



Universitetet
i Stavanger

**THE CONCEPT OF CUSTOMER /CLIENT PERCEPTION AND SATISFACTION IN PUBLIC
SERVICE:**

**THE EXTENT TO WHICH PARENTS OF CHILDREN WITH FUNCTIONAL DISABILITIES
ARE SATISFIED AND PERCEIVE THE SERVICES THEIR CHILDREN RECEIVE FROM
SANDNES MUNICIPALITY, AND HOW THIS SERVICE PROVISION REFLECT A SELLER-
CUSTOMER CONCEPT**

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Overview of the thesis

In chapter one a brief description of leisure activities in the study , information about Sandnes municipality, significance of the study. In this same chapter justification as to Why parents are to be studied/interviewed instead of children with functional disabilities. The chapter also cover motivation, challenges, the global historical perspective of people with functional disabilities, approaches to disability and the background history of people with disabilities in Norway.

Chapter two consists of literature review. Concepts like customer, service, customer satisfaction and customer perception, Serqual model and Justice theory are also presented in this chapter.

Chapter three presents research methods which were used in the study, scope of the study, short description of the interviewees. Customer expectations in service delivery is presented and parents` expectations before their children begun to use assistance leisure time.

In chapter four research findings are presented and discussed simultaneously. Different types of justices are discussed relating them to the study. Gender concept, professionalism, clients` opinions are presented. Respondent`s understanding of customer concept is presented. In this same chapter a comparison between customer handling in leisure department and customer handling in profit oriented firms is discussed. Customers satisfaction is presented, employees or service providers contributions to customers satisfaction and limitations of the study.

In chapter five discusses the justice theory`s applicability to the study, presents respondents opinions, respondents` perception of customer concept, professionalism of service, comparison between customer handling in leisure department and customer handling in profit oriented firms, respondents` satisfaction, employees contribution to customer satisfaction and limitations of the study are also covered in this chapter.

Chapter six continues with the discussion of findings. The theoretical relevance and Serqual model to is also discussed. Reliability and validity of the study are also justified.

Chapter seven gives an outline of findings or summary of all the results of the study with concluding remarks.

INTRODUCTION : STATEMENT OF THE PROBLEM

The concept of customer/ client perception and satisfaction in public service: The extent to which customers of leisure department(parents of children with functional disability) are satisfied and perceive the services they receive from Sandnes municipality and how this service provision reflect a seller-customer concept.

Parents of children who have functional disabilities in Sandnes municipality apply for assistance leisure time for their children from the municipality. Parents who get the offer from the municipality send their children to municipality's leisure department centres. In this department children with functional disabilities participate in different leisure activities under the watch of contact persons. The municipality give between two to two and half hours week to these children. Functional disabled children are supposed to start when they are ten years old. This offer is free of charge. The activities which they can participate in include, tours nature walk, dancing, indoor playing, canoeing, drama, music and theatre , watching films and bowling.

This study is interested in finding out how the extent to which parents of children with functional disability are satisfied with services which their children get. The researcher is also interested in finding the perception of these parents towards these services. At the same time the study want to find out whether the parents whose children receive leisure services are regarded as customers or mere users of municipal leisure services.

Client perception is the individual assessment of the services which customers receive. Client perception of services is a very vital issue in service delivery. Client perception of services is a very vital issue in service delivery. Finding out clients` views is important to service providers. When customers` perceptions are gathered, they gives or shows whether the clients are satisfied or dissatisfied with the service they receive. Some writers use the word client perception synonymous with customer satisfaction. Private organisations especially profit making firms are much more interested in getting the feed back from the clients or customers. Such companies use the feedback on how clients perceive the

services to improve their service delivery. With feedback from customers, companies can improve or rectify their mistakes in order to increase their quality of service delivery, efficiency hence achieving higher profit. In public organisations where the goal of service delivery is not so much in profit making, customer satisfaction or perception is not always a very vital issue or priority. This is what inspired me to undertake a study of client perception and satisfaction in local government department particularly in Sandnes municipality. The study will investigate to see whether public organisation's clients are regarded as customers in public service and at the same time investigate the extent of customer satisfaction of these customers.

MOTIVATION

My motivation to write on this particular topic based on the following reasons.

First of all, in my working experience I have noted with great concern that the concept of customer care and treatment is low in public or government agencies as compared to the way customers are treated in private sector. This particular issue motivated me find out whether worker in government or local governments departments really see and treat their clients as mere users of facilities or they see them as customers who need special care.

More still I have worked with children before and in particularly those with functional disability. Parents of such children are some times nervous about their children's activities. The perception and satisfaction of those parents about the services given to their children is the catalyst for me to write on this particular topic. The parental aspect of their perceived notion of service is therefore a relevant motivator for this study. Lack of enough study on the area of satisfaction among the disabled children's services motivated the researcher.

In addition the topic of customer satisfaction and perception particularly in public service has not been researched on much. Most of the research in satisfaction is done in marketing and business but not in public or government department.

CHALLENGES OF THE STUDY

The first challenge was the unnecessary delay to begin data collection. Though the researcher prepared himself early to undertake research interviews, this was not possible as was planned. The researcher agreed with the leadership of leisure department in Sandnes municipality to undertake a study of their customer's satisfaction and perception.

Unfortunately on the onset of the study in November the researcher contacted the municipality office which was supposed to assist with an introductory letter for introducing him to the customers. At this point the researcher was told the overall leader who was supposed to release such a letter was on holiday. That made every thing to come on standstill until the leader came back.

Though the department's responsible leader had promised two months earlier to write to a letter, there was again a delay whilst consultations with the municipality's lawyers took place, an evaluation of whether it is allowed to give a letter introducing researcher to the clients. The researcher had to wait for the lawyer's answer for another period. When finally the lawyer agreed, the leader wrote informatry letters to the clients asking them to participate in the study. However the names of the receivers were never revealed to the researcher¹. The letter was footnoted that it was the clients themselves to contact the researcher. At the same time clients were informed that there could not be any reminder to them. This put the researcher in difficult situation for a period of one more month.

Further still the fact that the research was only targeting customers satisfaction and only secondary customers were interview is a challenge. The researcher considers children with functional disability as the primary customers and their parents as secondary customers.² Therefore using only data from secondary customers is a challenge. However one needs to know that some of these children cannot talk while others have difficulties to understand the study. This challenge was beyond the researcher's control.

More still another challenge was the failure to get gender -balanced views from the respondent. As explained in section about respondents, one realises that there are more female respondents compared to men who are only three. The researcher was so much interested in getting a gender balance number but he failed due to men`s claim that they are very busy. As a result very few participated in the study.

In addition another major challenge is the fact that the sample/people being studied are psychologically affected due to the disability situations which their children go through. Many confessed that they have almost no time for other things. They spend most of the time attending to their disabled child, while others do not want to discuss anything relating to their disabled children.

¹ A copy of this letter ia indicated in at the back as an attachment.

² The researcher regard children who the direct client as the primary customers and their parent as indirect customers since they are not the ones who receive the leisure services directly.

Last but not least the researcher had targeted to interview between twenty and thirty respondents but due to the bureaucratic tendencies in public offices plus the labour policy of confidentiality it was difficult to access all the hoped for these respondents. This was due to the fact that municipality adamantly refused reveal the names and contacts of its customers to the researcher. Confidentiality is paramount, and details of clients are withheld s standard practice.

Finding the respondents by the researcher himself was something which proved to be very difficult though the researcher did his level best.

The municipality's refused to reveal to the researcher the names of the parents whose children use leisure activities. Municipality leadership cited the policy of confidentiality and privacy hence refusing to give the names of their clients to the researcher. This made the research difficult since the researcher had to find out by himself who the clients were.

Brief description of municipality's assisting leisure activities in the study

Parent of children with functional disability in Sandnes municipality receive free leisure services from the municipality. This leisure time (tilrettelagtfritid) has been translated to English by the researcher as assisting or assistance leisure time³. The researcher is also using the word organised leisure time synonymous with assisting leisure time. It is referred to as assistance leisure time because during the leisure time participants are assisted to feel that they are in community as other able bodied people and to have self-esteem. Under this arrangement parents with children who have functional disabilities apply for assistance/organised leisure activities. Those who get approved by the municipality receive leisure activity offer. The children who get this leisure offer are those who have mental retardation, and psychiatric problem, ADHD and Down syndrome. Each child gets between two to two and half hours leisure activities a week. Children who approved by the municipality to get this offer receive contact persons or person each. It is this contact person who have the responsibility to follow up the child and take him /her through the different activities as per the activity plan. These activities are what are referred to as organised/assistance leisure

³ The word tilrettelagte fritid has been translated to English by the researcher as assisting leisure time. The translation may be accurate however the researcher has used it through out the study. The researcher thinks that this translation suits the context and the meaning because this leisure time is meant to assist these functional disabled children. It should be noted that some writers have translated tilrettelagte fritid as ``normalisation`` the researcher do not agree with this translation

activities (tilrettelagte fritid) The main objectives of such activities is to make the children feel that they have a sense of belonging.

1.To adopt cultural and leisure activities and provide support and motivation to such children.

2. To assist in such a way that the individual children feels a sense of community or fellowship.

3.To assist in cultural and leisure activities to suit the individual's premise

About Sandnes municipality

Sandnes municipality is one of the fastest growing municipalities in Norway. It was declared as an independent municipality in 1860. Currently the municipality has the seventh largest city in the country. Geographically it is ranked among the ten large municipalities in Norway in position eight. It's geographically located adjacent to the oil- region of Stavanger. The municipality is in Rogaland County. The municipality has a population of approximately 70000 inhabitants. Historically the municipality has been an industrial one, with specialisation in bicycle production. It is mostly well-known for agricultural products in Norway as the surrounding land has large expanses of flat areas which have been cleared of stone revealing good soil . The motto for the municipality is summed up in three words; healthy, courageous and breadth or enough place for all.⁴ Politically the municipality has all people of different political groupings and ideologies who live harmonious along side each other in spite of their ideological differences. Recently the municipality begun to experienced an influx of foreigners who come to seek asylum, to reunite with their families and labour immigrants.

The Coat-of- arms for the municipality is a piece of pottery which symbolises the cuckoo-bird (Sandnes gauker). It is worth to note that pottery was vital industry in the 18 century in Sandnes municipality due to extensive deposits of clay found locally.

www.sandneskommune.no

AREA OF STUDY

The study is intended to make research on whether assistance leisure department workers treat their clients as customer or mere users of assistance leisure services. The second area major area of concern in this study is the satisfaction of the customers. The study is also intended to

⁴ The values in Norwegian language are *sunn modig* and *romslig*. The writer has translated these values as healthy, courageous and spacious or accommodative to all.

find out whether parents whose children use Sandnes assistance leisure activities are satisfied with the services which their children receive. Does Seller- customer concept or spirit in service provision induces the servers to be more concerned about the customers? Do they (servers) see clients or customers as very vital for the well being and sustainability of the organisation hence trying their level best to satisfy the clients with both information, and other aspects.? By doing this are worker or servers trying to make sure that clients can come back since satisfied customers always tend to be loyal to service provider and bring more other customers. It is because of this concept of good service provision and client or customer satisfaction that the researcher think that this study is very vital not only to assisting leisure department in a way of feedback to them but an interesting study for society.

To get information how customers/ clients of assisting leisure department regard the services of leisure department, the researcher will interview parents of children with functional disability. These parents are customers of the leisure department. My interviews will focus on how they (clients) perceive the services of assistance leisure department. Here I will try to investigate using the interview guide to find out whether clients feel that they treated as customers when they go seek assistance leisure services. At the same time customer satisfaction will be investigated

In this study the researcher investigates the concept of service; how should service be in general? The researcher will also compare service literature in general with leisure department declaration about service. The researcher will read assistance leisure department's website to see what it stipulates on their understanding of service. It is from assistance leisure department's understanding of services from which the researcher will base interviews to find out whether leisure department client's perceptions are in line with good service theory.

WHY PARENTS ARE TO BE STUDIED INSTEAD OF CHILDREN

Sandnes municipality offer assisting leisure services to people with functional disabilities. These services include entertainment through music, engaging in creative activities, playing football and drama, organised and collective tours. These services are given to children from the age of ten, teenagers to nineteen. However this study will concentrate on parents of these children between 10 and 18. Here the question is: why is the study investigating parent's perception and satisfaction of municipality's services yet they are not the direct beneficiaries? The answer is that parents are the indirect or almost the direct beneficiaries of the services. Since they are the ones who deliver their children to the municipality yet such children cannot

be interviewed, parents are regarded as the customers of Sandnes municipality. There it is the parents to be interviewed in this study.

As I noted earlier, this study will be investigating the extent to which parents of children with functional disability are satisfied with services their children get.

PARENTS OF CHILDREN WHO FUNCTIONAL DISABILITIES

Many parents of children with functional disability have considerable stress. Some are depressed due to the situation they live with. This was emphasised by two municipality workers who said that parents are not easy to get for interviews because of their tight schedules and stress for their children.

Throughout the study the researcher could observe that parents were psychologically stressed. Some of them confessed themselves that they have a lot of stress due the many social demands from the children. `` I have no choice, this is what God wished for us, we have to accept it but its no easy for us as family`` one parent noted. He was referring to the difficult situation they go through because of their child's disability. M3 and his wife F7 noted ``

parents with children who have functional disability are not themselves, you will find some who are quarrelling and complaining yet other do not want to talk to anybody due to the situation they are going through``.

Here the couple was referring to their fellow parents who are experiencing agony and stress brought about by the demands which functional disabled children have. This emotional stress is also empasised by Caroline Glendinning in her book, *Unshared Care, Parents And Their Disabled Children* (1983) where she notes that the psychological and emotional stress which frequently accompanied large unpredictable changes in their child's health add much stress Glendinning (1983:52).

Background

Throughout my experience I have noticed with concern that workers in public offices that is to say government offices tend to take their clients for granted. They serve them without minding of the concept of seller customer- spirit. This could be because such workers are assured of their salary and remunerations. Clients or users of public services tend to be vulnerable since they see themselves as people who receive free services. On the other hand companies or worker who gives the same services in private sectors tend to use the spirit of seller-customer relation. As a result clients get enough information, care hence customer satisfaction

Abstract

The problem statement of this study is the extent to which customers of assistance leisure department in Sandnes municipality are satisfied and perceive the service they receive from the municipality and how this service provision reflects a seller-customer concept.

By customers of assistance leisure department, the researcher refers to parents of children with functional disabilities. It is the children who use the services but the study regards their parents as the customers as they are the main contact with the municipality. The study's main goal was to establish the extent to which parents are satisfied and the perception they have on the service which their children get. At the same time the study was interested in finding out whether these clients/ parents of leisure department are treated as customers. In other words is the concept of customer as portrayed in business term known and practiced by the public institutions like the municipality's leisure department?

The study used a qualitative approach. Face-to-face interviews were done among the respondents. The researcher used face-to-face interviews to get a chance to observe the respondents' emotions and expressions and feelings which are not easy to read from a questionnaire. Interviews were carried out and 11 parents were interviewed. These in-depth interviews were audio recorded. Justice theory and Serqual model were both used as the foundation in assessing service quality, customer satisfaction and perception. The ten dimensions of serqual model that is to say courtesy, communication tangibility accessibility understanding, competence reliability, responsiveness, security were used in measuring satisfaction.

Along side the Serqual model, justice theory was applied in conjunction with Serqual model. There are four types of justice theory that is to say interpersonal, interactive justice, procedural and informational justice all were used in the study.

At the end of the study it was established that to a great extent customers of leisure of assisting leisure department were satisfied with the services they receive and have a positive

perception about the services. The study further established that clients are treated as customers. On top this, clients are treated far better by the municipal workers than the way the customers in profit – oriented firms. The research established that clients regard emotional characteristics like empathy, responsiveness as the most important characteristics which service providers must exhibit to customers.

On the other hand the study established that one client was totally dissatisfied with the leisure services of Sandnes municipality. As a result of dissatisfaction the client had totally negative perception of assisting leisure services and the department concerned.

Besides the main findings, the research also established that customers do not know their rights, it was also established that there is general lack required information to the customers, that parent/ customers are not included in planning of activities for their children, that the municipality do not prioritise assisting leisure service leisure of functionally disabled children in its budget, that contact workers lack professional competence, that the parents/ customers are not aware of the decision making processes pertaining the leisure activities of their children and lastly the research found out that almost all contact workers are female, an indication of gender bias.

Importance /significances of the study

The main objective of this study is to find out the extent to which clients/ parents of children with functional disability are satisfied with the services they receive and the perception they have towards the public service institutions. Here assistance leisure department in Sandnes municipality will be taken as a case study from the public service sector. Since parents of children with functional disability are clients to be studied, their perception and satisfaction of services which their children receive is vital.

I believe beyond reasonable doubt that this is one of the most important studies in our society since it concerns with the issue of service and perception in a group of people with psychacal-social problems. We all seek services irrespective of our status, age and career. Service providers sometimes tend to take clients for granted. Therefore this study will investigate whether the clients feels that they are satisfied and at the same time find out whether they are treated as customers or mere users of leisure activities.

The study is interesting and informative since it will give workers both in all public services and leisure department in particular a hint on how their clients perceive their services.

Further more the study will be very important as it will be an eye opener to leaders in public service (particularly in Sandnes municipality) on how they can handle service issues and loop holes in their services in case they are there.

More still the study is very important since it will be centred on client satisfaction on municipality activities plus client perception. This will be used as a feed back to the leaders of assisting leisure department and the municipality in general.

The study will be of great importance to worker in the municipality as it will gauge them as to how their services are perceived i.e good or bad.

Last but not least, this study is extremely beneficial since it will be done on parents of children with functional disability. Their (parents) response and their psychological satisfaction/dissatisfaction of the services which their children get is vital to leisure department, the municipality and the society at large. It will also hi-light and help to see where improvement is needed.

The purposes of the study

The main purpose of the study is to find out whether the parents of children with functional disability who use assistance leisure department in Sandnes municipality are satisfied with the municipality leisure services which their children get and their perception of these services.

The second purpose of the study is to find out whether worker of leisure department treat their clients as customers or mere users.

Last but not least the study interested in finding out the perception which parents have towards the services their children receive from leisure department in Sandnes municipality.

Understanding of functional disability?

According to Kristiansen and Traustadottir in their book, *Gender and Disability Research in Nordic Countries* (2004) noted that the meaning of disability is very controversial. The two authors observes that disability in Nordic countries is understood in relation to the fundamental ideas of citizenship and quality which is the major principles and values of welfare state. The two authors further note that in 1960s a policy of normalisation was introduced in Norway. This policy was introduced as an effort to make sure citizens get welfare requirements and that human rights be inclusive to the general population including

people who were formerly discriminated like the disabled Kristiansen and Traustadottir (2004: 32). Before this policy disabled people were discriminated.

In 1967 Norwegian public policy document on the organisation of services for disabled people, normalisation was mentioned as the major principle. This policy statement aimed at recognising the rights of people with functional disability and at the same time stop discriminatory services. Under this policy it was emphasised that efforts should be put on changing the environments which hinder disabled people ; the public was discouraged from targeting disabled people but rather the environment. (Norwegian parliament/Storting melding 88. Since then this approach has been referred to as ``environmental turn`` (Kristjana and Kristiansen (2004:32).

A renowned Norwegian sociologist, Jan Tøssebro has written the common understanding of the term disability in Nordic countries. He writes about the three main approaches of the understanding of disability.

The first one is that disability is personal environment mismatch between the person's abilities and the demands in general of societal environment. This occurs when a person has limited capabilities. At the same time when the environment is not adapted to suit their abilities. Therefore a person is described as functionally disabled due to a particular limitation, sickness/ disease or impairment which makes him or her to experience hindrances in his day to day life. In summary disability is the relationship between a person and the environment plus the society in general .⁵

The second approach to understanding of functional disability is that disability is situational or contextually caused. This is due to the fact that disablement does not depend on situation or context that is to say deaf person would not be considered disabled if one speaks sign language and blind person is not disabled when speaking on telephone⁶.

The third approach of understanding functional disability is intellectual disability. According Tøssebro disability is varying. An example is that the cut off points for particular diagnosis can vary from place to place or land to land. In one country cut off points may be IQ= 50 to 80 or more, those who fall below between 0.5 and 20% may be described as intellectually disabled⁷.

General historical perspective of people with functional disabilities globally

Kristiansen and Traustadottir 2004.

⁵ Ibid p.32

⁶ Ibid p. 32

⁷ Ibid p.33

I believe it is very vital for the reader to get a global historical overview of how children with functional disabilities have been treated globally in the past centuries.

From the ancient ages and ancient Greeks civilisation ages up to the industrial revolution disabled children were seen curses or punishments. The people in the medieval ages had negative attitudes towards people with functional disabilities.

In the early ages many functionally disabled children were either abandoned, thrown away or killed. Decision on what to do with disabled children varied from society to society. In some societies decision of discarding disabled children was based on the notion of getting a strong race and people. The Greeks killed them because the society wanted to create a race which is ``perfect`` and to do away with the weak and non productive evils people. The Spartan threw the disabled children into pits⁸. Carol Robinson and Kirsten Stalker (1999: 29).

However when religions began to quote, Talmod, Koranic and Biblical teachings that children with functional disabilities have to be protected instead of being killed, the disabled children began to enjoy some protection. That meant that functional disabled children like the blind, deaf and dumb had to be spared and receive positive attention and attitude. Those who first received support were the blind because the war arrows which were used in wars could inflict blindness.

Between the fourth and fifth centuries, hospices for the blind people were opened in Syria and Caesarea. In 1260 a total of three hundred crusade fighters were placed under one roof for protection. In 1329 a hospice of hundred persons was opened in London for protection. In the 16th century there were efforts by an Italian, Geronimo Cardona to assist deaf children.

Despite all these efforts negative attitudes towards the disabled continued in the 19th century when Victor Hugo wrote a novel *Hunchback of Notre Dame* portrayed people with spinal disorders as negative. At the same time Robert Louis Stevenson's book *Treasure Island* portrayed functional disabled people as having some attachment evil and crime.

Children with learning disability problems have been viewed as possessed by devil. In the American Indian communities these children are referred to as the Children of Great Spirits (Wallin 1917).

⁸ Ibid p. 29

During the reformation period it worsened when Martin Luther and Calvin denounced people with functional disabilities referring to them as ``filled with devil``. As a result of this such people were persecuted, tortured and killed.⁹

However in the beginning of 18th century a French scientist, Itard showed success in his practical teaching of disabled children. By middle of the 19th century many laws and movements were in place to protect the functional disabled people.

To date negative attitudes towards disabled people have changed with time due to a number of factors. These include human rights, religious beliefs, medicine, philanthropy, humanity's struggle to survive, politics and laws and United nations convention on children (Robinson and Stalker 1999: 29). The last greatest persecution of the disabled was by the Nazi German and the policy of pure race 1933-1945 in which mentally handicapped were gassed.

Background of functional disability in Norway

For many years people with serious function disabilities were kept or looked after in gazetted institutions all over the country. Twenty five years back parents of children with function disabilities were encouraged by the government to solve their practical problems by sending impaired children to the gazetted institutions. By doing this parents could avoid stress as they were trying to ``forget`` the children. History about such children is full of black spots and violation of human rights.(<http://naku.no/node/153>)

However in 1991 the government closed the gazetted institutions for functional disabled children. Counties and municipalities took over the responsibilities of providing services to such children and treating them as able bodied people. It was during this period that Sandnes municipality arranged for support contact persons to people with functional disabilities. The major goal for this was to better the living conditions for people with psychrist functional disability. Municipality started with fifty support persons and fifty persons with functional disability. Since then the support staffs are now called organised/ assisting leisure contact persons. Their major work is to be develop and put in place different way for a person with functional disability to an person who suits a different leisure and entertainments offers.

Approaches to disabilities

Since the last part of 1970s disabled persons have been seen with new perspective of functional disability. This is the social model . This model is based on the foundations of the organisations which unite disabled people . In this approach functional disability is defined as

⁹ Robinson Carol and Kirsten Stalker (1999) in their book *Growing Up With Disability*, presents general global research on disabled people.

the social restrictions which are placed on persons with impairment by society. Robinson and Stalker (1995:15).

The proponents of this approach believe that people with functional disabilities are disabled due to discrimination and prejudice but not by their bodies. Proponents believe that the difficulties which functionally disabled persons face are not necessarily as a result of their impairment but are a result of society that do not address their needs both in service delivery and social organisation. Proponents of this model argue that instead of much resources in medical and psychological efforts to correct the impaired body parts also that its appropriate and vital to remove the impediments which cause difficulties for people with disabilities. Such impediments consists of discriminatory employment or welfare policies, segregated education or transport , prejudice attitudes and negative stereotypes,. (Robinson and Stalker 1999:15)

On the other hand the old medical model for functional disability see the major causes of problems faced by disabled people. The social model is based on principles of equality, inclusion and autonomy.

Service declaration of Sandnes municipality's assisting leisure time

The service declaration of leisure department include the following

To assist people with disabilities by providing them support and motivation, in such away that the individual feels a sense of belonging to the community or fellowship and to assist an individual to suit the individual`s premises. The main purpose of assisting leisure time are:

To assist participants to experience normal day –to-day life as others, to better the participant's living conditions and have proper self esteem. In 1993 Sandnes municipality put in place an organisation which give assistance to functional disability children from the age of ten and above.

Municipality begun assistance leisure time for persons with psychiatrist disability in 2002.

Assistance leisure time is vital and given out to mental retarded and psychiatrist disabilities to give good quality of life. This stimulate and inspire them, have a sense of belonging and togetherness with the rest of the community. Giving assistance leisure time is stipulated in culture and entertainment law paragraph one (1) which give them right to participate in cultural activities and experience diversity of cultural expression.

United Nations standard regulation ten(10) on culture also states that the state shall ensure that people with functional disability have to be included in different cultural/ entertainment activities like others able bodied persons. While regulation eleven of United Nations charter stipulates that the state shall ensure that people with function disability should get the same possibilities for leisure and games.

The Norwegian parliament (*stortings melding* number 48 (2002-2003) about cultural politics up to 2014. Chapter six, article 8 about culture and health states that cultural/entertainment shall be inclusive for all people with functional disability; therefore they must be assisted to be active participant.

Summary of the chapter

In concluding this chapter the following has been noted , the study had serious challenges like delay to start data collection, difficulty in getting respondents, limited number of respondents, psychological stress of the respondents, variation in dialects of Norwegian language.

Motivation to take the study the researcher's employment back ground, interest in customer satisfaction. Purposes of the study include to help the service provide to get feed back from customers and to find out whether customers are satisfied. Parents were studied instead of their children because they are the ones who own the direct service receivers. Geographical location of Sandnes municipality is presented. The national and international historical background of people with disabilities.

CHAPTER TWO: LITERATURE REVIEW

General overview of customer satisfaction and perception

Literature review tries to find out what other studies have done looking at similar or same issues. As Kerlinger 1973: 696 notes, literature review is done for the purpose of clarifying and explaining theoretical and rationale problem. Secondly it is to inform the reader of the missing gaps or studies which have not been done yet.

Since my study is concerned about client perception and customer satisfaction of the services they receive, I discuss something about service quality. Taking Hayes and Dredge's definition of service, it is the provision of right level of service to suit customer or client needs. (Hayes and Dredge 1998).

According to Haiyan Geng (2004,p.14) in his Master thesis where he quotes Cook 1992, p,24, notes that the perception of customers receive depend on their expectations.

Customer perception of the services will/may lead to satisfaction. Client's perceptions of the services they receive determines their satisfaction or dissatisfaction. As Haiyan Geng 2002. 14) notes when quoting Johnston & Clerk 2001, illustrates that satisfaction is as a result of customer's assessment of the services received basing on the comparison of his/perception of the service he has received bearing in mind his expectation before the service was delivered (Johnston & Clerk 2001).

In his book *Kunderelasjoner*, Tor Wallin Andreassen, notes that customer care is the company or organization's input to increase or to ensure that customers come back and buy again from the company. The emphasis is first put on the customers which the organisation have. Therefore good quality and customer satisfaction are the foundation in customer care. These form the basis and the foundation of customer loyalty. (Tor Wallin Andreassen 2006, 36-37) Though Andreassen writes much about customer satisfaction, he does not mention anything about customers in public organisation or non government organizations whose main interest most times is not profit making through maintaining of customers. Therefore customer satisfaction is a challenge in non profit making organizations or government

institutions whose aim is not attracting or maintaining existing customers. After all whether clients or come or not their pay or salary will be the same.

Leon G. Schiffman , Leslie Lazar Kanuk and Håvard Hansen in their book *Consumer Behaviour , A European outlook* (2012), define customer satisfaction as the individual perception or assessment of the performance of service or product in comparison to the clients earlier expectations before using the product or service. Organizations try their level best to see that their customers are satisfied with the view of retaining them. The authors also are concerned about profit making organisations. They look at the concept of customer from business perspective but not from perspective of a person we share values with.

The three authors emphasize this issue. As they note that customer retention make it in the best interest of clients to be with the same service provider instead of switching to another company. (Leon G . Schiffman Lelie Lazar Kanuk and Håvard Hansen 2012, 8) . However these authors don not discuss the issue of customer satisfaction in monopolistic organisations like local governments which do not have competitors. This means that whether they may be satisfied or not such customers cannot switch to another service provider.

Robert B. Wood Ruff and Sarah F. Gardial in their book *Know Your Customers*(1998) writes that knowing customer values , what customer want and putting emphasis on what is right for customer are important issues. These two authors emphasize that if the organisation is to stand a test of time, it has to address customer value issues. However the two author are more concerned with private organisations and say little or almost nothing about customers in public institutions. Therefore this research comes up to fill this gap.

Sarah Cook, in her book *Customer Care* (1992) writes much about customer care, and loyalty. She notes that the way customers are treated on their first contact with the organisation determines how loyal such a customer will be. Here Sarah misses a point because in public service where service provision is sometimes a monopoly to such institutions, clients continue to use the same services as loyal customers, because they have no or limited options. Though Cook write about customers in business oriented firms she doesnot mention anything about customers in public institutions. There this research comes up to fill up this gap.

SERQUAL MODEL.

According to Paul Szwarc in his book *Researching Customer Satisfaction & Loyalty, How To Find Out What People Really Think*, note this:

Serqual is a research methodology designed to identify the gaps between what customers expect from an excellent product or service provider and what they perceive the service to be from their current supplier of that product or service¹⁰. (Paul Szwarc 2005 p.31).

In this study I will use serqual model when measuring customer satisfaction and perception. As Valarie A. Zeithaml A. Parasuraman and Leonald L. Berry note that customer assessment of quality is achieved through serqual model (1990; 23) . Serqual model has ten dimensions. These include tangibility, Reliability, Responsiveness, Competence, Courtesy, credibility, security, accessibility, communication and understanding of customers.

With Tangible dimension the physical appearance of the assisting leisure centre, equipments and personnel or service providers at the centre.

Reliability dimension measures the extent to which the service providers are reliable or dependable and can deliver in an accurate way.

Responsiveness dimension will measure the extent of workers` willingness to help customers and to serve them diligently.

Competence dimension measures the extent to which workers or service providers are qualified and suited for the job.

Courtesy dimension. In this dimension workers attributes such as politeness, friendliness to customers, respect to customers and general consideration of customers are measured.

Credibility dimension . This dimension measures the how honest, believable and trustworthiness of the service provider.

Security dimension. In this , customers` assurance that they do not have any risk by using the service, absence of doubt and feeling that they are in right hands and right place where there are no risks.

Accessibility. In this dimension, service providers` easiness to be accessed and approachability are key factors.

Communication ; In this dimension, service providers ability to feed the customers with required information in a proper and understandable language ,tone and at the same time listen to the feedback from customers.

Understanding customers . This dimension , measures service providers efforts to what their customers and expect from their service providers. Zeithaml Paarasuraman and Berry ; (21-22 1990)

¹⁰ Szwarc Paul (2005) *Researching Customer Satisfaction & Loyalty, How To Find Out What People Really Think*. Kogan Page, London.

Szwarc quotes five serqual dimensions out of the ten measuring customer satisfaction. These are tangibility, reliability, responsiveness, assurance and empathy.

SERQUAL INSTRUMENT TABLE .

DIMENSION and Definition	
Tangibility: Appearance of physical facilities, equipment, personnel and communication materials	
Reliability: Ability to perform the promised service dependably and accurately	
Responsiveness: Willingness to help customers and provide prompt services	
Competence: Possession of the required skills and knowledge to perform the service.	
Courtesy : Politeness, respect, consideration, and friendliness of contact personnel	
Credibility: Trustworthiness, believability, honest of the service provider	
Security: Freedom from danger , risk or doubt.	
Access: Approachability and ease of contact	
Communication: Keeping customers informed in language they can understand and listening to them	
Understanding the Customer: Making effort to know the customers and their needs.	

Berry ; 21-22 1990)

The table is taken from Zeithaml, Parasuraman and Berry`s exploratory study of service quality and perception 1990 ,p 21-22.

Service Concept

In his book ,*Customer – Percieved Service Quality and Technology –Based Self Service*, Johan Anselmsson notes that there is no clear definition of the concept of service.

Anselmsson give eleven alternative definitions which he quotes from Gronroos . (Anselmsson 2001:26) One of the definitions from Anselmsson quoted is;

Service is an activity or a series of activities that take place in interactions with a contact person or a physical machine which provides customer satisfaction (Lehtinen, 1983:21; source Gronroos , 1990:26).

Or putting it another way Gronroos, 1990 and Normann (1983) defined service by describing it using a number of characteristics of services. They gave these characteristics in relation to service.

These characteristics include: intangibility, heterogeneous, production and distribution and consumption are simultaneous processes, an activity or process, core value produced in buyer –seller interactions, customer participation in production process, cannot be kept in stock, no transfer of ownership. (Anselmsson 2001; 27).

Service concept and Customer perception

Service quality and customer satisfaction have received and still receive a great deal of attention and care from both academicians and practitioners because of their relevancy and relationship (Eshghi 2008 ,) The major idea for focusing on this issue is improving overall performance of organisations (Magi & Julander 1996; 40).

Service organisation have begun putting much emphasis and focus on perception of services equally because it helps in developing strategies that lead to customer satisfaction Saravanan & Rao 2007 ; 437) .

According to Tor William Andreassen(1999:143) who quotes Peter Drucker, service concept is one of the most vital things an organisation can do to determine exactly what business it is involved in. In short service concepts refer to the services which organisations

provide to its clients (Andreassen 1999:1439). Service concept has been defined by many scholars as the way how organizations wish or intend to be understood by its customers, workers and stakeholders (Andreassen 1999).

Christopher Lovelock and Lauren Wright in their book *Principles Of Service Marketing and Management*, confess that its difficult to define the concept of service however they put across two approaches in defining the concept of service. These are service and benefit. Therefore they note that service is an act or performance that creates benefit for customers by bringing about a desired change in or on behalf of the recipient (Christopher Lovelock and Lauren Wright 1999,5).

According to Tor Wallin Andreassen (1999) in his book, *Service ledelse*, quotes Kotler (1997) who defines service as any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product. Tor Wallin Andreassen (1999,28). While Kasper Helsdingen and Vries (2000,8) quote Christian Grønroos (1999) who defined service as an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between the customer and service employees and / or physical resource or goods and or systems of the service provider, which are provided as solutions to customer problems.

Purchasing a pure service do not result into anything one can packer and take home since it is intangible. In other words services are processes that are experienced. Services yield psychological experiences rather than physical possessions.(Schneider Bowen 1995 :19).

Maintaining the quality of service is difficult due to the nature of these services. Services are manufactured and consumed or used as they produced. That means that any mistake done by service provider becomes part of the service provided. Unlike production of goods where mistakes can be corrected before sale, services are always consumed without collecting the mistakes. (East, Wright & Vanhuele 2008;167). Therefore service providers have to be careful while providing service.

In their research about service quality. Zeithaml, Parasuraman and Berry(1990) found out that respondents defined quality service as meeting or exceeding what customers expect from the service Zaithaml, Parasuraman and Berry 1990: 18). The three authors went further to define service quality as the degree of discrepancy between customers` expectations or desires and their perceptions. Customers expectations are influenced by a number of things

which include what customers hear (word of mouth), personal needs of customers, past experience with using of the service by the customers and external communication.¹¹

Customer concept

According to Paul R. Timm (2008) in his book *Customer Service*; defines customer as someone with whom we exchange values with (Timm 2008, 3). In our common understanding and day –today use of the concept is that a customer is someone who buys things from another. Generally many people believe that customer concept is used in incidents where there is money exchange (Timm 2008) notes that when a man exchanges money for product or service then man is customer. 2008, 3 . Here I do not agree with this view Timm has about customer . This is because in cases of public organisations or government departments customers do not exchange money but they are customers or client even though they do not exchange money for municipality’s services.

Customer is a concept that is much used in business sectors. However in service management this concept has been substituted by the term client. Therefore in this research I will refer to customer or service users as clients. Unlike in public service where clients or customer are major targets of service providers, in private sector business clients are the backbone of the business or organisation. Therefore organisations or service providers according to Kaplan and Norton in their book *Strategy Maps , Converting intangible Asset into Tangible Outcome*,(2004) have four steps of client or customer management, that is to say select customer/ clients, acquire customers , Retain customers and grow or build strong relationship with customers.(Robert S. Kaplan and David P. Norton 2004. p 107). This shows that private business undertakings are so much involved in selecting the clients to deal with, then after identifying the particular segment of the clients, services providers do whatever it takes to acquire or win the heart of the customers.(Banks are an example) One of the channels of winning clients is communication. After clients acquisition, the business organisations operate so that they can retain them as a steady source of income. Retaining or maintaining clients in a competitive globe requires high quality services collect problems and satisfying the customers. As if that is not enough, business undertakings try and build a very

¹¹Ibid p 18-19

strong relationship with their customers through knowing them a little more than just seeing them as mere client.

These are issues which are missing in public service. Service provider regard clients in public sector not as backbones of businesses or organisation. Therefore they do not select, acquire , retain and build relationship with clients in the same way as business. Therefore this research comes up to fill the missing gap

Customer perception

Customer satisfaction is part and partial of customer's perception .

It is only and only customers who can and will make judgement on product performance, customer's perceptions are their reality .This fact is often difficult for management to accept, because it means that their own perceptions of satisfactory performance are largely irrelevant to customer's judgment¹² Robert B.Woodruff and Sarah F. Gardial (1998: 87).

The above quotation illustrates that it is only the customers who can make the judgment about customer perception. Not even service providers or management can make judgment on service perception.

Customer perception has been defined in many ways. The most well known definition or description of the concept is that customer perception is the way in which customers feel, view particular services and products. The way in which customers or client think and opinions about a service is customer perception. Perception is the person's own impression and interpretation of the services given to him. Therefore each client perceives service in his or her own way. People use their emotions and senses like vision, hearing , smell , touch , taste and emotion to experience the environment and the service which a person gets. As client's perception of the service depends on his or her past experience, personal values, beliefs, culture, interests and individual upbringing. This is emphasized by David Hockney who notes that man see with memory and that is why none of us see the same thing , even if we are looking at the same thing (Johnston Clark and Schulver 2012,109). Perceived service quality of the service is the outcome of an assessment process where

¹² Robert B. Woodruff And Sarah F. Gardial(1998) Know Your Customer,New Approaches to Understanding Customer Value and Satisfaction, Blackwell Business Publishers , Oxford.

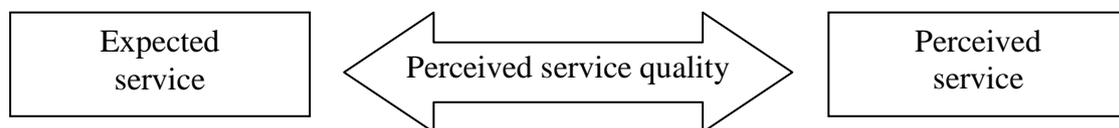
The quotation above shows that customer perception is only vital and its only customer customers who can make the judgement of the service, management and service providers cannot judge the perception.

customers compare their expectations with the service they receive. They compare the perceived service with the expected service.

Achieving the perceived service quality is where by the service provider ensure that expected services and perceived services are matching and collaborating hence giving satisfaction to customers (Gronrøos 1983).

Figure One. 1

Perceived service quality (Source:Gronrøos 1983, P.38)



Customer /client satisfaction

Customer satisfaction is how customers view an organisation's products or Services in light of their experiences with that organisation (or product),as well as by comparison with what they have heard or seen about other companies or organisations¹³.

According to Oliver (1993) the word Satisfaction is got from a Latin word satis (enough) and facere(to do or make). A related word is ``satiation`` which can mean ``enough`` or enough. The terminology explains the view that satisfaction means filling or fulfilment. Therefore satisfaction can be seen as consumer's fulfilment response (Oliver 1993;4).

Customer satisfaction is the overall outcome of client's assessment and perceptions of the service process, experience, quality of service, benefits got and the perceived value for money

¹³ Szwarc Paul (2005) Researching Customer Satisfaction &Loyalty, How To Find Out What People Really Think. Kogan,Page ,London.

In this book the author present a thorough research on customer satisfaction and methods of researching of client satisfaction.

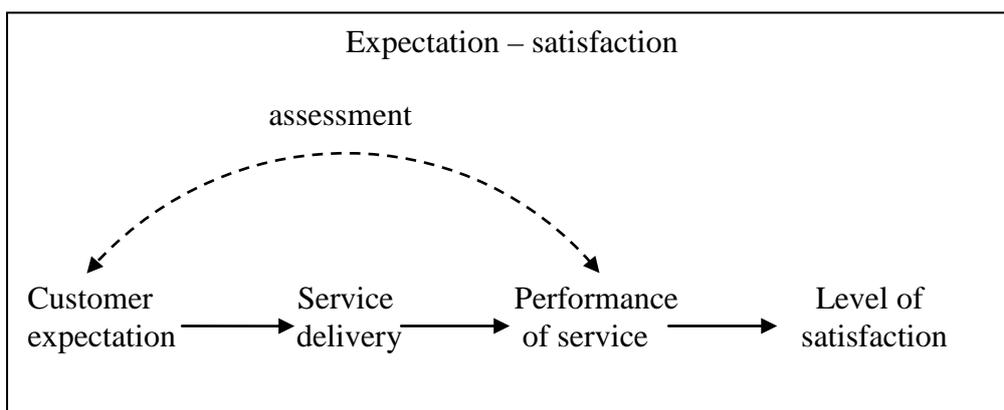
in relation to clients` prior experience and expectation. (Johnston, Clark and Shulver (2012, 102).

When Customer perception of a particular service is in line or match with what a customer expected ($P=E$), then that customer will be satisfied. In cases where client perception of the service exceed or is far higher than expectations ($P>E$), the client will be extremely satisfied and delighted. However in cases where perception do not suit or do not meet the expectations ($P<E$) clients will be dissatisfied and be disgusted. Johnston (Clark and Shulver 2012,102).

Figure two.2

Expectation and satisfaction (Source : Johnston & Clark 2001, p.78)

Customer satisfaction



The figure illustrates how customer assessment of service and how satisfaction is achieved after evaluating the received service.

Expectation and satisfaction (source: Johnston & Clerk 2001 , p.78).

The gap between Perception and expectations

When perception and expectations do not muctch, explanation for this are always caused by what the client receive (service or product) and the perceptions.

According to Paul Timm, customer satisfaction is like an election held every day , and the people vote with their feet. When customers are dissatisfied, they walk or run to another service provider.(Paul Timm 2008; 7). That means that service providers must deliver promptly for the customers to reach their level of satisfaction. If not customers will run away.

Customer expectations in service delivery

The concept of expectations has been written about by many authors. The reknown authors about expectations include Olson and Dover (1976). The two authors define expectation as a pre-purchase beliefs about a service. (Gabbott and Hogg 1998: 52).

Miller (1977) gives four different expectation types. These include minimum tolerable, expected, deserved and ideal. Expected is the objective calculation in performance, deserved expectations is the customer`s subjective view of performance, minimum tolerable is the lowest level of performance acceptable and lastly wished ideal expectation is the wished level of performance.(Gabbott and Hogg 1998: 52).

On the other hand Parasuraman Berry and Zeithaml (1991) gave two types of expectations. These are adequate level and desired level. The desired level is the service which a consumer is targeting to receive. On the other hand adequate level is the expectation of how the service will be. The difference between the adequate and desired is the zone of tolerance.

Expectations play a vital role in evaluation and measurement of satisfaction. The foundation of satisfaction lies in service provider`s understanding of customers` expctations. Expectations are the foundation and standard on which subsequent performance attributes are evaluated and assessed. (Lovelock 2001). In customer`s eyes expectations form the basis of assessing and judging of quality. It is the customer who knows quality of service. Customers judge the quality of services basing on their expectations. Therefore it is very vital for firms to know their customers` expectations hence good service provision (Schneiderand Bown1995).

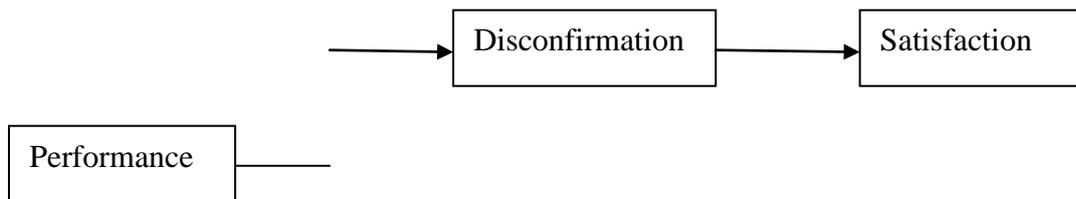
In summary expectations are the major basis or foundation of satisfaction in service provision. When the customers` expectations are fulfilled then they get satisfied however when expectations are not fulfilled by the service provider, then the customer becomes dissatisfied.

Expectancy disconfirmation model of customer satisfaction

The difference between what the client expected and what he actually received is illustrated in the figure below. The service or product performance can confirm or disconfirm the customer`s expectations

Figure three.3





Expectancy disconfirmation model of consumer satisfaction: Source: Mudie & Cottum 2001, p.255).

THEORY FOR THE STUDY: JUSTICE THEORY

Justice has been a matter of concern in time immemorial. Philosophers like Socrates and Kant are known for their vital views on justice. Emanuel Kant's golden rule can introduce us to justice theory. In his book *Metaphysics of Morals*, Kant put across the golden rule which has been viewed to be with two forms; both the positive and negative form. The positive form states that one should treat others as one would like to treat ones self. (It is also in the Bible, New Testament that treat your neighbour as you want to be treated). While the negative form stipulates that one should not treat others in a way one would not like to be treated. This concept of reciprocal relationship in this rule has been viewed in all fields and spheres of life. That is to say psychology, philosophy, sociology, and religious perspective. From the psychological perspective it emphasizes being empathetic to other, philosophically it emphasizes people perceiving others as ``an I'', sociologically it emphasises mutual understanding, treatment between persons, between groups. In a nutshell people should treat others with consideration, respect and care other than seeing them mere member or members of their group (Mary Gregor 1996,xii).

Kant laid a foundation for justice. It is from this background that social, civil and organisational justice is based. Though Kant did not write the justice theory which we are going to use in this study, his writings concerning fairness in golden rule has been a core foundation of many justice authors.

However it should be noted that Kant represent rationalistic philosophy. He did not write care about people's feelings. Kant meant that man should do something because of duty not because of feelings.

On the other hand, philosophers particularly Adam Smith laid a firm foundation of justice. His writings on justice were based on emotional feelings. Adam smith noted that

justice in the main pillar. He maintained that if justice is removed then the fabric of human society is dismantled. In his writing, *The Theory of Moral Sentiments*, Smith emphasises that when justice is violated is interpreted as ``injury`` to the victim or hurt to the person in question. (Knud Haakonssen 2006, p. 216).

Unfairness has been is the major cause of instability, tension and strikes on organisational, national and international level¹⁴ (Hammer 2011).

Experience of fairness or unfairness affects people's attitudes and behaviour¹⁵. Hammer (2011 p.336). People's understanding and assessment that justice is at play or applied in influenced by three things, that is , the reward or results which they get or experience, the rules and principles which are followed while the results/ outcomes are determined and lastly is the way in which they are treated by those who communicate the outcomes or reward.(Hammer .p336) Hammer mentioned three factors on which people base justice perception which lead us to the three major categories of justice. These include distributive justice (Homas, 1974).

Procedural justice (Thibault and Walker ,1975) and Interactional justice (Bies & Moag). Hammer who is one the researcher on organisational justice quotes different writers which include psychologist, sociologist and scientists who put across three different importance of notions justice. When people are treated justly or fairly, this gives an implication that they are respected, valued and are seen as team or organisational members (Tyler & Blader ,2000, Lind 2000). According to Hammer who quote Deutsch 1975;Folger , 1998, achieving or observation of justice is a moral principle¹⁶. Justice is vital to people and society due to its instrumental value. Hammer who quote Lind & Tyler, 1988; Thibault &Walker, 1975 notes that, fair processes are desired and results from such processes are preferred¹⁷.

As mentioned earlier, the theory to be used in this study is the justice theory. Though justice theory is divided into Equity theory, distributive justice, procedure justice , information justice , this study will not focus on Equity justice. Justice theory or fairness has been divided by scholars into three different type s of justice: distributive justice which is the fairness of the results of distribution; interactional justice which is the fairness in treatment a person receives when procedures are being taken; Procedural justice is extent to which the

¹⁴ Hammer , T. H (2011) Fairness In The Workplace, in P.O. Saksvik (Ed) Arbeid-og Organisasjons Psychologi, Cappelen Damn, Akademisk

¹⁵ Ibid p. 336

¹⁶ Ibid p.336

¹⁷ Ibid 336

process of decision making is fair. As Maiese Michelle (July 2003) note, justice has the following objective and importance:

1. It helps to check and ensure that people receive a fair share of what they deserve.
2. With justice people get fair treatment from the institutions in society.
3. Justice also ensures that services are in line with what is right and in conformity with fairness.
4. Justice ensures that injustice is dealt with in society. www.beyondintractability.org/bi-essay/types p.1of justice

Researchers in service have portrayed that empathy, effort, politeness apology, justification, friendliness, explanations, impartiality, honest, sensitivity, are very vital factors which affects interactional justice. (Conlon and Murray 1996, Clemmer 1993, Goodwin and Ross 1992). Ronald L. Hess and Maureen Ambrose *The Four Factor Model of Justice: An Application to Customer Complaint Handling* (P.3).

Justice tends to impart a sense of harmony, stability and satisfaction between people and societies. Whenever justice is applied people feel satisfied. On the other hand injustice leads to dissatisfaction and as a result disharmony plus rebellion can occur. Justice theory presents four subtypes of justice that is to say, procedural, distributive, retributive and restorative justice according to Maiese Michelle 2003. All these mentioned sub types of justices have political, economic, civil and social implications to societies, nations and internationally.

Distributive justice

According to Homans (1974) who coined this justice concept, this is the normative rule for allocating resources to recipient. In this justice concept, fairness in social exchange is the core issue. In this concept people who are in exchange relationship have two expectations. These are; reward each one will get will be proportional to his or her cost or input. Secondly, reward or output will be proportional to investment or input. Hammer p.336. The fair distribution of outcomes

Hammer who quotes Peter Blau a sociologist who puts it that belief in fairness are learnt by people as one of the vital values in their early socialisation stage. He noted that fairness is not acquired through operant conditioning. Blau emphasized what he called a just reward or fair reward of exchange in return for a particular service. He further noted that the difference between the ``fair rate of exchange`` and ``going rate of exchange``. The going rate of exchange is the rate which can fluctuate depending on the market value of services. Blau

notes again that fair rate of exchange is an ethical and a moral expectation¹⁸. Greenberg a renowned author on organisational justice notes that psychologists understanding of distributive justice refer to people's understanding of the fairness of distributions of rewards or resources of some type (Homans, 1961). These resources can be tangible for example money, while intangible can be love (Foa & Foa 1974). Distributive justice is based on comparison to input and output (Greenberg, 275). When one mentions that a person has been unjust that means that he is comparing the person in question to another or others who are treated with justice. This is comparison make the basis of equity theory of Adam. To justify whether ones share is fair (distributive justice) we base the analysis on equity theory. This theory states that people make comparisons of themselves with others basing on two thing that is to say outcomes/reward and inputs. Inputs are people's contribution to the production of goods or services. This contribution can be in form of skills. The equity theory notes that human beings always compare the ratios of their rewards in relation to their own input. (Greenberg 275). Greenberg agree with Adam's Equity theory where he notes that people experience high satisfaction when they realise that their reward is proportional and reflects their contributions (Greenberg, 280).

Procedural justice

Procedural justice is the fairness of procedures or processes which are used when decisions concerning results or outcomes are being made (Hammer 2011,p 344). This concept of justice was introduced by Thibault and Walter (1975) The two author brought out this justice concept when they were supporting the practice of using a third –party to mediate and make arbitration in solving legal disputes¹⁹.

Thibault and Walker argued that disputing parties are always willing to agree with the decisions if they (disputing parties) have some control over the process. Procedural justice is more concerned on people`s perception of fair process. People are less concerned about results or outcomes but it is vital for them to have a say on how decisions are made. Hammer who quote Lind and Kulik 2009 notes that when a person has a say on how decisions are made and he or get listened to, then he feels fairness. Procedural justice is vital since it gives assurance to people that they will be treated justly while at the same time results will be fair. (Hammer 2011 p. 344) In Procedural justice, the procedures which are taken before results are most important issue. (Greenberg 1996). Procedural justice is the prerequisite for

¹⁸ Ibid p. 337

¹⁹ Ibid 344

distributive justice. In a nut shell if the procedures used are just and fair obviously the results or outcomes from such procedures will be fair. However one to ensure that procedural justice is observed one need to be well vast with the steps which are taken in decision making process. A detailed set of criteria of the steps to procedural justice is given by Leventhal`s (1980) theory of procedural justice. In this theory its noted that decisions to be regarded as fair, they have to full fill the six criteria which include correctability, ethicality, representativeness, bias suppression accuracy and consistency. (Hammer 2011) A brief description of the six steps can be given as leventhal puts them across:

Consistency, This rule states that the very same procedure among all people must be used for justice to seen as prevailing.

More still is bias suppression. Under this rule it is required that the process of decision making must be impartial. Objectivity must prevail over personal preferences of decision makers.

Still more is accuracy. Under this principle, all decisions made must be based on correct and proper information.

Further still is representativeness .Under this principle, it is requirement that decisions which are to be made must base on information from and opinions of all the different people, groups and parties affected by the outcome.

In addition is ethicality of the procedure. Under this principle it is required that decisions should be conducted basing on moral and rules.

Last but not least its correctability . Under this principle , affected parties of a decision must be based on a thorough and well researched data which the victims in question can approve.

Hammer notes that employee`s perception of just procedures are positively to job satisfaction, organisational commitment, trust in people who make decisions, job performance and leadership. Distributive and procedural justice complements each other. One of the vital benefits of procedural justice is that receivers are always in position to agree with decisions which go against them if they believe that the procedures were just and fair (Hammer 2011 p.349). At the same time negative reaction to non wanted decisions do not affect victims severely. This is what is termed as fair process effect as Folger puts it. (Folger, 1977).

Procedural justice is more concerned about implementing decisions based on fair process that ensure fair treatment. Rules and regulations must be fairly applied to all people or

institutions. Those who are doing procedure work are obliged to be very impartial if justice is to be achieved. ``The fairness of the procedures by which results are determined``.

More still distributive justice is about allocating society members their fair share of the resources which are available.

Interactional justice

The way how people are treated when results or outcomes are communicated to them is interactional justice²⁰. Hammer 336, Bies&m Moag, 1986). Interactional justice is divided into two parts. These are interpersonal justice and informational justice.

Informational justice

Informational justice refer to adequate and enough information a person gets concerning the procedures which were used to arrive at the results.(Colquitt 2001) .

Information justice puts more emphasis on conveying the relevant information about why particular procedures are followed in a certain way and why the outcomes are distributed in a certain way. (Journal of Operations Management , Yi Liu , Ying Huang, Yadong Luo and Yang Zhao. P 356). This is more about explanation which people get to highlight why particular procedures are used. Giving knowledge on the way or procedures are taken. Procedures used in giving justified reason as to why particular procedures are taken.

Interpersonal justice

This is degree to which a person is treated with dignity and respect. (Hammer 2011, p 366). Bies notes that interpersonal treatment and good communication which people get while interacting is very vital is a perception of justice. It's because of this view that they the proposed and come up with information and interpersonal justice. Here Bies and Moag 1986 notes that interpersonal justice focuses on fairness perceptions when it comes to interpersonal treatment during human interactions. While informational justice concentrates on fairness when it comes to communication (Bies and Moag , 1986 Tyler and Bies , 1990).

Interactional justice; This includes the degree to which people affected by decisions are treated with much respect and dignity.

In social interaction justice is very important as people always react either positively or negatively whenever the concept of justice is applied. Bies and Moag , (1986) affirm this

²⁰ Ibid 336

where they state that interpersonal justice and informational justice represent the social side of justice since the two have much influence on people's reaction during interpersonal and social interaction.

Interpersonal justice shows the extent to which authorities treat people with politeness, dignity, and respect while executing procedures and determining the outcomes of decisions being taken. This interpersonal justice focus on showing persons interaction. It focuses on results or outcomes. Interaction justice concern with personal perception of the way of treatment a person experiences when procedures in organisation is implemented (Bie & Moag, 1986).

Summary

In concluding this chapter we note from our literature review that different authors have written about concepts like, customer satisfaction, customer perception and service concept .

Customer satisfaction as the individual perception or assessment of performance of service or product in comparison to the clients' earlier expectations before using the the product or service. Service is defined as activity or series of activities that take place in interaction with contact person or a physical which provides customer satisfaction. Major characteristics of service include intangibility, heterogeneity and simultaneous production, consumption and perishability. Customer perception has been defined as the in which customers feel, view particular services and products. Many writers who have written about customer satisfaction do so in business oriented firms but not write about customers in public institutions.

Serqual model which has ten dimensions has been presented. The are tangibility, reliability, responsiveness, competence, courtesy, credibility, security, communication and understanding. These dimensions are the benchmarks for measuring service quality hence satisfaction. Justice theory is divided into four sub sections of justice. These are distributive justice which states fairness re realised when rewards are proportional to the cost of input. Procedural justice states that fairness is realised when the processes used in decision making concerning the results are properly followed. Information justice emphasise why particular procedures are followed in a certain way and why the outcomes are distributed in certain way. Interpersonal justice which is the degree to which a person is treated with dignity and respect and lastly is interactional justice is the way how people are treated when results are communicated to them.

CHAPTER THREE: RESEARCH METHODS

The well-known research methods are qualitative and quantitative. For my case I have opted to use a qualitative method. This is because this suits the topic being researched and the method of data collection. This research is both explanatory and descriptive and it will be using a qualitative approach. According to Paul Szwards (2005; 38) qualitative research methods are observation, focus groups, in depth interview and mystery shopping. The study used in depth interviews.

Primary data

This is the raw data which is collected from the field , right away from the people or respondents. To get the data I used an interview method. Parents of children with functional disability who use leisure department services were contacted and requested to participate in the study. Through the leadership in leisure department parents received letter requesting them to participate in the study by accepting to be interviewed by the researcher. The municipality sent letters to the parents but the researcher never received the personal information of those parents to whom the letter were sent. This made it difficult made it difficult to access those parents and to remind them about the participation. The researcher took his own initiative to contact the parents for interviews to get raw data.

Data collection methods

As noted earlier there are a number of different methods of information gathering. These include questionnaire, participant observation, experiment and interview. Another method of data collection is from the secondary source. In this method we read or review the already collected data which was gathered for another purpose other than that particular study. (Pizam 1995. The well –known method of data collection in qualitative research is interview method. Therefore information or data in this study was collected using interview method.

To find out how the leisure department service receivers perceive the services they get in Sandnes municipality. I will use an interview method. In these, I will interview a specified number of parents. I intend to interview only parents of children with functional disability

who use assistance leisure centre services. Interviews will be held with individual parents using an interview guide or questionnaire. I will use open ended questions. Open-ended questions will help the interviewer to probe more. The interview estimated to last between one hour and half as Paul Szwarc notes that home- face to- face interviews can last half an hour or longer. Our research will take a period of an hour since qualitative research are more detailed as Szwarc notes that a qualitative research questionnaires will last much longer on average than most quantitative research questionnaires (Paul Szwarc 2005;129).

Interview method

In this study only face to face interviews were planned and used.

An interview guide was designed. A number of questions were set with the purpose of tracking the perception and satisfaction of the parents whose children receive leisure services from Sandnes municipality. This method was used because of its advantages. The interviews were recorded using an audio recorder for purposes of being accurate in analysing the received data.

Advantages of interview method

The face to face interview between the researcher and the interviewee gives the researcher a chance to probe the respondent in case when the interviewee has not answered a question satisfactorily.

More still the interviewer gets a lot more information from the respondents especially in observation of the body language, expression, emotions which the respondent may use while expressing himself/ herself in answering questions.

Disadvantages of interview method

Though this method is very good in thorough data collection but it is a bit demanding especially when the respondents are busy and short of time. To carry satisfactory interview, at least it requires one hour. However most of the working class people do not have enough time to sit for an hour holding an interview. As if that is not enough, when it comes to parents of children with functional disability, they (parents) are extra busy as they are either at their work or attending to their children who need extra care.

Reliability, validity and generalisability in qualitative research

Reliability, validity and generalisability are vital terminologies which are interlinked. These are terminologies which are used in data interpretation.

Reliability

According to Platton 2001 p.14, in qualitative research, reliability and validity are both used to refer the research which is credible. While Joppe (2000) writes that the degree to which the

results of the study can be reproduced in case when similar methodology is used is what is known as reliability. The degree to which the results of the study are consistent over time and proper/ total representation of the population

Validity

This is the degree to which the research study measures what it intends to measure. Validity in qualitative research refers to the extent to which data is credible, trustworthy and can be defended in case it is challenged.

In qualitative research, validity and reliability refer to research which is credible yet credibility of qualitative research depend on the ability and

Reliability and validity in qualitative research consists of transferability, trustworthiness and credibility of the results.

Generalizability

This is one of the criteria for quality case studies depending on particular case chosen and studied. The extent to which research result can be generalised on the entire population. Since the sample is always small, researchers generalise their findings of the study.

Scope of the study

The study will be centred on parents of children with functional disability in Sandnes municipality. However not all parents of children with functional disabilities in the whole municipality will be included in the study. Only parents whose children who use leisure department centres and aged between ten year and nineteen years will be interviewed. The study will only be interested in the parent's satisfaction, perception of the services their children get from the municipality and how service provision reflect a seller-customer concept.

The study is not directly interested in finding out the quality of the services which organised/ assisting leisure department provide however indirectly the study will look at the quality. Since some times quality affects satisfaction, the study will partly use a model which measures quality and satisfaction. However the study is more about satisfaction and perception rather than quality.

Sample

I intended to interview between 20 to 30 parents of children with functional disability. Parents who will identify themselves as ready to be interviewed will be the as sample. The researcher prefer a gender balanced sample. The interviews will be carried out at the three different leisure department centres in Sandnes municipality. The purpose and focus of the

interview will be to find out client's perceptions of leisure department's services. Parents will be probed to find out how they feel about the way they have been treated by leisure department workers. The clients (parents of children with functional disability) will be treated anonymous. Their names and personal identity will not be required. I will not need to know even the names of their children nor will I ask about their residence. (see questionnaire)

Coding of the respondents

As it was categorically stated in the beginning of this research and to the interviewees, the personal information of the respondents is supposed to be kept secret. The researcher has to treat the informant's personal data as anonymous. To achieve this, the researcher has decided to use a coding system where by each respondent is given a code. In this coding system female respondents will have code of letter F while male respondents will be represented by letter M as a code.

Female respondents have got code numbers from F1, F2, F3, F4, F5, F6 to F7 . While male respondents have code numbered M1, M2 and M3. Two informants who are husband and wife are treated as one respondent; their code is M3 and F7. They are treated as ``one`` because the couple were interviewed when they were together.

Short description of the interviewees/respondents in the study

F1 is female respondent who is in her early fifties with a daughter aged fourteen years and has used municipality leisure activities for four years.

F2 is female respondent is in her early forties. Her son who is aged thirteen and has used leisure activities for slightly one and half years.

F3 is female informant who is her early forties. She has a son who is aged eleven and half years. They have used municipality leisure activities for a period of one and half years.

F4 is a female respondent who is in her early forties. Her daughter is twelve years old. Her daughter has used municipality leisure activities for a period of two years.

F5 is female respondent who is in her early forties. She has a daughter who is aged 17. She has used municipality leisure activities for a period of seven years.

F6 is female respondent who is in her early fifties. Her son is aged 15 and has used municipality leisure activities for a period of two years.

M1 is a male informant who is in his late forties with a daughter who is aged thirteen years. They have used municipality leisure activities for a period of thirteen years.

M2 is male respondent who is in his middle forties. His daughter is aged twelve and has used the municipality leisure activities for a period of one and half years.

M3 &F7 are couple who are husband and wife. The researcher interviewed them together. The husband (M3) is and the wife (F7) is are both in their early fifties. Their daughter is aged 19 years and they have used municipality leisure activity for a period of five years.

Summary

In concluding this chapter it is noted that the this qualitative research which is descriptive. The sample was expected to be between 20 -30 parents but eleven respondents were interviewed. The method which was used in data collection was face-to- face in depth interviews which were audio recorded. Samples were chosen from the population through request by researcher to parents.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

Expectations of the parents before their children begun leisure activities

Before the informants took their children to leisure centres, parents had different expectations as they were noted as follows. F1 expected to get active leisure activities, getting variation in everyday life activities of the child, child to get fun, child to enjoy himself, Child to be happy, get other to play with, to socialise with others. F2 expectations include: Her child to get an older persons to follow up her, get a contact person who knows autism problem in children, her child to get friends, child to meet others who have the same diagnosis. F5 expected to get relieved of the burden of looking after the child all the time, to get services which suits the child's needs, parent getting free from looking after the child all the time and Child getting a sense of belonging to a particular group. M2 expected the child to meet others of the same problem. F6 expected to get services which suit the child's needs, getting relieved of child for sometime and getting a contact worker. The general expectations which cut across all respondents are socialisation of their children and getting new friends.

Almost all the respondents who were interviewed noted that their expectations were met and to a large extent realised satisfaction. However one respondent, F6 was totally disappointed and dissatisfied because her expectations of getting a contact person and getting services which suits her child's needs have not been met. There are other simple issues which respondents pointed out as dissatisfying but in general most of the most the respondents' expectations have been realised.

Raw data will be presented and analysed simultaneously in relation to the ten Serqual dimensions. The researcher had a target of interviewing twenty to thirty respondents but due to bureaucratic tendencies and legal policies concerning confidentiality at work and protection of customers' identity, it was difficult to access all the anticipated parents who

were expected. In spite of all these difficulties the researcher managed to do the research with reduced number of participants. Here is the brief personal data concerning the eleven respondents who were interviewed. The age bracket of all the respondents is between forty and fifty- one. The youngest respondent was forty years and the oldest was fifty-one. Among these were three men and eight women with one couple (a husband and wife). The gender of the children in this study who use the municipality leisure activities is fifty-fifty (five boys and five girls).The period which the parents have used the municipality leisure activities is between six month and nine years. Though the research was not interested in detailing about the functional disabilities or knowing their personal informational data, it was noted during the interviews that children have the following diagnosis. They have autism, dumb, dumb and deaf, they are handicapped, use wheel chairs have ADHD thus we have a wide range of functional disabilities.

Data analysis and interpretation basing on Serqual model dimensions

The interpretation of data and measurement of customer perception plus satisfaction in the study is based on determinants of service quality as given in Serqual dimensions.(Johan Anselmsson 2001:46-47) The interview guide in this study as noted earlier was based on this Serqual dimension and the justice theory together. Therefore our data analysis is based on the ten dimensions of Serqual model. These ten dimensions include credibility of service provider, Responsiveness, Competence, Accessibility, Courtesy, Communication, Credibility, Security, Understanding/Knowing and Tangibility. Below is the brief description of the ten dimensions and how they are used to interpret in this study.

Courtesy in service delivery

This includes service providers/workers being polite, respecting the customers, being considerate especially to the customers plus being friendly. In some instances public appearance of the contact persons in the business or company is part of courtsy (Zeithaml and Parasuraman 1990:21). In relation to this study, all the respondents noted that courtesy exists among the municipality's organised/ assisting leisure workers. All respondent agreed that leisure contact workers are polite both to the parents and the children who have functional disabilities. At the same time most of the informants observed that contact persons show maximum respect to parents and their children.

However respondent F3 stated that the contact persons showed disrespect to her son. She cited an example when her son requested the contact workers to ring her mother but they (contact persons) refused. Due to contact worker's refusal to honour the child's request, the

child cried for two hours. ``...this was a sign of disrespect to my son...`` the respondent stated referring to this incident.

Here my question is: was this incident really manifestation of disrespect? Different people according to their upbringing, cultures and religions have their own ways of understanding of the term respect. Therefore it could have been that according to F3, listening and going by what the child says is showing respect to him or her. There is a possibility that this is the way F3 interprets respect. However the second question here is; if municipal workers are to go by F3's understanding of respect, and then make phone calls to parents whenever children say so, will they have time to implement their worker? There is a likelihood that the contact persons will not be able to achieve the objectives of the programme if they go by every thing children say. From a critical point of view, we should exonerate contact workers for failing to make telephone call to the parent when the child demanded it? Here one needs to think about the situation of both the workers and the child. However such a child with function disability is vulnerable in that his/ her attendant is obliged to inform the parent any none normal situation. One wonders why worker could leave the child to cry for two hour without making telephone calls to her parent. Does this portray good service provision? If we are to go by the parent's narrative the contact worker might have made a wrong assessment by not calling the parent. However workers have to use their own discretion in service provision.

On the other hand as far as justice theory is concerned, distributive justice refers to people's understanding of fairness of distribution of rewards or resources of some type (Homans, 1961). These resources can be tangible for example money and intangible. While intangible resources include love (Foa and Foa 19774). Since intangible resources of justice include love as Foa puts it, kindness and care as ingredients of love are part of distributive justice. All respondent observed that contact workers show love, care and kindness to children and their parents. Therefore one can see that distributive justice exists in Sandnes municipality's leisure department workers. However we can ask ourselves that: how comes that loving, caring and kind workers can leave the child to cry for two hours without accepting his request? One can not generalise this incident to the entire workers. It could have been an individual mistake done by one contact person of that particular child.

Communication with customers

This involves keeping customers informed in the language they understand and listen to them. It requires explaining to the clients how the service function and assuring them that their problems can solved.(Anselmsson 2001:4).

In relation to our study most of the respondents observed that generally there is good communication between them and the leisure contact workers. `` The contact persons communicates to me in a very respectful way...`` noted F1 in our interview. Further still leadership in municipality's leisure department used different means to communicate to the parents. Most of the respondents noted that the leaders in leisure department send them postal letters, emails, and short text messages in case of information dissemination. This is done to explain to them different issues regarding the service.

However some respondents noted that there are loop holes in information flow between municipality's leisure department and the parents. This is emphasised by F3 when she noted that sometimes leisure department workers do not communicate properly. She cited an example when her son was taken by the leisure workers to watch a scaring film without informing the parent what type of film the boy was going to watch. The same respondent further noted that leadership in leisure department do not give explanations as to why some decisions regarding her son are taken. F5 also noted that leisure department changed the contact person for her child and she was not informed of the change. The parent knew the old contact person for the child yet she (contact person) had been changed without the parent's knowledge. The parent only got to learn of this change when she met the former contact person in town. `` ... its so scaring that my child could get another contact person without me being informed... its extremely very important for me be informed which person has responsibility over my child``. noted respondent F5. F4 also observed the communication loop hole where she noted that contact workers do not inform her whenever an activity is finished. The respondents only get feed back information after asking the workers. Contact workers have never volunteered information about how the day has been after an activity/ activities. This parent wanted to get information about the activities done after leisure time programme is finished. This feed back report according to the parent is very important. She is of the view that she is entitled to feedback without first asking.

Still more F6 also noted that though she receives communication from leisure department leadership, the information she receives is so sketchy. She further noted that some times the communication comes very late.

After a thorough assessment of these entire communication gap one ask oneself whether these cited incidents really hold water or are worthy to be complained about? When one see how F3's complaint about her son watching a scaring film, this should not be taken as lightly. Parents of disabled children would love their children to go through agreed events which they have approved. Anything which threatens or traumatises their children affects the

parents also. However we can also ask ourselves; can adult contact workers show a scaring film to children? Since it is the parent who knows the individual diagnoses of their children, they also know well what is scaring and what is good for children. This means that contact workers must worker hand in hand with parents and seek guidance from parents before carrying out an activity. This is so because the parents know better what suits their children.

In relation to justice theory communication is under informational justice. Information justice put more emphasis on conveying the relevant information about why particular procedures are followed in a certain ways and why outcomes are distributed in a certain way (*Journal of Operations Management*, Yi Liu , Ying Huang, Yadong Luo and Yang Zhao. 356). Information justice is more about explanation in which people get to explain why particular procedures are taken. All the respondents in the study noted that they receive communication in forms of postal letters emails, and short text messages. Therefore as far as explanations are concerned to a big extent there is information justice to a certain extent. However we cannot underestimate the communication concerns noted by the respondents. Therefore from these concerns one observes that there information justice is not properly in place or hundred percent in practice.

Competence of service providers

Competence include possession of the required skill and knowledge to perform the service (Zeithaml and Parasuraman 1990:21). In relation to our study different respondents had different reactions about competence of contact persons in municipality leisure department. F2 ,M2, M3&F7 observed that workers in leisure department have the necessary competence to deal with children with functional disability. F7 with her husband M3 were very satisfied with the competence of their contact person. They noted that their daughter who cannot speak, cannot feed herself has a good contact person by luck. Here the parents meant that it was by chance that the got a professional nursing personel. The couple said that the contact person is a medical practitioner with skills of handling in children with disability. ...`` She is a fantastic contact person with medical skills, we are very satisfied with her competence and handling of our daughter``. noted the two respondents when referring to the contact person of their during our interview.

On the other hand F4 observed that workers in leisure department do not have professional competence but are very positive about their job. F3 also observed that workers do not have formal competence but they get the skill through experience of working with disabled children. She noted that parents teach the workers how to deal and handle every child. She further observed that ``Our daughter cannot speak, she uses body language and we

have taught this language to the contact person`. F3 also argued that contact persons lack competence. ` If they had professional competence, leisure offer would have been superb` noted the F3. Parents F1 and M1 were doubting the professional competence of contact persons however both observed that workers work well.

From the interviews done most of the respondents noted that workers lack professional competence but were service minded, positive and worked well. Lack of professional competence is something which has mixed reactions from respondents. Some respondents like F3 and F7 look at this issue of lack of competence as an impediment to proper service provision. Though the two respondent admitted that there is a general lack of competence among contact worker but the same respondents were quick to note that workers are positive, and service minded. Looking at this issue critically one notices that some service receivers are more interested in personal characteristics and service mindedness of contact persons than professional competence. However we can ask ourselves; is professional competence really vital in municipality's service provision? Given the fact that the municipality leisure department is working with people with functional disability, competence is really paramount in such vulnerable group. One notices that competence is very vital when you see that the answers of respondents (M3&F7) who have contact person with professional competence as they say that they are extremely satisfied. Based on the responses thus far it is clear that the clients feel that there is lack of professional skills provided by the municipal's contact persons.

M3andF7 noted that by luck they have professional contact persons and are more satisfied. The couple refers to the contact person's services as superb. This explains that professional competence in nursing plays a big role in leisure department's good service provision and customer satisfaction.

Responsiveness

This aspect refer to willingness or readiness of employees to provide services, mailing quickly to customers and giving prompt service. More still is the readiness of service provider to provide the service.(Anselmsson 2001 : 46). In this research almost all respondents observed that contact persons from the leisure department have willingness to work and help customers/ children and parents all the time. They also noted that workers give prompt services. With the exception of F6, all the other respondents noted that workers are service minded and are always prompt at work. Many of the parents confirmed that they receive telephone calls emails and short text messages from municipality's leisure time leadership.

All these are part of responsiveness of contact workers in leisure department. Parents showed that they are really satisfied with the issue of contact workers being service minded.

This means that customers are always mindful about responsiveness of the service provider. This manifests that quick response to customers is paramount when dealing with clients. Here one ask oneself and wonders why F6 is dissatisfied with issue of responsiveness of contact workers yet her colleagues/ praise the responsiveness of municipality workers? It should be noted that F6 do not have a contact person. Another question here is; why does the parent do not say anything about the service un mindedness of the contact workers? The answer may be that she has not got a contact person. Another question is ;Why has not the municipality done something about trying to find a contact person for F6? Could it be a special case? It may be a special case but the municipality is obliged to provide this service. There could be many reasons for example financial and qualified specialists to meet the demands of the parent. When we look back at F6`s expectations before her child begun attending leisure service activities, we see that she wanted to get relieved of the child for some hours in a week and at the same time she wanted to get a contact worker who would be with her child in leisure time. However the municipality`s leisure department failed to get a contact person for the respondent. As a result the parent herself follows up her son to leisure centre and spend all the time there. This shows that the municipality has not responded to the parent`s expectations! The mere fact that that the parent`s expectation have not been realised is enough to explain her answer that there is no responsiveness. She expected to have some free time and do other things but this is not possible. There is a likelihood that this disappointment influences her answers during the interview hence differing from her colleagues.

In relation to justice theory, responsiveness can be taken to summarise all the forms of justice for example information, distributive, interactional and interpersonal justice. All these forms of justices when properly implemented, a worker would be responsive and mindful to his/her work hence showing willingness and readiness to provide service. In other words one may be right to argue that lack of responsiveness to customers is equivalent to lack of justice in service provision. Therefore as far as this study is concerned, one may not be wrong to say that F6 has not experienced justice hence dissatisfaction

Credibility of service providers

This involves trustworthiness of the service provider, believability, bearing the interests of the customers at heart and being honest to customers. All these help to give the organisation a good reputation. (Anselmsson 2001:46).

In relation to our study almost all the respondents referred and described contact workers in leisure department as trustable believable and honest both to the children and the parents. The informants noted that contact workers and their leaders have both parent`s and children`s interests at heart. Personal reputation of contact workers and the reputation of the municipality was praised by almost all the informants except one informant F6. Most of the interviewees noted that contact persons have good character and reputation. They observed the humility, caring and service mindedness of the contact persons.

With the exception of F6 who argued that workers are school pupils and pensioners who are lazy and weak hence not fitting to work with children and youth, other informants appreciated the workers` characteristics. The same respondent also discredited the reputation of the leisure department and observed that the municipality leisure department pay peanuts to its contact workers that is why its employees are pensioners and school pupils. F6 further noted that poor pay is the reason as why the municipality failed to get a contact person for her child. Another respondent F3 noted something about the believability of contact persons. F3 observed that she cannot rely on contact person`s verbal report that they (contact persons) can not be believed hundred percent. She says so because whenever she asks the contact worker how the day has been and how the child behaved during the leisure activities, the contact worker says that it has been fine. The respondent observed that as a parent she knows her son and she is sure beyond reasonable doubt that her son cannot sit for a period of two hours without crying. `` If one tells me that my child sat or spent two hours without seriously complaining or crying that means he/she is not giving a complete picture of events`` noted the parent.

In relation to justice theory, credibility which includes trustworthiness of the service provider is the major core of justice. Trustworthy people or service provider are nearly always fair in their service provision. Therefore in quest for justice all service providers have to be credible. However we can ask ourselves:, are all credible people fair or just in their dealings? This is an issue which can generate a lot of debate however to big extent credibility as noted earlier includes partly the value of believability and justice. Generally when service providers like contact persons are credible and trustworthy, their client are likely to experience justice.

Security dimension

According to Aselmsson 2001: 47 , security dimension consists of customers feeling free from any danger and unforeseen risks. It also includes customers having physical safety. Security can also include keeping the customers` particular confidential.

In relation to this study all the respondents noted that their children who use municipality leisure services are really safe with no risks. F1 and F2 emphasised this by noting that they have not been at the leisure centre where their children go for activities. They observed that they don't bother to go there because they are sure that their children are safe. F1 and F2 further noted that their children are safe while at leisure centres. They gave an example that when children go in swimming pool, each child is always under the watch of one adult.

However on the issue of security one wonders where F1 and F2 gets the assurance that their children who are functionally disabled are really safe at leisure centre where themselves (parents) have never been? This can be challenging however from researcher's analysis, it might be that the municipality's leisure centre has good reputation among people. It might be because of this reputation that parents rely on hence do not bother to see how secure the leisure centres are.

Further still given the situation that the researcher experienced when he was denied accessibility to customers of leisure department by service provider is enough explain that leisure department keep the customers' particulars confidential. The researcher tried his level best to get information about customers of leisure department; however the leadership in leisure department totally refused to reveal the identities and particulars of its customers. This is a clear manifestation that leisure department really respect the issue of security which include keeping the customers particulars confidential.

However the question here is; is security really vital in customer perception and satisfaction of services? My answer is that feeling free from danger and physical safety are issues which threaten human life. Man prefers to use places or services where he feels free from physical danger and feeling safe. At the same time protecting customers' personal identities and confidential identities gives the customers psychological satisfaction. It also a legal requirement.

Understanding/knowing in service provision

This is very important dimension in customers' satisfaction. This include having client's needs at finger tips, learning and mastering customers' particular requirements and knowing the common customers.

In this study most of the interviewees noted that contact persons understand their children's needs. F2 described the contact person as hospitable, caring and knowing children's need. While F1 gave an example that her daughter who is allergic to particular

food but contact persons have shown concern and understanding of this. They (contact workers) make sure that the child gets food which she is not allergic to. The parent cited another example that her daughter was in the same group with another youth who was aggressive and scaring to her daughter. This ``scaring`` child was removed from the group and now the girl is comfortable. This shows that workers are understanding and know customer need.

Knowing the customer's needs is vital. According to M3 and F7, contact persons provide better services after understanding the children and their behaviours. This is the reason why M3 and F7 never wanted their daughter to be attended by temporary workers. They noted that temporary workers do not work well since they don't understand the children's need. This particular issue was also emphasised by F2 and F3 who noted that municipality must try its level best to maintain its workers. Here their view is that workers who know children's need must be maintained all the time. Since most respondents do not have professional skills when starting work, they get experience by working with these children. After gaining experience workers have to be maintained. However when such contact workers who have gained work experience, leave their jobs, this is a total loss. Therefore the worker who have understood the children's behaviours have to be maintained by the municipality. Generally issue of understanding customer is very vital.

In relation to justice theory, the more the service provider understand his client the more he (service provider) can be in position to know which form of justice each particular customer is interested in. For example some customers are more interested in informational justice while others are more interested in interaction justice. This means that understanding of customer is extremely important as it can guide the service provider in provision of service fairly. Though we have noted that understanding of customer help to know which form of justice man must prioritise, all forms of justice that is to say information, distributive, procedural and interactional justice are very important to go hand in hand when providing service.

Reliability in service provision

This involves service workers being consistent, and being dependable, performing the service in an accurate way. Doing the work at the right and agreed time and above all service providers honouring their promises. In relation to our study almost all the respondents noted that contact workers are very dependable, perform the work at the right time. However M2 noted that to a certain extent the leisure department is not dependable. He further observed that leaders in leisure department do not honour their promises. ``They promised us that our

daughter will get two and half hours leisure time every week but we get only two hours which shows that they cannot honour their promises`. F6 who is totally dissatisfied with leisure service believe that they are not dependable. She noted that leadership in leisure department had promised to find a contact person for her son but it is now six months without finding a contact person. `I expected to get relief from caring for my child during leisure time but this has not been fulfilled, up now, I follow up my son to the leisure centre and look after him as a contact person, so I cannot depend on their words` noted the angry parent who almost cried.

Here one wonders why the municipality failed to find a contact person for parent. The angry parent can not trust or rely on what leaders in leisure department say.

As far as justice theory is concerned, one can raise a question that; is there justice in the leisure department if we go by the respondent's words? Why is it that she is the only parent who has no contact person for her child? Could this be an administrative error? Is it really true that the municipality accepted this injustice where other parents have contact workers yet one does not have?

There are many questions around this particular respondent. However all in all my analysis is that there is no justice in service provision as far as this particular respondent is concerned if we are to go by her word without clarification from the municipality. .

Tangibility in service provision

This involves physical facilities of the service, appearance of the workers or service providers, the presentation of the service physically, Tools of equipments used to provide service.

In relation to our study, almost all the interviewees observed that the physical facilities and out look of leisure centres are good. Though few respondents observed some of the leisure centres are old, facilities were acceptable, well maintained and physical outlook is good. F6 noted that leisure centre at Gandal has poor ventilation system. On the presentation of the service the same respondent observed that her child was taken out for tour in evening during winter yet the boy could not tolerate/manage darkness. The interviewee thinks that giving a general activity to all with out considering the particular abilities and disabilities of children is poor presentation of the service.

F3 noted also that some of the physical equipments used by the children sometimes break down or got mechanical faults for example batteries. However in general almost all the respondents really appreciated the physical presentation of the leisure service. It should be noted that F6 do not concur with other respondents on this issue. F6 is a dissatisfied parent who does not agree with physical facilities appearance perhaps because she is present for

most or all of the time her child uses them. She further noted that during playing under leisure activity when children are served with pizza or chocolate at the tables, some sit and over eat without being taken away by the workers. She observed that some of these children cannot judge for themselves what is enough for them and move away from the table. She noted that they ate much unhealthy stuffs when contact workers were watching, is poor service provision in her opinion. On the other hand many praised the physical outlook of the physical centres particularly Lurabydelshus leisure centre.

Here the question is; why is that all the other respondents are satisfied with the presentation of services physically and physical facilities yet F6 is totally dissatisfied? Why does F6 have differing views from her colleagues about physical service presentation? From the critical observation of F6's interview it was noted that she does not have a contact person for her child. Unlike other respondents, she follows her child herself to leisure centres. The parent sits there with contact workers and other children who have functional disabilities and watch for herself the physical presentation of services. This gives F6 better chance to observe in detail for long periods all activities, facilities and physical service presentation given out by leisure centres. Observing and watching what is taking place in service provision puts F6 in better position to know and see the physical facilities and how services are presented practically to children. This could be the reason why this particular respondent is dissatisfied with activities of municipality leisure activities. Unlike some of her fellow parents who claimed that they have never been at leisure centres before, F6 is always there.

Accessibility in service provision

Accessibility of the service includes the notion of how approachable the service and its provider are. This consists of the location of the place where services are given out are convenient for use, time or hours, the period clients spend while waiting to receive the service and lastly is the ease with which to reach the service providers by telephone call. This includes the issue of whether the customers' telephone calls are put on hold for long time or do they call and talk to service providers straight away. All these determine customer's perception and satisfaction.

In relation to our study, the respondent noted that leisure centres or places which are used as leisure centres are easy to access. The leisure centres are public places and are located along roads which have public means of transport. On top of that, other respondents with the exception of F6 noted that their children are picked up from their respective homes by contact workers. It is the contact workers who also brings or drives children back home to the parents.

This means that the issue of accessing of leisure centre do not arise if you have a designated driver pickup.

Referring to the justice theory when we say that a person is treated unjust then we will be comparing that person in question with others whom we think that they are treated fairly or with justice. In relation to this study, F6 would say that she is treated unfairly. This is so because to access the services the parent (F6) follows up her son to the leisure centre and look after him when they there. The other children or parents have do not mind about the difficult of accessing leisure centres. This is so because contact persons collect children from their respective homes and also brings them back. On this scenario we can conclude that justice is not prevailing since F6 is treated unfairly compared to her colleagues.

According to Adam`s Equity theory of justice, people experience high satisfaction when they realise that their rewards are proportional and reflects their contributions. In relation to this study, many interviewees were dissatisfied with the two hours in a a full week which their children get for leisure activities. This dissatisfaction is a clear manifestation of lack of distributive and equity justice.

More still as far as justice theory is concerned, lack of choice or the limited choice which respondent see as unfair is manifestation of lack of distributive justice. Almost all respondents observed that they do not have choices for leisure activities for their children. It is only the municipality which decides on the leisure activities for every child with out giving the parents a chance to choose. Since respondents are in a welfare society where man expects reward in return for their contribution in form of tax payment, they expect proportional reward. Such rewards are expected through provisions of social and communal services like leisure services to functionally disabled children.

Summary

The foregoing chapter has covered parents` expectations before their children begun with municipality leisure activities. The outstanding expectations were parents to get relieved of children during leisure time, children to get friends and to socialise with others. The chapter has related the ten serqual dimensions with the study`s raw data. It has also shown that there is some loop holes in communication to parents. Courtesy dimension is in place, parents are not satisfied with the competence of contact persons, contact person`s responsiveness is good, workers are credible, reliable to a certain extent, parents do not bother about the tangibility dimension much and worker seem to understand their jobs

CHAPTER FIVE : RESEARCH FINDINGS

Relating Procedural justice in service delivery

In procedural justice the procedures which are taken before the results are the most vital issues (Greenberg 1996). ``People are less concerned about results or outcomes but what is important is having a say on how decisions are made`` (Greenberg 1996).

Relating to procedural justice to this study all respondents noted that they have never been included in decision making regarding their children activities. Even though the leaders in Sandnes municipality send letters, emails and short text message, municipality do not call parents to participate in decision making regarding their children.

Further still in justice theory, procedural justice is a prerequisite for distributive justice. In other words when proper procedures are followed, justice always prevails. Good procedures give way to a fair resource distribution. (Hammer 2011) When respondents were asked whether they knew the municipality's decision making procedures, none of them was aware of the procedures. In this sense when parents does not participate in the process of decision making and at the same time does not know the procedures or channels which municipality leaders follow that means there is no procedural justice. When procedures used are just, obviously the outcomes from such procedures will be fair hence getting distributive justice.

In relation to this study , one sees that parents do not know the procedures used by leisure department to arrive at decisions pertaining their children. Therefore procedural justice is lacking in municipality's leisure activities.

More still one to ensure that procedural justice is observed, all the parties involved must be well represented and other criterion or steps which are taken in decision making process must be considered. Decisions are considered to be fair and binding when these steps are followed; representativeness, correctability, ethicality, bias suppression, accuracy and consistency (Leventhal 1980).

Relating to this study, representativeness states that decisions must be based on information and opinions of all different people or parties involved. However here we see that parents are not involved or represented when decision making hence representativeness is lacking.

Consistency criteria stresses that the same procedures among all peoples must be applied. However F6 noted that others parents have contact persons for their children but for her she does not have contact person. This means that consistency as one of the criteria in justice is not applied by the municipality hundred percent.

In addition the two hours period for leisure activities in a week for many parents was regarded as not enough, yet some respondents like M2 noted that his daughter was promised two and half hours but she gets only two hours and they have never explained to him why the half hour is not used. This manifests inconsistency and unfairness. In relation to our study distributive justice is more about allocating society member fair shares of resources which are available but some parents feel that the resources are not distributed properly to them. This means that justice is lacking.

As far justice theory is concerned many parents or respondents are not aware as to why and how leadership in municipality leisure department decide on particular leisure activity for children. M3 and F7 noted that their daughter has had only one activity for five years. The parents do not know how the decision of dancing activity was taken by the leisure leadership. At the same time they are wondering why a child could participate in one particular activity for five years without changes to try other leisure activities. Parents claim that they have never been consulted to decide on which activity their daughter would participate in. This is a proper manifestation of lack of information justice since informational justice put more emphasis on conveying relevant information about why particular procedures are followed and why the outcomes are distributed in a certain way. As Yi, Lui, Ying Huang noted that that this is more about explanations which people get to explain or highlight as to why particular procedures are used.

Relating procedural and informational justice to the study

In procedural justice the procedures which are taken before the results are the most significant (Greenberg 1996). At the same time procedural justice is the prerequisite for distributive justice. This means that when proper channel or procedures are followed, there is a likelihood of people getting a fair share in distributive justice and resources

When clients know what they are supposed to receive according to their rights, this empowers them to follow these procedures which are used to determine their shares.

Therefore the basis of a just service must include openness. With openness the service provider should reveal to his clients all the information they deserve (information justice). Service provider have to avail to clients all the procedures which are used in determining issues which affect them. Short of that then it means there is no procedural justice.

In general, as far as this study is concerned one realises that procedural justice is lacking. This is due to the fact that customers are not aware of their rights, they do not know the procedures leadership in municipality follow in taking decisions which their children. At the same time information justice is lacking as clients are not empowered with the information they require.

Interpersonal justice in service delivery

As far as justice theory is concerned, interpersonal justice concerns with politeness and respect between people. The respect and politeness which contact persons show towards parents and children manifests interpersonal justice. As it is noted that interpersonal justice focuses on fairness perceptions when it comes to interpersonal treatment during human interactions, politeness, caring and respect of parents and children, all are observed according the respondents. Therefore interpersonal justice is really observed in leisure department's work with the clients.

Interactional justice concerns with personal perception of the method of treatment a person experiences when procedures are implemented in organisation. In relation to our study all respondents noted that they do not know the procedures which municipality's leisure department follow when it implements its procedures. This means that it is difficult to judge whether there is interactional justice when one does not know these procedures.

Gender and service delivery in the study

In their book *Leadership & Information processing, Linking Perception and Performance*, (1993) Robert Lord and Karen Maher writes about people's perceptions and biases due to gender. Some people depending on their religions, races and cultures have stereotypes and bias about the gender of service providers. Lord and Maher 1993: 95-113).

Noting this issue of gender bias the researcher also inquired from the respondents the gender they think to be the best in service provision. In their articles ``Perception of Women in Management`` Baugardner, Lord and Maher noted that women have not been in workforce long enough to occupy top-level management positions (Brown 19839 , that there

is ``pro-male bias in evaluation.²¹ The authors further explains that gender related stereotypes defines the way and perceptions people have toward men and women. On the other hand, male trait stereotype are attributed to being successful yet women are seen unsuccessful²². Bearing this in mind, the researcher inquired and probed respondents about their views on men and women contact persons; which gender they thought serves better in municipality's leisure department.

From the interviews, the researcher tried to find out the respondents' views as far as gender of municipality leisure department workers is concerned. Their (respondents') answers were similar. All respondents were not concerned or biased about the gender of service providers. In other words the respondents did not show stereotypes depending on gender of contact persons.

All respondents noted that they are not concerned about gender of the service providers; Their major concerns are the characteristics and the personalities in service provision. However F7 noted that since their daughter cannot speak, dress up and feed herself, females workers would have an advantage over men since female workers may know better about fellow females' social and hygiene needs. The respondent noted that they have a female contact person. Never the less the same informant was quick to observe that even though a female worker may be good, their daughter had a male assistant worker in SFO before and the man was a good service provider and the girl liked him much. This means that even those who prefer particular gender, they do so because of social and hygienic needs but not because of stereotyping.

All respondents replied that the contact persons for their children are females. As parents they have not had a chance of comparing gender efficiency in service provision since their children have had only female contact persons. Many of them were of the view that it would have been better for their children to have variations in the gender of workers. Many believe it is better for children to have both males and females provided that such workers have good personalities, characteristics and knowledge.

In summary informants not were concerned or biased on gender of in service provision. Their major concern is good personality, characteristics and service mindedness of service providers.²³

Respondent's views/proposals and opinions

²¹ Ibid., 97

²² Ibid 97

²³ Parents like M7 was preferred female gender worker because her daughter may need to change pads in case of montly periods and this I better done by women.

Besides the main issues(questions) in the interview guide, informants had their own comments, views, opinions and suggestion which they thought that should be put into consideration by the municipality's leisure department to make things better than they are now. The following are the views as were taken from the interviewees.

As it was stated in the section about the importance of this study that the research will give feed back to service provider (Sandnes municipality) , the researcher believes that this section of client's views and opinions may be of great importance to Sandnes municipality.

First and foremost interviewees were of the view that the leisure department can increase the number of hours children spend at the leisure centre. Most of the children get two hours a week. Parents think this is not enough; they should have at least four or six hours a week. Some parent compared their able bodied children who have many leisure hours with their friends and classmates who do not have functional disabilities. Parents noted that able bodied children get so many hours recreation compared with disabled ones which they feel is unjust. Able bodied children have many more opportunities for recreation

Secondly they proposed that children can start leisure activities at six years when they are starting school. Currently children with functional disabilities start to get leisure services from municipality when they are ten years . A good number of parents argued that at ten years children are already been alone for too long a period . They argue that It is difficult for such children to get friends at the age of ten, that it would have been better to start earlier and even to acquire friends.

More still some parents were of the view that the municipality should take care of service minded workers so that they may not loose them. Some parents argued that the municipality loses its worker all the time. Parents were of the view that municipality should take care of its workers so that they can remain at work instead of leaving them to look for other jobs else where.

In addition some of the respondents are of the view that the municipality must pay well its contact persons. The parents attributed this to low remunerations and as a result workers go for greener pastures in other companies.

Further still some parents are of the view that the municipality should employ contact worker who have professional competence in dealing with autism children, ADHD children and other functional disability diagnoses. Some respondents believe that workers lack professional competence to attend their children.

In addition some parents suggested that the municipality must be innovative and introduce new leisure activities each year. Some parents showed the researcher copies of

activities from the municipality for two consecutive years but such copies had exactly similar activities. Parents argue that municipality can copy or borrow a leaf from private firms which provide leisure services. Informants noted that such firms are innovative and provide varying leisure services.

Further still some parents were of the view that when the municipality is grouping disabled children, those with downs syndrome should not be grouped with those of ADHD. One of the parents was very bitter about this. The parent believes that mixing of the two groups hinders brain development of one group. This respondent emphasised that mixing one whose brains is not properly developed with another groups which has different diagnosis will retard the other groups brain's development. In a nut shell he proposed that the two groups should not be joined as one group.

Still more parents proposed that the municipality should employ both male and female contact persons instead of having only female. Respondents noted that children need to have variation in the gender of their attendants.

One dissatisfied respondent was of the view that municipality should employ physically strong persons instead of employing school children and pensioners to worker as contact persons. This respondent believes that they are physically weak to handle youthful children.

Customer concept as understood the informants` perspectives

One of the main themes in this study is to find out whether clients in public departments like municipal leisure department are regarded as customers by the service providers. Therefore in our interview this issue was categorically stated. All respondents were asked whether workers in municipality's leisure department treat them and their children as customers. The concept of customer was explained to them. All respondents noted that they themselves and their children are treated as customers. In the research it was observed that parents regard care, service mindedness and kindness as important attributes which service provider give or show to them. The respondents` views on how customers should be treated by service provider is in line Czepiel's (1985) characteristics of service providers. These include attitude, expertise and emotional labour. However respondents emphasised the attitude characteristic. Under this characteristic there is openness friendliness and empathy of service provider. Expressing of socially emotions characteristics is also noted by Hochschild (1983). All respondents mentioned stated that these characteristics are crucial and they manifest a seller- customer relation or treatment.

However F6 , the dissatisfied parent used an analogy in describing the seller –customer concept in the municipality. She noted that the municipality`s leisure department is like a shop where there are all products but then the seller or shop attendant fail to explain or locate where in which exact shelves are the products which the customer wants. Here the respondent meant that the municipality has the leisure activities and product on offer but it has failed to give them properly to the clients.

Professionalism and service delivery

In data analysis we have discussed how respondents answered the question of competence. However it is vital to expand more on this by including the issue of professionalism. As earlier noted, there was differing views on issue of competence of the contact persons. Some respondents noted that contact worker do not have professional competence to deal or worker with disabled children. Some connected the issues of competence to medical profession. They seemed to believe that workers need to have medical skills in order to deal with children with down`s syndrome, autism and ADHD. As noted earlier some commented that if contact workers were competent the service would have been a better one. This is supported by the couple M3&F7) who noted that they (couple) are by luck have a professional medical contact person and she is fantastic in service provision. We can ask ourselves; does competence have anything to do with professionalism? Haven`t we heard of non professional workers doing better in service provision? According to the researcher professionalism seems to be essential and that could be the reason why respondents M3&F7 (one couple) with medical contact person are extremely satisfied than their counter parts. The fact that they (M3&F7 –couple) refer to their medically trained contact person as fantastic explains that she is better than others who are non medical personnel. This is likely to be true because the couple noted that they have had non- professional medical worker before and such contact persons were not as fantastic as this medical personnel. There is also likelihood that professionalism gives psychological satisfaction to customers since their clients have medical diagnosis. However the researcher would believe that professional social worker and well experienced workers can also handle well children with functional disabilities.

Comparison of leisure service`s clients/parents handling and customer handling in private/ profit- oriented firms

As noted earlier that the concept of ``customer`` is one of the main themes in this study, the researcher investigated more about this concept while carrying out the interviews with

respondents. Respondents were probed to find out how customers are treated both in private companies and public institutions

Since this concept of ``customer`` is mostly used in private or profit making companies in day-to-day life, respondents were asked to compare the way they are treated in municipality leisure department and the way they are treated in private companies like bank, hotels and shops; then point out where there is better treatment. With this question, the target of the researcher was to see whether workers in municipality department regard the users of their activities as customers or mere users. The reader should bear in mind that banks hotels and shops are profit-oriented firms handle customers with the spirit and motive of retaining them and winning their loyalty so that they can come back again.

One of the very interesting findings here is that almost all parents with the exception of one noted that workers in municipality leisure department regard them (parents) as customers and they are treated far better there in leisure department than they are treated in banks, hotels and shops. They emphasised kindness, extra care service mindedness empathy which contact persons exhibit as attributes which they do not see in profit-oriented firms. Visiting clients by municipal contact persons was pointed out as one of the special issues relating to customer care which cannot be found in profit oriented firms.

All the parents emphasised the good personal contact and relation that exists between contact workers and the parents plus their children. Respondents observed the jovial relationship and contact which they enjoy with the contact persons in municipality. Parents noted that they are well received by the workers in the municipality. At the same time the jovial mood and care in municipality which workers have is more than that they receive in banks , hotels and shops. They compared this with profit –oriented firms where worker do not have good personal relationship with the customers.

``In banks and hotels s workers only serve you and that is all, he or she will not go further to show social interest in the customer....they can not visit us but leisure department workers visits us and show interests in our social wellbeing`` F1 said.

Respondents argued that service providers in Sandnes leisure department put much emphasis on creating lasting relations with the clients compared to profit oriented firms where there is little dialogue. Parents noted that contact workers go an extra mile where by they try their level best to create good personal contact with both the children and the parents. This is very positive.

This emphasises the issue that man is social animal who always need social contact with others and personal relationship.

Distributive justice in relation to the study

In this study informants were asked whether they thought according their experiences Sandnes municipality prioritises leisure activities for children who have functional disabilities in its budget. Only one respondent answered yes to this question. The remaining respondents felt that Sandnes municipality do not prioritise leisure activities for children who are functionally disabled in its budget. M3 and F3 emphasized that it is because of lack of prioritising these leisure activities in municipality's budget that leisure budget is cut down all the time. These two respondents think that the politicians in the municipality are not interested at all in leisure activities for functionally disabled children. They further observed that politicians give out the small activities because they are obliged by law to do so but in reality they have no interest.

However all the informants believe that if leisure service offer had been prioritised in the municipality budget, it could have been a lot better.

Respondents were asked whether they feel that the municipality give them services which they deserve to get according to their rights. With the exception of one female respondent(F6), all other respondents could not answer this question . The reason for this was that they do not know what their rights are as far as leisure services for functional disabilities are concerned. Most of them confessed that they are not aware that it is a right for them to receive or claim leisure services from the municipality. Some mentioned that they never knew that giving leisure services to their children is something which they are entitled to according to their rights.

Here the researcher raises a question; if respondents are ignorant of their rights and some regard the service as a favour, how would one expect such people to express their satisfaction or dissatisfaction of the service they get? This is pertinent question in the study which we must bear in the mind when reading the results of the study. This issue also leads us to the dissatisfied respond. It should be noted that most dissatisfied respondent (F6) was the one who knew that receiving leisure service is a right which her son deserves. The researcher raises another question. Why is it that the only respondent who knows that giving leisure services to functionally disabled children is a right is the only one who is totally dissatisfied?

Is this a coincidence? The researcher may not give the final answer for this however he is of the view that it could be that the more the person is well equipped with knowledge about the service, the more difficult it becomes to satisfy him. This takes us back to the definition of satisfaction where we see that the service must exceed or meet a customer's expectations in order for one to experience satisfaction. (Tor Andreassen, 2006:70) There is a likelihood that since F6 knew her rights, her expectations were high hence leisure services` not meet them. F6 know that getting leisure services for her disabled child is a constitutional right²⁴. Therefore her son deserves these services. The parent noted that the municipality dot not give her services which her son deserves according to the constitutional rights.

Here the reader must note that this is the same respondent who is extremely and totally dissatisfied with the activities of leisure department. Though it has been observed earlier that this respondent's dissatisfaction and negative perception of leisure services probably stems from her failure to realise her expectations, there might be other reasons like civic awareness of her rights hence demanding her civil rights.

The mere fact that F6 knows her rights and is very well conversant with her constitutional rights might a possible good reason to explain her dissatisfaction. Since the rest of the respondents are satisfied and do not know their rights as they admitted, it may mean that may be they are not keen on what and how the services are supposed to be given out. Hence thinking that what they get is the best and what they deserve.

This leads the researcher to conclude that giving services to people who knows what they are entitled to/ their rights and what they are supposed to get may make it more difficult to satisfy them. On the other hand it may be easier to satisfy people who are ignorant about their rights.

Back to justice theory one realises here that leisure department has not given its clients information justice. Municipality has not given information to parents about their rights and what they deserve to get in leisure activities hence denying them information justice. However the questions here are, does the municipality deny such information to parents intentionally? Is it the municipality's obligation to tell the parents their rights? These are important questions a reader must think about. Here we can raise another question. How come that respondent F6 knows her rights? Was she informed by the municipality? The answer here is that the parent got the information herself. Therefore other parents should look for the information regarding the services their children get. However according to the

²⁴The parent know that the law which gives her son rights to get leisure services is under social services and heath laws in the constitution.

researcher, it is recommended, that the municipality as a service provider should inform its clients everything about the service their clients receive. By doing so, the municipality will be exercising information justice.

Employees contribution to customer satisfaction

Czepiel (1985) notes that employees have three characteristics which directly impact on customers` experience. These characteristics include expertise , attitude and demography. Gabbott and Hogg (1998: 76). Expertise is concerned with the exercise of particular skills. Such skills are acquired through formal qualification. However the vital components of expertise is response, flexibility and creativity of service provider to customers.

The second characteristics of attitude is concerned with individual characters of workers for example empathy, friendliness and openness. Workers who are service- minded, empathetic and responsive are desired by customers. Hochchild (1983) refers to this as emotional labour or the act of expressing socially accepted emotional while transacting a service. While Ashforth and Hunphrey (1993) refer to these emotions as display rules. Authors argue that it is difficult to train employees in attitude characteristic as this require the worker to behave and act out of emotions which they do not feel inside themselves.

The third characteristic of demography is concerned with age gender education levels of the workers. In one way or the other this demography has an effect on how customers perceive the services. Some services require particular gender in service provision while other services require specific age depending to the customers. Gabbott and Hogg (1993.77). Basing on the above mentioned characteristics, one notes that these individual desired characteristic exists in leisure department.

Relating this to the study one realises that the main issue which were raised by respondents as vita to them in service provision are openness, service mindedness, empathy and friendliness. Parents described the workers/ contact persons as people who have characteristics of attitude. In fact most of the parents` satisfaction and positive perception were based on these characteristics of attitude.

Summary

In concluding this chapter we note that procedural justice has been connected to the study and found out that parents do not know the procedures used by service providers, Informational justice is fully in place,even though it has some loop holes interpersonal justice exists since there is respect and politeness in customer treatment. Customers do not have gender bias toward the service providers, clients opinions, parents believe contact persons generally lack

medical professional competence which they prefer; parents are regarded as customers and are treated far better by the contact persons than they are treated in profit oriented firms. Lastly parents stated that their satisfaction is based on emotional characteristics such as openness, service mindedness, empathy, friendliness and responsiveness

Customers`/respondents` satisfaction in the study

Generally according to the study most of the respondents were satisfied with the activities of leisure department. As noted earlier satisfaction was measured by the way the workers (contact persons) handle the clients. Here the clients are the children with functional disability and their parents. The respect which is accorded to them was considered. The behaviours of contact person or worker was an issue. Customers described the contact persons as kind, caring, helpful/ willing to help all the time, decided and above all service minded. The researcher analysed the raw data relating it with the ten Serqual dimensions. Raw data from the parents has been analysed relating it to justice theory and the existing literature. In the end the overall assessment was that customers to a big extent are satisfied with the leisure services.

CHAPTER SIX: DISCUSSION OF FINDINGS

Limitations of the study

Before discussing the findings of the study, it's vital to put in mind the limitations of the study because these could have affected the results in one way or the other.

The first major limitation of the study was the unnecessary delay to begin data collection. Though the researcher prepared himself early to undertake research interviews in November, it was not possible. The researcher agreed the leadership of leisure department in Sandnes municipality to undertake study of their customers satisfaction and perception. Unfortunately on the onset of the study in November the researcher contacted the municipality office which was supposed to give him an introduction letter introducing him to the customers. At this point the researcher was told the overall leader who was supposed to release such a letter was on holiday. That made every thing to come on stand still until the leader came back.

Though the leader had promised two months before to write the introduction letter, when she came back she informed the researcher that she had to first consult with the municipality's lawyers whether it is allowed to give a letter introducing the researcher to the clients. The researcher had to wait for the lawyer's answer for another period. When the lawyer agreed then leader wrote letters to the clients asking them to participate in the study. However the leader never revealed to the researcher the names or address of the clients whom she wrote to. As if that was not enough the letters were footnoted that it was the clients themselves to contact the researcher. The letters were sent to clients whose identity was never revealed to the researcher. At the same time clients were informed that there could not be any reminder to them. This put the researcher in difficult situation. This really delayed everything and in the end the researcher used his only private means to find out the clients contacted them himself. Besides the concept of customer satisfaction and service, the concept, there was no prior literature on this particular topic hence limiting the literature review process.

The difficulties experienced in finding the parents who were willing to be interviewed about the children with functional disabilities and the response of municipality's leisure department was a major limitation.

The second limitation was gender imbalance among the respondents in the study. Though the researcher was interested in having a gender balanced number of respondents, it was not possible. The researcher ended up with few (three) men and more women. This is a limitation which can affect the data collected in one or another.

Due to confidentiality and protection of customer's identities the researcher did not have a chance for participant observation method in data collection. Strauss and Gorbun, 1990 p.17) stresses that qualitative research's main data collection method are interviews and observation. Though participant observation is vital, the researcher did get a chance to participate in leisure activities and observe the process of service provision. This is considered as a limitation of the study since the researcher could observe by himself. The main method the researcher relied on was interview methods.

Further still the fact that the research was only targeting customer's satisfaction and only ``secondary customers`` were interview is a challenge. The researcher considered children with functional disability as the primary customers and their parents as secondary customers. Since these children have functional disabilities yet some cannot speak or hear, their parents who are ``secondary`` customers were interviewed. Therefore using only data from secondary (indirect customers) is a limitation of the study findings. However one need to know that some of these children cannot talk while others have psychiatric problems and mental retardation and would be unable to understand the study. This limitation was beyond the researcher's control.

In addition another major limitation is the fact that the parents/ respondents being studied are psychologically depressed due to the disability situations their children go through. Many confessed that they have almost no time for other things like this study. They spend most of time attending to disabled children. While some did not want to discuss anything relating to their disabled children.

Language was another limitation. The interviews were done in Norwegian which is not a native language of the researcher. As if that is not enough the different language dialects of the respondents was a limitation to an extent.

Last but not least the researcher had targeted to interview between twenty to thirty respondents but due to the bureaucratic tendencies in public offices plus the labour policy of confidentiality it was difficult to access all these respondents. This was due the fact that municipality adamantly refused reveal the names and contacts of its customers to the researcher.

The fact that in this study the researcher only interviewed on group yet in this service provision there are four groups involved. The groups include parents, contact persons, municipality leadership and disabled children. Interviewing parents only is regarded as a limitation.

Finding the respondents by the researcher himself was something which proved to be very difficult though the researcher did his best.

Summary of findings

The problem statement of this study is the extent to which customers of leisure department in Sandnes municipality are satisfied and perceive the service they receive from the municipality and how this service provision reflect a seller-customer concept.

By customers of leisure department, the researcher refers to parents of children with functional disabilities. It is the children who use the services but the study regards their parents as the customers. The study`s main goal was to establish the extent to which parents are satisfied and the perception they have on the service which their children get. At the same time the study was interested in finding out whether these clients/ parents of leisure department are treated as customers. In other words; is the concept of customer as portrayed in business terms known and practiced by the public institutions like the municipality?

The study used a qualitative approach. Face-to -face interviews were done among the respondents. The face-to-face interviews were used in order for the researcher to get a chance to observe the respondents` emotions and expressions. Justice theory and Serqual model were both used as the foundation in assessing service satisfaction and perception. The ten dimensions of serqual model that is to say courtesy, communication tangibility accessibility understanding, competence reliability, responsiveness, , security and were used in measuring satisfaction.

The four types of justice theory that is to say interpersonal, interactive justice , procedural and informational justice were used in the study.

At the end of the study it was established that to a great extent customers of leisure department were satisfied with the services they receive and have a positive perception about the services they receive from Sandnes municipality. The study further established that clients are treated as customers. On top of this, clients are treated far better by the municipal workers than the way the customers in profit – oriented firms are treated. The research established that clients regard emotional characteristics or characteristics of attitude like empathy,

responsiveness, care, friendliness, openness and service mindedness as the most important characteristics which service providers must exhibit to customers. Customers` satisfaction was based on these attributes according respondents.

Besides the main findings, the research also established that customers do not know their rights, it was also established that the municipality do not give the required information to the customers, that parent/ customers are not included in planning of activities for their children, that the municipality do not prioritise leisure service leisure of functionally disabled children in its budget, that contact workers lack professional competence, that the parents/ customers are not aware of the decision making processes pertaining the leisure activities of their children the and lastly the research found out that almost all contact workers are female, an indication of gender biasness, or perhaps looking after children is a women`s role.

One the other hand one parent/customer was totally dissatisfied due to the municipality`s failure to fulfil her expectations

Theoretical relevance of justice theory and Serqual model in the study

During the study, justice theory was used as it was considered applicable to the study. The study suits the justice theory in that justice as per say is about fairness in resources distribution. In the study the researcher was interested in finding out how customers are satisfied with the services they get and the perception they have towards the services. The theory is applicable and relevant to the study in that distributive justice is concerned with distribution of resources plus social exchange. In this situation, leisure services are the resources which are distributed to the parents.

Customers or parents of functional disabled children, receive services from the municipality in exchange for civil responsibility to the state. Civil responsibility of the parents include things like tax payment to the government. In return for this, justice is experienced when municipality is giving back to the parents in form of welfare services or required services to the citizens. Therefore justice theory is applicable is really applicable to the study.

Procedural justice is the fairness of procedures or processes which are used when results or outcomes are being made. Since the study looks at the municipality as service provider and service provision to the customers who are service receivers, the theory is applicable. One sees how the procedures in service provision are taken and how such procedures are fair.

The study further looks at how customers are given information on the processes and

steps used in arriving at results. One sees that different decisions are taken by the municipality's leadership regarding the activities which children participate in. Here one can realise that the theory is applicable in the study.

The study is dealing with customers and service providers. These are two groups of human beings which require interpersonal interaction. Therefore interpersonal justice which is defined as the degree to which a person is treated with dignity and respect suits the study. Therefore this justice theory which includes interpersonal justice is applicable in the study. One sees that this interpersonal justice is the most applicable theory in studying the two groups that is to say service providers and customers.

Justice theory has really covered all the parts in the study for example customer satisfaction and perception of service provision. The theory has worked well in a qualitative interview. The interviews which were conducted were divided into four parts of this theory (see the interview guide structure). Distributive justice covered issues of fairness of service provider in resource distribution. Information justice covered issues/questions about information which clients receive in the processes of getting services. Procedural justice section covered the criteria which are used by the leadership in leisure service provision. Lastly interactional justice section covered the issues concerning interpersonal treatment of people and respect accorded to them.

Justice theory has been very relevant and fully applicable to this study. Since the theory is about fairness, respect, interpersonal fair treatment among human beings, openness and proper information sharing between service providers and service takers yet these were themes and gist of this study, we can conclude that this is the most relevant and applicable theory of the study.

In summary justice theory covered all the issues in the study. At the same time the theory was easy to be understood by the informants and the researcher.

Significances the result, Managerial implications and recommendations to the management

The major finding of the study showed that to a great extent customers are satisfied. This finding is almost answering one of the major themes of the study which is the extent to which customers of leisure department are satisfied with its activities. This finding implies that the leisure department is doing well in its service provision. This positive result is important to the leaders and the municipality at large. The finding implies that leaders have to continue motivating the workers hence keeping them.

More still this finding is significant in that it is likely to give the customers more trust in

the municipality.

The research established that clients are treated as customers but not mere users of the municipality services. Respondents` feeling or answer that that they are treated as customers has a positive implication that there is likelihood of being satisfied. Though the concept of customer is mostly used in private profit -making companies, customer in public institutions (parents) showed that they felt that they are treated even far better than in private firms. This is manifestation that municipality`s workers emphasize and are more interested in customer satisfaction.

In addition result findings showed clients feel that they themselves are treated far better than they (respondents) are treated in private profit making companies. This is a land mark in the study. Clients noted interpersonal interaction and respect of clients is something which they as customers observed as very important. Showing empathy, care respect and visiting of clients or customer were pointed out as issues which make leisure department far better in customer treatment than private profit- oriented firms in customer relations.

This finding is an indication of existence of interpersonal and interactional justice in leisure department`s service provision. This positive finding should be appreciated by the management of leisure department. The researcher would recommend management to make sure that workers who exhibit such good values of kindness , empathy, hospitality are maintained and given reward plus recognition. This will boost their morale to continue hence customer satisfaction and positive perception.

The finding that customers in public service are satisfied disconfirm or refutes Gabbott and Hogg`s (1998) views on satisfaction in public intuitions where they observe that customers using public utilities are generally neither satisfied nor dissatisfied with the services which they receives but are always in the middle.²⁵

Though most of the clients expressed satisfaction to a great extent, they observed that they lack or do not know why some decisions are taken by the leadership in leisure department. This lack of information pertaining decisions which affect their children has negative implication to the management of leisure department. One of the likely negative implication is that parents will start complaining and may take away their children from the service provider. A customer always need to be feed with information which affect him as a

²⁵ Mark Gabbott and Gillian Hogg (1998 p105) the two authors were writing about satisfaction of customers and they noted that in public services there is always neutral satisfaction – a term which is used to refer the state between satisfaction and dissatisfaction.

customer and short of that he is likely to complain or withdraw from the service. There management has to avail its customers all the information.

The research showed that the municipality is so conservative and provides the same old fashioned activities all the time with little variation and choice. Clients noted that the municipality provide the same services throughout the year. Two lists of activity plans for two consecutive years showed that there was no change in the activities for two years. Doing the same activities for a period of two years has shown lack of innovation by the leadership of leisure department.

This is likely to have a negative connotation to the services in that customers will become bored of these same activities which will be done for two consecutive years. As a result of boredom they can stop participating in such activities. The researcher recommend that management can be innovative in its activities or can borrow a leaf from private firms which provide leisure activities to disabled children.

More still the finding that almost all parents believe that the municipality do not prioritise leisure services for functional disabled children has a negative implication toward the municipality. One of the most likely implications is municipality getting bad reputation among such parents. At the same time this will be a contradiction with one of the three values of the municipality. Sandnes municipality's values are healthy, courageous and spacious or accommodativeness. Healthy as a value according to the ancient Greeks is associated to games and leisure. The Greeks believed and still believe and say that `` a healthy body has a healthy mind²⁶`. Therefore when the municipality has health as its value and at the same time do not priorities leisure services for functional disabled children is a total contradiction with one of its values. It is in these leisure activities where children can use their bodies while playing hence getting a healthy body and mind.

The study found out that clients or customers do not know that receiving leisure services is a right which they deserve. As noted earlier only one respondent knew that she is entitled to such services and her son has a right to receive leisure service. One wonders whether people who do not know their rights can have a capacity to make assessment about whether they are satisfied or dissatisfied with the service. Customers` ignorance about their rights implies that they do not have capacity to assess whether the services are satisfying.

²⁶ Games and leisure activities started in Greece. The Greeks believe that a healthy body always has a healthy mind. That is why they started games like Olympics and others. They believed that when person used his body while in games then his body will be healthy and his mind will also be healthy.

Ignorance of customer's rights is an indication that customers are lacking awareness about the information surrounding their services. This has an implication that customers will either not demand for what they are supposed to get since they do not know it; Alternatively customers can over demand for services which they are not entitled to since they do not know their rights. As discussed earlier that information justice is lacking among the customers. This has negative implication to the leadership of leisure department and the municipality at large. The negative implication is absence of civil awareness among the inhabitants.

The researcher recommends that the management of municipality's leisure department to write a circular to its customers and feed them with information regarding their rights as customers. This will help the customer to make a proper follow up the service they receive.

It was also found out from the study that children's contact persons always leave their work to find /alternative employment. Though some respondents did not give the reasons why worker always go to find other jobs, this gives a message that there is a situation which does not favour the workers. The possible reasons for change of employment follows: There is a likelihood that workers are poorly paid, not handled well, poor working conditions or the job requires particular things which workers cannot afford. If not so, this implies that leadership/management of the leisure department lack leadership and interpersonal skill to deal with the workers.

This particular finding has an implication to the management that in near future the department will fall short of workers if contact workers continue to change employer or department. Therefore management should sit down and address this issue of losing the workers before it is too late. The researcher recommends that the working conditions, interpersonal relationships with workers and remuneration have to be reassessed by the management. The assessment will help to solve these management problems. Management should also note that losing workers every time is bad because such workers go away with experience, yet experience is the best teacher. The researcher recommends the management to adopt relation oriented management alternatively.

The study found out that almost all contact persons are female. Many of the parents wished to have gender balance among contact persons. One wonders why only female workers are used. This implies or is an indication of gender bias in recruitment process of the contact persons. Employment of female workers is an indication that employers have may be have gender bias. The researcher recommend to the management to employ both male and female contact persons. This will help the children to get used to men and women.

The research results showed that one respondent is totally dissatisfied with the services from leisure department. This respondent cited a number of issues like failure to get a contact person for her child, poor ventilation of leisure centres, non responsiveness of workers, workers, employment of pensioners and school pupils as contact persons and poor remuneration of workers²⁷. This finding suggests that several courses of actions must be taken by the management and workers re-evaluating themselves to see where there is lack fairness in service provision. This can help them to address the problems in service provision. If this is not done, the management of leisure department is likely to get bad reputation. The dissatisfied customer is likely to spread her dissatisfaction by word of mouth hence giving bad rumours about the quality of service providers and leadership.

More still the fact that one dissatisfied customer has no contact person for her son yet all her follow parents have contact persons is total manifestation of unfairness. This particular issue reflect injustice and inconsistency. This is an issue which municipality have do address, if not so it is likely to get bad reputation. The researcher recommend that the management of leisure department take an immediate response to find out why one of the customers do not have or was not given a contact person when her colleagues/ other customer/ parents have contact persons. The researcher is of the view that the management to take a thorough investigation into all the issues which the dissatisfied client raised so that loop holes can be addressed.

In the study it was found out that most of the parents have not been at the leisure centres where their children get services from. This may imply that the parents have a lot of trust in the service provider in that they do not need to go there and see the places where services are given out. This finding refutes zeithaml's serqual dimension of tangibility in service provision. This dimension states that customers always assess the physical facilities, appearance of workers, presentation of service physically and tools or equipments used. This particular finding shows that is some instances customers do not take into account tangibility (physical facilities, and tools used) in service provision. The researcher recommend to the management to make sure that they maintain and keep the trust which customers have about leisure department. By doing this the department's reputation will be maintained.

Further still it was found out that one customer was totally dissatisfied. One wonders why it was only one customer was extremely dissatisfied and had totally negative perception about the service. As noted earlier this particular customer is likely to have been totally

²⁷ The researcher could not verify the allegation of poor pay due the policy of confidentiality ,where by neither workers nor their leaders could reveal the salary to the third party.

dissatisfied because of her high expectations which were not met by the service provider. When we look Oliver`s (1993) definition of satisfaction where he notes that it is the overall outcome of client`s assessment and perceptions of service process , experience , quality of service , benefits got and perceived values of money in relation to client`s expectation. The same definition is given by Clark and Shulver (2012). Considering this definition one sees that the customer`s assessment of quality on service as low. This customer observed poor ventilation of service centers, unhealthy eating habits. The same customer was using another private leisure centre. This means that she was comparing municipality`s service with other service providers which she uses also. Here one see that this is what is referred to as customer`s experience. Therefore the customer`s dissatisfaction confirms the definition of customer satisfaction as given by the authors.

Johnston ,Clark and Shulver further noted that customer perception is always positive if expectations are met. As discussed earlier, this particular customer expected to be free for some time when her son is at leisure centre. Unfortunately the leisure centre did not secure a contact person for the customer`s son. As a result the customer follows up the son herself hence not getting freedom which she expected. Due to unfulfilled expectation, the customer has a negative perception of the service.

This dissatisfaction has an implication to the management that it does not make a proper follow up of customer`s needs. The researcher recommend the management and leadership of leisure centre to ask the individual expectations of each parent so that they can be assessed and addressed if possible. If this is not done, here is a likelihood of getting more dissatisfied parents.

Validity and reliability of the study

The fact that the ten respondents who were interviewed almost shared had same views on different issues yet they were interviewed separately explains the validity of the results. The interviews were satisfactory and all respondents were given a chance at the end every interview to air out his/ her comments pertaining satisfaction and perception of services. Presenting this particular data as got from the field the gives the researcher ability to testify that the research in credible, trustworthy and can be defended when challenged.

Summary

In concluding this chapter about the discussion these have been noted: To a great extent customers are satisfied with the services they receive. However one customer is totally

dissatisfied with the service and has a negative perception. Municipality do not prioritise leisure activities for disabled children. Justice theory is applicable and relevant to the study. The findings have positive implication that there good service provision. This can increase management's reputation and municipal reputation. The researcher recommend the management to re-evaluate itself in service provision, put in place information justice, recognise outstanding contact persons, maintain the good interpersonal justice they have with customers, re-evaluate the management style and increase remunerations of workers

CHAPTER SEVEN : CONCLUSION

It is very important to remind the readers what were the main purposes of this study as the conclusions are being made. In the beginning of this study the major themes were the concept of customer perception and satisfaction. It should be noted here that the study wanted to find out whether leisure service providers of Sandnes municipality's regard the users of their activities as customers. The second theme was to find out how the customers of Sandnes municipality's leisure department perceive (customers' perception) the services which they receive in from municipality's leisure department. Thirdly was to find out the extent to which customers of Sandnes leisure department are satisfied with the services they get. Here the study was interested in finding out whether customers have positive or negative perception about the service. The reader should not forget to note that clients in this study are the parents of functionally disabled children. In other words parents whose children use municipality's leisure activities.

First and foremost it should be noted that to a great extent customers are generally satisfied with leisure activities given Sandnes municipality.

As the study is being concluded it has been noted also that customers of leisure department (parents of children with functional disability) have positive perception of the services they receive. However there is one customer who had totally negative perception of leisure services from leisure department.

In addition it has been established from the study that workers in Sandnes municipality's leisure department regard the parents and the direct users of their activities (children with functional disability) as customers. As noted earlier the study was interested in finding out whether service providers regard their clients as customers or just mere users.

Further still the study established that parents really regard personal relationship with contact persons as very important in service provision. Personal contact and dialogue between service providers and customers is something which customers really appreciate. Many parents were very positive about the good personal relationship they have with contact workers.

Interpersonal relationship is very important in service provision. Almost all respondents mentioned that there is good interpersonal relationship between them and the worker in leisure services, something which they said is very good.

Further still socialisation, acquisition of friends and getting break free from the child/children for some time were the major expectations of the parents of children with functional disability when their children were beginning to attend municipality leisure services.

It was established according to the parents of children with functional disability that Sandnes municipality do not prioritise leisure activities for disabled children in its budget. They think the municipality is providing leisure services only for the sake of it since its obliged to do so by states law otherwise it does not prioritise leisure activities for children who are disabled.

Further still it has been found out that parents of children with functional disability do not know their constitutional rights as far as getting leisure services for their disabled children is concerned.

In addition it has been established that Sandnes municipality do not include the parents when planning activities for functionally disabled children.

Further more customer satisfaction in services provision, can vary from personality to personality, depending to the employees character, skills competence and experience.

Still more it was established that to a large extent contact persons do not have professional competence in handling children with functional disabilities. However the contact persons try their level best to work completely.

It was clearly established that there is a great sense of careness, kindness humility and hospitality among contact workers of Sandnes municipality's leisure department. This is something which many parent really appreciate in service provision. It has been noted a single mistake in service provision can make the clients very dissatisfied.

Further more it has been found out that gender has nothing to do with the way services providers do their work. All respondents were more concerned about the ability, personal character and service mindedness of contact persons than their gender.

More still it was established that most of the parents were not satisfied with the number of hours which their children. The two hours for every child in a week is seen as very low by all the parents. They are of the views that municipality can increase the hours to at least four or six.

All in all in summing up this study it has been established that to a great extent parents of children with functional disabilities are satisfied with the leisure services Sandnes municipality gives them. At the same time the municipality's leisure department treat their clients as customer. As a result of this parents have a positive perception of the service they receive from the leisure department them.

Recommendation of future study

The researcher recommends that in future, a holistic research should be made on parents` satisfaction and perception of the services municipality gives and contact person`s perception of the service they given to functional disabled children plus leisure department`s leadership management procedures. The three groups (parents, contact persons and the management of leisure department) should be interviewed in a holistic study to get a general balanced views from all parties involved in the service provision and service taking.

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Attachment one

Interview guide

Individuell informasjon og historie

Alder _____

Kjønn _____

1. Hvor lenge har du brukt fritidskontaktjenesten?
2. Hvilke forventninger hadde du til tjenesten da ditt barn begynte?
 - a. Ble forventningene infridd?

Håndtering

4. Vil du si at de ansatte (fritidskontaktene) viser hensyn og behandler deg/ditt barn som kunder?
 - a. Føler du at du og din sønn/datter blir behandlet med respekt?
5. Føler du at du kan stole på de ansatte som tar vare på dine barn?
6. Når du sammenligner de ansatte i Tilrettelagt fritid med ansatte ved for eksempel butikker, hoteller og banker, vil du karakterisere tjenesten som bedre eller verre?
7. Hvilken oppfatning har du av tilbudet barnet ditt får?
8. Anser du tilbudet barnet ditt får bra eller dårlig?
9. Hvilke andre tilbud vil du sammenligne denne tjenesten med?
10. Føler du at fritidskontaktene (ansatte) forstår ditt barns behov? Viss ja, blir disse behovene håndtert mens barnet er på tilbudet?
11. Opplever du at de ansatte(fritidskontaktene) har den nødvendige kompetansen som trengs for å ta vare på ditt barn?

Generell tilfredshet.

12. Er du fornøyd med hvordan de ansatte håndterer/behandler barnet ditt?
13. Opplever du at de ansatte er villig og hjelpsomme med tanke på barnet og spesielle behov?

14. Føler du at dine behov blir møtt eller opplever du at de ansatte stadig er travelt opptatt med jobb?
15. Opplever du at fritidssenteret utseende imponerer deg?
16. Vil du anbefale andre foreldre å søke eller ta i bruk tilbudet?
17. Føler du at barnet ditt er trygt når han/hun oppholder seg på tilbudet?
18. Liker du det fysiske miljøet ved senteret som eventuelt blir brukt i tilbudet?
19. Har du tillit til de ansatte, lederskapet og administrasjonen i Tilrettelagt fritid?
20. Føler du at du har en tilhørighet til tilbudet?
21. Har du kjennskap til andre tilbudet enn det din sønn/datter er med på?
 - a. Er de tilbudene du har kjennskap til bedre eller dårligere enn det tilbudet barnet ditt har?

Fordelingsrettferdighet.(Distributive justice)

22. Føler du at Sandnes kommune prioriterer disse tjenestene i sitt budsjett?
23. 22 b, Føler du at kommune gir deg et tilbud som er i overensstemmelse med dine rettigheter?
 - a. Viss nei på spørsmålet ovenfor: hvilke tilbud har du ikke mottatt, som du mener du burde ha mottatt?

Informasjon rettferdighet.

24. Fikk du på forhånd noe informasjon om Tjenesten Tilrettelagt Fritid før du søkte for barnet ditt?
 - a. Viss du hadde informasjon på forhånd, påvirker denne informasjonen din oppfatning av tilbud nå?
 - b. Får du informasjon og forklaring om aktivitetene og tilbudene som ditt barn deltar på?
 - c. Får du informasjon om eventuelle endringer og avgjørelser som blir tatt og som kan få konsekvenser for ditt barn? Får du vite hvorfor disse avgjørelsene/endringene blir tatt?
 - d. Opplever du at du får den informasjonen du fortjener fra Tilrettelagt fritid?
 - e. Viss ikke, hvilken type informasjon har du ikke mottatt?

25. Fra din personlige erfaring/opplevelse med de ansatte (fritidskontaktene) (kvinner og menn), hvilken kjønn vil du si er best egnet til å gi det tilbudet som kreves?

Procedural Justice.

26. Er Tilrettelagt Fritid flinke til å inkludere deg/dere i planlegging og forberedelser av aktiviteter som berører ditt barn?
- a. Er de ansatte (fritidskontakt) flinke til å høre og respektere hva du som foreldre mener eller går de bare forbi dine forslag?
 - b. Opplever du at lederne ved fritids tjenester følger gode prosedyrer i forbindelse med avgjørelser som blir tatt (som kan få konsekvenser for ditt barn)?

Interaksjon rettferdighet

27. Opplever du at du og ditt barn blir møtt med høflighet fra de ansatte /fritid kontakt?
- a. Blir du og ditt barn behandlet med respekt?

Attachment two

INTERVIEW GUIDE

Individual information and History

Nationality.....

Age.....

Sex.....

1. How long have you used leisure department services?
2. What were your expectations when you were bringing your child to leisure department for the first time?
 - b). Have your expectations (in the question above) been fulfilled?

Handling

4. Do you feel that the workers of leisure department regard or treat you/your child as a customer?
 - b). Do the workers of leisure centre treat you and your son/ daughter with respect?
6. Do you have trust in leisure centre worker who takes care of your child at leisure centre?
7. When you compare the way leisure department officers/ officials treat you/your child and the way you are treated in shops, banks, and hotel , would you regard leisure department to be better or worst?
8. What is your perception of the services your child gets from the leisure centre?
11. Do you regard the services which your child gets to be good or bad?
12. Which other service provider or organisations do you compare leisure department services with?
13. When you compare the way leisure department officers/ officials have treat you/your child and the way you are treated in shops, banks, and hotel , would you regard leisure department to be better or worst?
14. Do you feel that the leisure department`s workers understand your child`s needs? If yes, do they address these needs while at the centre?
15. Do you feel that workers of leisure department have the required skills to handle your child?

General Satisfaction

16. Are you satisfied with the way leisure department workers handle your child?
17. Are leisure department workers helpful or willing to help your child in case of any requirement?
18. In your opinion, do the workers of leisure department reliably deliver services in time or are they always at work when you need them?
19. Does the physical appearance of the leisure centre impress you?
20. Would you recommend other parents to seek or use the services of leisure department?
22. Do you feel that your child is safe when he/she is at the leisure centre?
23. Do you like the physical environment of the leisure centre?
21. What is your perception of the services your child gets from the leisure centre?
24. Do you regard the services which your child gets to be good or bad?
25. Do you have trust in leisure centre's workers, leadership and management?
26. Do you feel a sense of belonging to the leisure centre?
27. Do you know the services which other leisure centres give?
 - b). If you know other leisure centres' services (in the above question) do you think their leisure services are better or worse than the leisure centre where your child goes?

Distributive justice

28. Do you feel that Sandnes municipality prioritise leisure activities for functional disabled children in its budget?
- 28.(b) Do you feel that Sandnes municipality give you an offer which is according or in line with your right?
 - b). If no (in the question above), what have you/your child not received from Sandnes municipality leisure centre which you think you he/she is supposed to get?

Informational justice

29. Did you have any information about the quality of services which leisure department give before you took your child to the leisure centre?
 - (b) If you had information before (in the question above), does that information influence your perception of leisure department's services now?
 - c). Do you get information and explanations about the activities and services which leisure centre give to your child?
 - (d) Does the leisure department give you all the required information concerning particular decisions it makes affecting your child and why they are taken?

e). Do you feel that you have received or receive all the information you needed/need from leisure department which you think that you deserve?

(f) If not what have you not received?

30. From your personal experience with leisure service workers,(men and women), which sex would you regard to be the best service provider?

Justice (procedural justice)

31. Does the leisure centre seek your views in its planning procedures and preparation of activities for your child?

b). If they seek your views, do they respect them or go by them?

c). Do you think the leisure centre leaders follow proper procedures when making decisions affecting your child?

Interactional justice

32. Do you observe a sense of politeness from the leisure department workers towards you and your child?

b). Do the workers of leisure centre treat you and your son/ daughter with respect?

Attachment three

Til Foreldre/foresatte

SANDNES KOMMUNE

Fritid

Sandnes, 20. December 2013

Vedlagt følger det en forespørsel fra en master student ved UIS som ønsker å gjennomføre en undersøkelse vedrørende Fritidskontakttjenestene i Sandnes kommune. Undersøkelsen er en del av studentens masterstudie i Service og Ledelse.

Fritid distribuerer forespørselen for studenten og ber dere å vurdere deltakelse.

Det er først når dere melder dere på undersøkelsen at student får vite deres identitet.

Det sendes heller ikke ut <<purringer>> på deltakelsen.

Vennlig hilsen

Brit Nybrodahl

Leder Tilrettelagt Fritid

Kultur & Fritid Sandnes kommune

Attachment four

Kjære foreldre med barn som mottar tjenester fra Fritidskontaktene i Sandnes kommune

Jeg heter Muweesi Hannington og studerer ved Uis

Som siste del av masterstudiet mitt ønsker jeg å gjøre en undersøkelse på servicenivå og brukertilfredshet med kontaktilbudet til Sandnes kommune.

I forbindelse med en master avhandling in service ledelse ved Universitetet i Stavanger ber jeg om å få gjøre et intervju med deg/ dere. Intervjuet vil ta en drøy halv time.

Masteroppgaven handler om hvordan dette tilbudet blir oppfattet av brukerne og foresatte. Innsamling av data skjer med barnets foresatte

Det er ingen personlige spørsmål verken om foreldre eller barna i intervjuet, kun om hva du/dere mener om fritidskontaktilbudet. Det registreres heller ikke navn, og UIS og undertegnede garanterer 100 % anonymitet i dataregistreringen.

Mitt masteroppgavearbeid er veiledet av professor Einar Marnburg ved Universitetet i Stavanger.

Jeg ber dere som ønsker å delta i undersøkelsen bekrefte det til meg innen 6.1.2014.

Send enten en mail eller sms til meg før nevnte dato, so vil jeg ta kontakt.

.muweesihannington@yahoo.co.uk, eller

Mobile 48142145/ 93982464

Deltakelse er selvsagt helt frivillig, men vi håper flest mulig deltar slik at undersøkelsen og resultatene blir mest mulig representative.

Jeg håper du/dere har anledning til å delta.

Vennlig hilsen

Muweesi Hannington

Masterstudent ved Uis