

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**SCHOOL OF BUSINESS**

**DEPARTMENT OF MARKETING AND CORPORATE STRATEGY**

**THE IMPACT OF CUSTOMER SERVICE ON CUSTOMER LOYALTY AND  
RETENTION IN ZENITH BANK GHANA LIMITED**

BY

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FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF EMBA,  
STRATEGIC MANAGEMENT AND CONSULTING**

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## **CANDIDATE'S DECLARATION**

I hereby declare that this submission is my own work towards the MBA and that to the best of my knowledge no part of it has been presented for another degree in this University or elsewhere except for the references to other people's work which have been duly acknowledged.

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## **DEDICATION**

To my darling husband Samuel and God's gift to us - Eliza

## **ACKNOWLEDGEMENT**

I am grateful to the Almighty God for His grace and mercy throughout the conduct of this job. I thank my supervisor Dr. Bylon Abeeku Bamfo for his patience and guidance. I thank my family for their immense support and understanding. Finally, I am grateful to all friends and well-wishers.

## **ABSTRACT**

The study sought to examine the importance of excellent customer service in the banking industry using a case study of the Zenith Bank Ghana Limited. The study adopted a descriptive research design with a quantitative research approach. The study population encompassed management, staff and customers of 4 branches of Zenith Bank Ghana Limited. A respondents' sample size of 220 made up of 20 bank staff and 200 bank customers were selected from 4 branches in the Ashanti and Greater Accra regions. The study adopted both purposive sampling and simple random methods. Data was collected through questionnaire and interviews. Factor analysis, correlation and regression analysis were used to analyze data. Findings showed that the customers were generally satisfied with the customer service practices of Zenith Bank Ghana Limited. These practices were found to include effective staff, effective customer communication, show of respect, patience in service, competent service from bank staff, provision of fast electronic banking services, faster service through multiple service delivery channels, segmented customer services to promote faster service, good reception from first contact in the banking hall, quick response to customer complaints, great service at the door (usually by security) and good advisory service and effective staff. The study also showed that customer service was important because it determines the kind of feedback customers take outside to the general public. Customer service practices were also found to have significant impact on customer loyalty and retention. Based on the findings, the study recommended that management of the bank conduct a wider survey to spew out practices which receive low customer approvals. The study also recommends further training for staff to increase service delivery effectiveness.

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## **CHAPTER ONE**

### **GENERAL INTRODUCTION**

#### **1.1 Introduction**

The study is focused and will seek to assess how Zenith Bank Ghana Limited, a subsidiary of Zenith Bank Ghana Limited PLC has been able to maintain its competitive edge over other commercial banks and other financial institutions through the bank's provision of practicing excellent customer service. This chapter will attempt to explain customer service by looking at other reviews by writers. This chapter highlights the methodology applied, objectives of the study and the limitations that could limit the actualization of the study.

#### **1.2 Background to the Study**

As the world continuously grows into a global village, it is practically and fundamentally impossible for any nation to exclude itself from the world economy (Goyal & Joshi, 2012). With the influx of foreign banks into the Ghanaian banking scene and stringent Bank of Ghana regulations and policies, competition has increased and survival has become of necessity to all financial institutions. Financial institutions are profit-making institutions which seek to return profit year on year to shareholders and therefore, seeking and maintaining profitable customers is of utmost priority. Increasing your customer's value of your bank has obviously become the paramount interest of many financial institutions.

Customers are the heart of every business and the concentration of every business should be on the customer. According to Scott (2002) customer service is a series of activities designed to enhance the level of customer satisfaction, that is, the feeling

that a product or service has met the customer's expectation. There cannot be any thriving industry without loyal customers; without which there cannot be sustained businesses. The products of banks are easily copied by other banks and differentiation does not only now reside in the product line offered by the banks, but the quality of the customer experience at the banks. According to Levesque and McDougall (1996), service quality dimensions, for example - getting it right all the time the first time; and the bank's ability to recover from service flaws were some of the determinants that impacted on customers' decision to stay or intentions to switch.

Customer satisfaction is one of the outcomes of marketing activity (Oliver, 1980; Surprenant & Churchill, 1982; Spreng et al, 1996; Mick & Fournier, 1999). This quest has become the centre of marketing for most organizations. Customer satisfaction is the fundamental goal of marketing in every organization as the main purpose of marketing is to satisfy customers. As stated by Bloemer and Odekerken-Schroder (2002), customer satisfaction is the result of successful marketing that creates competitive value for consumers. Whilst organizations should be more focused on satisfying their existing customer's needs, contemporary organizations focus on attracting new customers (Hassan, 2008). Customer service is more of service than the false thought of doing a customer some sort of good or a favor.

Loyal customers do not only increase the value of the firm in the industry but they enable it to control lower operating costs than the other firms associated with attracting new customers (Boora & Singh, 2011). It begins with the organization's ability to identify the actual needs of the customer and their ability to exceed that customer's expectation within the shortest turn-around time. If any organization is to

survive and be successful in its stated industry, it will depend on its ability to acquire knowledge of the customer's needs and preferences and be well able to integrate these needs and preferences into the overall strategic plan of the organization. A company gains a competitive edge over its competitors through careful identification and satisfaction of the customer's needs better and quicker than the competitor would have, through the use of excellent customer service tools.

### **1.3 Statement of Problem**

According to Ahmad, Mir and Ahmad (2013) banks have to provide service carefully because of the availability of banks. The increasing number of financial institutions in Ghana at the moment (currently, 34 universal banks) has erupted keen competition and thus, these institutions cannot take a break in the quality of service offered to their customers. Banks have to improve their service level continuously. There is no guarantee that what is excellent service today is also applicable for tomorrow. To survive in the competitive banking industry, banks have to develop new strategies which will satisfy their customers.

The banking industry is not so concerned about how much they invest in quality staff to be able to retain their top customers, because it is from such customers that their bottom line is increased and positively influenced. There is a system of poaching - when banks will actually go after certain known and target-achieving staff from other banks to employ, because of the worth of their customer portfolio. The wealth of experience these poached staff brings on board to the banks in terms of the quantum of their customer's transactions make the banks willing to increase their remuneration in order to get them to their banks.

As recommended by Petasis and Opoku-Mensah (2009), there is the need for banks to use more technically competent staff that can easily think outside the box and map out strategies for banks to mobilize more deposits from customers. Relationship management has become a key competence of strategizing marketing activities since it is from this concept that excellent management of customer's relationship with the banks are achieved. This study realized how far the concept of service to customers is increasingly becoming an integral aspect of most organizations' strategic plan and thus this study seeks to investigate specifically how this concept of customer service applies in the banking industry, using Zenith Bank Ghana Limited as a case study.

#### **1.4 Objectives of the Study**

Although customer service is not the only means by which financial institutions achieve a competitive edge over its competitors, there could be factors such as the products, pricing, staffing, branch network and the like. This study however is to look at the importance of customer service as one of the most strategic tools that can help many financial service institutions to always stay ahead of the rest.

It can be recognized that the practice of excellent customer service has the potential of creating a niche for any organization in terms of customer satisfaction and retention although there might be intense competition from others providing the same service. The more satisfied a customer is with the bank's service, the less likely the customer will be to move to competitor banks although they may be offering the same products and services. The study will examine the following specific objectives:

- To examine the nature of customer service practices of Zenith Bank Ghana Limited (ZBGL).

- To evaluate the feedback customers give on ZBGL banking services.
- To find out whether customers are satisfied with the service available in ZBGL.
- To assess the impact of customer service on customer loyalty and retention.

### **1.5 Research Questions**

These are the research questions this research seeks to answer:

- What is the nature of customer service practices in Zenith Bank Ghana?
- What feedback do customers give on Zenith Bank Ghana Limited's banking services?
- Are customers satisfied with the service activities practiced at Zenith Bank Ghana Limited?
- What impact has customer service had on customer loyalty and retention?

### **1.6 Significance of the Study**

It has been recognized that the importance of excellent customer service goes beyond obtaining an upper hand in the banking industry in Ghana, but the satisfied customers will add on to the customer base of the bank through more referrals and will be galvanized to advertise the products of that bank through word-of-mouth. A satisfied customer is the best marketer for any industry, whilst a customer who is dissatisfied with your service may not do repeat business with you and also discourage others from operating with your organization.

It is thus worth examining the importance of customer service in the Ghanaian banking industry by attempting to examine the nature of customer service in the

Ghanaian banking industry; and analyze the challenges faced by customers on their visit to transact business at the banking premises, using ZBGL as a case study. Furthermore, to find out the needs of the customers and probably suggest other options of instituting better customer service practices which can be instituted generally, but more specific in Zenith Bank Ghana Limited.

To policy makers, the findings of this study can serve as a standard for training their staff on best customer service practices, and they could also make manuals out of the recommendations to serve as the standard of their customer service practices.

Academically, this research would be useful as a source of reference to the academic community for others to assess their work, give researchers' new directions and angles to do further research into this subject and serve as literature for posterity.

### **1.7 Overview of Research Methods**

The study used a quantitative examination approach alongside a descriptive design. Questionnaire was used as the data collection instrument. The study population included all management, staff and some customers of 4 branches of Zenith Bank Limited. A respondents' sample of 220 made up of 20 bank staff and 200 bank customers was selected from 4 branches in the Ashanti and greater Accra regions. The bank branches and bank employee respondents were selected through purposive methods. Bank branches were selected on the criteria that they were located in cosmopolitan areas where diverse demographics of employees were guaranteed. Expert sampling was used in the selection of bank staff included in the study. The study sourced data from both primary and secondary sources. Data was analyzed

using statistical package of social sciences (SPSS) and Microsoft Excel software. Data presentation was done using tables, SmartArt and charts.

### **1.8 Scope of the Study**

This research evaluated the customer service practices in the Ghanaian Banking industry using Zenith Bank Ghana Limited for contextual analysis. The research was directed to both staff and customers of ZBGL and essential information was gathered from respondents from 4 branches in 2 regions in Ghana. The respondents included staff from the various departments of the branch and customers of the various branches.

### **1.9 Limitations of the Study**

Although there are 29 branches and agencies of Zenith Bank Ghana Limited, this study will focus on 4 branches namely: Kumasi Main, Suame, Labone, North Industrial Area. The proximity and time allowed for this research did not allow for an extensive (involving all branches) and detailed research into the topic. Another challenge anticipated was the time factor that the staff of the bank had to give to attend to the questionnaire. Nevertheless, it is hoped that, this study will provide very useful insights into the subject of customer service and its importance to the bank. Conscious effort was made to get all the relevant information that can be used to access the subject. The information that will be acquired should turn out to be reliable and valid, there will not be any form of biases and the information will be true of the situation. According to Churchill and Brown (2004), validity and reliability means “Any scales or other measurement instrument that accurately measures what it is

intended to measure...” To ensure validity and reliability, the data for this research will be gathered from both primary and secondary data sources.

### **1.9 Organization of the Study**

This study comprised of five (5) chapters.

Chapter One examined the foundation of the study, entailing the background of the study, the objectives of the study, the research questions, the hypothesis, significance of the study, the scope, limitations of the research and organization of the study.

Chapter Two focused on the literature that exists and the different analysts and authorities that have proposed their opinions on the subject. From the various literatures, the study was rightly situated in a proper context to be examined.

Chapter Three focused on the Research Methodology to be used in the study. This section included the research populace, the sample frame and size, the information gathering and investigation systems, data collection tools and the limitations of the research work.

Chapter Four broke down the findings from the research and analyze the data collected.

Chapter Five summarized the findings, draw conclusions, make recommendations taking into account all the discoveries got for future studies.

The project ends with References, a sample Questionnaire and an Appendix.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter presented a review of relevant literature and extant previous studies related to the research topic. The chapter reviewed concepts and theories propounded by researchers in various academic fields and published in books, journals, websites and other credible sources.

#### **2.2 The Concept of Customer Service**

The concept of customer service has been interpreted by different researchers from diverse perspectives. Oduro-Senyah and Ebo (2009) defined customer service as the interface between companies and customers. The communications and practical interactions that take place between the employees of companies and customers. Andreassen and Olsen (2008) gives backing to the definition above by defining customer service as contact relations between employees and customers of a company. These definitions stress on the communications and other dealings that occur between a customer and employees of a company in such a way as to ensure satisfaction of the customer.

Similarly, Magesh (2010) defines customer service as the interaction and connections that take place between a customer and an employee but goes further to include such wider concepts as service packaging, insisting that the goal of customer service is only achieved when companies' package and present products and services in ways and manners that suit customer needs, satisfies customer expectations and positively alters the mental orientation of the customer towards a pleasant view/opinion of the

company. According to Magesh (2010), service packaging in this case does not only refer to the product or service being sold, but also the environment and conditions under which the product / service is being sold. The operational practices involved in executing the service and the policies that guide such practices. in contrast to earlier definitions, Magesh (2010) links customer service not only to the verbal or physical interactions between the employee and the customer, but also the environment, policies, conditions and practices that go into delivering that service to the customer. A company's ability to establish and maintain healthy and customer-satisfying conditions and interactions achieves a higher level of customer service and therefore excel in maintaining a strong customer base which is vital for growth and prosperity of the company.

### **2.3 Customer Service in the Banking Sector**

The banking sector is an especially fertile place for customer service excellence to achieve the twin objective of customer satisfaction and competitive advantage. Theorist on managerial finance and othe reserchers have sought to define customer service in diverse ways. The American Bankers Association Survey (2004) defines customer service as interactions between the employee (serving as a representative of the bank) and clients (customers) engaged in business with the bank. Aileen (2011) associates the success of every financial institution to the success of its customer service policies and practices. This is so because customers determine how much sales is made in any given period and therefore determines the level of productivity of banks.

The profitability of banks is strongly correlated to how well they can keep their customers happy with product offerings that have advantages and benefits to the customers, and most importantly, constantly maintain a high level of customer service. Banks must respond to customer needs in such a way as to satisfy them. Customer service agents / representatives in banking establishment must be ready to serve every legitimate need of customers, from enquiring about loan application processes to complaints regarding certain bank charges. Customer service in the banking sector requires employees to serve customers both over the phone and in the banking halls.

#### **2.4 Importance of Customer Service**

The assertion is made by Austin (2010) that customer service is important for success in all business endeavors. Nearness to customers is essential since they are often the best source of information. A customer's perception of service quality is important as the actual quality, which can be measured against specifications for the product or service. Quality customer service will make the customer much delighted. Customer's loyalty will turn lead to more repeat business. Delighted customers are company's best salesman and happy customers continue proclaiming about the quality service they receive to other customers (Maxhand & Plwman, 1992)

It is asserted by Aileen (2011) that the typical customer satisfaction index is directly related to perceived ability of individual service organization to meet the service time requirement. Customers leave dissatisfied when they feel have spent too much time on something which would take less long. Quality is perceived objectively and subjectively (Blummburg, 1991). Customer service has many significances; of such,

Purdy (2001) gave a few reasons that indicate the importance of focusing on customer service. First he stated that a recent national survey found that poor service was the reason almost half of all consumers stopped doing business with a company during the past year. Second, companies that hire customer service representatives without strong service capabilities are at risk of losing valuable lifetime customers.

Another point to consider is that, 70% of customers will buy products from companies that have excellent customer-service reputations. Zemke and Woods (1998) explained that it is vital to be concerned with customer service employees because they have the ability to retain the customer base. They also noted that some managers view customer service as separate from their department. These managers believe that customer service is supposed to take care of customer complaints, problems and questions, and they often overlook customer service being the responsibility of the whole organization, each department contributing in its own way. In addition to this, Greenberg (1996) mentioned that customer service representatives have the potential to clear up situations and deal with them on their own without having to call on managers or supervisors. Such efficiency greatly facilitates the service process leading to satisfied and loyal customers.

A lot of companies understand the need for them to appreciate the needs of their customers and most of these companies have no estimation of how to fulfil those needs. A survey by Yankelovich Partners found that 90% of customers said they felt they paid enough money to get the highest levels of service, yet 64% said that service representatives they dealt with did not care about their needs (Jones, 1997). Similarly, Meister, Chambers and Shehab (2000) stated that 92% of the executives from a

Forrester Research survey believed that a common view of the customer is important or needed, but only 38% believed that they would reach that goal in one year. Failure to provide the desired level of service to the customer often results from the organization's failure to realize the complexity of the service process.

## **2.5 Nature of Customer Service Practices**

Extant literature and previous studies into customer service has shown that banks can institute measures and practices that aid effective customer service, especially at the banking halls which mostly serve as the first point of contact. This section reviews some of the customer service practices.

### **2.5.1 Waiting Situation in Service Delivery**

The duration of time a customer has to wait to receive service has been found to directly correlate with the customer's perception of the quality of customer service received (Aileen, 2011). Strategic dimension for an organization includes becoming more competitive through customer service that is delivered on time to meet the customer expectations (Aaker , 1995). Today most customers would prefer to be charged more and get faster service than free and slower services. Evans and Barry (1997) argue that firms with quick service have a good opportunity to appeal to more people and benefits from constant referral from their customers, thus improving it performance. In order to achieve high market share, organizations must be able to satisfy their customer's needs and wants in a timely and speedy manner (La Barbera & Mazursky, 1983).

In support, Pruyn and Smidts (1998) opine that lengthy wait time has been shown to diminish customer satisfaction and customer evaluations for such services as restaurants, banks, and airlines (Lucas, 2005). They furthermore, indicated that perceived wait time was related to customer satisfaction (Pruyn and Smidts 1998). Researchers have proposed several approaches that reducing wait time in firm operations management they include enhance workstation design and service process and reducing set-up times; also firms can cross-training employees (Sheu and Babbar 1996). In addition Higgins, (2004) indicated that retailers and service operators are also increasingly adapting technology such as self checkout lines, pagers, and remote-ordering terminals to make waiting more palatable.

### **2.5.2 Multiple Service Delivery Channels**

The banking industry is continuously changing and become more competitive. Most banks therefore have invested heavily in information technology (IT) to enhance operating efficiency and sustain competitive advantage (Yakhlef, 2001). Banks have deployed different IT to offer multiple service channels to serve customers and satisfy their needs. Strategically utilizing IT to optimize operating performance, banks have continued some functions with traditional branch-based channel, and enhanced their functionality by introducing alternative IT-based service channels, such as automated teller machines (ATMs) and internet banking.

Relieving the pressure on branches enables banks to perform diverse financial transactions more efficiently and also attract high-end customers by providing more personalized services. Multiple service channels may significantly lower costs of serving customers (Austin, 2010). Internet banking allows customers to perform

many banking functions anytime and anywhere, while ATMs provide some services not possible by internet banking, such as withdrawing money around the clock. This suggests that a bank's channel mix strategy may influence a customer's decision of who to bank with and how to use alternative channels, but in turn also role the bank's financial performance (Bumpers, 2010).

The use of alternative service channels has changed the traditional way of understanding and undertaking banking activities (Portela and Thanassoulis 2007). For short-term operation, utilization of alternative service channels contributes to the improvement of operating efficiency. For long-term operation, efficient channel mix strategy enhances a bank's market competition. With the ascent of internet technology, several prior studies have examined the determinants of internet banking adoption from customer perspective (Yakhlef, 2001).

Continued performance of branch network seems to be consistent with banks' beliefs that branch will continue to be an effective channel for generating revenues despite the costs and the development of alternative IT-based channels (Hirtle, 2007). The reason behind the belief is that bank managers commonly believe that utilizing IT provides an opportunity to move non-value-added transactions to IT-based channels, leaving branches with more time to devote to value-added activities (Calisir & Gumussory 2008). In addition, customers' adoption of Internet banking is found to be associated with increased usage of branch services, suggesting that investments in branches and Internet banking are complements (Xue et al. 2009). We expect that the lower costs and higher convenience of IT-based channels create resource slack for customers and increases their demand for banking services (Austin, 2010).

### **2.5.3 Communication in Service Delivery**

The position is held by Van Staden et al., (2002) that, communication as a two-way process whereby information (the message) is sent from one person (the sender) through a channel to another person (the receiver) who in turn reacts by providing feedback is an accurate definition for communication in banking industry setting. According to Rouse and Rouse (2002), effective communication means that the information is received accurately in terms of content and meaning as intended by the sender.

Communication is believed to directly affect the building of long term relationships with the stakeholders of an organization. It is therefore, necessary to acknowledge the role of communication in building relationships between the various activities in the organization and between the organization and its stakeholders (Rensburg & Cant, 2003). Schultz et al. (1995) are of the opinion that it is the rapport, the empathy, the dialogue, the relationship and the communication that the marketer establishes with the prospect that makes the difference. According to Kotler, (2006), communication is the means by which firms attempt to inform, persuade and remind consumers – directly or indirectly – about the products and brands that they sell.

In a sense, communication represents the “voice” of the brand and is a means by which it can establish a dialogue and build relationships with consumers. Blalock (2005) posits that good communication matters because business organizations are made up of people, and as Robert Kent, former dean of Harvard Business School puts it, “In business, communication is everything”. Research spanning several decades has consistently ranked communication skills as crucial for managers. Managers

spend 75 to 80 percent of their time engaged in some form of written or oral communication. According to Alyssa (2006), the ability to communicate, and communicate well is one of the biggest factors in business success. You could be an excellent designer, but if you are unable to promote your services and communicate effectively with clients and colleagues, your potential is limited. The principal areas where communication is essential include: pitching potential clients; clients meeting; consumer service; face-to-face networking; and marketing your business.

## **2.6 Evaluation of Customer Feedback**

Several studies have investigated the yearning of companies to achieve organizational level service effectiveness perceptions from customers (e.g., customer satisfaction surveys; e.g., Johnson, 1996; Schneider et al., 1998). Hall (1996) posits that organizations are the collectors and administrators of customer feedback regarding organizational service effectiveness, compared to the current study, where employees seek feedback regarding their own service effectiveness directly from the customers with whom they interact.

Secondly, there is a stream of research that examines customer evaluations of individual employees as a part of a formal performance appraisal system (Lambert et al., 1997; London & Smither, 1995; Milliman et al., 1995). Furthermore, these evaluations are solicited and collected by the organization (as compared to individual employees), and someone in the organization (presumably a manager) determines what information will be relayed back to employees. Each of these areas will be reviewed below.

### **2.6.1 Customer Evaluations of the Organization**

One body of research relevant to the role of feedback in customer service contexts examines employee perceptions that a firm seeks and/or values customer input in relation to service effectiveness. For example, Johnson (1996) considered “information seeking” with respect to service effectiveness in an employee survey of service climate. Johnson defined “information seeking” as an organization’s continuous efforts to identify and track service effectiveness and to share customer opinions of service with employees.

Johnson found that employee perceptions of the organization’s information seeking were related to customer evaluations of overall service effectiveness and to customer evaluations of employees’ effectiveness. After controlling for branch size and location, information seeking was most strongly related to customer satisfaction ( $r = .48, p < .01$ ). Johnson concluded that seeking information from customers regarding service effectiveness (i.e., determining needs and desires of customers) is a critical first step in providing excellent service.

In a longitudinal investigation, Schneider and his colleagues assessed “customer feedback” as a dimension of service climate (Schneider et al., 1998). Using essentially the same definition as Johnson’s (1996) information seeking, Schneider and colleagues also found that seeking customer feedback at Time 1 predicted customer perceptions of service quality three years later ( $r = .31, p < .01$ ). They concluded that “the key to positive customer perceptions of service quality . . . may be listening to customers and creating conditions that will meet those customers’ expectations and needs” (p. 159). Results of these two studies (i.e., Johnson, 1996;

Schneider et al., 1998) indicate that the popular press (e.g., Peters & Waterman, 1982) is on target – the best service firms do listen to their customers. The results of these studies also support the central tenet of this study – that customer feedback seeking behaviors are positively related to service effectiveness.

These studies (Johnson, 1996; Schneider et al., 1998) demonstrate that there is a positive relationship between employee perceptions that the organization solicits and values customer input and customer ratings of service effectiveness. The implication is that organizations that collect customer information on an organizational level are perceived as providing better service than those who do not collect customer information provide. Using customer feedback allows organizations to monitor and regulate their service offerings and delivery. The current study examines this link at an individual level in service relationships, proposing that employees who collect more information (feedback) from their customers will be perceived as providing more effective customer service.

### **2.6.2 Customer Evaluations of Individual Employees**

Customers in a quiet way, constantly evaluates organizations and their employees. A study by London and Smither (1995) found that approximately 60% of the consulting firms and organizations surveyed collect performance ratings of employees made by internal or external customers. In addition, customers traditionally have been included in formal performance appraisal programs in teaching settings, and more recently in other service settings (Lambert et al., 1997; Milliman et al., 1995). For example, an article in Personnel Journal describes how some businesses (e.g. Federal Express and

Digital Equipment Corporation) include customers in 360-degree goal-setting processes (Milliman et al., 1995).

A Harvard Business Review article by a Sears vice president describes their employee-customer-profit model that is used to determine rewards and compensation for the top 200 ranking managers within the company. All of these managers' long-term incentives are based equally on employee satisfaction, customer satisfaction, and financial performance (Rucci, Kirn, & Quinn, 1998). Also, at General Electric, the formal appraisal process of senior management includes interviews with customers (Cascio, 1995).

Taken together, these findings indicate that organizations value customer perspectives as an important index of employee performance. Although anecdotal examples abound, there is very little published research investigating customers as evaluators of individual employees; as London and Smither note "this is an area in which practice is well ahead of theory and research" (1995, p. 807). While the literature examining customer performance evaluations of service employees is thin, two relevant empirical studies have been identified. Schneider et al., (1994) examined the generalizability of customer service ratings of academic faculty made by undergraduate students.

Schneider and colleagues found that student ratings of teaching effectiveness (service effectiveness) were related to department chair ratings of teaching, to other facets of faculty performance (e.g., graduate educator effectiveness, undergraduate educator effectiveness, department service, collegueship), and to chair ratings of overall

faculty effectiveness. The significant correlation between student and chair ratings of faculty effectiveness ( $r = .32, p < .01$ ) demonstrates that service effectiveness judgments made by customers and supervisors are related.

## **2.7 Customer Satisfaction with Banking Services**

Financial liberalization and deregulation has increased the competition among banks to attract potential customers. Every banker tries to provide superior services to keep satisfied customers. In Pakistan, emergence and growing popularity of Islamic banking products raises competition among Islamic banks. Islamic banks have to face numerous challenges in the recent age. Firstly, they are competing with their peers and secondly they have to cope with the conventional banks. Customer satisfaction is a set of feelings or outcome attached with customer's experience towards any product/service (Solomon, 1996).

Customer satisfaction, Yi (1990) defined, as a cumulative outcome of perception, evaluation and psychological thinking of customers when they utilize any service. There are a number of studies that measured the customer satisfaction towards services in the banking sector (Anderson et al., 1993; Brenhardt et al., 1994; White, 1994; Bedal and Power, 1995; Holliday, 1996; Dispensa, 1997). Satisfied customer is the real asset for any organization that ensures long-term profitability even in the era of great competition. It is found that satisfied customer repeat his/her experience to buy the products and also creates new customers by communication of positive message about it to others (Dispensa, 1997). On the other hand, dissatisfied customer may switch to alternative products/services and communicate negative message to

others. So, organizations must ensure the customer satisfaction regarding their goods/services (Gulledge, 1996).

### **2.7.1 Effects of Customer Service on Customer Satisfaction**

Researchers have settled on a common theme regarding the definition of customer service. Belay (2007) defined customer satisfaction as a customer's feeling of contentment and happiness of receiving value for money. The ISO (2004) defines customer service as the perception of customers regarding the degree to which their expectations have been fulfilled. Chambers (2009) concurred with the definitions earlier proffered, indicating that customer satisfaction refers to the underlying customer feeling of happiness and contentment in relation to a purchase made. Of all the definitions of customer satisfaction, Gharney (2010) propounds the most expansive definition: viewing customer satisfaction as the sum total of results when services rendered meet the approval and expectations of customers. This definition places emphasis on the requirements / needs of the customers as the basis for any attainment of satisfaction.

Various researchers have illustrated the effects of customer service on customer satisfaction and reiterated the need for banking institutions to ensure that the impact of customer service on customer satisfaction is positive. To assess the effect of customer service on customer satisfaction, Ahmad, Humayoun and Nawaz (2011) used a single item of customer contentment to examine customer satisfaction amongst Islamic bank customers. Though the findings of the study proved that customer contentment correlates positively with service quality, this study sees the scope of Cronin and Taylor's study as narrow and couldn't be effectively generalized owing

to the insufficiency of the one item measuring scale used. This study posits that customer contentment has many determinants: price, convenience, ease of use, product duration, terms and conditions, information flow and a host of others. Simply limiting customer contentment to customer service is insufficient and narrow-scoped. To Deng et al., (2009), any measurement of customer satisfaction is best done with a five-item scale based on a reliable model.

A study conducted by Alam et al., (2011) using a six-item scale that sought to investigate the relationship between customer service quality and customer satisfaction in the banking sector. The study reviewed five dimensions of customer satisfaction: core service or service product; human element of service delivery; systematization of service delivery (nonhuman element); tangibles of service (services capes) and social responsibility. The study found that all the five named dimensions had significant correlations with customer satisfaction and all five dimensions exerted significant effects on customer satisfaction. In a similar study, Blankson, Omar and Cheng (2009) investigated customer satisfaction by using a forty one-item scale that is further summed up into five dimensions. The study came out with similar results as that of Alam et al., (2011).

In a similar move, Ghahfarokhi and Zakaria (2009) collected data from 300 respondents (customers) of Islamic Banking Institutions in Oman aimed at measuring the awareness and satisfaction levels amongst customers of Islamic banks. The study showed a very high level of satisfaction amongst Islamic banking customers in Oman. The study showed that the determinants of this high level of customer satisfaction were due to a very high level of customer service engrained into the policies and

practices of the sampled Islamic banks. They suggested that bankers should develop professionalism and competency to maintain profitable relations with customers.

Like the studies and findings above, Farquhar and Panther (2008) analyzed responses from 206 respondents of Islamic banks in Jordan and found that customers retained very high levels of awareness for Islamic bank products like Murabaha, Musharka and Mudarba but expressed a sense of dissatisfaction towards some of the services provided by Islamic banks. the study showed that customer awareness alone does not directly impact on customer satisfaction or retention. This study posits that customer awareness only serves as a conduit through which customers obtain knowledge about a product or service. satisfaction only comes when customers feel the need to buy, make purchasing decision, act on that decision and in the process experience excellent customer service and product / service usefulness. The study also showed that customer satisfaction directly correlates with customer retention and bank profitability.

Other researchers like Aileen (2011) have different assertions and opinions to the topic of customer service and profitability and productivity. The study sought to measure the differences between perceived performance and cognition like expectations or desires. The study posits that there are other determinants of customer service and that customer service quality played a significant role. When customer service excels, customers for greater profitability, increase in market share and more return on investment (Deng et al., 2009).

Furthermore, an empirical assessment on the effects of customer service on customer satisfaction in Malaysian banks and made some important findings. Customers were twice more likely to relay negative customer service experience to friends and family than positive ones. Nonetheless, more than forty percent of the sampled respondents concurred that they would immediately tell a friend or family about a pleasant customer service experience at a bank. Statistically, the study found a U-shaped relationship between customer service and customer satisfaction. Also, a significant positive relationship was established between customer service and customer retention. The study identified the determinants of customer satisfaction as quality of service, effective communication and commitment to the customer.

A similar study was conducted by Cohen et al. (2006) into the determinants of customer satisfaction and retention in the New Zealand banking sector. The study sampled a total of two hundred and thirty (230) respondents made up mostly of retail banking customers. The study showed that customer decisions were mostly influenced by how satisfied they were of services rendered to them. The study also found that most satisfied when banks were responsive and reliable. Similar findings were made by Molina, Martý and Esteban (2007) who used a sample size of 204 customers of retail banks in the United Arab Emirates and found direct correlations between customer service quality and customer satisfaction.

## **2.8 Customer Loyalty**

The term customer loyalty is used to describe the behaviour of repeat customers, as well as those that offer good ratings, reviews, or testimonials. Some customers do a particular company a great service by offering favourable word of mouth publicity

regarding a product, telling friends and family, thus adding them to the number of loyal customers. However, customer loyalty includes much more. It is a process, a program, or a group of programs geared toward keeping a client happy so he or she will provide more business (Lin & Wang, 2006).

Customer loyalty is defined as “the market place currency of the twenty-first century” (Singh & Sirdesh, 2005). Similarly, Foss and Stone (2001) related customer loyalty to the customer’s thoughts and actions. Several customer loyalty experts describe loyalty as a state of mind and a set of beliefs. Among the main elements of loyalty are the information exchange and the relation between the state of mind and behavior. For instance, loyal customers often provide information to service providers because of their sense of trust in them and they expect the service providers to utilize the provided information to their advantage.

### **2.8.1 Impact of Customer Service on Customer Loyalty**

The Ghanaian banking sector is a highly competitive environment (Oduro-Senyah & Ebo, 2009). For individual banks to improve their financial and non-financial performance, banks need to ensure that certain determinants of financial performance are improved. Alam et al., (2011), using panel data, investigated customer loyalty levels amongst customers of 40 banks in Pakistan and found that quality customer service served to improved customer loyalty significantly, resulting in higher performance for banks. Similarly, Hultapea and Kasri (2010) used a linear regression panel model to analyze data from a cross section of banks in the United States from the year 2004 to 2009 and found that the proper utilization and management of good customer service models have significant positive effects on customer loyalty.

This is because when customer service is good, customer satisfaction increases, resulting in satisfied clients who stick with the performing bank. Perera, Skully and Wickramanayake (2010) examined the effects of customer service on customer loyalty amongst 13 commercial banks in the United States and found that single biggest determinant of customer loyalty for banks was good customer service. This study therefore seeks to use local Ghanaian settings to investigate the effects of customer service on the customer loyalty of banks.

### **2.8.2 Impact of Customer Service on Customer Retention**

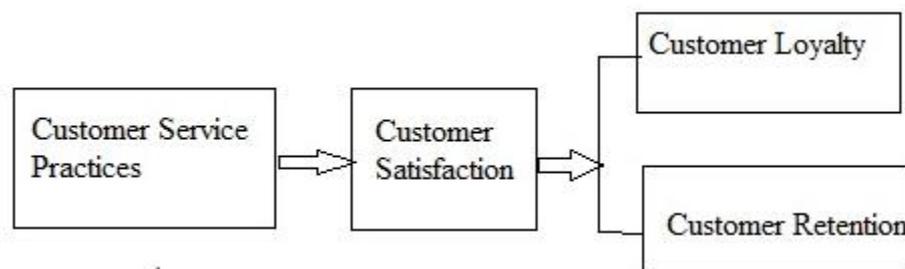
The link between customer service and customer retention has been touted by various researchers. Coltman (2007) sampled 1220 customers of retail banks and observed six factors that served to improve customer retention in the banking sector: the commitment and dedication of senior management to excellence, a culture and orientation focused on high quality customer service and customer satisfaction, systems to analyze customer defections and retentions, empowering customer-facing staff, commitment to extensive and continuous employee training and development and rewards and incentives based on performance and customer retention. The researchers opined that all the findings were largely related to customer service and customer satisfaction to maintain customer retention. The study also showed a significant positive correlation of customer service to customer retention.

A similar study conducted by Hultapea and Kasri (2010) came up with findings that agree with those of Coltman (2007). The study sampled respondents from 3550 respondents in the telecommunications and banking industries and asserted that customer decisions to return to a company is mostly based on the kind and quality of

service they receive. The study posited that customer service is the greatest and most significant measure of customer satisfaction and customer retention. The findings of the study are corroborated by Perera, Skully and Wickramanayake (2010) who in a similar study using the sample variables of customer service, customer satisfaction and customer retention came up with similar findings.

## 2.9 Conceptual Framework

**Figure 2.1 Conceptual Framework**



Source: Researcher's Construct, 2016

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter examined the research method used in the conduct of the study. The chapter discussed the research design, the study population, the sample and sampling techniques, sources of data collection and data analysis techniques.

#### **3.2 Research Design**

According to Creswell (2009), a research design is a description of the techniques or methods used to give direction and systematize a study to fulfill the study objectives. A research design involves asking questions like what type of research will it be and what techniques or methods will be appropriate in achieving the research objectives? (Trochim, 2006). The study used a quantitative examination approach alongside an descriptive design. For the purposes of this study, a quantitative strategy was best suited as the research has a large focus on numbers and enabled the creation and use of measurable models, hypotheses and number (figures) in the examination of collected data. The study combined the quantitative approach with a descriptive research design to enable precise depiction of respondents characteristics and findings of the analysis (Yin, 2005). The mix of the two methodologies was made conceivable by means of questionnaires as the data collection instrument.

#### **3.3 Population of the Study**

Research population has been defined by Cooper and Schindler (2003) as the total number of people or study subjects in a particular research setting. The study population encompassed all management, staff and customers of 4 branches of Zenith

Bank Limited. The total population of bank staff was 83 whilst those of customers were in excess of 2,300.

### **3.4 Sample and Sampling Technique**

According to Oso and Onen (2005), sampling refers to the process of selecting subsets from a population of research interest to enable detailed study for further generalization of research results. Creswell (2009) defines sampling as the selection of subgroups from statistical populations to enable estimation of characteristics for the whole population. There are two major types of sampling: probability and non-probability. A probability sample is one in which each element of the population has an equal chance of being selected as part of the sample whilst in a non-probability sample, elements of the population are chosen in a non-random way. Non-probability sampling helps researchers to select elements of a population that are seen by the researcher to possess desirable traits and knowledge vital to the achievement of the study. A combination of the two techniques could be adopted to suit the needs of the study and the methodologies required (Yin, 2005).

Due to the differences within the various categories of respondents (bank employees and customers) and their respective traits and populations, the study selected both probability (simple random sampling) and non-probability (purposive sampling) sampling techniques to enable the achievement of the study objectives.

For bank employees, the study adopted purposive sampling method to enable the study target respondents it deemed to have the necessary experience and knowledge levels in the field of study. According to Mertens and McLaughlin (2004), purposive sampling involves the selection of a representative sample based on the researcher's

discretionary knowledge of the characteristics of the population. Amin (2005) posits that purposive sampling is employed when the researcher seeks to glean knowledge from targeted respondents deemed to have specific knowledge in the field of study. The study selected such bank employees as front line staff, sales executive, personal managers and other line managers who were deemed to have adequate customer service experience due to their daily interactions with customers. The study excluded backroom staff and other staff in non-customer-facing roles.

For bank customers, the study adopted a simple random sampling method. Creswell (2009) defines simple random sample as involving the selection of elementary units in search a way that each unit in the population has an equal chance of being selected. Trochim (2006) postulates that simple random sample is free from sampling bias and is mostly appropriate for large populations.

Random sampling was achieved through a first-come-first-serve selection approach where the researcher positioned herself one selected branch at a time on specific days and recruited customers entering the banks to transact business to partake in the study. Based on the first-come-first-served approach, 50 customers respondents were selected from each of the 4 selected branches to make up a total customer respondents sample of 200.

Overall, a respondents sample of 220 respondents made up of 20 bank staff and 200 bank customers was selected from 4 branches in the Ashanti and greater Accra regions. The bank branches and bank employee respondents were selected through purposive methods as well. Bank branches were selected on the criteria that they were

located in cosmopolitan areas where diverse demographics of employees were guaranteed. This selection procedure correlates with the assertions of Yin (2005) who posits that when the population of a study is known to a researcher, purposive sampling represents a better option to draw out the most suitable elements. Yin (2005) also asserts that random sampling combined with purposive sampling techniques increased representativeness and enhances generalization of study findings.

### **3.5 Sources of Data Collection**

Data refers to facts and figures from which conclusions can be drawn (Amin, 2005). Oso and Onen (2005) see data as the facts presented to the researcher from the study environment. The study sourced data from both primary sources and secondary sources. This section gives details regarding the types of primary and secondary data sourced.

#### **3.5.1 Primary Data**

Primary data refers to data collected by the researcher personally for a specific purpose (Mertens and McLaughlin, 2004). Trochim (2006) asserts that the advantage of using primary data is that it is data collected for the specific purposes of the study. Fraenkel and Wallen (2000) assert that data collection requires contact with respondents and this can be accomplished by modes such as personal in interviewing and direct administration of questionnaire to a group. In this study, primary data was sourced from questionnaires and semi-structured interview guides.

### **3.5.1.1 Questionnaire**

A questionnaire is a collection of structured question items presented on a sheet of paper and distributed to respondents to collect their opinions and responses (Britton & Garmo, 2002). Yin (2005) posits that a questionnaire allows for standardization in data taking and also allows for accurate statistical measurement of responses in order to arrive at credible results. Britton and Garmo (2002) opine that questionnaires allow respondents to exhibit objectivity and candidness, especially when it is designed to allow respondents to remain anonymous. The study utilized questionnaires as a primary data collection instrument. The questionnaire was used to collect data from customer respondents.

The questionnaire contained both open-ended and close ended questionnaires. The close ended questions came with response options from which the respondent was required to pick. A five-point Likert scale will be used to enable measurement of responses. The questionnaire was divided into two sections. Section one solicited demographic data of respondents whilst section two will seek responses to questions based on the research objectives. The researcher personally distributed the responses to the selected respondents. Special permissions were sought from the branch managers to conduct the data collection process in their branches.

### **3.5.2 Interview Guide**

According to Creswell (2009), an interview is a conversation where questions are asked by an interviewer in relation to set objectives and responses are given by an interviewee. In business research, such responses are measured and analyzed to

obtain findings and patterns that give rise to certain observations and theories (Mertens & McLaughlin, 2004).

The study used interviews to collect data. The interviews were semi-structured and adapted from the questionnaire. Bank employees were interviewed briefly to collate opinions and observations. The interview guide was adapted from the questionnaire (See Appendix A). The interview guide was quantitatively structured to enable responses to be measured and quantified. The interview guide, like the questionnaire was designed to be brief and succinct to enable quick but thorough interview sections.

### **3.5.3 Pilot Testing of Data Collection Instrument**

The assertion is made by Yin (2005) that pilot testing allows for early detection of weaknesses in the composition and wording of data collection instruments. In agreement, Britton and Garmo (2002) posit that pilot testing allows the researcher to test the data collection instruments on a section of the targeted population in order to effect necessary corrections and alterations to ensure clarity.

The study tested the interview guide on 5 randomly selected Zenith Bank employees. Cooper and Schindler (2003) assert that sampling techniques are not of much value in a pre-test. The study required the selected pre-test respondents to respond to the questions contained in the interview guide. This enabled the researcher to determine the level of understanding and perceptions which ensured the enhancement of the interview guide by improving the wording, formatting brevity. The feedback obtained from the pilot testing exercise enabled effective revision of the interview guide to allow for easy understanding by all categories and demographics of respondents.

### **3.6 Data Analysis Methods**

Data analysis is the process of inspecting, cleaning, transforming and modeling data with the goal of discovering useful information, suggesting conclusions and supporting decision-making (Adèr & Mellenbergh, 2008). Yin (2005) posits that the process of evaluating data using analytical and logical reasoning to examine each component of the data provided. According to Oso and Onen (2005), there are various means of analyzing data: using statistical applications, data mining, descriptive, exploratory, confirmatory data analysis and a host of others. this study employed statistical applications in data analysis.

During the process of analysis, data collected were sorted and coded manually into the Statistical Package for Social Sciences (SPSS) computer software. The data collected were analyzed using statistical analysis tools such as the statistical package for social sciences (SPSS) and Microsoft Excel 2007. The study analyzed data using frequency tables, mean and statistical standard deviation analysis, correlation and regression analysis. Tables and columns were used to present the information after the analysis. Results were presented using tables, pie charts and columns.

### **3.7 Ethical Considerations**

According to Dich, McKee and Porter (2013), ethics are the norms or standards for conduct that distinguish between right and wrong. They help to determine the difference between acceptable and unacceptable behaviors. May (2011) posits that the Belmont Report (1974) summarizes three basic ethical principles relevant to research involving human subjects: respect for persons, beneficence and justice. According to Yin (2005) in his treatise on research design and methods, every

research endeavor must be guided by certain ethical considerations. The study, in sampling respondents considered all situations that might make a respondent ineligible to be sampled. In instance, some of the restraining factors included a respondent's inability to understand the concept of the study due to a lack of adequate/requisite education and knowledge. Respondents were told that they could opt out of the study in anyway if they felt that the study was breaching their right to privacy or any other right in anyway. Secondly, the purpose and objectives of the study were thoroughly explained to the sampled respondents and their anonymity was guaranteed by the policy of not including their names or any other identification detail on the interview guides in other to ensure confidentiality.

### **3.8 Reliability and Validity**

According to Yin (2005), data validity refers to the degree a research instrument measures what it is designed to measure; whilst data reliability is the degree of consistency, an instrument measures what it is intended to measure. There are two broad measures of validity: external and internal. External validity addresses the ability to apply with confidence the findings of the study to other people and other situations, and ensures that the 'conditions under which the study is carried out are representative of the situations and time to which the results are to apply' (Mazur, 2007).

To ensure content validity and reliability, the research took specific measures as follows: the researcher conducted all interviews personally, employing the same techniques, routines and tactics to enable consistency and eliminate data collection bias. The questions on the interview guides were constructed in simple English to

enable greater understanding from respondents. Questions were categorized under individual research questions to achieve comprehensive relatedness of questions to objectives.

Preambles preceding questions were boldly stated to enable respondents understand and accurately respond to the requirements of the question. All respondents were encouraged to provide responses in their offices or other places which they considered comfortable and convenient to them. Confidentiality was ensured by instructing respondents NOT to write down their names or include any feature of identification on the interview guides.

### **3.9 Organizational Profile: Zenith Bank Ghana Limited**

Zenith Bank (Ghana) Limited is a privately owned Nigerian Bank incorporated in April 2005 under the Ghana Banking ACT 2004 (ACT 673) and a Subsidiary of Zenith Bank PLC. The vision of the bank is to become a leading, technology-driven, global financial institution, providing distinctively unique range of financial services. Also, the bank seeks to make the Zenith brand a reputable international financial services network recognized for innovation, superior customer service and performance while creating premium value for all stakeholders. In Ghana, the bank's vision is "to be a reference point in the provision of prompt, flawless and innovative banking services in the Ghanaian Banking industry". Zenith Bank set out to differentiate itself in the banking industry through its service quality, drive for a unique customer experience and the diverse caliber of its client base. Zenith Bank Ghana Limited as a one-stop financial institution is set "to continue to invest in the

best people, technology and environment to underscore our commitment to achieving customer enthusiasm".

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

#### **4.1 Introduction**

This chapter presentation the data collected and the analysis of the data as well as a discussion of the study findings and how they resolve the research questions. The study analyzed the demographic characteristics of the study participants as well as the responses relating to the research objectives. The study presented data in tables and charts.

#### **4.2 Demographic Characteristics of Participants**

The study analyzed the demographic characteristics of the study participants to determine whether sampling procedures adopted provided the study with a representative and diverse sample size capable of providing authentic and credible responses. Another purpose for analyzing demographic characteristics is to determine if certain response patterns and trends are correlated to participant's demographic characteristics.

**Figure 4.1 Demographic Profile of Participants**

Variable	Frequency	Percentage
<b>Gender</b>		
Male	127	58%
Female	93	42%
<b>Age Distribution of Participants</b>		
18-30years	41	18%
31-45 years	72	33%
46-60 years	74	34%
Over 60 years	33	15%
<b>Highest Educational Achievement</b>		
Basic Level Education	79	81%
Certificate / Diploma	43	19%
Degree	75	34%
Post-Graduate / Masters	23	10%
<b>Employment Category</b>		
Civil Servant	81	37%
Military / Police, etc	24	11%
Businessman	61	28%
Student	34	15%
Banker	20	9%
<b>Years of Banking with Zenith Bank Limited</b>		
1-5 years	115	52%
5-10 years	105	48%

Source: Field Data Analysis, 2016

Analysis of respondents gender showed that males make up a slight majority of 127 participants, representing 52% of the study sampled whilst females were 93, representing 42%. The findings reflect the banking population gender characteristics and therefore shows equitable representation of both genders in the study sample size.

Analysis of age distribution of participants showed that 74 participants, representing 34% of the study sample were aged between 46-60 years. Furthermore, 72 participants representing 33% were aged between 31-45. Also, 41 participants representing 18% were in the age range of 18-30 years whilst the remaining 33 (15%) participants were aged over 60 years.

In terms of participants highest educational achievement, the study showed that 34% of the study sampled had attained degrees in various fields, 33% had attained diplomas and certificates in a variety of fields, 18% had only basic education whilst the remaining 15% had post-graduate / masters degrees.

In the area of employment category, the study showed that 37% of the study sample identified themselves as civil servants, 28% were businessmen / women, 15% were students, 11% were in the military, police and other forces and the remaining 9% were bankers. Lastly, analysis of the lengths of time participants had worked with (in the case of bank employees) or transacted business with the bank (in the case of customer respondents) showed that 52% of the study sample had been with the bank for periods not exceeding 5 years whilst the remaining 48% had been with the bank for periods between 5-10 years. The demographic characteristics of the study sample showed that the sampled participants had garnered adequate levels of experience and knowledge to enable them contribute effectively to the study.

#### **4.3 Main Findings**

The main objective of the study was to examine the importance of excellent customer service in the banking industry using a case study of the Zenith Bank Ghana Limited. The study sought to achieve the main objective by addressing the following specific objectives.

#### **4.3.1 Nature of Customer Service Practices of Zenith Bank Ghana Limited (ZBGL)**

Research question one sought to examine the nature of customer service practices of Zenith Bank Ghana Limited (ZBGL). The study analyzed responses from both customers and employees of the bank differently.

Table 4.2 showed the nature of customer service practices at Zenith Bank Limited. The study showed that 79.5% of the sampled customers have in their interactions with the bank, observed that bank employees show them respect as customers. The low mean value of 1.2050 indicates a response pattern skewed towards a majority confirmation. Majority of participants also attested to receiving fast electronic banking services (n=159, %=79.5%, mean=1.2050), faster service through multiple service delivery channels (n=153, %=76.5%, mean=1.2350), Good reception from first contact in the banking hall (n=151, %=75.5%, mean=1.2450), competent service from bank staff (n=150, %=75%, mean=1.2500), Quick response to customer complaints (n=148, %=74%, mean=1.2600), Patience In Service (n=146, %=73%, mean=1.2700), Effective staff to customer communications (n=142, %=71%, mean=1.2900), Good advisory service (n=140, %=70%, mean=1.3000), Great service at the door usually by security (n=138, %=69%, mean=1.3100), Effective staff to customer communications (n=137, %=68.5%, mean=1.3150) and Segmented customer services to promote faster service (n=121, %=60.5%, mean=1.3950).

**Table 4.2 Nature of Customer Service Practices of ZBGL (Customer Responses)**

	N	Freq.	%	Mean	Std. Deviation
Effective staff to customer communications	200	142	71%	1.2900	.45490
Show Of Interest In Customer Concern	200	82	41%	1.5900	.49307
Show Of Empathy	200	77	38%	1.6150	.48782
Show Of Respect	200	159	79.5%	1.2050	.40471
Patience In Service	200	146	73%	1.2700	.44507
competent service from bank staff	200	150	75%	1.2500	.43410
Provision of fast electronic banking services	200	159	79.5%	1.2050	.40471
faster service through multiple service delivery channels	200	153	76.5%	1.2350	.42506
Segmented customer services to promote faster service	200	121	60.5%	1.3950	.49008
Good reception from first contact in the banking hall	200	151	75.5%	1.2450	.43117
Quick response to customer complaints	200	148	74%	1.2600	.43973
Great service at the door (usually by security)	200	138	69%	1.3100	.46365
Good advisory service	200	140	70%	1.3000	.45941
Effective staff to customer communications	200	137	68.5%	1.3150	.46568

Source: Field Data Analysis, 2016

The study showed that in terms of communications, the bank was able to project effective staff to customer communications to a significant majority of its customers. Attitudinally, bank employees show sufficient levels of respect and patience in the performance of their duties. The study however showed that the bank does not exhibit enough interest in customer concern and likewise does not show empathy towards customers.

In terms of the provision of actual services, a large majority of participants indicated that the bank provides to them fast electronic banking services as well as fast service

through multiple service delivery channels. To enhance speedy service to customers, the bank was also showed to segment its customers groups in order to provide faster efficient services to each group. Customers are often grouped according to their affordability and the account services they fall into. With this approach, various customer segments receive various levels of service commensurate with their account classification. Overall, customer indicated that the bank provides competent services.

Lastly, the study showed that in terms of reception and response to customers, the bank excelled at giving customers Good reception from first contact in the banking hall, responding quickly to customer complaints, offering good advisory services to customers on investment services and other account management services. All these responses were communicated to a majority of customers very effectively.

Extant literature on the subject shows that customer service factors such as faster and competent service provision is a real need of customers. Aaker (1995) in his treatise on customer service excellence posited that strategic dimension for an organization includes becoming more competitive through customer service that is delivered on time to meet the customer expectorations. Today most customers would prefer to be charged more and get faster service than free and slower services. It is therefore imperative for banks to invest in training not just highly competent personnel but also investing in the right technological equipment and processes to augment customer experience.

#### **4.3.1.1 Interviewees on Nature of Customer Service Practices of Zenith Bank Ghana Limited (ZBGL)**

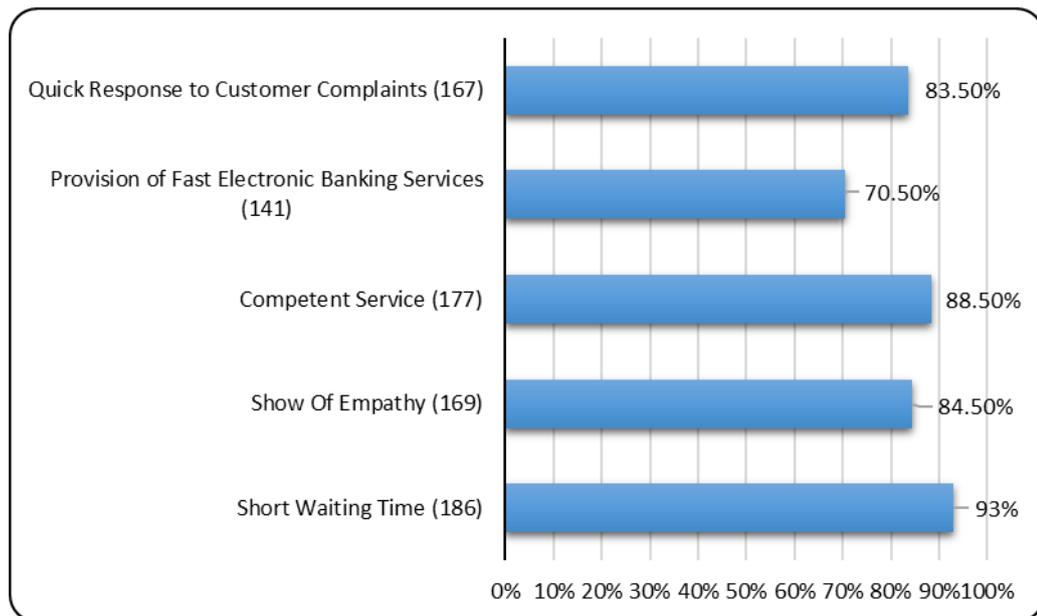
The sampled bank employees also gave their responses on the nature of customer service practices the bank offers to its customers through our interview sections. All (100%) of the sampled bank employees attested that Zenith Bank Ghana Limited excelled at the provision of great customer service, inclusive but not limited to offering short waiting time- for instance, quoting from a cash and teller officer, he stated that *“he has been working tirelessly to serve every customer within the 3 minutes turn around time”*, showing interest in customer concern, showing empathy, for example, according to a branch manager –*“I am not only concerned about what I can get from my customers but I genuinely care about their businesses”*, respect and being patient in the conduct of duties (patience in service), ensuring competent effective services, providing fast electronic banking services, faster service through multiple service delivery channels (e.g., more tellers to speed up service), providing segmented customer services to promote faster service (e.g., bulk money depositors served separately, foreign account holders, withdrawals, small deposits, etc. all given segmented services), good reception from first contact in the banking hall, quick response to customer complaints, great service at the door (usually by security) for example, a back office staff stated that *“I have taken it upon my self to do customer service training for our security men just so they are able to treat customers with respect and show care, good advisory service and effective staff to customer communications.*

The unanimity of responses indicates perceived bias for the bank predicated on the fact that the bank is the employer of the sampled respondents and therefore would not

like to pinpoint any perceived customer service weaknesses of the bank. Aileen (2011) in a study of customer services standards of American banks examined responses from 4200 customers as well as 750 bankers and observed stark discrepancies between the responses of bank employees and customers particularly concerning matters about service records of the selected banks.

When pressed further about the priority service practices they would like to experience more often at the bank, the sampled customers identified five key practices: short waiting time (cited by 93% of sampled customers), competent services (cited by 88.5%), show of empathy towards customers (cited by 84.5%), quick response to customer complaints (83.5%) and provision of fast electronic banking services (cited by 70.5%).

**Figure 4.1 Priority Service Practices (Customer Responses)**



Source: Field Data Analysis, 2016

The findings from this study goes a long way to support the assertions of Austin (2010) that customers would be willing to pay the cost of faster, efficient and effective services than endure having to wait for long periods of time at banking halls. Evans and Berman (1997) argue that firms with quick service have a good opportunity to to appeal to more people and benefits from constant referral from their customers, thus improving it performance. Magesh (2010) links customer service not only to the verbal or physical interactions between the employee and the customer, but also the provision of faster reliable and convenient electronic banking services. Having determined the priority services customers needed from Zenith Bank Ghana Limited, the study went further conduct a Pearson correlation analysis with a confidence interval of 95% using a 2-tailed test of significance to test the relationship between the relationships between the identified priority services.

**Table 4.3 Correlation Analysis Between Priority Service Practices**

Variables	1.	2.	3.	4.	5.
1. Quick response to customer complaints	1	.857**	.469**	.948**	.908**
2. Provision of fast electronic banking services	.857**	1	.402**	.794**	.829**
3. Show Of Empathy	.469**	.402**	1	.457**	.439**
4. Competent Service From Bank Staff	.948**	.794**	.457**	1	.960**
5. Fast Service Through Multiple Service Delivery Channels	.908**	.829**	.439**	.960**	1

Source: Field Data Analysis, 2016

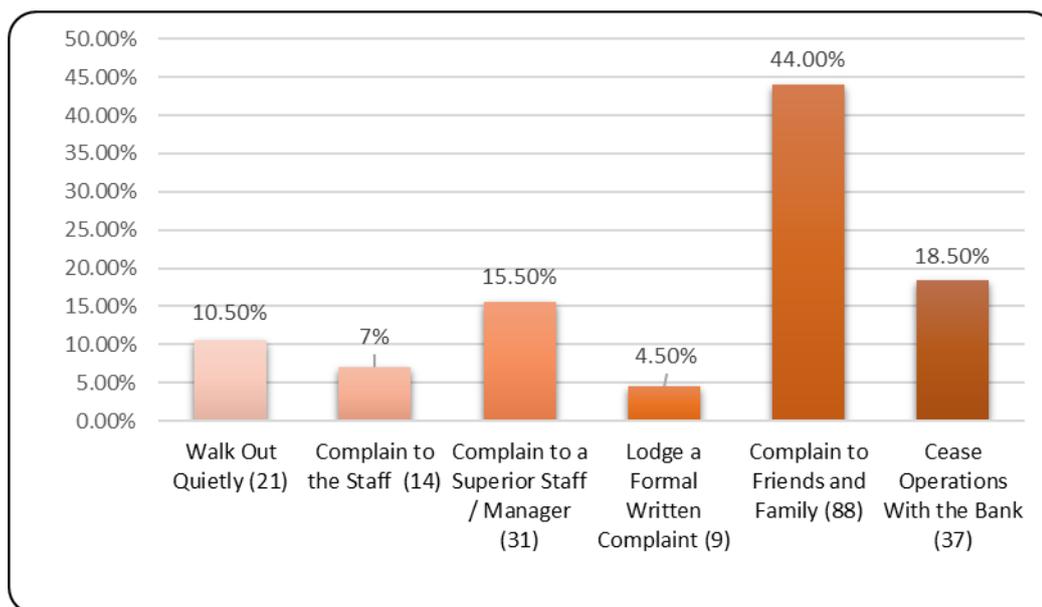
Table 4.3 showed the correlation analysis between the identified priority service practices. The study showed that significant relationship exist between all the identified priority service practices: quick response to customer complaints was significantly correlated to provision of fast electronic banking services (.857\*, sig. 0.00), show of empathy (.469\*, sig. 0.00), competent service from bank staff (.948\*,

sig. 0.00) and fast service through multiple service delivery channels (.908<sup>\*</sup>, sig. 0.00). The study therefore showed that there were significant levels of association between the variables, hence the provision of quick service to customers would influence the provision of fast electronic banking services which would in turn influence the provision of fast service through multiple service delivery channels, which would require competent service from bank staff who can empathize with customers.

#### 4.3.2 Feedback Customers Give on ZBGL Banking Services

To adequately evaluate the kinds of feedback customers give with regards to ZBGL services, the study analyzed customer feedback after receiving poor service and feedback after receiving great service.

**Figure 4.2 Customer Feedback on Poor Service**

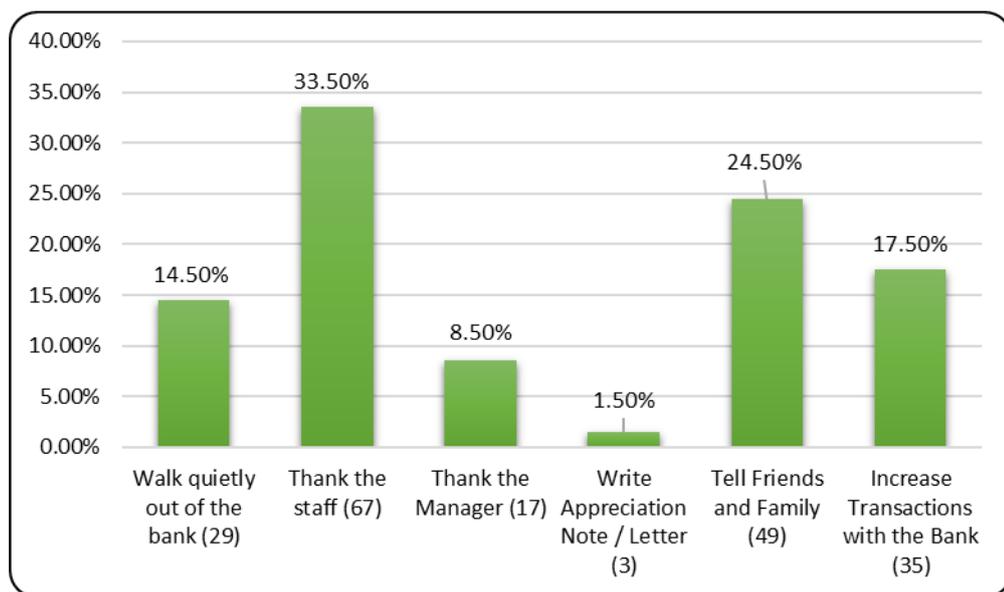


Source: Field Data Analysis, 2016

The study showed that when confronted with poor service, 44% of customers do not complain to bank staff but leave the bank premises and complain to their colleagues at

home. This percentage represents almost half of the sampled customer participants and significantly represents the majority attitude towards poor customer service in the banking sector. The study showed that a further 10.5% walk quietly out of the bank without complaining but certainly with a negative perception about the bank that he / she could share with any willing ear at any time to the detriment of the bank's reputation. A small figure of 15% however take up the opportunity to complain to a superior bank staff, 9% lodge formal written complaints whilst 7% complain to the attending staff (the very one offering the poor service). The study further showed that a significant 18.5% of customers cease operations with the bank after receiving poor service.

**Figure 4.2 Customer Feedback After Great Service**



Source: Field Data Analysis, 2016

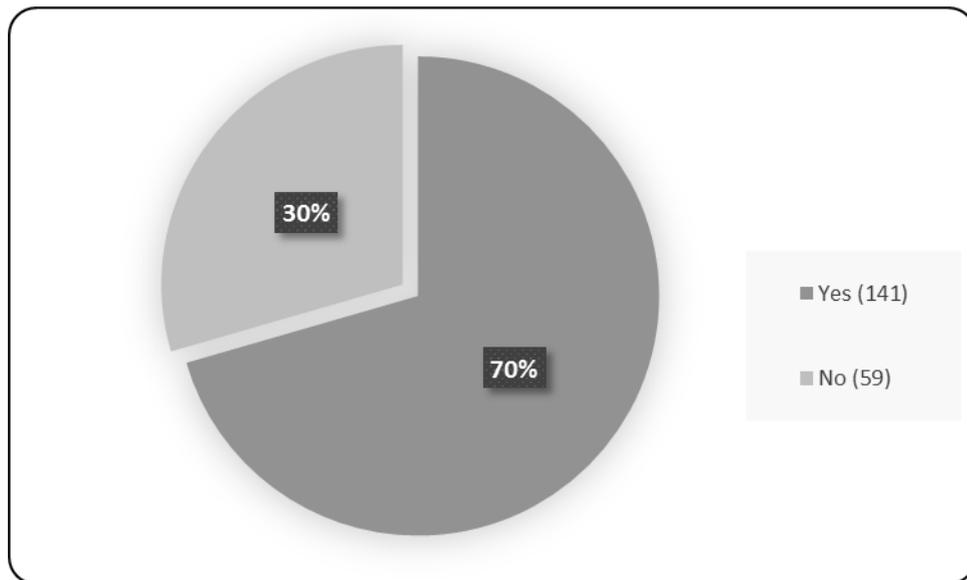
On the other hand, when offered good service, 33.5% of bank customers thank the staff offering the service and leave, ostensibly to spread the good news of the service. A further 24.5% tell friends and family about the great service received at the bank, 17.5% on account of the good service increase their transactions with the bank, 14.5%

walk out quietly, 8.5% go ahead to thank the manager of the bank branch whilst the a small percentage of 1.5% take it upon themselves to write letters or notes of appreciation to the bank. The findings showed that when customers are unhappy, most of them go public but when they are happy, most of them express their gratitude privately to bank employees. This phenomenon shows that the effect of poor customer service has wider public repercussions and therefore banks should strive to impress upon customers a sense of good service. The findings support the findings of Ahmad, Humayoun and Nawaz (2011) in his study using single item of customer contentment to examine customer satisfaction amongst Islamic bank customers. The study showed that customer dissatisfaction is quickly broadcasted to the public whilst satisfaction is mostly concealed in private. This the study noted affects greatly the brand image and market size of banks.

#### **4.3.3 Satisfaction of Customers with Services Available in ZBGL**

Research question three sought to find out whether customers are satisfied with the service available in Zenith Bank Ghana Limited. The study first asked customers to state whether they were satisfied or dissatisfied with the quality of service provided to them.

**Figure 4.3 Satisfaction of Customers with Services Available in ZBGL**

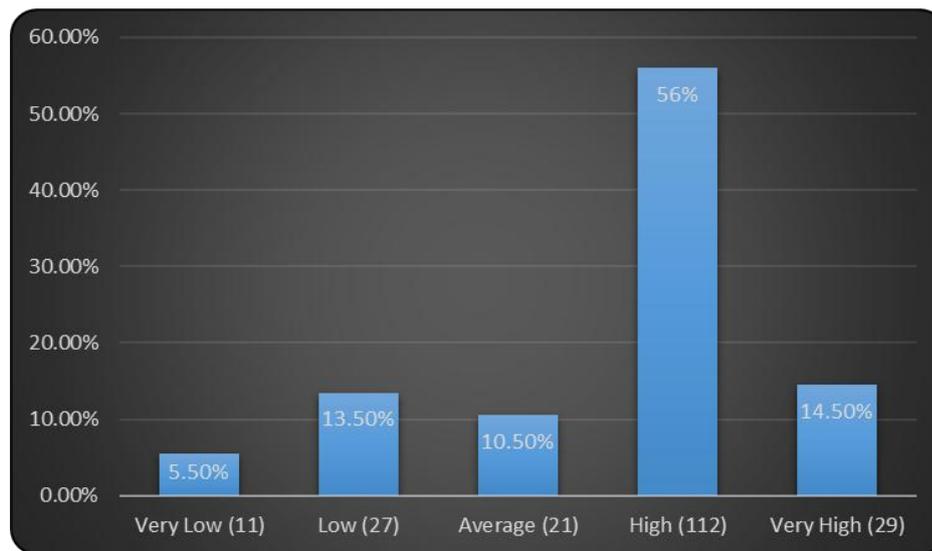


Source: Field Data Analysis, 2016

The study showed that majority (70%) of the study respondents were satisfied with services provided by Zenith Bank Ghana Limited. However, a significant 30% of respondents were not satisfied. The study therefore showed that in spite of the fact that the bank is able to satisfy most of its customers, a significant 30% of customers are not be satisfied and going by earlier findings which indicates that most unsatisfied customers tend to spread bad messages about the bank, it would be prudent for Zenith Bank Ghana Limited to consider strategies to satisfy customers who are unsatisfied with the bank's services. Whilst this is being done, it is important not to ignore the majority of customers who are presently satisfied.

The study went further to determine the levels of customer satisfaction or dissatisfaction to enable the bank gauge satisfaction levels and come out with effective strategies to improve satisfaction levels (if they were found to be low).

**Figure 4.4 Level of Customer Satisfaction with Customer Service at ZBGL**



Source: Field Data Analysis, 2016

The study showed that 56% of the sampled customer participants rate the service provided by Zenith Bank Ghana Limited as high, 14.5% rate it as very high, 10.5% think its average, 13.5% rate the service as low and the remaining 5.5% rate it as very low. The study showed yet, the percentage of participants who rated the services of the bank as average, low or very low were significant, and deserves the bank's attention and effort in shifting their perceptions from negative to positive. To Deng et al., (2009) a rating of service quality and customer satisfaction that draws more 20% dissatisfaction ratings is significantly negative and requires that the company in question take steps to alter perceptions about its services.

#### **4.3.4 Impact of Customer Service on Customer Loyalty and Retention**

Research question four sought to assess the impact of customer service on customer loyalty and retention. To adequately test the impact, the study conducted a Linear simple regression analysis where customer service was treated as the dependent variable and loyalty and retention were treated as independent variables. The

study used the linear regression model equation:  $Y = a + b_1x_1$ , where Y is the value of the dependent variable (what is being predicted), a = constant, and  $b_1$  = slope (beta coefficient) for  $x_1$ , where  $x_1$  is the independent variable. The result are presented in table 4.4 below.

**Table 4.4 Forced Entry Regressions of Customer Service on Customer Loyalty and Retention**

Model	B	Beta	R	R <sup>2</sup>	T	Sig.
1 : (Constant)	.465				4.161	.000
Repeat Business	1.032	1.049	.935 <sup>a</sup>	.874	13.228	.000
Total Commitment	-.009	-.013	.191 <sup>a</sup>	.037	-.496	.621
Future Association	1.116	1.112	.874 <sup>a</sup>	.763	-1.407	.000
Total Satisfaction	-.016	-.022	.202 <sup>a</sup>	.041	-.826	.410

Dependent Variable: Customer Service

Source: Field Data Analysis, 2016

From table 4.4 showed the forced entry regressions of the impact of customer service on customer retention and loyalty as represented by repeat business, total commitment, future association and total satisfaction. The results of the regression analysis showed that customer services has significant impact on customer repeat business (beta = .979, t= 13.228, p<.000) and future association with the bank (beta = 1.112, t= -1.407, p<.000).

The study therefore showed when customer service is good, it impact positively on customer decision to continue transacting business with the bank and this transaction

can last long into the foreseeable future. The study however showed that customer service does not have any significant impact on customer commitment to staying true to just one bank. the findings indicate no matter the level of customers service, bank customers would try the services of other banks but would not necessarily cease transactions with Zenith Bank Ghana Limited. Repeat business indicates retention whilst future association indicate loyalty to the bank. Therefore, the study showed that customer service has significant impact on both customer retention and loyalty.

Also, the p-value of each analysis showing a figure of .000 indicates a perfect correlation where the quality and level of customer service determines the amount of repeat business and level of future association. This showed that the higher the quality of service, the more loyal and retained customers become. The model also predicted that for every unit increase in the level of quality of service, customer retention increased by 1.032 units whilst loyalty increased by 1.116 units. the study accounted for the impact of customer service on both customer loyalty and retention in  $R^2$  above. Therefore the amount of variation in customer loyalty and retention were explained by the  $R^2\%$  as described above. The  $R^2\%$  shared variance was maximum effect size between the variables in the study since the model was able to explain the variation in the model (Cohen, 1988). Thus, the study objective was realized as there were statistically significant impact of customer service on customer loyalty and retention.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1. Introduction**

This chapter summarized the findings, drew conclusions, made recommendations taking into account all the discoveries got for future studies.

#### **5.2. Summary of Findings**

The main objective of the study was to examine the importance of excellent customer service in the banking industry using a case study of the Zenith Bank Ghana Limited. This section gives a summation of the study findings.

Research objective one sought to examine the nature of customer service practices of Zenith Bank Ghana Limited (ZBGL).

The study showed Zenith Bank Ghana Limited has several customer service practices: effective staff to customer communications, show of respect, patience in service, competent service from bank staff, provision of fast electronic banking services, faster service through multiple service delivery channels, segmented customer services to promote faster service, good reception from first contact in the banking hall, quick response to customer complaints, great service at the door (usually by security), good advisory service and effective staff to customer communications

Research objective two sought to evaluate the kinds of feedback customers give with regards to ZBGL services. The study showed that almost 50% of bank customers complain about poor service to family and friends whilst 24.50% tell family and

friends about great service experiences. this showed that customer feedback towards poor service is to immediately broadcast their experience outside the bank which has negative effects on the bank's brand image whilst feedback from great service experiences are usually to thank the bank staff and leave quietly.

Research objective three sought to find out whether customers are satisfied with the service available in Zenith Bank Ghana Limited. The study showed that majority (70%) of the study respondents were satisfied with services provided by Zenith Bank Ghana Limited whilst 30% were dissatisfied and that a higher percentage of respondents rate the services of the bank as well or very very high.

Research objective four sought to assess the impact of customer service on customer loyalty and retention. The study showed that customer service has significant impact on both customer retention and loyalty.

### **5.3 Conclusion**

The provision of great customer service is imperative to retaining customers, ensuring loyalty and increasing market share. Most banks in their quest to provide great customer service resort to certain practices that might or might not meet customer expectations. Since customers are the heart of all businesses and their upkeep is paramount to all serious commercial ventures, the study undertook this research to examine the importance of excellent customer service in the banking industry using a case study of the zenith bank Ghana limited. The findings showed that zenith bank Ghana limited has in place some good customer service practices that satisfies a majority of the bank's customers, ensuring high levels of loyalty and retention. In

spite of this finding, the study showed that significant percentage of customers are not being satisfied by the service practices of the bank. There is therefore the need for stakeholders to consider the findings and recommendations of this study for onward implementation.

## **5.4 Recommendations**

Based on the findings, the study puts forward the following recommendations.

### **5.4.1 Conduct a Wider Survey**

The findings of the study have wider implications for the bank and other banks operating similar customer service models and practices. A significantly large section of the customer base could be getting dissatisfied by the day and urgent measures need to be taken to turn these customers from dissatisfied to satisfied customers. But before any significant action or decision could be taken as to what the bank needs to do, it is imperative to conduct a wider survey with a bigger population across the country to confirm or reject the findings of this study to correctly inform the next course of action for the bank.

### **5.4.2 Review Customer Service Practices**

The study showed that although the customer service practices of Zenith Bank Ghana Limited are satisfactory a large majority of its customers, some sections of customers are dissatisfied. There is the need to seek measures to satisfy dissatisfied customers whilst either maintaining or increasing the levels of satisfaction of those customers presently satisfied. The study therefore recommends that management of Zenith Bank

Ghana Limited and other banks consider reviewing the customer service practices of the bank to give it a wider satisfaction reach to all their customers.

#### **5.4.3 Re-train Front Facing Staff to Ensure High Competence**

The satisfaction of customers is critical to ensuring loyalty and retention which in turn ensures profitability. It is therefore imperative that employees who deliver the services are adequately trained and competent enough to ensure that bad experiences are minimized whilst good experiences are maximized. The study therefore recommends that front-facing staff who deal directly with customers be given constant on the job training to ensure that their levels of competence are high enough to deliver the great levels of customer service needed to ensure satisfied customers and put the bank at the top.

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## APPENDIX A: QUESTIONNAIRE

Dear Respondent,

This purpose of this data collection instrument is to solicit responses to complete an academic research. You are kindly requested to provide honest responses to the best of your knowledge. Please do NOT write your name or any identifying details to ensure confidentiality. Tick a response or multiples of it where appropriate and write down responses in spaces provided where required. Thank You.

### Section A: Respondents' Demographic Data

1. What's your gender?      a.  Male    b.  Female
2. Which of these age categories do you belong?  
a.  18-30years    b.  31-45years      c.  46 – 60years      d.  Over 60 years
3. What is your highest educational achievement?  
a.  Basic Level Education    b.  Certificate / Diploma    c.  Degree  
d.  Post-Graduate / Masters    e.  Other, Please specify.....
4. Which of these employment categories do you belong?  
a.  Civil Servant    b.  Military / Police, etc.    c.  Businessman  
d.  Farmer    e.  Student    f.  Unemployed      g.  Other, Please specify.....
5. How long have you been banking with Zenith Bank Limited?  
a.  1-5 years    b.  5–10 years      c.  11-20 years      c.  over 20years

### Section B: Responses to Research Questions

**To examine the nature of customer service practices of Zenith Bank Ghana Limited (ZBGL).**

6. Do you visit the banking halls of Zenith Bank to conduct business?  
a.  Yes    b.  No    c.  Other, Please specify.....
7. Which of these customer service practices have you encountered at the banking halls of the bank? *Please tick all that applies*  
 Short Waiting Time     Show Of Interest In Customer Concern

- Show Of Empathy                       Show Of Respect                       Patience In Service  
 competent service from bank staff     Provision of fast electronic banking services  
 faster service through multiple service delivery channels (e.g., more tellers to speed up service)  
 Segmented customer services to promote faster service (e.g., bulk money depositors served separately, foreign account holders, withdrawals, small deposits, etc all given segmented services).  
 Good reception from first contact in the banking hall  
 Quick response to customer complaints     Great service at the door (usually by security)     Good advisory service     Effective staff to customer communications  
 Other, Please specify.....

8. Which of these customer service practices would you want to see more often?

***Please tick all that applies***

- Short Waiting Time     Show Of Interest In Customer Concern  
 Show Of Empathy                       Show Of Respect                       Patience In Service  
 competent service from bank staff     Provision of fast electronic banking services  
 faster service through multiple service delivery channels (e.g., more tellers to speed up service)  
 Segmented customer services to promote faster service (e.g., bulk money depositors served separately, foreign account holders, withdrawals, small deposits, etc all given segmented services).  
 Good reception from first contact in the banking hall  
 Quick response to customer complaints     Great service at the door (usually by security)     Good advisory service     Effective staff to customer communications  
 Other, Please specify.....

**Please indicate your agreement or disagreement to the following statements**

**Please use the following key:**

(Key: SD= Strongly Disagree, D=Disagree, U=Unsure, A=Agree, SA= Strongly Agree)

<b>What Feedback Do You Give After Receiving POOR Service?</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
I walk quietly out of the bank					
I complain to the staff about the low quality of service					
I complain to a superior staff / manager about the low quality of service					
I lodge a formal written complaint					
I leave the bank and complain to friends and colleagues at home					
I cease operations with the bank					
<b>What Feedback Do You Give After Receiving GREAT Service?</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
I walk quietly out of the bank					
I thank the staff who gave me the high quality of service					
I see the manager or a superior staff to express my appreciation for the high quality service.					
I lodge a formal written service appreciation letter / note					
I leave the bank and tell friends and family about the high quality service at the bank					
I increase my transactions with the bank					

21. Are you satisfied with the quality of service provided you by Zenith Bank Ghana Limited?

- a. ( ) Yes      b. ( ) No      c. ( ) Other, Please specify.....

22. On a scale of 1-5, one being very low and 5 being very high, how would you rate your satisfaction with the service available at Zenith Bank Ghana Limited?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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**Please indicate your agreement or disagreement to the following statements**

**Please use the following key:**

(Key: SD= Strongly Disagree, D=Disagree, U=Unsure, A=Agree, SA= Strongly Agree)

<b>To Assess The Impact Of Customer Service On Customer Loyalty And Retention</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
The service I receive keeps me doing business with the bank repeatedly					
I don't see myself ceasing operations with the bank					
I intend to stay with Zenith bank for the foreseeable future					
I don't intend to try other banks or move my accounts to another bank					

27. Do you have any recommendations for Zenith Bank Ghana Limited?

1. ....
2. ....
3. ....
4. ....
5. ....

**Thank You for Your Time**

## APPENDIX B: INTEVIEW GUIDE

### Section A: Respondents' Demographic Data

1. What's your gender?      a.  Male    b.  Female
2. Which of these age categories do you belong?  
a.  18-30years    b.  31-45years      c.  46 – 60years      d.  Over 60 years
3. What is your highest educational achievement?  
a.  Basic Level Education    b.  Certificate / Diploma    c.  Degree  
d.  Post-Graduate / Masters    e.  Other, Please specify.....
4. Which of these job categories do you belong?  
a.  Front Office Staff    b.  Teller    c.  Backroom Staff  
d.  Team Manager      e.  Branch Manager      Other, Please specify.....
5. How long have you worked with Zenith Bank Limited?  
a.  1-5 years    b.  5–10 years      c.  11-20 years      c.  over 20years

### Section B: Responses to Research Questions

**To examine the nature of customer service practices of Zenith Bank Ghana Limited (ZBGL).**

6. Do you provide direct service to customers?  
a.  Yes    b.  No    c.  Other, Please specify.....
7. What type of service do you provide to customers?  
 Accounts Opening                       General Enquiries  
 Teller Services                       Complaints Handling       General Banking Services  
 Other, Please specify.....
8. Which of these customer service practices have you observed at the banking halls of the bank? *Please tick all that applies*  
 Short Waiting Time     Show of Interest in Customer Concern

- Show of Empathy       Show Of Respect       Patience In Service
- Competent service from bank staff       Provision of fast electronic banking services
- faster service through multiple service delivery channels (e.g., more tellers to speed up service)
- Segmented customer services to promote faster service (e.g., bulk money depositors served separately, foreign account holders, withdrawals, small deposits, etc all given segmented services).
- Good reception from first contact in the banking hall
- Quick response to customer complaints       Great service at the door (usually by security)       Good advisory service       Effective staff to customer communications
- Other, Please specify.....

9. Which of these customer service practices would you want to see more often?

***Please tick all that applies***

- Short Waiting Time       Show of Interest in Customer Concern
- Show of Empathy       Show of Respect       Patience in Service
- Competent service from bank staff       Provision of fast electronic banking services
- Faster service through multiple service delivery channels (e.g., more tellers to speed up service)
- Segmented customer services to promote faster service (e.g., bulk money depositors served separately, foreign account holders, withdrawals, small deposits, etc all given segmented services).
- Good reception from first contact in the banking hall
- Quick response to customer complaints       Great service at the door (usually by security)       Good advisory service       Effective staff to customer communications
- Other, Please specify.....

**Please indicate your agreement or disagreement to the following statements**

**Please use the following key:**

(Key: SD= Strongly Disagree, D=Disagree, U=Unsure, A=Agree, SA= Strongly Agree)

<b>What Feedback Do Customers Give After Receiving POOR Service?</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	<b>Respondent's Comment</b>
Most Customers often walk quietly out of the bank						
Most Customers often complain to the staff about the low quality of service						
Most Customers often complain to a superior staff / manager about the low quality of service						
Most Customers often lodge a formal written complaint						
Most Customers often leave the bank and complain to friends and colleagues at home						
Most Customers often cease operations with the bank						
<b>What Feedback Do Customers Give After Receiving GREAT Service?</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	
Most Customers often walk quietly out of the bank						
Most Customers often thank the staff who gave them the high quality service						
Most Customers often see the manager or a superior staff to express appreciation for the high quality service.						
Most Customers often lodge a formal written service appreciation letter / note						
Most Customers often leave the bank and tell friends and family about the high quality service at the bank						
Most Customers often increase their transactions with the bank						

22. Are customers satisfied with the quality of service provided you by Zenith Bank Ghana Limited?

a. ( ) Yes      b. ( ) No      c. ( ) Other, Please specify.....

23. On a scale of 1-5, one being very low and 5 being very high, how would you rate customer satisfaction with the service available at Zenith Bank Ghana Limited?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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**Please indicate your agreement or disagreement to the following statements**

**Please use the following key:**

(Key: SD= Strongly Disagree, D=Disagree, U=Unsure, A=Agree, SA= Strongly Agree)

<b>To Assess The Impact Of Customer Service On Customer Loyalty And Retention</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	
The service customers receive keeps them doing business with the bank repeatedly						
Customer would rather work with Zenith than go to other banks						
Customers stay with Zenith bank for the foreseeable future						
Zenith does not lose customers to other banks						

28. Do you have any recommendations for Zenith Bank Ghana Limited?

1. ....
2. ....
3. ....
4. ....
5. ....

**Thank You for Your Time**