

**SERVICE MARKETING MIX ELEMENTS AND ORGANIZATIONAL PERFORMANCE: A
STUDY OF GENERAL SERVICES DEPARTMENT, FEDERAL MINISTRY OF EDUCATION
PHASE LLL FEDERAL SECRETARIAT COMPLEX, ABUJA – NIGERIA**

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ABSTRACT

The objective of this study was to examine the effect of service marketing mix elements on organizational performance with a particular reference to General Services Department, Federal Ministry of Education Phase III Federal Secretariat Complex, Abuja – Nigeria. The study developed a conceptual framework that indicates dimensions and measures variables. The study adopted survey research method and explanatory type. The population of study was (50) respondents (staff) of the department, Taro Yemene statistical method was used to determine the sample size of (44) respondents, primary data was used and, linear regression analysis was adopted to test the hypotheses. The study findings established that, there is significant positive effect between People and organizational performance, there is significant positive effect between process and Organizational Performance and, there is significant positive effect between evidence and Organizational Performance of General Services Department, Federal Ministry of Education, Abuja – Nigeria. The study concluded that, people, process and physical evidence found significant and positive related with organizational performance of General Services Department, Federal Ministry of Education, Phase III Federal Secretariat Complex, Abuja – Nigeria. The study recommended that, General Services Department, Federal Ministry of Education and other Federal Ministries should focus more on the study dimensions with other service marketing mix elements that flow with organizational operations for daily practice and implementation for effective organizational goals.

Key words: Service Marketing Mix Elements, Organizational Performance

INTRODUCTION

Globally, service marketing practice has been implemented in many organizations to achieve its corporate objectives. Currently numerous organizations have seen the benefits and needs for adoptions of service marketing among the reputable organizations. Service marketing built relationship and value in the marketplace, with increase reputation of service in the global economy, service marketing has become an integral part of the organizational activities. Koller and Keller (2007), expressed that, service is a marketing activity offer by one party to another that is fundamentally intangible products and does not affect in the ownership of anything. Services refer to effective business plan proceedings which generates an invisible produce (Zeithaml *et al*, 2013). Service is therefore describes as deeds, processes and business performances provided by one entity or person for another entity /person (Zeithaml *et al*, 2013). According to Goi (2005), Service marketing is performance of marketing activities that involved the sales of intangible products .Goi,(2005), further explained that the principal objectives of service marketing are quality service delivery, building trust, customer satisfaction, promoting customer relationship and customer loyalty. Service marketing refers to marketing activity that involves an exchange of intangible products between the customer and a service organization (Gromroos, 1999). In the spite of Davie, (2019), service marketing possess some elements such as people, process, and physical evidence. Davie (2019), further asserted that service marketing elements are the combination of marketing activities an organization engage into promotional selling intangible service as opposed to tangible products. David (2017), opined that service marketing refer to effort to promote selling intangible products such as services rendered by lawyers , architects, insurance firms, management consultants and other service provider. Jyaraman and Wong (2008), postulated that,

service is different from product, the production and consumption of service are heterogeneity or variability, inseparability intangibility and perishability. Anjari (2022), suggested that, service marketing mix elements is the imperative variables used in positioning service to the target market to gain the attention of the target audience. Anjari (2022), further outline the following service marketing element; product, price, people, process, physical evidence, place and promotion, but people, process and physical evidence are the elements adopted by service organizations to achieve its core objectives. In word Abebe (2018), marketing mix elements are organizational pledge to exact products or services, target audience, rivalry approaches, and system of business procedure. Additionally, Abebe (2018), expressed that, organizations that tactically respond to rivalry improve their business performance and are capable to stay competitive than those firms that do not. Organizational performance is the indicators of firm's productivity or ideas of generating positive result, quality, achievement of objectives, and aspects of efficiency and effectiveness (Elena & Criveanu, 2016). According to Dragomir and Pânzaru (2014), Organizational performance shows the position of efficiency and effectiveness and attainment height during output to ensure its strong incidence in the target market. Organizational performance includes some domain of firm's outcomes such as market share, profit level, return on investment (Richard *etal.* 2015), Richard *etal.* (2015), added that organizational performance constitute the real productivity of an organization as deliberate against its plan. The General Services Department is a Department in the Federal Ministry of Education that is responsible for providing utility services, store management facility management, maintenance services, transportation administration, office allocation, security and insurance services (Federal Ministry of Education hand book/PSR, 2019). The study was to explore the effect of Marketing Mix Elements on Organizational Performance: A Study of General Services Department, Federal Ministry of Education Phase III Federal Secretariat Complex, Abuja – Nigeria.

Statement of the problem

Generally, failure or success of any business concern depend solely on how the organization understand its customers / clients desire and fulfilling their needs and wants this is as a result of effective performance of the organization. The task include identifying the specific needs and preferences of their clients and deciding on preferred products and services to satisfy the needs and desires of potential customers/clients (as represented by clients/customers). The business concern of every organization is to maximize profit and to achieve its core objectives, it is a responsibility of the manager in any articulate business organizations to strategize and implement plans that will generate revenue in the business. It is a realty that, understanding consumer's preference is significant to a successful marketing operations just as rivalry is vital at manipulating how successful business organization can be. It is also significant to observe that it is not just a problem of producing goods and services only, but to meet the customer's preferences that will satisfy the customer. Therefore, marketing mix elements are integral part of marketing practice, implementing marketing strategies go a long way in satisfying customers and yield positive result in business.

Conceptual Framework

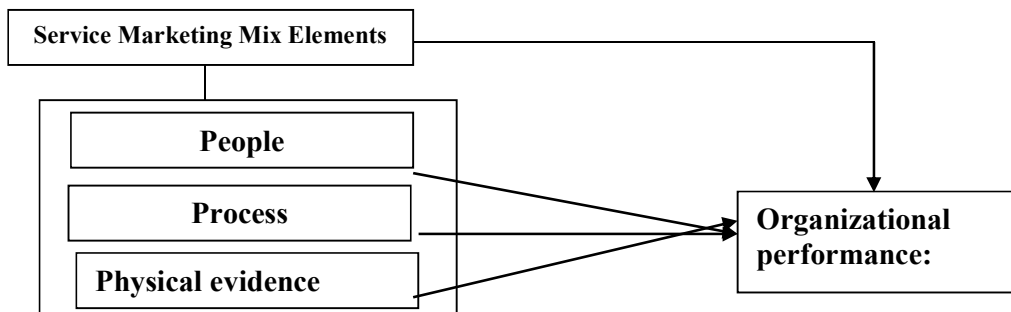


Fig 1.1: Conceptual frame work of Marketing Mix Elements and organizational performance

Source, Designed by Researcher (2023).

Objectives of the Study

The major aim of this study was to determine the nexus between Marketing Mix Elements and Organizational Performance of General Services Department, Federal Ministry of Education Phase III Federal Secretariat Complex, Abuja – Nigeria. . The specific objectives include:

1. To determine whether people have effect on Organizational Performance of General Services Department, Federal Ministry of Education, and Abuja – Nigeria.
2. To investigate whether process have effect on Organizational Performance of General Services Department, Federal Ministry of Education, and Abuja – Nigeria.
3. To assess whether physical evidence have effect on Organizational Performance of General Services Department, Federal Ministry of Education, and Abuja – Nigeria.

Research Questions

The following research questions are developed for the study:

1. What effect does people have on Organizational Performance of General Services Department, Federal Ministry of Education, and Abuja – Nigeria?
2. What is the effect of process on Organizational Performance of General Services Department, Federal Ministry of Education, and Abuja – Nigeria?
3. To what extent does physical evidence affect Organizational Performance of General Services Department, Federal Ministry of Education, and Abuja – Nigeria?

Research Hypotheses

The study research hypotheses stated thus:

Ho₁: There is no significant positive effect between people and Organizational Performance of General Services Department, Federal Ministry of Education, Abuja – Nigeria.

Ho₂: There is no significant positive effect between process and Organizational Performance of General Services Department, Federal Ministry of Education, Abuja – Nigeria.

Ho₃: There is no significant positive effect between physical evidence and Organizational Performance of General Services Department, Federal Ministry of Education, Abuja – Nigeria.

Literature Review

People:

Every Company dream and philosophy depends mostly on employee, it is the people who work and accountable in making joy and frequent customers. People in organization are the epicenters of the quality of services and need to have the best of capacities to gain customer loyalty and trust (Chowdhary2007). According to Michael and Todd (2017), define people as all human who engage in playing part in effective service delivery and thus inspiring the customer's insights: via, the organizational personnel, the customer, and other customers in the service settings. In Booms and Bitner (1981), people refer to or comprise individuals that are responsible for directly or indirectly in the business of the product or service.

Process:

In today's business environment, organizations are always in the competition to deliver quality, quick and efficient services. Efficiency and effectiveness of service delivered to the potential customer is a significant aspect of firm's service plan and need to stress on setting (Lovelock *etal*, 2001). Process refer to an indicator of succession of business activities assumed to reach the services to the customer (Wilson *etal*, 2012). Some services are very multifaceted, necessitating the customer to trail a difficult and widespread series of actions to accomplish the process. Process

entails the real system, procedures, device and flow of business activities by individual which the service is been delivered to customer at the actual period (Wilson, *et al*, 2012). The definite delivery system the customer perceived of the service will also provide customers with indication on the service provided (Lovelock, 2011). Lovelock, (2011) asserted that, Process refer to the procedure, plan and arrangement by which the customer truly receives delivery of the service.

Physical Evidence:

Frequently, in a service circumstances, the customer is present while the service is really delivered. Since the business environment in which the customer is essentially served becomes significant in a service condition, the environment comprise the physical evidence of the service. For instance, the appearance and hygienic of an eatery impact customer's awareness of the service and this institute the physical evidence of the service (Ambler, *etal*, 2004). In the spite of Goi, (2005), physical evidence constitute the setting/surrounding in which the service is delivered and where the service provider and customer interrelate, or any palpable mechanisms that enable performance or communiqué of the service. Goi, (2005), added that, physical evidence of service comprises all of the touchable depictions of the services such as flyers, letterhead, commercial cards, report formats, signage, and equipment all these comprises physical facility where the service is offered. According to (Lui *etal*, 2011), Physical Evidence refer to atmosphere of business activities and plans made up of ambient situations, three-dimensional design ,functionality, signs, symbols, artifacts including temperature, design, color, smell and sound, music.

Organizational Performance:

In marketing domain there are different meanings credited to the concept of organizational performance because of its nature. Therefore, the concept of organizational performance has expanded an increase in recent periods. Organizational performance is used to measure efficiency, effectiveness and frugalities of a firm and management of its resources, active and accurate participation of the employees in fulfilling the planned purposes of the organization (Aremu & Lawal 2012).The completion of tactical goals is attained both by detecting the plans and actions established, as well as by generating and accruing new innovation in all areas of the organization's activity. Most firms solely focus on their nexus with their customers to increase customer loyalty, satisfaction and retention by a better understanding of the customer's preferences, desire and needs (Ambler, *etal*, 2004).Organizational performance refer to an idea of achievement or efficiency of an organization (Cherrington ,989). Organizational performance is the transformation of involvements into productivities for attaining convinced consequences (Chen *et al*, 2006).

Theoretical Foundation

Socio-technical systems (STS) theory was developed by Trist and Bamfort in 1951.The theory, brings a suitable foundation to contribute in knowing effective method to impact performance. The researcher supporting the study with Socio-technical systems (STS) theory to elucidate why the exact variable influence on the organizational functioning surroundings and also organizational objectives are attainable totally with obliging optimization of its practical and communal systems The socio-technical systems theory help to give actual account for the intertwining of social and practical facets of how customers effort support in the groundwork and application phases of marketing plan.

METHODOLOGY

Research Design

The study adopted a Survey Method, the Survey method is the technique of gathering data by asking questions to people who are thought to have desired information. Surveys involve collecting information, usually from fairly large groups of people, by means of questionnaires, but other

techniques such as interviews or telephoning may also be used and explanatory research types that attempts to clarify why and how there is a relationship between two or more aspects of a situation or phenomenon.

Population of the study

Population in a research study refer to group of individual's persons, objects, or items from which samples are taken for measurement. The study population constitute (50) senior and junior staff of General Services Department, Federal Ministry of Education Phase III Federal Secretariat Complex, Abuja – Nigeria.

Sample and Sampling Technique

The researcher adopted Taro Yemene statistical method to determine the sample size. The appropriate sample size is (44) respondents and this was drawn from the population of the study.

Sources of Data

Primary data and secondary data were rummage-sale , the primary data are the comprehensive questionnaire and interview, the secondary data comprise the journal publications , bulletin, annual report publication on subject matter, textbooks etc.

Instrument for Data Collection

The instrument used for data collection for this study were comprehensive self-administered questionnaires and interview guide. The researcher distributed copies of questionnaire to the respondents and some respondents were interviewed base on the subject matter and questionnaire comprised structured, closed emend questions.

Validity of the Instrument

Validity of the instrument: refer to the degree to which the instrument measures what it is made-up to measure. The study adopted face and content validity of the instrument, the researcher expert from the field of marketing and also experts in measurement and evaluation.

Reliability of the instrument

The researcher adopted Cronbach's Alpha reliability test to found the degree to which various indicators for dormant variables are together.

Administration of the Instrument

Forty four (44) copies of the questionnaire were administered by researcher to the respondents with total of twenty four items in the questionnaire statements to provoke information for the study The instrument was divided (2) sections via; demographic variables and the predictor variable that is, the dimensions of Service Marketing Mix Elements whereas section, contain information on criterion variable that is, Organizational Performance of the study. The items of SMMEOP measured data on a 4-point likert scale questions, which range from strongly agree to strongly disagree were used (Strongly agree=1, Agree= 2, Disagree =, strongly disagree = 4). This was use to reflect the agreement of respondents on the statements posed to them in the questionnaire. Ordinal scale was applied to determine 4-point likert scale.

Methods of Data Analysis

Linear regression analysis was adopted to observe the effect of Service Marketing Mix Elements and Organizational Performance: with the moderation impart from the respondent's demographic.

$$Y = a + bX_1 + cX_2 + dX_3 + \epsilon$$

Where:

- Y – Dependent variable
- X_1, X_2, X_3 – Independent (explanatory) variables
- a – Intercept
- b, c, d – Slopes
- ϵ – Residual (error)

Data Presentation

This section instigates with the presentation of the results of data analysis. As part of data collection efforts, the scholar designed and distributed a questionnaire comprising of (24} items, which were given to forty four (44) respondents in the study area. Thirty-six (36) copies were retrieved and found suitable for analysis. The first part of the section presented respondent's socio-demographic characteristics (Table 4.1) followed by presentation of each of the research questions.

Data Analysis and Results

Data collected were analyzed in descriptive statistics - tables and percentage for respondents' demographics, and inferential statistics. The study adopted regression analysis for the purpose of finding out the correlation amongst variables.

Demographic Analysis

Respondents' Demographic Data

Age bracket	Frequency	Percentage
20 -25 years	9	25
25 -30 years	11	31
35- 40 years	16	44
Total	36	100

Table 1: Distribution of Respondents by Age bracket.

The above table indicates that 36 respondents representing 9 (25%) are within the age bracket of 20 -25 years; 11 respondents representing 31% are within the age bracket of 25 -30 years; while 16 respondents representing 44% are within the age bracket of 35- 40 years .This shows that the staff who has 35- 40 years age bracket are greater in number.

Respondents' Demographic Data

Cadre/position	Frequency	Percentage
Directors level	2	7
Admin.	20	55
Others	14	38
Total	36	100

Table 2: Distribution of Respondents by cadre/position.

The above table indicates that 36 respondents representing 2(7%) are in level of Director; respondents representing 20(55%) Administrative level, while 14(38%) other level .This shows that the staff who falls within level of Administrative have greater in number.

Respondents' Demographic Data

Marital Status	Frequency	Percentage
Widowed	3	8
Divorced	5	14
Married	15	42
Single	13	36
Total	6	100

Table 3: Distribution of Respondents by Marital Status.

The above table indicates that 36 respondents representing 3(8%) are Widowed; 5(14%) are Divorced; 15(42%) are Married; while representing 13(36%) are Single. This shows that the staff who married have greater in number.

Respondents' Demographic Data

Qualification	Frequency	Percentage
FSLC	2	7
WAEC	5	14
NCE/OND	9	25
HND/B.SC	12	33
M.sc/MBA	7	19
PhD	1	2
Total	36	10

Table 4 Distribution of Respondents by Educational Attainment and qualification.

The above table indicates that, all the respondents possess certificate different levels such as FSLC, WAEC NCE/OND, HND/B.SC, M.sc/MBA and PhD certificate but the , the highest in number is HND/B.SC holders representing, 33% seconded by holders of NCE/OND .

Gender	Frequency	Percentage
Male	16	45
Female	20	55
Total	36	100

Table5: Distribution of Respondents by cadre/position.

The above table indicates that 36 respondents representing 16(45%) are male while 20(55%) are female .This shows that the female staff have greater in number.

Respondents' Demographic Data

Income level	Frequency	Percentage
30,000 - 40,000	5	14
60,000 – 80,000	21	58
100 ,000- above	10	28
Total	36	100

Table 6: Distribution of Respondents income level.

The above table indicates that 36 respondents representing 5(14%) earned 30,000 - 40,000; 21(58%) earned 60,000 – 80,000; while 10 (28%) earned 100, 000- above. This shows that the staff who earned 100, 000- above are greater in number.

Respondents' Demographic Data

Unit level	Frequency	Percentage
Building	12	33
Electrical	17	47
Store	4	11
Transportation	3	8
Total	36	100

Table 7: Distribution of Respondents by unit level.

The above table shows that building 12 respondents representing 33%; electrical 17 respondents representing 47%; store 4 respondents representing 11% while 3 transportation respondents representing 8%. The result indicates that respondents within the building have the greater number.

Respondents' Demographic Data

Duration of service	Frequency	Percentage
Less than a years	9	25
1 - 2 years	11	31
Three years above	16	44
Total	36	100

Table 8: Distribution of Respondents by duration of services.

From the above table, 36 respondents representing 9(25%) has served for Less than a year; 11(31%) has served 1 - 2 years while 16 (44%) has served for three years above. This means that greater in number has served in the Department and three years above

Test of hypotheses

The following hypotheses were tested to determine the relationship exist between predictor and creation variables.

Test of hypothesis 1

Ho₁: There is no significant positive effect between people and Organizational Performance of General Services Department, Federal Ministry of Education, Abuja – Nigeria.

Table 9: linear regression on effect between People and organizational performance.

Variable	Coefficient	t	Std. Error	t-Statistic	Prob.
C	2.783866		0.227049	12.26110	0.0000
People	0.081216		0.074795	1.085850	0.2784
R-squared	0.003851	Mean dependent var		3.028664	
Adjusted R-squared	0.000585	S.D. dependent var		0.472211	
S.E. of regression	0.472072	Akaike info criterion		1.343125	
Sum squared resid	67.96999	Schwarz criterion		1.367404	
Log likelihood	-204.1697	Hannan-Quinn criter.		1.352834	

F-statistic 1.17 Durbin-Watson stat 2.289487
Prob(F-statistic) 0.007843

Source: Research Data, 2023 SPSS output,

The result from table 9 shows the linear regression analysis on the effect between People and organizational performance of General Services Department, Federal Ministry of Education, Abuja – Nigeria, but weak (Beta=0.081). The result shows that, there is significant positive effect between People and organizational performance of General Services Department, Federal Ministry of Education, Abuja – Nigeria (F=1.17, prob=0.007). The null hypothesis one was rejected at .05 alpha level of significant.

Test of hypothesis 2

Ho₂: There is no significant positive effect between process and Organizational Performance of General Services Department, Federal Ministry of Education, Abuja – Nigeria.

Table 10: linear regression on the effect between Process and organizational performance.

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.759121	0.260809	14.41332	0.0000
Process	-0.233858	0.085916	-2.721927	0.0069
R-squared	0.023715	Mean dependent var	3.054235	
Adjusted R-squared	0.020514	S.D. dependent var	0.547915	
S.E. of regression	0.542266	Akaike info criterion	1.620372	
Sum squared resid	89.68590	Schwarz criterion	1.644651	
Log likelihood	-246.7271	Hannan-Quinn criter.	1.630081	
F-statistic	7.408887	Durbin-Watson stat	1.993748	
Prob(F-statistic)	0.006863			

Source: Research Data, 2023 SPSS output,

The result from Table 10 shows that there was a strong and inverse on the effect between process and organizational performance of General Services Department, Federal Ministry of Education, and Abuja – Nigeria. (Beta=-0.233). The result shows that there is significant positive effect between process and Organizational Performance of General Services Department, Federal Ministry of Education, Abuja – Nigeria. (F=7.408, prob=0.006). The null hypothesis two was rejected at .05 alpha level.

Test of hypothesis 3

Ho₃: There is no significant positive effect between physical evidence and Organizational Performance of General Services Department, Federal Ministry of Education, Abuja – Nigeria.

Table 11: linear regression on the effect between Process and organizational performance.

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.794396	0.244844	15.49720	0.0000

Physical evidence	-0.250845	0.080657	-3.110022	0.0020
R-squared	0.030737	Mean dependent var	3.038306	
Adjusted R-squared	0.027560	S.D. dependent var	0.516235	
S.E. of regression	0.509072	Akaike info criterion	1.494039	
Sum squared resid	79.04212	Schwarz criterion	1.518319	
Log likelihood	-227.3351	Hannan-Quinn criter.	1.503748	
F-statistic	9.672235	Durbin-Watson stat	2.124812	
Prob(F-statistic)	0.002047			

Source: Research Data, 2023 SPSS output,

The result from Table 11 shows that there was a strong and inverse effect between physical evidence and organizational performance of General Services Department, Federal Ministry of Education, and Abuja – Nigeria. (Beta=-0.250). The result shows that there is significant positive effect between evidence and Organizational Performance of General Services Department, Federal Ministry of Education, Abuja – Nigeria. (F=9.672 ,prob=0.002). The null hypothesis three was rejected at .05 alpha level.

Discussion of findings

The result from linear regression analysis on hypothesis one indicated that there is significant positive effect between People and organizational performance of General Services Department, Federal Ministry of Education, Abuja – Nigeria (F=1.17, prob=0.007). The null hypothesis one was rejected at .05 alpha level of significant. The result shows that there is significant positive effect between process and Organizational Performance of General Services Department, Federal Ministry of Education, Abuja – Nigeria. (F=7.408, prob=0.006). The null hypothesis two was rejected at .05 alpha level and the result shows that there is significant positive effect between evidence and Organizational Performance of General Services Department, Federal Ministry of Education, Abuja – Nigeria. (F=9.672, prob=0.002).The null hypothesis three was rejected at .05 alpha level.

CONCLUSION

Based on the findings arising from the analyses of data and subsequent hypotheses tested for the study, the following conclusions are drawn on Service Marketing Mix Elements and Organizational Performance: a Study of General Services Department, Federal Ministry of Education, Phase III Federal Secretariat Complex, Abuja – Nigeria. In this context of the study, people, process and physical evidence found significant and positive related with organizational performance of General Services Department, Federal Ministry of Education, Phase III Federal Secretariat Complex, Abuja – Nigeria. The relationship between Service marketing mix elements, people (F=1.17, prob=0.007), process (F=7.408, prob=0.006) physical evidence. (F=9.672, prob=0.002) and organizational performance of General Services Department, Federal Ministry of Education, .the independent variable jointly explained variation of organizational performance.

RECOMMENDATION

General Department, Federal Ministry of Education and other Federal Ministries should focus more on the study dimension with other service marketing mix elements that flow with organizational operations for daily practice and implementation for effective organizational goal attainments .

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SECTION A

Please respond to this Section Appropriately General Questions by ticking.

- (1) How old are you?
(a) 20 -25 years (b) 25-30 years (c) 35- 40 years
- 2) Nature and present office/position
(a) Director level (b) Admin (c) Others
- 3) What is your marital status?
(a) Single (b) married (c) divorced (d) widowed
- 4) Educational attainment
(a)FSLC (b) WAEC (c) NCE/ ND/Bed (d) B. SC HND (e) MBA/M.Sc. (g) PhD
- 5) Gender: (M/F)
- 6) Income level: (a) 30, 000 - 40, 000(b) 60,000 – 80,000(c) 100, 000- above
- 7) What is name of your unit?
(a) Building (b) Electrical (c) Store (d) Transportation (e) Security (f) Others
- 8) How long have you served in the Unit/Department?
(a) Less than a year (b) 1 - 2 years (c) three years (e) above
- 9) Does the unit meet your needs?
a) Perfectly (b) satisfactory (c) unsatisfactory (d) moderate

SECTION B
QUESTIONNAIRES FOR RESEARCH ON SERVICE MARKETING MIX ELEMENTS
AND ORGANIZATIONAL PERFORMANCE: A STUDY OF GENERAL SERVICES
DEPARTMENT, FEDERAL MINISTRY OF EDUCATION, PHASE III SECRETARIAT COMPLEX
ABUJA - NIGERIA.

SA=Strongly Agree, A=Agree, D=Disagree and SD=Strongly Disagree
Please tick and indicate appropriately response from strongly agree to strongly disagree

S/N	ITEMS	SA 4	A 3	D 2	SD 1
	PEOPLE				
1	General Service Department involved with different level people.				
2	The people's effort determines the Departmental objectives.				
3	Skill and knowledge relative to the provision of Service.				
4	Service personnel must also have an aptitude for inter personnel communication.				
	PROCESS				
5	Process is the step of producing and deliver the product and services.				
6	Process refer to the system an organization implement in order to facilitate the delivery of services.				
7	Efficient and effective process allows service delivery personnel to anticipate client need.				
8	Service delivery process can improve client satisfaction.				
	PHYSICAL EVIDENCE				
9	Service delivery is physical element of the service environment.				
10	Physical evidence of service delivery attracted client.				
11	Physical evidence of service delivery influence client positively.				
12	Physical evidence of service delivery influence client adversely.				

KEY NOTE:

SA = Strongly Agree

A = Agree

D = Disagree

SD = Strongly Disagree