration and empirical examination”, *Journal of Marketing* 62(3): 42–54. 1998
- [8] C. P., McNamara. “The Present Status of the Marketing Concept”, *Journal of Marketing*, Vol.36, pp. 50-57. January. 1972.
- [9] S.F., Slater, & J.C., Narver. “Does competitive environment moderate the market orientation–performance relationship?” *Journal of Marketing* 58(1): 46–55. 1994.
- [10] J.W., Cadogan, & A., Diamontopoulos,. “Market orientation construct: integration and internationalization”, *Journal of Strategic Marketing*, Vol. 3 No. 1, pp. 41-60. 1995
- [11] R. Deshpande, F. E., Webster Jr. “Organizational culture and marketing: defining the research agenda.” Vol. 53 pp. 3–15. January 1989.
- [12] A.K., Kohli, B.J., Jaworski, & A., Kumar, MARKOR: “A measurement of market orientation”, *Journal of Marketing Research*, Vol. XXX, November, pp. 467-77. 1993.
- [13] A. M., Pelham. “Market orientation and performance: the moderating effects of product and customer differentiation”, *Journal of Business & Industrial Marketing* Volume 12 Number 5 pp. 276-296, 1997.
- [14] E., Oczkowski, & M.A., Farrell. “Discriminating between measurement scales using non-nested tests and two-stage least squares estimators: The case of market orientation”. *International Journal of Research in Marketing*, 15, 349–366. 1998.
- [15] B., Jaworski, A.K., Kohli, & A., Sahay. “Market driven versus driving markets, *Journal of the Academy of Marketing Science*”, Vol. 28 No. 1, pp. 45-54. 2000
- [16] G. T., Helfert, Ritter, & A., Walter. “Redefining market orientation from a relationship perspective: theoretical consideration and empirical results”, *European Journal of Marketing*, Vol. 36 Nos 9/10, pp. 1119-39, 2002.
- [17] J.V., Hemsley-Brown, & I., Oplatka. “Market orientation in HE institutions: development of a pilot instrument”, paper presented at the Academy of Marketing (SIG) Higher Education Marketing Conference, Eo˝tvo˝s Lora˝nd University, Budapest, 4-6 April. 2007
- [18] R., Desphandé. “Developing a Market Orientation. Thousand Oaks”, CA: *Sage Publications*. 1999.
- [19] Webster Jr. “Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrant Analysis”, *Journal of Marketing*, 57, pp. 23–27. January, 1993.

- [20] C., Homburg, & C., Pflesser. A Multiple- Layer Model of Market Oriented Organizational Culture: Measurement Issues and Performance Outcomes, *Journal of Marketing Research*, Vol. 37, pp. 449–62, November, 2000.
- [21] R. Deshpande, J.U. Farley, & F., Webster Jr., “Corporate culture, customer orientation, and innovativeness in Japanese firms: a quadrad analysis”, *Journal of Marketing* Vol. 57(1): pp. 23–37 August, 1993
- [22] G. S., Day. “Creating a Market-Driven Organization”, *Sloan Management Review*, 41 (1), 11–22. 1999a
- [23] E. H., Schein. *The Corporate Culture Survival Guide*. San Francisco: *Jossey-Bass*. 1999.
- [24] B., Schneider, A. P., Brief, & A. R., Guzzo. “Creating a Climate and Culture for Sustainable Organizational Change”, *Organizational Dynamics*, 24 (4), 7–19. 1996.
- [25] B. M., Bass., *Bass and Stogdill’s Handbook of Leadership*. New York: *The Free Press*. 1990
- [26] P., Bate. *Strategies for Cultural Change*. Oxford, UK: *Butterworth-Heinemann*. 1994
- [27] R. J., House, & M. P., Podsakof. *Leadership Effectiveness: Past Perspectives and Future Directions for Research*, in *Organizational Behavior: The State of the Science*, Jerald Greenberg, ed. Hillsdale, NJ: *Lawrence Erlbaum Associates*, 45–82. 1994.
- [28] P. M., Senge. *The Fifth Discipline*. New York: *Doubleday* .1990.
- [29] G. S. Day. “The Capabilities of Market-Driven Organizations”, *Journal of Marketing*, Vol.58, pp.37-52, October.1994.
- [30] S. Slater, & J. C. Narver. “Market Orientation and the Learning Organization”, *Journal of Marketing*, Vol. 59, pp.162-167, July.1995.
- [31] F. E., Webster Jr. The rediscovery of the marketing concept. *Bus Horiz* 29b– 39b 31 (May–June 1988)
- [32] J. R., Hackman,. *The Design of Work Teams*, in *Handbook of Organizational Behavior*, Jay W. Lorsch, ed. Englewood Cliffs, NJ: *Prentice Hall*, 315–42. 1987
- [33] M. B., Pinto, K. J., Pinto, & E. J., John Prescott. Antecedents and Consequences of Project Team Cross-Functional Cooperation, *Management Science*, 39 (10), 1281–97. 1993.
- [34] S., Rathnam, V., Mahajan and, A. B., Whinston. “Facilitating Coordination in Customer Support Teams: A Framework and Its Implications for the Design of Information Technology”, *Management Science*, 41 (12), 1900–1921. 1995
- [35] M., Beer, & N., Nohria. “Cracking the Code of Change”, *Harvard Business Review*, 78, pp. 133–41. June. 2000
- [36] L. G., Bolman, & E. D., Terrence. *Reframing Organizations*, San Francisco: *Jossey-Bass*. 1997.
- [37] D. L., Bowen,. *Managing Conflict Among Groups*, in *The Organizational Behavior Reader*, David A. Kolb, Joyce S. Osland, and Irwin M. Rubin, eds. Englewood Cliffs, NJ: *Prentice Hall*. 1995.
- [38] V. A., Zeithaml, L. L., Berry, & A. A., ParasurAMAn, communication and control processes in the delivery of service quality. *J. Mark* ;52 (April):35– 48. (1988).
- [39] J. C., Narver, S. F. Slater, & B. Tietje. “Creating a Market Orientation”. *Journal of Market Focused Management*, 2, 241-255. 1998.
- [40] D. O., McKee, P.R. Varadarajan, & W. M., Pride. “Strategic Adaptability and Firm Performance: A Market-Contingent Perspective”, *Journal of Marketing*, 53 (3), 21-35. 1989.
- [41] R. W., Ruekert. “Developing a Marketing Orientation: An Organizational Strategy Perspective”, *International Journal of Research in Marketing* 9: 225-245. 1992.

- [42] M. L., Bell, & C.W., Emory. "The Faltering Marketing Concept", *Journal of Marketing*, 35, pp. 37–42. October .1971
- [43] W. D., Perreault Jr & E., McCarthy. *Essentials of Marketing*, Irwin. 1997.
- [44] C., Harris Lloyd & E., Ogbonna. "Leadership style and market orientation: an empirical study", *European Journal of Marketing* Volume 35 Number 5/6 pp. 744-764. 2001.
- [45] G.S. Day, & R., Wensley. "Marketing theory with a strategic orientation", *Journal of Marketing*, Vol. 47, pp. 79-89. Fall 1983
- [46] S., Jagdish . "Research in Consumer Behavior: A Research Annual, *Hardcover Editions* (Jai Pr, August 1, 1985)
- [47] E. E., Messikomer. "Marketing changes the corporate culture – a company study", *Journal of Business and industrial marketing*, 2, 4, 53-58. 1987
- [48] M.L., Perry & A.T. Shao. "Market orientation and incumbent performance in dynamic markets". *European Journal of Marketing*, Vol. 36 Nos 9/10, pp. 1140-53. 2002
- [49] K. Appiah-Adu. & S., Singh. "Customer orientation and performance: a study of SMEs", *Management Decision* Volume 36 Number 6 , pp. 385-394. 1998.