

ASSESSMENT OF CUSTOMER SATISFACTION IN THE BANKING INDUSTRY.

(A CASE STUDY OF THE TRUST BANK IN KUMASI METROPOLIS.)

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DECLARATION

We have read the Christian Service University College’s regulations relating to plagiarism and certify that this research work (project) is all our work and do not contain any unacknowledged work from any other source. We also declare that we have been under supervision for this research work (project) herein submitted.

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ABSTRACT

As the competitive environment become more turbulent in the banking industry, there is the need to assure and ensure customer satisfaction, in order to enjoy high market share and competitive advantage. The study therefore was conducted to assess customer satisfaction in the banking industry, taking The Trust Bank in Kumasi as a case study of the research. The main objective of the research was to assess customer perception of the service being received from The Trust Bank and the significance of customer satisfaction. This project was basically exploratory research using both qualitative and quantitative approach. The sampling technique was convenient and stratified. Source of data were primary and secondary. Data collection instrument were questionnaire, face to face structured interview and participation observation. Three branches which include Adum, Suame and Ash town were selected out of the four branches. The population size was 16,000 and 90 customers and staff respectively for the three branches. Sample size was 375 and 73 for customers and staff respectively. Major findings were due to The Trust Bank quality services provided to customers paved way for customers delight and satisfaction. This made the customers to have corporate image and identity of the bank (TTB), making them to have competitive advantage and contribute hugely to their customer base and high market share. The staff of TTB addresses promptly to complaints of customers with urgency, professionalism and excellent communication skills. This enhances customer satisfaction aiding The Trust Bank to have corporate image and identity. The conclusion was that customers are highly satisfied at The Trust Bank. Recommendation was, since quality is not stable and is always changing according to the different needs of customers, managers should make conscious effort to improve and enhance the quality of products and services to meet the satisfaction of customers by engaging in more research work.

DEDICATION

This project work is dedicated to our parents whose conscious effort and contribution to our tertiary education has brought us to this level. This project work is again dedicated to the management and staff of The Trust Bank who really helped us in our project work.

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CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND

Customer satisfaction is often considered the most important factor thriving in today's highly competitive business world. Services have unique characteristics that distinguish them from the physical goods (Zeithaml and Bitner, 1996).

Today's organization face tough competition and things will only get hard for them to succeed in today's fiercely competitive markets, hence the need for companies to move from a product and selling philosophy to a customer and markets philosophy. To win in today's competitive market place, companies must be customer-centered. Companies must deliver superior value to their target customers. In the banking industry, a key element of customer satisfaction is the nature of the relationship between the customer and the provider of the products and services. Satisfied customers are central to optimal performance and financial returns (Zeithaml and Bitner, 1996). In many places in the world, business organizations have been elevating the role of the customer to a key stakeholder over the past years, thus customers are viewed as a group whose satisfaction with the enterprise must be incorporated in strategic planning efforts. Forward-looking companies are finding value in directly measuring and tracking customer satisfaction (CS) as an important strategic success indicator. Evidence was mounting that places a high priority on CS was critical to the improvement of organizational performance in a global marketplace.(E. Boone and Kurtz David L 1999).

Customer satisfaction is an important issue for marketing managers, particularly those in services industries (Bennett and Rundle-Thiele, 2004). In general, if the customers are satisfied with a provided goods or a particular service, the probability that they use the service again increases (East, 1997). But the problem here is the complexity of dealing with customer satisfaction. Also, satisfied customers will most probably talk enthusiastically about their buying or the use of a particular service; this will lead to positive advertising (File and Prince, 1992) & (Richens, 1983). In today's competitive retail environment, the focus is on building customer loyalty, and that means delighting your customers. If employers and employees are not delighted and satisfied with their work how employees can delight the organization's customers? The lifetime value of a customer represents by way of long term association and word of mouth.

This project explored the two (2) types of customers as being internal and external customers, and the interdependency roles they both play in the industry, characterized by the unpopular tilt in favor of customer's satisfaction instead of customer delight. The findings will alert participants in the financial environment of the competition ahead of them in spite of the various alternatives available to customers nowadays and the strategies developed for them to stay on top of the stairs. Many companies fissure in because they do not comprehend the varying market environment and the significance of delivering values to customers. Banking is one of the numerous services in which the customer satisfaction has had an ever increasing importance in the corresponding research areas. This is essentially because the banking sector is becoming more and more competitive (Levesque and McDougall, 1996). The fundamental basis of the marketing concepts involves the matching of the skills and resources of the organization, profits or non-profit related, to the needs of the customer. Marketing management relies on the understanding of how customers make decisions and their likely reactions to the different

elements of marketing mix. According to Turban et al, (2002), customer service is a series of activities designed to enhance the level of customer satisfaction that is, feeling that a product or service has met customer expectation.

1.1 STATEMENT OF THE PROBLEM

Customer care and satisfaction have their foundation in the fundamental concept of marketing and philosophy of marketing is essential to customer orientation. (Baker 1999). Customer care appears to be complex to study but anyone with deep understanding in an organization is likely to be conscious of the significance of customer care when operating the activities and how defectively customers are managed. There are so many good reasons for customer satisfaction, yet most companies often fall short to conduct customer service in order for customers in the banking industry to gain satisfaction. Banks are increasingly aware that assessing their customers' satisfaction with quality of service is key ingredient to ensure satisfaction and profitability. Many organizations lose most of their customer to their competitor due to the fact that they do not recognize the importance and satisfaction of customers and their contribution to enhance growth of such organization. Appreciating the effort to meet special request of customers and providing for the needs of the customers and also ensuring their satisfaction helps the organization to grow, increase in profitability ratio, market share, customer retention and loyalty. This study is therefore undertaken to assess customer satisfaction in the banking industry. The problem is customers in the banking industry do not really get the desirable care and most favorable satisfaction in terms of services provided to them at Trust Bank. The research was to investigate and know why The Trust Bank provides customer care and satisfaction, and how these services were accepted or rejected by customers. Also the research was to find if Trust Bank really understand the value of customer satisfaction.

1.2 JUSTIFICATION OF THE STUDY

The bank cannot function very well without the existence of customers so as customers will not patronize a bank if they do not gain satisfaction. Therefore, this research made available information to management of the bank and the general public to be familiar with the extent of the customer satisfaction. The research support management to establish more practical strategies towards customer satisfaction and also to serve as a basis of information to those who yearn for or to take a further research into customer satisfaction. Competition is extremely high in the banking industry, therefore if a bank does not put premium in the assurance of customer satisfaction and care, that bank would eventually lose its customers and would strategically wear out. Also with The Trust Bank putting customer satisfaction at heart would lead to high market share and competitive advantage over its competitors. When banks promise customers satisfaction and care to customers, apparently customer base and profitability would increase. This would enable the customer and general public to go for loans to start business and also to expand their business. This in the long run would alleviate high unemployment rate and also increase GDP of the country through the payment of taxes which would improve social amenities and infrastructure of the country.

1.3 RESEARCH QUESTIONS

- To what extent can The Trust Bank use customer satisfaction to gain competitive advantage?
- What customer care or services programmes are available to the Trust bank customer?
- Is customer satisfaction necessary for sustainable competitive advantage?

1.4 RESEARCH OBJECTIVE

- To assess customer perception of the service being received from The Trust Bank.
- To examine the significance of customer satisfaction and its mechanism.
- . To examine if, The Trust Bank can use customer satisfaction to gain competitive advantage.

1.5 SCOPE OF THE STUDY

The research was centered on The Trust Bank in Kumasi metropolis and focused on individual customers' satisfaction between the years of 2009 to 2011.

1.6 LIMITATIONS

In the course of the research, we encountered a lot of problems such as follows;

- Difficulty in accessing information from respondents. The researchers found it difficult to get information from its respondents more especially customers. Some customers were unwilling to give help as to give information for the research.
- Financial constraints
- Time constraints. We thought giving a letter to the branch manager would enable them to have easy access to the bank but it was not so. This was due to the bureaucratic system of the bank. Therefore the letter had to be sent to head office for approval before any research could be conducted. This affected the time in which the project was suppose to be finished.
- The researcher sent three hundred and seventy – five (375) questionnaires out but only three hundred and sixty (360) questionnaires were returned.

1.7 ORGANIZATION OF THE STUDY

Chapter one has to do with the introduction to project, research questions, objectives, scope and limitations. Chapter two deals with the review of the related literature and chapter three also talks about the research methodology. Chapter four which is the last but one chapter gives the analysis of data gathered. Chapter five which is the last chapter also conclude the project and gives recommendations.

CHAPTER 2

LITERATURE REVIEW

2.0 INTRODUCTION

Service firms have the opportunity to build long term relationship because customers conduct their transactions directly with the service provider, most often in person. Knowing your customers is a significant competitive advantage for a service organization. Having a database of customer's names and addresses and their use of the service permits targeted marketing and individual treatment of customers. Sivadas and Baker-Prewitt (2000): "There is increasing recognition that the ultimate objective of customer satisfaction measurement should be customer loyalty". Customers benefit from membership because of the convenience of annual fixed fees and the knowledge that they are valued customers who will receive occasional perks (frequent flyer awards) Clarke(2001) said that customer satisfaction is really no more than the price of entry to a category.

For satisfaction to be effective, it must be able to create loyalty amongst customers. To compete, successfully in today's competitive marketplace, banks must focus on understanding the needs, attitudes, satisfactions and behavioral patterns of the market (Kaynak and Kucukemiroglu, 1992). Consumers evaluate a number of criteria when choosing a bank. However, the prioritization and use of these criteria differs across countries, and thus cannot be generalized. For example, in a study of Canadian customers in Montreal, Laroche and Taylor (1988) found that convenience is the principal reason for bank selection, followed by parental influence with respect to the status of the bank, recommendations of friends and relatives and accessibility to credit.

The working of the customer's mind is a mystery which is difficult to solve and understanding the nuances of what customer satisfaction is, a challenging task. This exercise in the context of the banking industry will give us an insight into the parameters of customer satisfaction and their measurement. This vital information will help us to build satisfaction amongst the customers and customer loyalty in the long run which is an integral part of any business. The customer's requirements must be translated and quantified into measurable targets. This provides an easy way to monitor improvements, and deciding upon the attributes that need to be concentrated on in order to improve customer satisfaction. We can recognize where we need to make changes to create improvements and determine if these changes, after implemented, have led to increased customer satisfaction. "If you cannot measure it, you cannot improve it" - Lord William Thomson Kelvin (1907). Service delight is now the culture of several progressive companies over the world. With this increasing emphasis on service delight and service quality, the banking industry in Ghana is becoming increasingly competitive and natural dilemma. In the service industry, successful companies need more than just a competitive advantage in customer service. They need to have unwavering loyalty from their customers. The key for providing superior service is to understand and respond to expectations when judging the quality of a firm's service offering (Parasuraman et al 1988).

The banking industry (which is part of the global service industry) not only plays a leading role within the financial system in a country but also has an important socio-economic function. Delivering quality service to customers is a must for success and survival in today's competitive banking environment (Samli and Frohlich, 1992). Among others, provision of high quality services enhances customer retention rates, leads to higher market shares, lowers staff turnover and operation costs, and improves employee morale, financial performance and

Profitability. The importance of quality to business outcomes is now well established in the academic literature. It has been demonstrated that higher quality results in higher stock prices, higher corporate performance, and higher market value of the firm. In the customer satisfaction/service quality arena, aggregate market studies have shown that higher customer satisfaction leads to better financial returns (Hallowell, 1996). Customer satisfaction is another important aspect of service organizations and is highly related with service quality (Bolton and Drew, 1991 and Spreng&Mackoy, 1996).

Today's customers face a growing range of choice in the products and service they buy. They are making their choices on the basis of their perception of quality, service and value. Companies need to understand the determinants of customer value and satisfaction. Increased customer satisfaction leads to behavioral outcomes such as commitment, intention to stay (customer retention), creation of mutually rewarding relationship (bond) between the service provider and the user, increased tolerance for service failures and positive word-of-mouth advertising about the organization (Gounans et al, 2003, Reich held, 1996; Newman 2001) Service quality has been linked with customer satisfaction within the banking industry (avkiran, 1994; Le Blanc and Nguyen, 1998; Blanchard and Galloway, 1994). Banks now know that delivering quality service to customers is essential for success and survival in today's global and competitive banking environment (Lewis and Pescetto, 1996; Wang et al, 2003). Research have shown that satisfying customer is not enough to retain them because even satisfied customers defect' at a high rate in many industries (Schneider and Bowen, 1999)

2.1 SERVICES OR (PRODUCTS) OFFERED BY BANKS

Banking is the business of providing financial services to consumers and businesses. The basic services a bank provides are checking accounts, which can be like money to make payments and purchase goods and services; saving accounts and time deposits that can be used to save money for future use; loans that consumers and business can use to purchase goods and services; and basic cash management, services such as cheque cashing and foreign currency exchange (Johannes, 2005). In Ghana, the business of banking is governed by the Banking Act, 2004

2.2 UNDERSTANDING CUSTOMER NEEDS

Consumers may choose the channels they prefer based on a number of factors; the price, product assortment and convenience of channels option as well as their own particular shopping goals (economic, social or experiential). As with products, segmentation exists and marketers employing different type of channels must be aware that different consumers have different needs during the purchase process. In business-to-business trading, providing a high level of customer care often requires you to find out what your customers want once you have identified your most valuable customers or best potential customers, you can target your highest levels of customer care towards them. Another approach, particularly in the consumer market, is the obligation to treat all consumers to the highest standard.

According to Dr. Louis Doguara (MOH, Malta 2002) caring and effective customer relations are the key to success for any service industry. In the banking industry, effective customer care is vital because of delicate personal nature of the service transactions.

2.2.1 How can we give that added value or quality to a customer?

By ensuring that each time we interact with customers we treat them with honesty and respect irrespective of their age, color, race, gender, ethnicity, religion, social class etc. By keeping in mind that everyone of us might be the only that a customer has with our banking services. Customers will judge the way bank workers interact and perform as an indicator of quality in the bank overall performance.

2.2.2 What is important for customers?

According to (Thomas O Jones and W Earl SasserJr, 1995) it is a common knowledge that customers are becoming more demanding with higher expectations than ever before, and can compare services being offered against experiences gained elsewhere. As bank workers cannot ignore the negative image and cost incurred when delivering poor services, they need to think about ways in which to exceed customers' expectations and provide a service that continuously strives to meet customers' evolving needs. Customers feel important and appreciated.

- Being greeted with a smile.
- Genuinely listening to them.
- Checking from time to time that everything is okay while customers are still waiting for their turn to be served.
- Being patient and giving customer s time.

2.3 DEFINITION OF CONCEPTS

2.3.1 Customer

According to Heber L. Hart a customer is; “a person who has an account with a banker”. Coming to the meaning of the word, Hart says that a person is a “customer” of a bank within the meaning of section 82 of the Bills of Exchange Act, 1882, if he keeps either a current or a deposit with the bank, or, it would seem if the bank systematically transacts with him, or for him, any kind of banking business.

In contrast,

Paul R. Timm also defines a customer as; “someone with whom we exchange value and no business or individual can succeed without creating customer satisfaction”.

From the two definitions, it can be deduced that a customer is not only people who have an account with a bank but anyone who transact or exchange value.

2.3.2 Customer Service

Jamine L. Scott. (2002) states that; “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 expectation”.

To buttress this;

Anderson and Jacobsen (2000) says that; “Customer service is providing everyone who is in need of your service with a solution or a satisfactory answer that will ensure their satisfaction”.

Philip Kotler also have this to say; “Customer service is the service that a consumer receives before, during and after a purchase”.

From the above definitions, the researchers were with the notion that customer service was a service which goes through processes to render services to customers but the ultimate thing was to meet the customers’ level satisfaction.

2.3.3 Customer Satisfaction

F Robert Dwyer & John F. Tanner relays that; “customer satisfaction refers to the extent to which customers are happy with the products and services provided by a business”.

According to Hansemark and Albmsson (2004), "customer satisfaction is an overall customer attitude towards a service provider, or an emotional reaction to the difference between what customers anticipate and what they receive, regarding the fulfillment of some need, goal or desire". Philip and Armstrong (1997) also lament that; Customer satisfaction can be experienced in a variety of situations and connected to both goods and services. It is a highly personal assessment that is greatly affected by customer expectations.

From the above definitions and the purpose of this project, the researchers can assert that customer satisfaction was where customer expectations were met through the product and service of an organization.

2.3.4 Customer Loyalty

According to Anderson and Jacobsen (2000) "customer loyalty is actually the result of an organization creating a benefit for a customer so that it will maintain or increase their purchases from the organization.

Oliver (1997) also states that customer loyalty refers to "a deeply held commitment to re-buy or re-patronize a preferred product or service consistently in the future despite situational influences and marketing efforts having the potential to cause quick service.

2.3.5 Service Quality

A service as defined by Philip Kotler as "any act or benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to physical product".

He continues that,

Services cannot be touched, tasted or handled as tangible products like soap, food and shoes cars. Therefore marketers of services face challenges of how to 'handle' the intangible product. For example; depositing money at a bank and getting advice from a bank.

2.3.6 Quality

Quality is an extremely difficult concept to define in a few words. At its most basic, quality has been defined as conforming to requirement (Crosby, 1984). This implies that organization must establish requirements and specifications; once established, the quality goal of the various function of an organization is to comply strictly with these specifications. A second series of

definitions therefore stated that quality is all about fitness for use (Juran, 1982) - a definition based primarily on satisfying customers' needs. Many analysis of service quality had been attempted to distinguish between objective measures of quality and measures which were based on the more subjective perceptions of customers.

A definition from Swan and Comb (1976) identifies two important dimensions of service quality: instrumental quality describes the physical aspect of the service while the expressive dimension relates to intangible or psychological aspects. A development of this idea by Gronroos (1984) identifies 'technical' and 'functional' quality as being the two principal components of quality.

2.3.7 Convenient Sampling

According to Saunders et al (2009); convenient sampling is sampling procedure in which cases are selected haphazardly on the basis that they are easiest to obtain.

2.3.8 Service support materials

Service support materials are office equipment, office signage and communication materials used in TTB.

2.4 WHY IS IT IMPORTANT TO SATISFY CUSTOMERS?

Because a company's sale comes from how basic groups new customers and repeat customers. It usually cost more to attract new customers than to retain current ones. And the key to keeping current customer was customer satisfaction. A satisfied customer buys a product again, talks favourably to other about the product or service, pays less attention to competing brands and advertising and buys other products from the company.

Highly satisfied customers produce several benefits for the company. Satisfied customers were fewer prices sensitive. Although the customer centered firm seeks to deliver high customer satisfaction relative to competitors, it does not attempt to maximize Customer satisfaction.

Customer satisfaction was a highly personal assessment that was greatly influenced by individual expectation. Some definitions were based on the observation that customer satisfaction or dissatisfaction results from either the confirmation or disconfirmation of individual expectation regarding a service or product.

According to Haword and Sheth (1969); to avoid difficulties stemming from the kaleidoscope of customer expectations and differences, some urge companies to concentrate on a goal that is more closely linked to customer equity.

Zoeka and words (1998) also noted common mistakes employee made with their customers. Employee took the customers for granted, the employees spoke fast that the customers have to ask him/her to repeat what is said. They also interrupt the customer or no longer listen, believing they know what the customer is asking or saying.

2.5 MEASURING CUSTOMER SATISFACTION

Customer satisfaction levels can be measured using survey techniques and questionnaires. Gaining high levels of customer satisfaction was very important to satisfied customers that were most likely to be loyal and to make repeat orders and to use a wide range of services offered by a business. Companies that achieve higher customer satisfaction was not out to maximize customer satisfaction because they sacrifice satisfaction for profitability.

Organizations were increasingly interested in retaining existing customer while targeting non-customer, measuring customer satisfaction provides an indication of how successful the organization was at providing product and / or service to the market. With customer satisfaction the actual manifestation of the satisfaction depended on a number of both psychological and physical variables which correlate with satisfaction such as return and recommend rate. The levels of satisfaction can also vary depending on other options the customer may have and other products against which the customer can compare the organization's products.

Because satisfaction was basically a psychological state, care should be taken in the effort of quantitative measurement, although a large quantify of research in this area has recently been developed. Work done by Berry, Brodeur between 1990 and 1998 defined ten quality values' which influence satisfaction behavior further expanded by berry in 2002 and known as satisfaction include, quality, values, timeless, efficiency ease of access, environment, interdepartmental.

2.6 QUALITY AND SATISFACTION

Brady and Cronin (2001) has this to say; the effect of service quality on consumer decision making appears to be largely indirect and mediated by value and satisfaction A review of the literature will reveal that the terms quality and satisfaction are quite often used interchangeably. While both concepts were related and appeared to be merging, there were still gaps in the understanding of the constructs, their relationship to each other and their antecedents and consequences. A distinction has often been made between the two constructs. According to Cronin and Taylor (1992); this distinction is important to both managers and researchers alike, because service providers need to know whether their objectives should be to have consumers

who are satisfied with their performance or to deliver the maximum level of perceived service quality. Oliver (1999) takes the view that satisfaction is 'emotional reaction following a disconfirmation experience'. Getty and Thompson (1994) defined satisfaction as a summary psychological state experienced the consumer when confirmed or disconfirmed expectations exist with respect to a specific service transaction or experience. According to Parasuraman et al (1985); Satisfaction is a 'post- consumption' experience which compares perceived quality with expected quality, whereas service quality refers to a global evaluation a firm's service delivery system Swan and Comb (1976) noted that; 'consumers judge product on a limited set of attributes, some of which are relatively important in determining satisfaction, while others are not critical to consumer satisfaction but are related dissatisfaction when performance on them is unsatisfactory' (1976) for bank, increasing the number of branches may not be a satisfier which encourages a customer to spend more of their budget with that bank.

However, a reduction in the number of branches may be a dissatisfaction which reduces behavioral intention. In one study of the UK retail banking sector, it was found that integrity and, to a lesser extent, reliability, was dissatisfied. Consumers behaved as if these were assumed standards which all banks will achieve, and were dissatisfied where a bank failed to achieve them. Research identified many characteristics that were associated with the service quality. Business researchers Benjamin Schneider and David Brown (1999) assert that service organization must meet their key customer need to deliver service excellence. Research identifies a range of service quality factors that are important for customers including;

- Timeliness and convenience
- Personal attention

- Reliability and dependability- it also includes understanding the needs and perspectives of others and being conscientious of hard- working, well organized and reliable (Cagle, 1998; Dube, Renaghan and Miller 1994; Greenburg and Sidler, 1998)
- Employee competence and professionalism
- Empathy involves caring and individualized attention of the organization provides its customers.(Dube, Renaghan, and Miller, 1994, Goodnan 2000, Greenberg and Sidler, 1998)
- Responsiveness
- Assurance- includes the knowledge and courtesy of employees and their ability to inspire, trust and confidence (Cagle, 1998; Dube)
- Availability
- Tangibles- includes the physical goods and facilities, equipment and appearance of personnel (Booth, 1999, Dube, Renaghan, Miller, 19999)
- Appearance of the personnel (Cagle,! 998)

Many researchers have looked into the importance of customer satisfaction.

Kotler (2000) shows that; these characteristics also apply to customer satisfaction with the public service quality. Timely service is an especially strong determinant of quality across different types of banks. Fairness and outcomes are additional factors important to public service customers, Public sector quality improvement initiatives are on the rise world wide as contracting and private service provision has become more common.

2.7 IMPACT OF CUSTOMER SATISFACTION

Kotler (2002) defines customer satisfaction by giving details on the attributes of a highly satisfied customer. According to him, a highly satisfied customer stays loyal, lingers, and buys more as the company introduces new products and upgrades existing products; talks favourably about the company its products and upgrade existing products; pays less attention to competing brands and is less sensitive to price, offers service or product ideas to the company and costs less to him than new customers because transactions are routine. Several factors affect customers satisfaction, that is the kind of products that banks offer to its customers can cause customer satisfaction or dissatisfaction. Consumers do not buy a product or service for their own sake. Customers bought product to acquire benefits that the product offers. They bought it to satisfy a need. Products therefore exist for what they fulfill in terms of consumer needs.

Boateng (1994); It is the essential feature of benefit that the buyer expects to receive from savings account is not buying a passbook, or a card, the customer is buying a safe deposit that earns an interest and so comparatively, when the interest rate offered by one bank in relation to other banks is low, it will cause dissatisfaction to that customer. Such a customer may leave the bank and open an account with the other bank.

2.8 THE COMPLAINT SYSTEM

The complaint system complaints provide an important tool in the overall assessment of customers' satisfaction and acts as a useful early warning sign.

Cartwright and Green (1997) summarized this importance by saying that customers who walk away without complaining are really saying goodbye. They mean "you let me down and you

want get another chance”. Those who complain are saying hello! They mean “you let me down but I want to give you a chance to make it up I want to give you a chance to make it up to me”.

Ian (1994) says that; an organization cannot benefit from complaints if there is no mechanism to handle them effectively. An effective complaints management system should include the following, a detailed police for handling complaints, regular training and monitoring, system in place for dealing with or specific problems or complaints. A good recording and reporting system, authority for action should be review in handling complaints Johns (1994) also suggested that, in order to find out what is wrong, how often and how it should be put right, customers should be encouraged to complain for example, the organization should make it easy for people to complain through free telephone lines and complaints forms and ask for complaints perhaps by selecting and approaching customers at random.

2.8.1 Sources of Complaints

Customers tend to complain when they do not maximize utility from the product or service consumed. A company may have owned of the finest products or services in the market but if customers cannot get value for their money, they complain and the survival of the company is at stake. Companies should therefore constantly find ways of improving products or services to ensure maximum utility for customers one way of doing this is by constantly asking the customers how the organization is doing and how the organization is doing and how it can get better (Dei –Tumi, 2005).

Furthermore, customers will always complain if it takes more time than necessary for products or services to reach them. Companies should design time scales for delivering products or services and if a particular product or service requires different timing standards, it is necessary to

communicate this timing to customers. It is important to note that if a competitor is able to serve a customer faster, the customers will definitely think of switching to the competitor (Dei-Tumi, 2005). Another source of complaints is customer reception is rather abysmal. Most businesses see it as a right that as long as they open their business, it is a must that others should come and buy. People just do not show appreciation for others calling in their offices or shops to transact business with them. Businesses tend to forget that the foremost reason why they exist is to create and retain customers. Customers either internal or external are the ones who give organizations the opportunity to justify their existence (Schewing, 1995; Reicheld, 1996). Harington (1995) states that, the customer affairs department in the US report that, only 4 out of every 100 dissatisfied customers ever complain. The other 96 just walk away and start to look for a new source of product or service. These 96% of customers are either too nice, or do not want to take the time and effort or complain. They are called “silent snitchers” of the 4% give the company a second chance, 95% of them will continue to do business with the company if their complaints are quickly addressed. Specific techniques for handling complaints made by customers are as follows, the company must establish a common approach to handling complaints. Before any company sets about solving the complaints of customers, it must ensure that it has the support of all the staff including those who do not even have a direct dealing with the customer, this is to ensure that the cooperative approach to solving the complaints of customers is embedded in the cooperative culture of the organization so that all the staff will be thinking of the customer in the same way. Problem resolution is not time for negotiation with the customer who has a genuine grievance and who should perhaps be compensated generously. The appropriate action should be taken if the level of seriousness has been ascertained and the relevant facts correctly assessed, if the complaints of the customers are not resolved at the right time, the customer should be given

progressive updates at regular agreed intervals (Dei-Tumi, 2005). The organization must also put in customer satisfaction checks after an appropriate interval, within two weeks, the organization should get in touch with the customer to confirm that the complaint has been satisfactorily resolved and to ensure that the organization still has the customers (Dei-Tumi, 2005). Employees must analyze complaints periodically compliant forms should be filled and returned to central place where the manager is made to monitor the level and nature of the complaints. The results this analysis and the details of corrective action should be reported to senior management on a regular basis for strategic decision to be made (Stoemwell et al; 1998).

2.9 CUSTOMER SERVICE PROGRAMME

Customer service programme process goes beyond just reacting effectively to customer complaints. A proactive strategy of building an ongoing relationship with the customer advocated. This process involves the entire service team, identifying and solving customer related problems. There is the need for an effective plan translated into programmes and projects to deal with customer services. The planning process should help to meet customer need more effectively (Moore et al, 1996). Quality customer service programmes can be discussed under three main elements. These elements will help clarity analysis and act as the basis for activities designed to improve lifetime customer value (Dei-Tumi, 2005). The organization must analyze the characteristics of the service they render to their customers. The analysis of the nature of the service provided to the customer allows organization to appreciate how the services are seen by the customers. In any customer service interaction, the perception of the customer is the key to the company's ability to ensuring that they are satisfied beyond expectation. There is however the need to determine the true characteristics of service standards. These are clear, concise,

observable and realistic service standards, target towards which all employees can focus their effort and strive for and expectation depicting what excellence is all about. This will eliminate any form of doubt about what customers expect and a valuable management tool for recruiting profile, job descriptions and appointing decisions to control the service image (Boon & Kurtz 1998). The chartered institute of marketers (1997) has outlined some conditions that should be met if customer satisfaction programmes are at work. These conditions are related to the staff, the programme and the managements. The staff must be clear about the programme and sufficiently resource to carry out their roles secondly the programme must provide clear benefits for staff, be re-enforce by top management; active involving effective implementation, clear priorities as well as sanctions and rewards. Finally management must be provided with regular and appropriate information about the progress and effectiveness of staff's performance.

2.9.1 Management Systems for Monitoring Customer Service

Once a quality customer service image has been created, the organization must maintain it according to Martin (1991) an effective way to maintain the service image is to develop a system to monitor performance of customer service team Martin has suggested that service audit, employee feedback system and customer feedback system can be used to check up on the quality of the service rendered by the service term in any measurement system. As service audit is a structured format for determining on a regular basis how service delivery system is functioning. It establishes a way of measuring the success of service delivery and helps the manager or service auditor when reviewing the service operation on regular basis. It involves observation, examination of each service step and function (Martin, 1991). An employee feedback system is an organized way of noting employee job performance behaviour and discussing that information

with the employee. It is a system whereby managers and employees can mutually check on the quality level of customer service as performed by the employee (Martin, 1991). A customer feedback system is an organized and deliberate way of finding out what customers think about the job done. It should be planned and organized with the intention of optimizing customer information flow into the organization. The voice of the customer must be feedback to all that come into contact with the external customer on a very personal basis. The most probable customer contact points are marketing, product engineering (technical solution to customer problems), sales, delivery, and administration and after sales service (Martin, 1991).

Measurement systems should including a set of core questions that are used year after year and special should include a set of core questions that are used year after year and special operational issues that reflect present data requirements. Data is collected using personal contact, mail surveys, phone survey, benchmarking, data services firms etc. these are used to develop customer satisfaction measurement (Martin, 1991).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter looks at the methodology used for the study. It explains the research design. It also gives details on the population, sample and sampling procedures and the instrument used in collecting data for the study. It also discusses data collection procedures and analysis.

3.1 RESEARCH DESIGN AND INSTRUMENT

3.1.1 Research Design

Due to the ambiguity of this research and the need to acquire more knowledge and understanding, this project was basically exploratory research using both qualitative and quantitative approach.

3.1.2 Research Instrument

The research instrument used was self-administered questionnaire, face to face interviews with respondents and observation. These methods were chosen because of the analysis of customer's experience, problems and complaints was made to ascertain if certain traits and attitudes cut across branches of the bank or whether some are performing better in areas of customer satisfaction and assurance of customer satisfaction. Also, these designs chosen are flexible. Thus, asking respondents directly about what is going on is an obvious shortcut in seeking answers to our research questions. Face to face interviews offer the probability of modifying one's line of

enquiry, following up interesting responses and investigating underlying motives in a way that postal and other self-administered questionnaires cannot.

3.2 POPULATION

The total population of branches of The Trust Bank were four (4) branches in Kumasi, the total customer base of the branches of The Trust Bank in Kumasi were estimated to be twenty thousand (20000) and the total number of staff in the branches of The Trust Bank in Kumasi was also hundred and twenty - five (125). The study was centered on the individual customers and also employees of the selected branches of The Trust Bank in Kumasi.

3.3 SAMPLE AND SAMPLING METHOD

The methods employed were convenient sampling and stratified sampling in the selection of the branches for the study. These instruments were used for the study because in research studies where questionnaires and interviews are employed or used, the simple random among other methods are most preferred. Convenient sampling is the sampling procedure in which cases are selected haphazardly chosen on the basis that they are easiest to obtain. This sampling technique was chosen because it enabled the selection of the research sample to be at the comfort of the research.

The stratified sampling was the most appropriate since there was a need to represent all groups of the largest population in a certain strata. In this case the method was very economical, offers accurate results high degrees of representativeness. The research seeks to assess customer satisfaction in three branches of The Trust Bank in Kumasi metropolis of the Ashanti Region. Stratification was done on staff based on the bank's organ gram which included;

3.3.1 Branches of the Trust Bank

Three branches were taken out of four branches. This was because these three branches (Adum, Suame and Ash Town) were the branches that most customers visited to make their transactions. Also, these three branches were chosen because of their customer base and the information that the researchers gained. Bantama branch was not taken because it was a new branch and also had the least customer base.

3.3.2 Staff and Customers

The total number of staff in the selected branches of The Trust Bank was ninety (90) and the customers of the three branches were estimated to be sixteen thousand (16000) based on the projections given by the various branch managers. Convenient sampling was used to get the number of staff and customers.

Table 3.1: Distribution of the Population and Sample Size

POPULATION SAMPLE SIZE BRANCHES	POPULATION		SAMPLE SIZE	
	STAFF (3 branches)	CUSTOMERS (3 branches)	STAFF	CUSTOMERS
Adum	45	8000	37	188
Suame Magazine	25	4500	18	97
Ash Town	20	3500	18	90
TOTAL	90	16000	73	375

Source: Field survey (2012)

Due to the bank's policy, the exact customer bases of the various branches were not given but ranges. The ranges of customer base of Adum were between six thousand (6000) to ten thousand (10000), so the researchers took the average number used was eight thousand (8000). The

average number was taken because the bank did not disclose information of its customer base. Adum had the highest customer base followed by Suame and Ash Town respectively.

Based on the table above, it was realized that the estimated total population for the staff and customers of the three branches were ninety (90) and sixteen thousand (16000) respectively. The Adum branch had eight thousand (8000) representing 50%, Suame had four thousand five hundred (4500) representing 26% and Ash town had three thousand five hundred (3500) representing 24%. These percentages were allocated based on the total population of the three branches. The researcher used these percentages to calculate the sample size for both staff and customers of the three branches. Therefore to get the actual sample for the research there was the need to find first the adjusted sample size which would enable the calculation of the actual sample size. Using the 50% of the estimated percentage of what Adum branch represented, the actual sample size was calculated based on 95% certainty that the results of the calculation was 95% accurate with 5% marginal error. From the calculation, the adjusted sample size was first found to be 384. This was use to calculate the actual sample size which was 375. This was for the customer sample size. The same procedure was used to calculate for the sample size for the staff. The sample size for the staff was 73. The actual sample size for both staff and customers were divided among the three branches based on the percentage they represent. Details of the calculations are at the appendix.

3.4 SOURCES OF DATA

The sources of data collection include both primary and secondary sources. The primary sources were questionnaires, interviews and observation with the customers and employees of the 3 branches. Secondary data for the purpose of the study included information gathered and

reviewed from textbooks, facts gathered from the internet, research works at libraries and studies on service quality in local and foreign Journals.

3.5 DATA COLLECTION METHODS

The data collection methods used were self-administered questionnaire, face to face interviews and observation. Semi structured interview was used to elicit further information from selected respondent. The Questionnaire was designed to cover all the variables that helped to satisfy the objective of the study and was made up of items that will lead to the assessment of customer satisfaction. Observation enabled us to share their experience by not merely observing what is happening but also feeling it (Gill and Johnson 2002: 144). It is the appropriate technique for getting at 'real life' in the 'real world'. The type of observation used was participation observation. With this type of observation, it enabled the researchers to be practically involved in how the customers react the way they do and why things happened in a particular manner concerning customer satisfaction. Observations were carried out on two different occasions.

3.6 DATA ANALYSIS

Tables and pie charts were used to give clear visual expression and easy understanding to the data presented in the study. The results were analyzed using percentages. Each question was analyzed and the number of respondents who gave particular response was converted to percentages. The response with the highest percentage was considered as the general opinion of the customers. All analysis were of precise discussions, which is clear and comprehensible. The analytical tools for the analysis will include descriptive and antenatal tools. The data was also analyzed by means of qualitative and quantitative methods which were 90% and 10% respectively. The software that was used in the analysis of data was statistical package for social

science (SPSS). This will be used in comparing the response of customers and employees in figures and percentages. This indicate that an in depth analysis were made from the responses received and meanings drawn from such responses with the aid of tables and pie chart. This indicates the use of qualitative approach to the study.

3.7 VALIDITY AND RELIABILITY

Questionnaires were given to our supervisor to be reviewed them before they were administered. Introductory letters were given to the selected branch managers in order to have access to the bank and also majority of the customers were willing to respond to the questionnaires.

After collecting all these data, it was edited to detect errors and omissions. This was done to ensure that the data was accurate and consistent with other facts gathered. SPSS was used to classify the data into meaningful relationships. Numbers were then assigned to answers so that responses could be put into a limited number of categories to provide the basis for various statistical computations. This data was arranged in logical order (tabulation). This would facilitate analysis and interpretation of the findings.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATIONS

4.0 INTRODUCTION

This chapter also analyzed the data collected from the field in order to determine how The Trust Bank can use customer satisfaction as a competitive strategy to gain competitive edge, to assess customer's perception of the service being received from The Trust Bank, to examine the significance of customer satisfaction and its mechanism and also recommend strategies for successful management of customer care and complaints. This study is to assess customer satisfaction at The Trust Bank, limited for the period under study. For this reason, this chapter takes into account findings gathered from field, presentation of data, analysis of findings made and further discussions on the findings.

The figure below indicates the totals and percentage representing the response based on gender to the questionnaire which was administered.

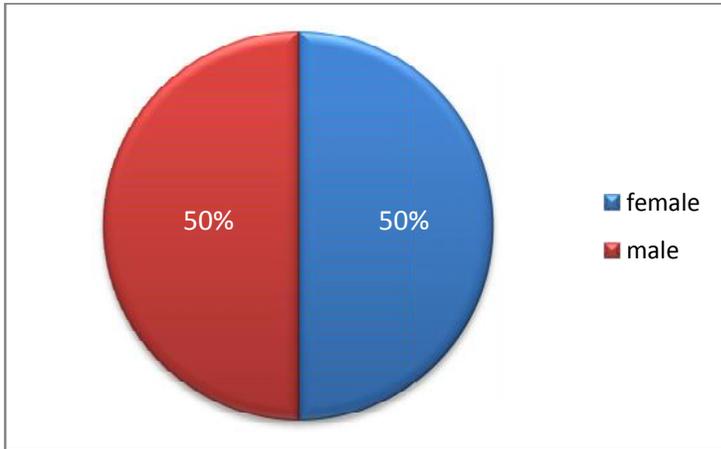


Figure 4.1: Gender Distribution of Staff of the 3 Branches of TTB
Source: Field survey (2012)

The Figure 4.1: Gender Distribution of Staff of the 3 Branches of TTB above indicates that out of the 70 respondents, 35 which represented 50% were female and 35 that also represented 50% were male. The respondents by chance were equal male and female which also made the research a fair and balanced one. Refer to appendix 4 Table 4.1 Gender Distribution of Staff of the 3 Branches of TTB: for details.

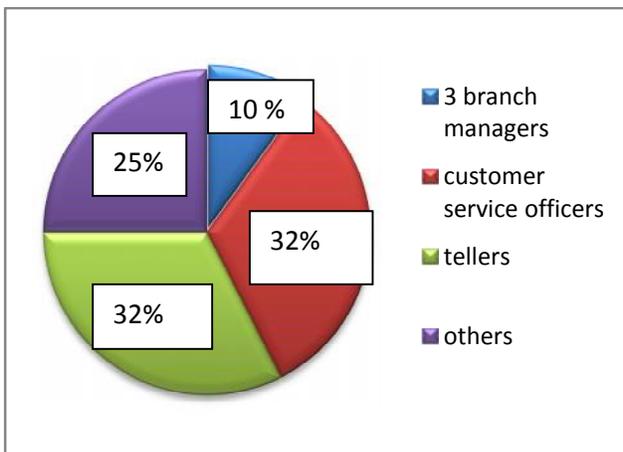


Figure 4.2: Number of Persons in the various Administrative Positions at the 3 Branches of TTB
Source: Field survey (2012)

The Figure 4.2: Number of Persons in the various Administrative Positions at the 3 Branches of TTB above indicates the various positions of the respondents (staff) who were employees at The Trust Bank. Three (3) Branch managers from the various branches selected, which represent 10%, 25 customer service officer, which represented 32.5%, 25 tellers represented 32.5% and other 20 positions represented 25.0 which add up to 70 representing 100% constituting the total respondents (staff or internal customers). This showed that there were many positions at TTB. Refer to appendix 4 Table 4.2: Number of Persons in the various Administrative Positions at the 3 Branches of TTB for details.

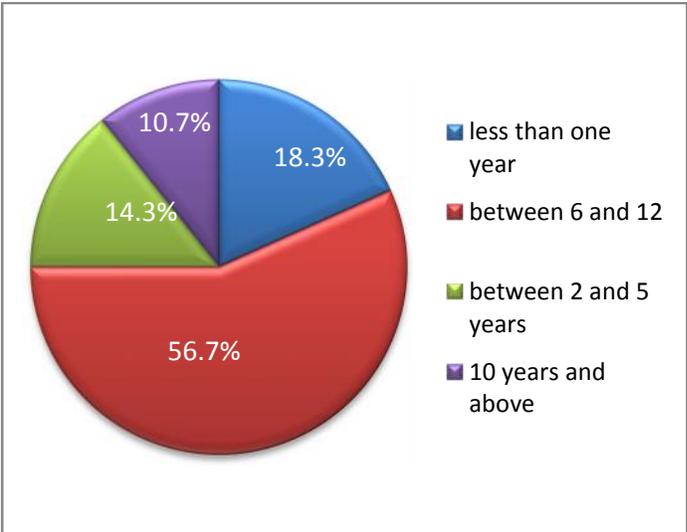


Figure 4.3: Duration of Tenure for the 3 Branches of TTB

Source: Field survey (2012)

The Figure 4.3: Duration of Tenure for the 3 Branches of TTB above illustrates the number of years some employees have been working with the bank. Staff who have worked for less than one year are sixteen (16) representing 18.3%, employee who have worked with the bank between 6 and 12 years are 32 representing 56.7%, employees who have worked with the bank between 2-

5years are 14 representing 14.3%.and employees who have worked with the bank for ten years and above are 8 representing 10.7%This showed that staff turnover was not high but moderate. Refer to appendix 4 Table 4.3: Duration of Tenure for the 3 Branches of TTB for details.

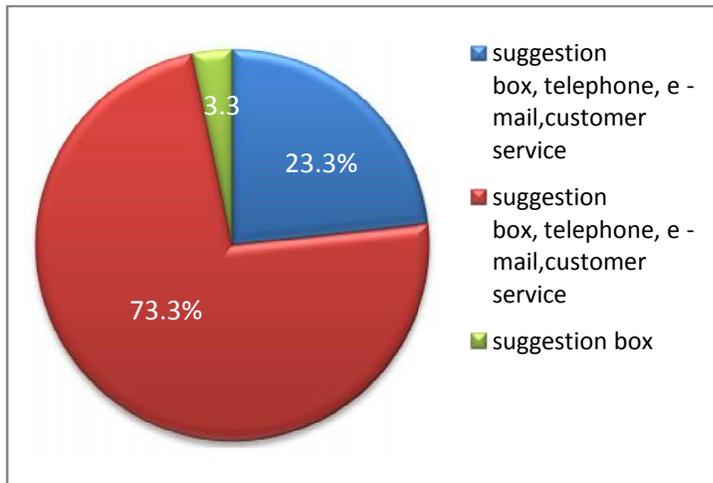


Figure 4.4: Handling of Customers Complaints of the 3 TTB Branches

Source: Field survey (2012)

The Figure 4.4: Handling of Customers Complaints of the 3 TTB Branches above illustrates how TTB handle complaints of its customer’s. Through suggestion box,telephone,e-mail,customer service officer, showed that TTB uses 73.3% to handle customers’ complaints, 23.3% suggestion box,telephone,customer service officer and 3.3% suggestion box.Refer to appendix 4 Table 4.4: Handling of Customers Complaints of the 3 TTB Branches for details.

staff training

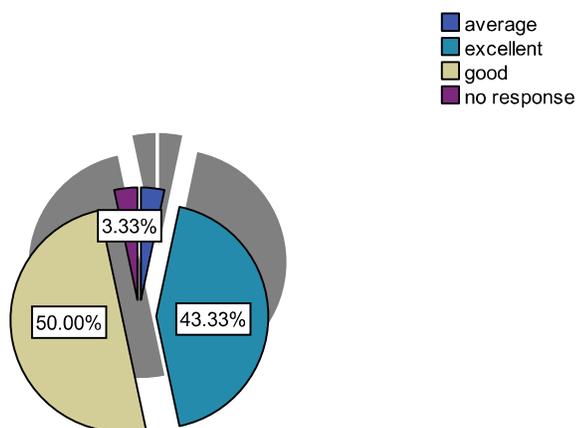


Figure 4.5: Staff Training at TTB for the 3 Branches

Source: Field survey (2012)

The figure 4.5: Staff Training at TTB for the 3 Branches above illustrates staff training by TTB. The figure showed the staff training of TTB which was either excellent or good thus 43.3 % and 50.0% respectively, 1 average which represented 3.3% and 1 no response. This showed that TTB provided good training for staff. Refer to appendix 4 Table 4.5: Staff Training at TTB for the 3 Branches for details.

service support material

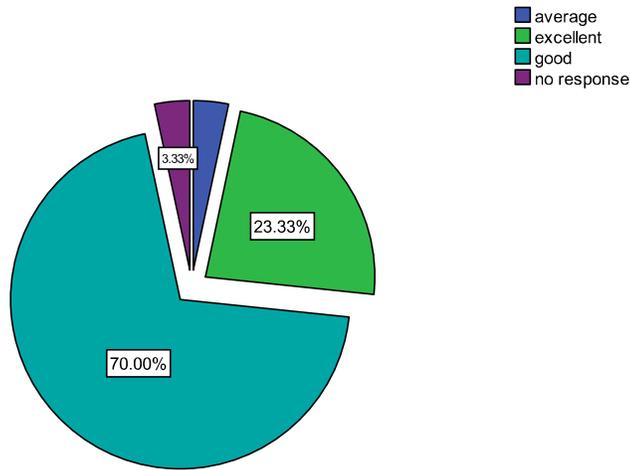


Figure 4.6 : Service Support Material for the 3 selected Branches of TTB

Source: Field survey (2012)

The Figure 4.6: Service Support Material for the 3 selected Branches of TTB above indicates the service support material TTB had. From figure 4.6: Service Support Material for the 3 selected Branches of TTB, the service support material of TTB was either excellent or good thus 23.3% and 70.0% respectively. This meant that the employees at TTB had materials to support them in their service delivery. Refer to appendix 5 Table 4.6: Service Support Material for the 3 selected Branches of TTB for details.

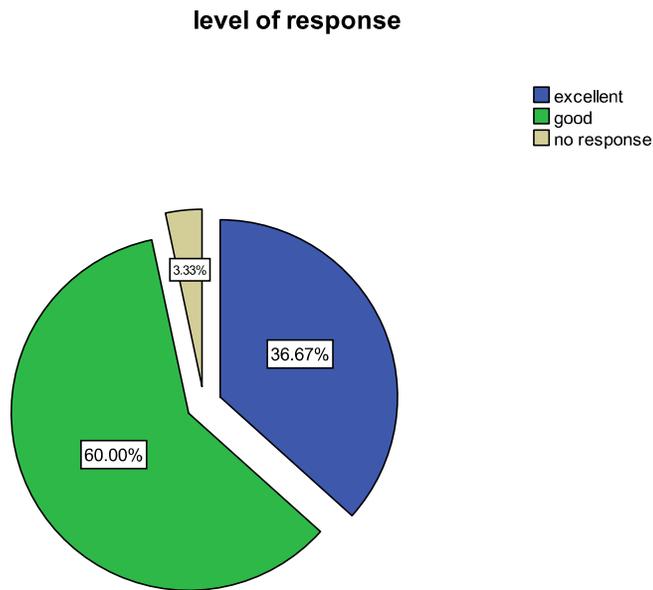


Figure 4.7: Level of Response to Customer’s Complaints at the selected Branches of TTB

Source: Field survey (2012)

The Figure 4.7: Level of Response to Customer’s Complaints at the selected Branches of TTB above indicates the level of response to customer complaints by TTB. From the figure, the level of response to customer complaints by TTB was either excellent or good thus 36.7% and 60.0% respectively. This meant that the employees at TTB highly responded to the needs of customers. Refer to appendix 5 Table 4.7: Level of Response to Customer’s Complaints at the selected Branches of TTB for details.

technological support

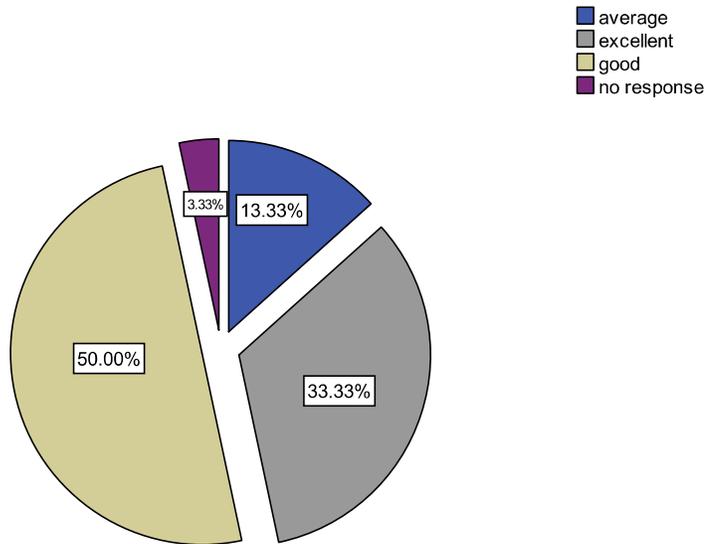


Figure 4.8: Technological Support for the selected Branches of TTB

Source: Field survey (2012)

The Figure 4.8: Technological Support for the selected Branches of TTB above indicates the technological support at TTB. From the figure, the technological support of TTB was either excellent or good thus 33.3% and 50.0% respectively. This meant that the employees at TTB highly used technology to support their service delivery. Refer to appendix 5 Table 4.8: Level of Response to Customer's Complaints at the selected Branches of TTB for details.

impact on customer satisfaction

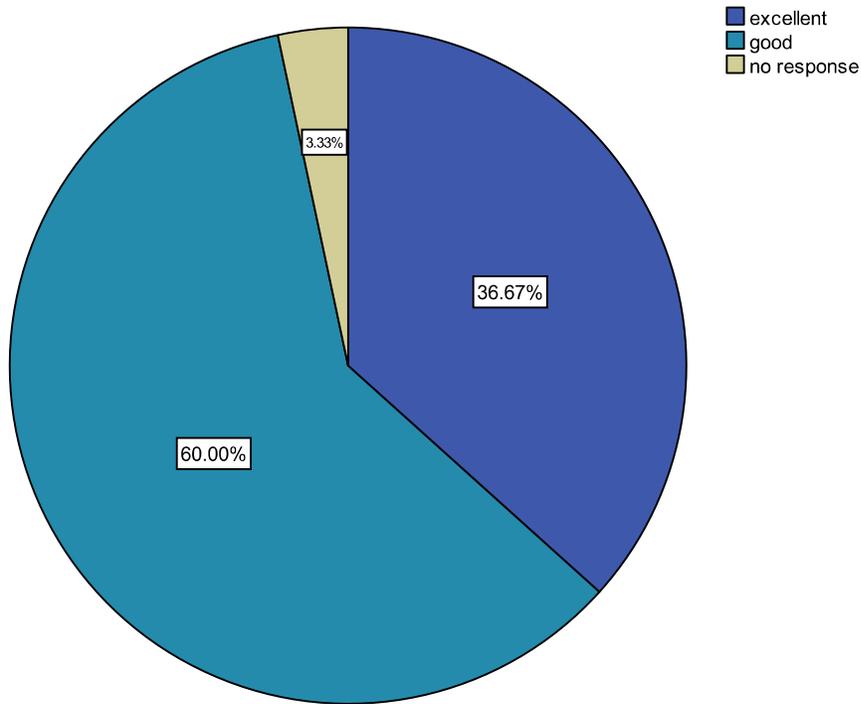


Figure 4.9 : Impact on Customer Satisfaction at the 3 Branches of TTB
Source: Field survey (2012)

The Figure 4.9: Impact on Customer Satisfaction at the 3 Branches of TTB above indicates the impact on customer satisfaction by TTB. From the figure, the impact on customer satisfaction by TTB was either excellent or good thus 36.7% and 60.0% respectively. This meant that the service delivery of TTB greatly had an impact on customer satisfaction. Refer to appendix 6 Table 4.9: Impact on Customer Satisfaction at the 3 Branches of TTB for details.

4.2 CUSTOMER ANALYSIS

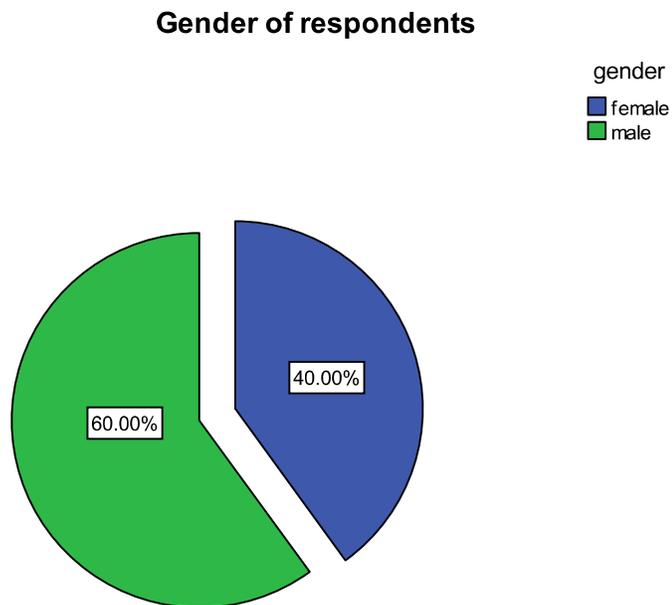


Figure 4. 10: Gender of Individual customers of the 3 Branches of TTB

Source: Field survey (2012)

As shown in the figure 4.10: Gender of Individual customers of the 3 Branches of TTB above, the research showed that with the total of 360 respondents, 216 representing 60% of the respondents turned out to be males. Females also represented 40% that was 144. From the table, it was realized that most of the respondents were males. It was so unlikely that the research was conducted on more males than females. Refer to appendix 6 Table 4.10: Gender of Individual customers of the 3 Branches of TTB for details.

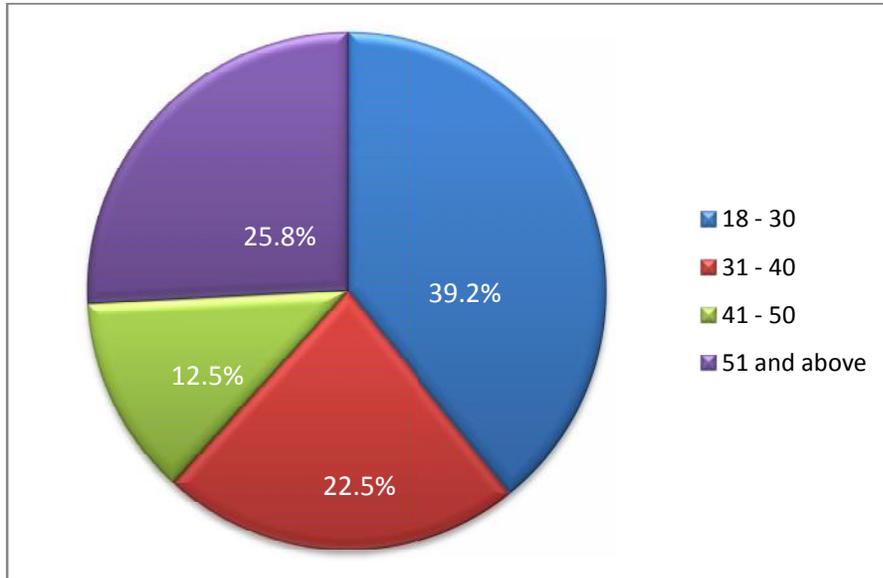


Figure 4.11: Age Ranges of Customers of 3 selected Branches of TTB

Source: Field survey (2012)

Figure 4.11: Age Ranges of Customers of 3 selected Branches of TTB represents the age group of respondents. (141) representing 39.2% fell between the ages of 18-30years, 81 representing 22.5% fell between the ages of 31-40years, 45 representing 12.5% fell between the ages of 41 - 50 years and 93 representing 25.8% fell within the range of 51 and beyond. This clearly showed that the company was servicing the youth segment which if managed well and ensuring their satisfaction would lead to long customer life cycle and was assured of long term profitability and the company can as well improve their strategies to capture the older groups as well. Refer to appendix 7 Table 4.11: Age Ranges of Customers of 3 selected Branches of TTB for details

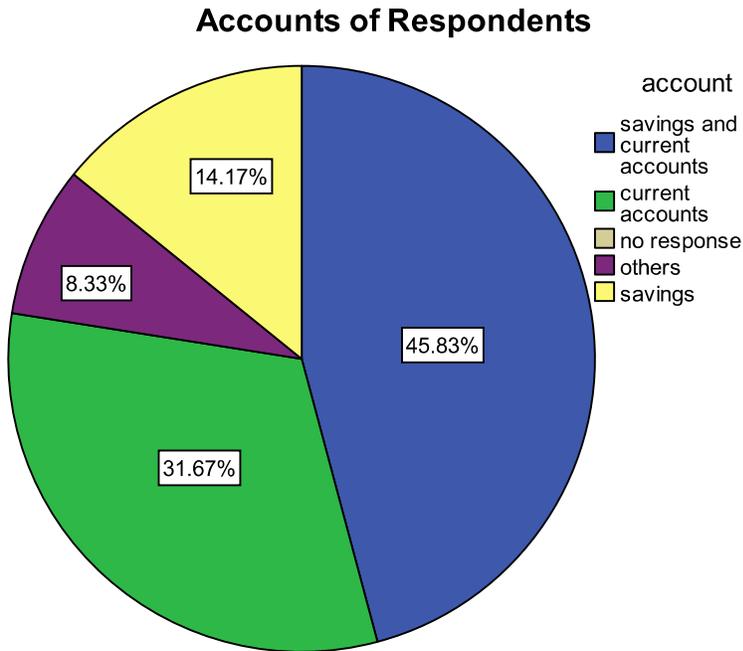


Figure 4. 12: Accounts of the Individual Customers of the 3 Branches

Source: Field survey (2012)

Figure 4.12: Accounts of the Individual Customers of the 3 Branches above represents the various responses from respondents which indicated the type of services(accounts) that they had with The Trust Bank. One hundred and sixty-five represented 45.8% of customers who operated saving account and current account, 114 represented 31.7%, that was customers with current account, 30 represented 8.3%, that was other services of the bank and 51 represented 14.2% of customers who use savings only. It could therefore be realized that most of the respondents were operating on the savings and current accounts since it attracted a higher rate of interest. Refer to appendix 7 Table 4.12: Accounts of the Individual Customers of the 3 Branches for details.

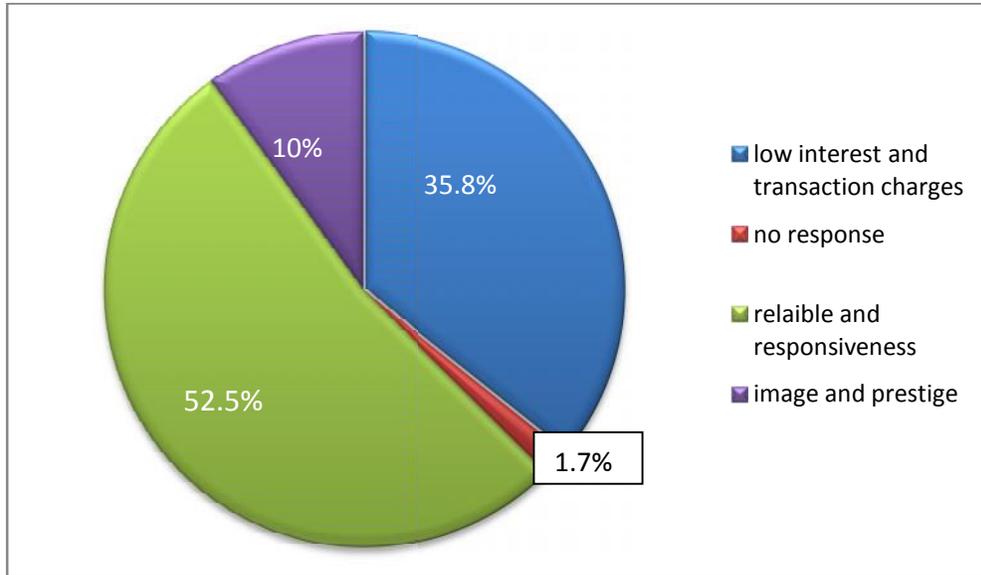


Figure 4.13: Why Did Individual Customers of the Three Branches Choose TTB

Source: Field survey (2012)

Figure 4.13: Why Did Individual Customers of the Three Branches Choose TTB shows why customers chose The Trust Bank. One hundred and twenty-nine represented 35.8% were of the view that it was because of low interest and transaction charges, Six represented 1.7% did not respond to that item, One hundred and eighty nine represented 52.5% customers who were of the view that it was because of reliability and responsiveness, thirty six representing 10% were of the view that it was because of image and prestige the bank had. This depicted that most customers prefer TTB because they are reliable and responsive which goes in a long run to ensure customer satisfaction and hence competitive advantage over competitors. Refer to appendix 8 Table 4.13: Why Did Individual Customers of the three Branches Choose TTB for details

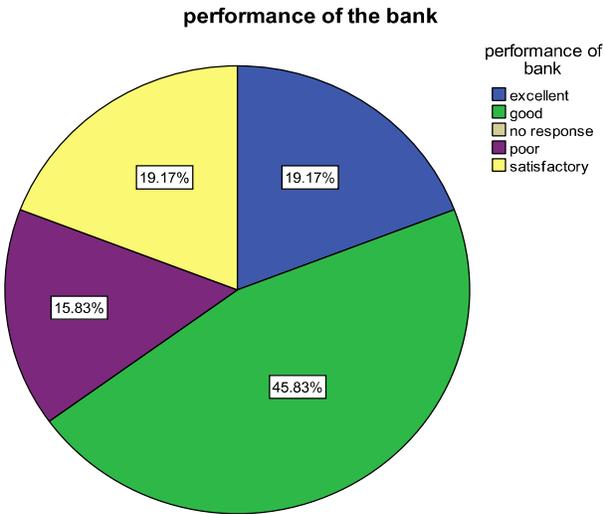


Figure 4.14: The Performance of the 3 Branches of TTB

Source: Field survey (2012)

Figure 4.14: The Performance of the 3 Branches of TTB above shows the performance of the bank, this showed that out of the 360 respondents, 69 represented 19.2% said excellent, 165 represented 45.8% showed good, 57 represented 15.8% showed poor and 69 represented 19.2% showed satisfactory performance. This showed that majority of customers said it was good with which there was room for improvement, 57 said it was poor and 69 satisfactory, this clearly showed that TTB needed to improve in their performance even though it was good. Refer to appendix 8 Table 4.14: The Performance of the 3 Branches of TTB for details.

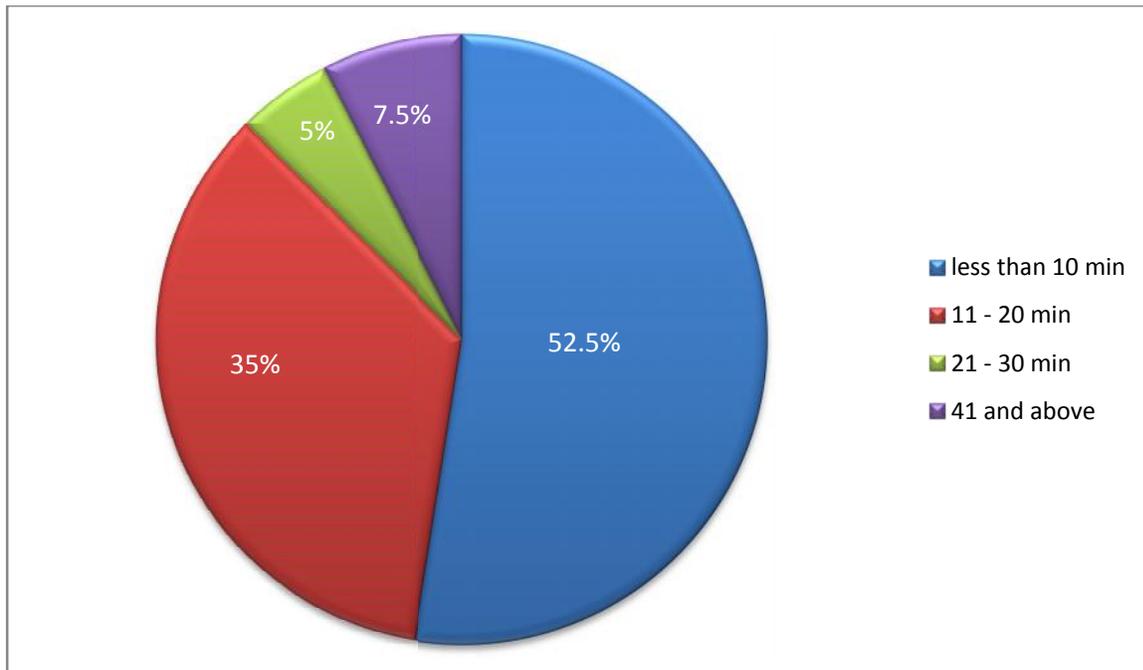


Figure 4.15: Queue Duration Experienced by Individual Customers of the 3 selected Branches of TTB

Source: Field survey (2012)

The figure 4.15: Queue Duration Experienced by Individual Customers of the 3 selected Branches shows the duration respondents stay in a queue before they were served. 189 represented 52.5% were of the view that they stay in a queue for less than 10 minutes, 126 represented 35% stay in a queue for 11-20 minutes, 18 represented 5.0% stay in a queue for 21-30 minutes, 27 representing 7.5% stay in a queue for 41 and above minutes. Customers mostly based their satisfaction on the minutes and hours they spent at the bank. This is because when customers spend long time in a queue, they are dissatisfied and if they are not attended to, will switch to other banks. Refer to appendix 9 Table 4.15: Queue Duration Experienced by Individual Customers of the 3 selected Branches of TTB for details.

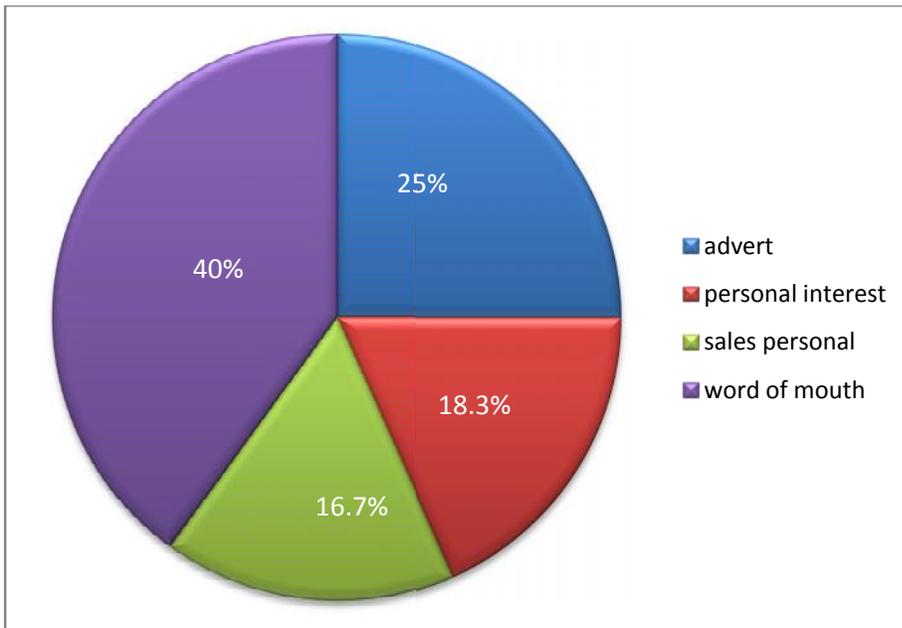


Figure 4.16: How Individual Customers of the 3 Branches Came into Contact with TTB

Source: Field survey (2012)

Figure 4.16: How Individual Customers of the 3 Branches Came into Contact with TTB

illustrates how customer got to know the bank. Thirty (30) represented 25.0% came into contact through advertising, 144 represented 40% was through word of mouth, 66 represented 18.3% which was through personal interest and 60 represented 16.7% through other sales personnel. Word of mouth rate of the company is high due to the strong relationship built and advert. This means that word of mouth rate and advert in bank is high. This also shows that The Trust bank reaches the majority of its target population through word of mouth and advert. Refer to appendix 9, Table 4.15: How Individual Customers of the 3 Branches Came into Contact with TTB for details.

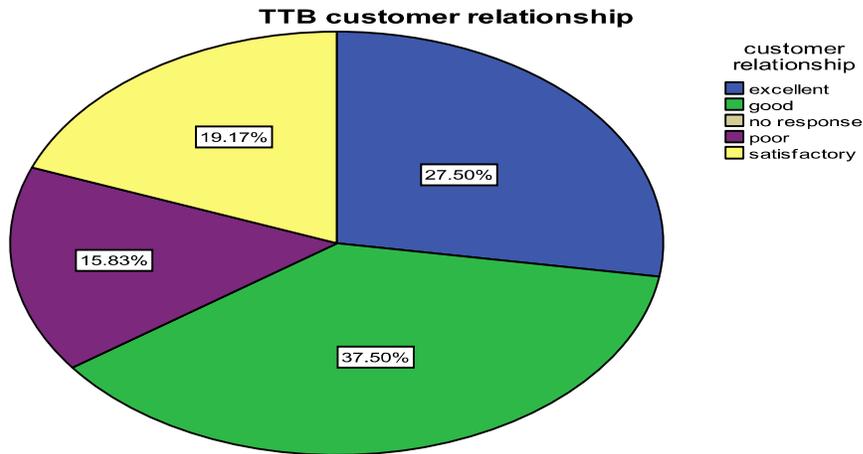


Figure 4.17: TTB Staff Customer Relationship

Source: Field survey (2012)

Figure 4.17: TTB Staff Customer Relationship illustrates the bank's Customer Relationship Management. 99 represented 27.3% said is excellent, 135 represented 37.5% said is good, 5 represented 15.8% poor, and 69 represented 19.2% thus, satisfactory. This shows that the bank had good customer relationship. Management should put in place policies and measures to keep a healthy relationship with customers and also improve on their relationship with other respondents whose response were poor and satisfactory. Here customers become bonded to the bank which creates loyalty. Refer to appendix 10 Table 4.17: TTB Staff Customer Relationship for details.

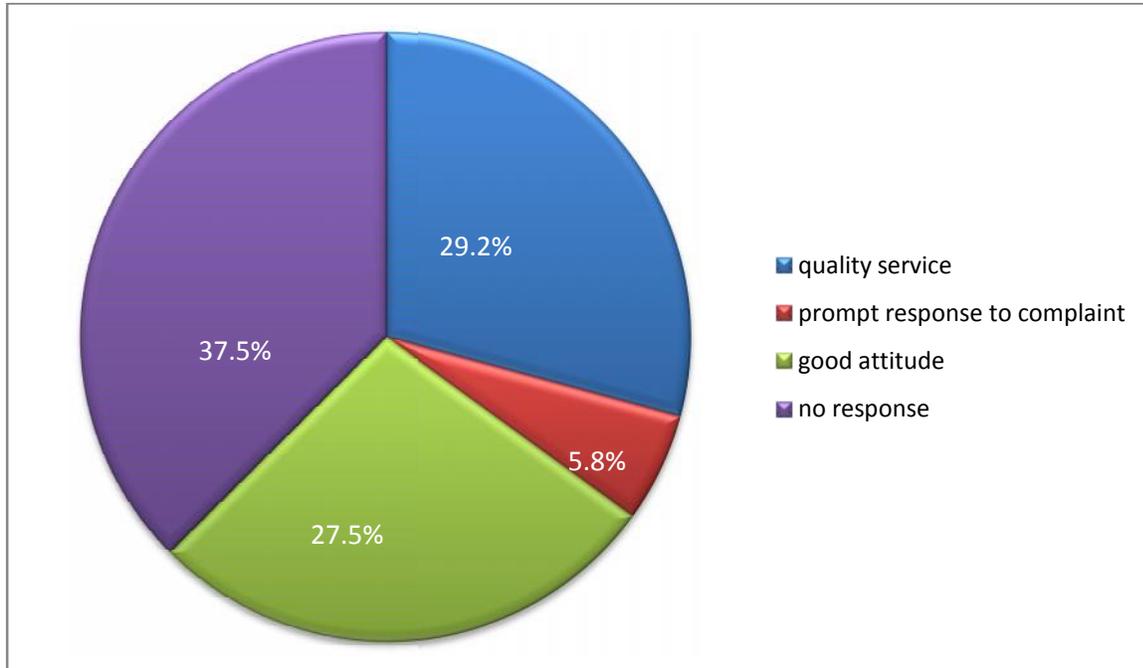


Figure 4.18: Like About TTB

Source: Field survey (2012)

Figure 4.18: Like About TTB showed what respondents liked about TTB. 105 represented 29.2% of customers that like TTB's quality service, 21 represented 5.8% of customers that like TTB's prompt response to complaints, 99 represented 27.5% of customers that like TTB's good attitude of staff, 135 represented 37.5% did not respond. This shows that almost half of the respondents like the service, response to complaint and staff's attitude which can contribute immensely to their satisfaction. Refer to appendix 10 Table 4.18: Like About TTB for details.

The Figure 4.19: Respondents Dislike About TTB below shows what respondents dislike about TTB. 126 represented respondents of 35.0% who dislike TTB's technological system failures, 60 represented 16.7% of respondents who dislike TTB's staff attitude, 51 represented that 14.2% dislike of TTB banking hours, 123 represented 34.2% did not respond. This shows that almost half of the respondents dislike technological system failures, staff attitudes, banking hours and this can create customer dissatisfaction leading to customers switching to other banks. Refer to appendix 11 Table 4.19: Dislike About TTB for details.

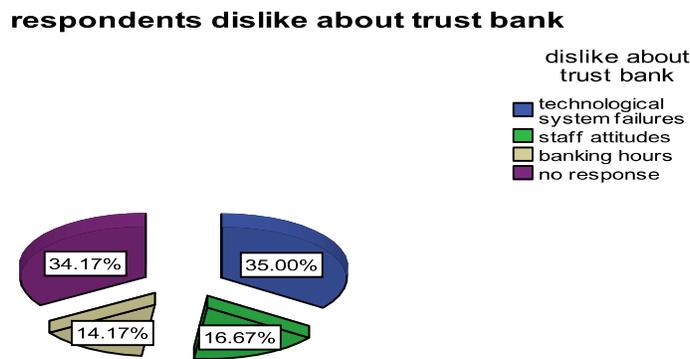


Figure 4.19: Respondents Dislike About TTB

Source: Field survey (2012)

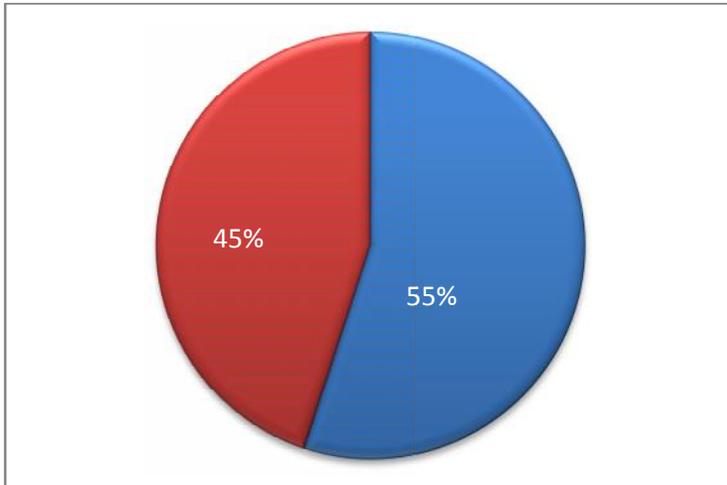


Figure 4. 20: Banking with other Banks

Source: Field survey (2012)

Figure 4.20: Banking with other Banks shows whether respondents bank with other banks or not. 198 represented 55.0% who said yes and 162 represented 45.0% of respondents who said no. This shows that if TTB can improve on their customer satisfaction and put strategies in place, TTB can really gain competitive advantage over competitors. Refer to appendix 11 Table 4.20: Banking with other Banks for details.

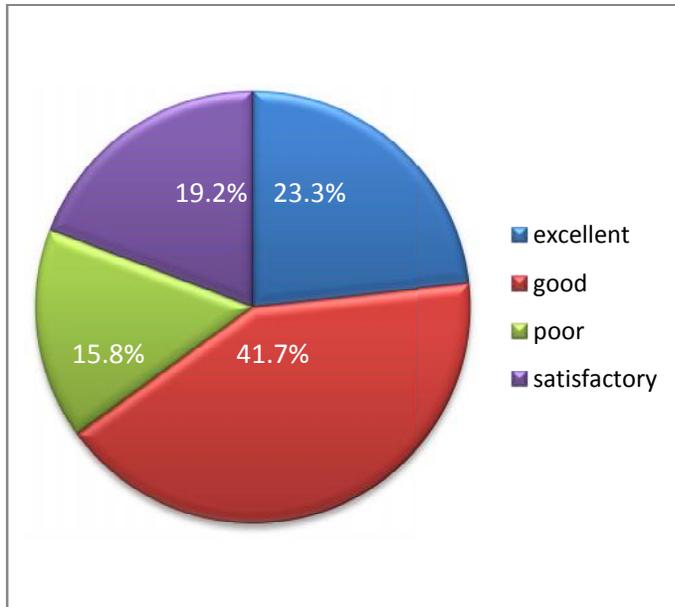


Figure 4.21: Individual Customer's Level of Satisfaction with TTB.

Source: Field survey (2012)

Figure 4.21: Individual Customer's Level of Satisfaction with TTB illustrates the comparison of TTB with other banks. 66 respondents that represented 18.3% responded as excellent, 90 respondents which represented 25.0% said good, 15 represented by 4.2% said poor, and 108 represented 30.0% said satisfactory. 81 represented 22.5 who did not respond to the item. This showed that more than half of the respondents were satisfied with TTB's service and when improved upon would enable them (TTB) to gain competitive advantage. Management should put in place policies and measures to ensure healthy relationship with customers and also improve on their relationships with other respondents who said poor and satisfactory. Here customers become loyal to the bank which creates competitive edge over competitors. Refer to appendix 11 Table 4.21: Individual Customer's Level of Satisfaction with TTB for details.

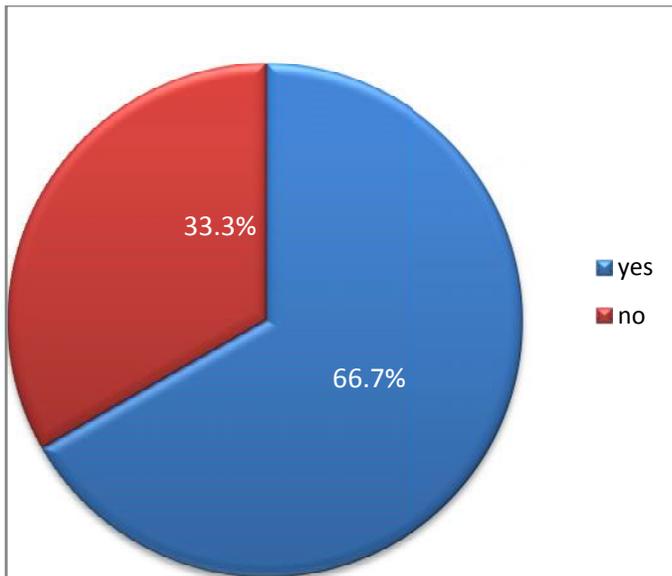


Figure 4.22: The Impact of TTB's Banking Ambience on Customer Satisfaction

Source: Field survey (2012)

Figure 4.22: The Impact of TTB's Banking Ambience on Customer Satisfaction shows respondents views of the decency of staff's dress at TTB. 102 represented 28.3% as very decent, 144 represented 40.0% as decent, 78 represented 21.7% who were averagely decent and 36 which represented 10.0% said not at all decent. This shows that most respondents like the decency dress of the staff and this to some extent can contribute to customer satisfaction and hence competitive advantage over competitors. Refer to appendix 11 Table 4.22: The Impact of TTB's Banking Ambience on Customer Satisfaction for details.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

This chapter present a brief summary of the study, conclusion arrived at and recommendation drawn from findings. The main study was to assess customer satisfaction at the banking industry with the case study of The Trust Bank (TTB) in Kumasi metropolis. The total number of branches of TTB was four and three out of the four were selected using convenient sampling.

The objectives of the study were;

- To assess customer perception of the service being received from The Trust Bank.
- To examine the significance of customer satisfaction and its mechanism
- To examine if, the Trust Bank can use customer satisfaction to gain a competitive advantage.

The introduction to the study talked about the need to ensure customer satisfaction which will eventually lead to a competitive advantage for a company and increment in profitability. Literature was reviewed for the research question and objectives that have been used for the study. Questionnaire, structured interviews and participation observation were used to collect data from respondents to draw inferences for the study. The questionnaire was made in two sets, which were staff and individual questionnaire. The questionnaire, interviews and observation help the researchers to collect data. SPSS was used to analyze and interpret the data. The analysis and the interpretation enabled the researchers to come up with findings.

5.1 SUMMARY OF FINDINGS

The findings were discussed and analyzed base on the objectives.

The objectives are;

- To assess customer perception of the service being received from The Trust Bank.
- To examine the significance of customer satisfaction and its mechanism
- To examine if the Trust Bank can use customer satisfaction to gain competitive advantage.

The findings are as follows;

- Most customers bank with these selected TTB branches. This is because; TTB is reliable, responsive, provides quality service and good customer relations, enabled the customers of TTB to have corporate image and identity, which can be used by TTB to have competitive advantage. This was discussed in relation to all the objectives.
- The staff of TTB addresses promptly the complaints of customers with urgency, professionalism and excellent communication skills. This enhances customer satisfaction aiding The Trust Bank to have competitive advantage and corporate image and identity which in the long run increase their profitability.
- The supporting material of TTB enhances the productivity of the selected TTB branches which enable them to ensure customer satisfaction.

TTB selected branches (Adum, Suame and Ash Town) train their staff well and this makes the employees to unleash good attitude and care to customers enhancing their satisfaction and corporate image and identity.

- The analysis revealed that customers, staff and management of the three branches of TTB were with the statement that quality service of banks leads to competitive advantage over competitors.

5.2 CONCLUSION

The major findings made about this study greatly contribute to customer satisfaction. The Trust Bank (TTB) trained staff well and highly motivated their staff and this has led to TTB being reliable, responsive, building a strong cordial relationship with customers, decent dressing, good attitude of staff and professional urgent handling of complaints. This has greatly contributed to customer satisfaction and corporate image identity of the bank (TTB). It can also be deduced that customers were treated in a very friendly and caring manner by the staff. The customers were highly satisfied with great level of satisfaction with the kinds of service been rendered by TTB. Based on these findings, this study can be concluded that customers of TTB were highly satisfied with the products and services of the bank.

5.3 RECOMMENDATIONS

Even though, most of the customers are highly satisfied with the banking services at TTB, it is still recommended that,

The bank should also provide loyalty programs in order to retain customers. Management should show much concern about the complaints made by customers about the technological system failure.

Since quality is not stable and is always changing according to the different needs of customers, managers should make conscious effort to improve and enhance the quality of products and

services to meet the satisfaction of customers by engaging in more research work. TTB should hire an information technology specialist or expert in information technology or better still get sophisticated software that addresses all technological system failure complained by customers and any technology problem that may arise.

The bank should use more customer satisfaction measurement tools such e- mail , telephone, one-on-one interviews, suggestion forms etc, to solicit the opinions, views and comments of the customer on their products and services delivery effectively and efficient. Customers must constantly be informed through newsletters or mail about new innovations by the trust Bank Limited which may probably not get from another service provider.

Employees must be frequently trained and developed to effectively meet the changing needs of customers.

AAPENDIX 2
CHRISTIAN SERVICE UNIVERSITY COLLEGE
BUSINESS STUDIES DEPARTMENT
QUESTIONNAIRE
(Individual Customers)

We are final year students of CSUC conducting a study which seeks to assess customer satisfaction in The Trust bank. It is in partial fulfillment of the award of Bachelor in Business Administration (marketing option). This questionnaire is therefore aimed at collecting data to help the researchers to complete their Students Project course. The Students Project is purely an academic work and any information given shall be treated with utmost confidentiality and will serve academic purpose only. Thank you.

Please tick () your response.

1. Gender
Male () Female ()
2. Age group 18-30 () 31-40 () 41-50 () 51 and beyond ()
3. Which account do you operate with The Trust Bank?
Savings () current account () others()Please specify.....
(Tick as many as applied)
4. What difficulty (ies) do you face in accessing The Trust Bank's services?
.....
5. How do you assess The Trust Bank's performance ?
Excellent () Good () Satisfactory () Poor ()
6. Why did you choose to do business with The Trust Bank?
The image and prestige it has ()

Low interest and transaction charges ()

Reliability and responsiveness ()

Other (please specify).....

7. On average how long do you stay in a queue before you are served?

Less than 10mins () 11 - 20mins () 21 - 30mins () 31 - 40mins ()

41 and above ()

8. How did you come into contact with The Trust Bank?

Advert () word of mouth ()

Personal interest () sales personnel of The Trust Bank ()

Other (please specify).....

9. How will you rate The Trust Bank-customer relationship?

Excellent () Good () Satisfactory () Poor ()

10. What do you like best about The Trust Bank?

Quality of service ()

Prompt response to complaints ()

Good attitude of staff ()

Others (please specify).....

11. What do you dislike most about The Trust Bank?

Technological system failures () Staff attitudes ()

Banking Hours ()

Others (Please specify).....

12. Are you banking with any other bank(s)? Yes () No ()

13. How will you rate the level of satisfaction to the service delivered to customer at The

Trust Bank? Excellent () Good () Satisfactory () Poor ()

14. Which of the following can customer satisfaction lead to?

Competitive Advantage ()

Increase in Profit ()

Increase in Sales ()

Brand Awareness ()

15. Does the banking ambience justify the image of The Trust Bank? Yes () No ()

APPENDIX 1

CHRISTIAN SERVICE UNIVERSITY COLLEGE

BUSINESS STUDIES DEPARTMENT

QUESTIONNAIRE FOR STAFF

We are final year students of CSUC conducting a study which seeks to assess customer satisfaction in The Trust bank. It is in partial fulfillment of the award of Bachelor in Business Administration (marketing option). This questionnaire is therefore aimed at collecting data to help the researchers to complete their Students Project course. The Students Project is purely an academic work and any information given shall be treated with utmost confidentiality and will serve academic purpose only. Thank you.

Please tick () your response.

1. A. Gender

Male () Female ()

B. Which of the position/rank/status apply to you?

Top management ()

Branch Manager ()

Customer service officer ()

Teller ()

Other () Please specify.....

2. How would you rate the trust bank technological support to provide prompt service delivery?

Excellent () Good () Average () Fair () Poor ()

7. (a) Based on the competitive advantage(s) that The Trust Bank has, does it have an impact on Customer satisfaction?

Excellent () Good () Average () Fair () Poor ()

(b) Give reason(s) to your answer in question 12 (a).

.....
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