THE EFFECT OF QUALITY SERVICE ON CUSTOMER SATISFACTION, LOYALTY AND RETENTION IN THE GHANAIAN BANKING INDUSTRY

(A CASE STUDY OF BARCLAYS BANK GHANA LIMITED - BBGL)

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DECLARATION

We hereby declare that this submission is our own work towards the Bachelor of Business Administration programme and that, to the best of our knowledge it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the university except due acknowledgement has been made in the text.

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ABSTRACT

The study was conducted using the SERVQUAL dimensions to measure the satisfaction level of Barclays bank customers and its effects on their loyalty to the bank. The research covered the KNUST, Adum and Suame branches of Barclays bank involving one hundred and eleven customers and nine managers. Both primary and secondary data were used to seek information on staff satisfaction. External customers' views were also sought on their level of satisfaction and their intentions to continue doing business with Barclays bank. The responses of the staff indicated that Barclays bank is doing well recognizing staff as the key factor in the bank's quality customer service delivery process. The study also revealed that customers were most satisfied with Barclays bank service delivery dimensions like Tangibility, Reliability and Assurance, but it was otherwise with Responsiveness and Empathy.

Since Responsiveness is one of the values of Barclays bank, the researchers' recommend that, it has to be given a critical look, because customers expect prompt response to their requests without delays. The customer is the reason for the business and expects that staff deal with them in a caring manner. The researchers' thus recommend that staff training on Empathy be re-enforced to enhance their level of confidence in this quality service dimension. The researchers' again showed that although there were occasions where a few customers left to other banks, most customers affirmed their loyalty with Barclays bank and said they would recommend the bank to friends and relatives.

DEDICATION

We dedicate this to the creator of Heaven and Earth – Almighty God, for the strength, wisdom and the courage to come out with this work. We are also grateful to our parents and guardians for the encouragement and support they gave us.

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To God be the glory for His grace and favour that saw us through this program and brought us this far.

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CHAPTER ONE

INTRODUCTION

1.1 Background

The concept of customer loyalty has received much consideration and attention from both academics and practitioners in different industries. Customer loyalty is one of the most frequently addressed subjects in the marketing and service literature (Heskett and Sasser, 1994).

According to Lin and Wang, (2006), customer satisfaction is one of the major determinants of customer loyalty. In recent years, many companies have adopted total quality management programmes designed to constantly improve the quality of products, services, and market processes. Quality and satisfaction are seen as playing a crucial role for success of every business organization. Service quality and customer satisfaction concepts have been linked to customer behavioural intentions like purchase and loyalty intention, willingness to spread positive word of mouth, referral and complain intention (Olsen, 2002).

Commenting on this, Timm (2011), said, "the number one task, regardless of your job title, will always be to attract, satisfy, and preserve loyal customers and that, no one succeeds without loyal customers".

Furthermore, having loyal customers is a great asset to ensure long term growth of a company. It is always more costly to attract new customers than retaining old ones, so managers always try to find ways to retain their current customers and concentrate on different factors which enhance loyalty.

This research therefore intends to study the relation of these three concepts, service quality, customer satisfaction and loyalty.

1.2 Statement of the Problem

Customer satisfaction and service quality in the banking sector have received maximum recognition. Some customers stopped patronizing the services of banks due to the fact that they spend more hours in queues, their complaints were not handled with urgency, they were not given prior notice to provide their identification cards when going for their deliverables (cheque books, automated teller machine cards and visa cards), and they were not informed of any increase in service charges and rates which have caused them (customers) a lot of displeasure.

Every customer of a bank has a perception and expectation concerning service delivery. It is therefore very critical for Barclays bank to determine the level of service dimensions that make its customers satisfied, since the customer is said to be the 'King'.

As Mahatma Gandhi puts it "A customer is the most important visitor on our premises. He is not dependent on us, we are dependent on him. He is not an interruption in our work; he is the purpose for it. We are not doing him a favour by servicing him. He is doing us a favour by giving us opportunity to serve him". There is therefore the need to achieve competitive advantage through quality customer service.

The differentiating factors of banks are how they provide their services and treat customers.

1.3 Research Objectives

The main objective of this study is to assess the level of satisfaction of customers and how this has affected their level of commitment to the Bank within the framework of Quality Service Delivery. The objectives of the study are as follows;

1. To bring to bear the relationship between service quality, customer satisfaction and loyalty.

2. To identify customer service issues that needs to be improved to increase customer satisfaction.

3. To identify the service quality dimension implemented by Barclays Bank of Ghana Limited (BBGL).

4. To identify critical causes of customer loyalty in the banking industry.

1.4 Research Questions

1. What is the relationship between service quality, customer satisfaction and loyalty?

2. How can customer service be improved to increase customer satisfaction in Barclays bank?

3. What effects does service quality dimensions have on customer loyalty in Barclays bank?

4. What are the causes of customer loyalty and retention in Barclays bank?

1.5 Justification of the Study

The banking industry has been one of the most important sectors which have rendered a tremendous contribution to the economy of Ghana. Barclays bank is not an exception of the severe competition faced and rising customer expectations in recent times. There is a general consensus that customer loyalty is not solely dependent upon the level of satisfaction or dissatisfaction, however, the antecedents of loyalty remains, at best, highly speculative (Buttle & Burton). The study focuses on the customer loyalty in the banking industry because Singh and Sirdeshmukh as cited in Gee, Coates & Nicholson (2008) suggested that customer loyalty is rapidly becoming "the market place currency of the twenty – first century".

The study will therefore provide insight into the nature of quality service and the antecedent effect of satisfaction and customer loyalty as an important measure for creating and sustaining organisation growth and survival in the fiercely competitive banking industry. Through this study, Barclays bank management will identify the needs and expectations of its

customers in other to satisfy them. Again, customer feedback received from this research would be incorporated in Barclays bank continuous improvement processes. This research would further contribute to the available pool of knowledge on customer loyalty thereby enriching the subject area and providing a foundation for future research.

1.6 Limitation of the Study

The study was constrained by the following:

Respondents like managers felt reluctant to give certain information due to the sensitive nature of such information and the sensitive nature of their positions in the company. Besides, they had the fear that competitors could be using the outcome of the study for competitive advantage.

Some customers also found it difficult to spend some time to answer the questionnaires, but due to the researchers' humble appeal, they did.

Despite the above limitations, added to financial constraints, the researchers' put their utmost best to make this study a success.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Banks are the most common in terms of spread and contribution to the economy because they account for about 70% of the financial sector (Bawumia, 2008). Considering the competitive environment, there is a need for banks to plan their strategies that will differentiate them from another. This can be achieved through the delivery of high service quality. The practice of excellent service quality has been proven that customer satisfaction will significantly lead to customer loyalty (Caruana et al., 2000; Caruana, 2002). Success of a service provider depends on the high quality relationship with customers (Panda, 2003) which determines customer satisfaction and loyalty (Jones, 2002 as cited by Lymperopoulos et al., 2006). Research has shown repeatedly that service quality influences organizational outcome such as performance superiority (Poretla & Thanassoulis, 2005), increasing sales profit (Levesque & Mc. Dougal, 1996; Kish, 2000; Duncan & Elliot, 2002) and market share (Fisher, 2001), improving customer relations, enhancing corporate image and promoting customer loyalty (Newman, 2001; Szymigin & Carrigan, 2001; Caruana, 2002; Ehigie, 2006).

Furthermore, service quality and customer satisfaction were found to be related to customer loyalty through repurchase intentions (Levesque & Mc. Dougall, 1996; Newman, 2001; Caruana, 2002). Delivering quality service to customers is a must for success and survival in today's competitive banking.

2.2 The Concept of a Customer

A customer who is also known as a client, buyer, or purchaser according to Collins English Dictionary (2009) is usually used to refer to a current or potential buyer or user of the

products of an individual or organization, called the supplier, seller, or vendor. This is typically through purchasing or renting goods or services. However, in certain contexts, the term customer also includes by extension, any entity that uses or experiences the services of another. The general distinction between a customer and a client is that a customer purchases products, whereas a client purchases services (Concise Oxford English Dictionary 11e, 2004).

Customer is derived from the word "custom" meaning "habit". A customer is therefore someone who frequently visits a particular shop, and who makes it a habit to purchase goods of the sort in the shop rather than elsewhere, and with whom the shopkeeper had to maintain or maintains a relationship with to keep his or her "custom", meaning expected purchases in the future (Online Etymology Dictionary, 2010). The slogans "the customer is king" or "the customer is god" or "the customer is always right" indicate the importance of customers to businesses – although the last expression is sometimes used ironically.

2.2.1 Understanding Customer Expectation

This concept stresses the importance of identifying the customers' desires and supplying to those customers products and services that meet their expectations (Power, 1988; cited by Evans & Laskin, 1994). Szeinbach, Barnes, & Garner (1997) describe understanding customer expectations as the strategy adopted by firms to generate more knowledge of customer expectations and needs and to provide customers with the best services in order to win their loyalty.

2.3 The Concept of Service

Services, according to Zeithaml and Bitner (2003) are deeds, processes and performances. Adding to this, Grönroos (2003) defined services as a process consisting of series of more or less intangible activities that normally, but not necessarily always, take place in interaction

between the customer and service employee and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems.

Broadly speaking, services include all economic activities whose outputs are not physical products or construction and are generally consumed at the time they are produced and provide added value in forms that are essentially intangible concerns of their first purchaser (Quinn, Baruch and Paquette, 1987). Furthermore, Kotler et al. (1999) pointed out that a service is any activity or benefit that one party offers to another which is essentially intangible and does not result in the ownership of anything. Its product may or may not be tied to physical product.

According to Kotler et al. (1999), services have a number of unique characteristics that make them so different from other products that are already in the market. Some of the most commonly accepted characteristics are Intangible, Inseparable, Heterogeneity, Perishability and Ownership.

In today's highly competitive business environment, service has increasingly played a critical role in banks' operations. Thus, service quality has emerged as a key strategy adopted to offer quality service to customers.

2.3.1 Customer Service

Customer service is the provision of service to customers before, during and after a purchase. According to Turban et al. (2002), customer service is a series of activities designed to enhance the level of customer satisfaction, thus the feeling that a product or service has met the customer expectation. From the point of view of an overall sales process engineering effort, customer service plays an important role in an organization's ability to generate income and revenue. Considering this perspective, customer service should be included as

part of an overall approach to systematic improvement. A customer service experience can change the entire perception a customer has of the organization.

Moreover, a challenge one may encounter when working with customer service is to ensure that you have focused your attention on the right key areas, measured by the right key performance indicator. There is no challenge to come up with a lot of meaningful key performance indicators but the challenge is to select a few which reflect your overall strategy. In addition to reflecting your strategy it should also enable staff to limit their focus to the areas that really matter. The focus must be of those key performance indicators, which will deliver the most value to the overall objective. It must also be done in such a way that staff sincerely believes that they can make a difference with the effort.

2.4 Concept of Service Quality

Quality is said to be relative. What one sees as quality may mean a different thing to another. The Oxford Dictionary defines quality as the standard of something as measured against similar things. It also defines it as excellence or a distinctive feature. According to Anderson et al. (2002), quality is the value a customer derives from a particular product or service. That is, it is not defined by conformance to specification.

Service quality according to Bitner et al (1994) is the consumer's overall impression of the relative inferiority or superiority of the organization and its services. From this definition, service quality is said to be a key to the survival of all servicing companies.

Adding to this, Parasuraman, Zeithaml and Berry (2004), affirmed that service quality is a function of the differences between expectation and performance along the quality dimension. Customer expectations are beliefs about a service that serve as standards against

which service performance is judged. As customers become well educated, they demand new products, better and more reliable delivery, as well as more responsive services.

Consequently, to improve competitiveness, banks have to understand customer needs and expectations (Parasuraman, 1991) and satisfy their customers by providing better products and service. Quality service sustains the customers' confidence in service providers' delivery of the service, attract more and new customers, increase business with existing clients, reduce dissatisfied customers with fewer mistakes, maximize a company's profits and increase customer satisfaction (Berry et al., 1995; Lee et al. 2009).

Service quality is being linked with customer satisfaction within the banking industry (Avkiran, 1994; Le Blanc and Nguyen, 1988; 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 has shown that satisfying customers is not enough to retain them because even satisfied customers 'defect' at a high rate in many industries (Schneider and Bowen, 1999). Today's customers face a growing range of choices in the products and services they can buy. Most customers have difficulty understanding the complex nature of financial service products hence they most often focus on brand names and these brand names are built on quality service. Service quality issues have long been neglected in developing economies when compared to information available about developed economies like the USA and Europe (Firoz and Maghrabi, 1994) and this also applies to the banking industry (Angur et al. 1999). Ghana, being a developing economy and its banking sector with a wide geographical reach catering for the needs of quite a huge clientele, offers an excellent scope for research on the issue of quality in banking.

Furthermore, service quality is an important business catalyst driving the retail banking business and ultimately will reflect in corporate performance. On this, Parasuraman et al. (1988) developed SERVQUAL model, which considers service quality as a gap between the expected level of service quality and customers perceptions of the level of service, received.

2.5 The Service Quality Model

Customer satisfaction is based on a recent experience of the product or service. This assessment depends on prior expectations of overall quality compared to the actual performance received. If the recent experience exceeds prior expectations, customer satisfaction is likely to be high. Customer satisfaction can also be high even with mediocre performance quality if the customer's expectations are low, or if the performance provides value, (i.e. it is priced low to reflect the mediocre quality). Likewise, a customer can be dissatisfied with the service encounter and still perceive the overall quality to be good. This occurs when a quality service is priced very high and the transaction provides little value.

This model then looks at the strength of the business relationship; it proposes that this strength is determined by the level of satisfaction with recent experience, overall perceptions of quality, customer commitment to the relationship, and bonds between the parties. A single disappointing experience may not significantly reduce the strength of the business relationship if the customer's overall perception of quality remains high, if switching cost is high, if there are few satisfactory alternatives, if they are committed to the relationship, and if there are bonds keeping them in the relationship. The existence of these bonds acts as an exit barrier.

2.6 The Link between Service Quality and Customer Satisfaction

Service quality can be seen as the extent to which a service meets customers' needs and expectation (Lewis, B. & Soureli, M., 2006). Service quality can thus be defined as the difference between customer expectations of service and perceived service. If expectations are greater than that of performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs (Parasuraman et al. 1985). Service quality is one of those factors that contribute to customer satisfaction, in others words a component of customer satisfaction measure. The level of customer satisfaction is the result of the customers comparison of the service quality expected in a given service encounter, with the perceived service quality. According to Lewis et al. (2006), the distinction is that in measuring customer satisfaction, the actual experience of the customer is the basis of assessments while in service quality measurement; the customer experience is not required.

Furthermore, Zeithaml et al. (2006) postulated that, satisfaction or dissatisfaction is a measure or evaluation of a product or service's ability to meet a customer's need or expectations. If a customer of an organization is satisfied with the organization's services, the result of that will definitely lead to customer loyalty to that organization and retention of the customer, which is positive for the organization because it could also mean higher profits, higher market share, and increasing customer base.

2.7 The Service Quality Dimensions

Quality is a multi-dimensional observable fact. Thus, reaching the service quality without distinguishing the important aspects of quality is impossible. Lehtinen and Lehtinen (cited in Harris, L. & Goode, M. 2004) referred to dimensions of physical quality, interactive quality, and organizational quality as three dimensions of service quality. In his discussion of service quality, Grönroos (2007) refers to three dimensions of output technical quality, service

performance quality, and organization's mental picture. Although these attempts have had a major role in division of service quality into process quality and output quality, they lack enough details. Service quality has become an important research topic because of its apparent relationship to costs (Crosby, 1979), profitability (Buzzell and Gale, 1987; Rust and Zahorik, 1993; Zahorik and Rust, 1992), customer satisfaction (Bolton and Drew, 1991; Boulding et al., 1993), customer retention (Reichheld and Sasser, 1990), and positive word of mouth. Originally, SERVQUAL formulated by Parasuraman et al. (1985) highlighted ten various components. Later in 1988, these ten components were collapsed into five different dimensions of Reliability, Responsiveness, Assurance, Empathy and Tangibility as a basis for making a tool for testing the service quality.

Francis Buttle particularly notes that SERVQUAL's five dimensions (Reliability, Responsiveness, Assurance, Empathy and Tangibility) are not universal and that the model fails to draw on established economic, statistical and psychological theory. The fact that SERVQUAL has critics does not render the measuring tool moot. Rather, the criticism received concerning SERVQUAL measuring tool may have more to do with how researchers use the tool. Nyeck, Morales, Ladhari, and Pons (2002) reviewed 40 articles that made use of the SERVQUAL measuring tool and discovered *"that few researchers concern themselves with the validation of the measuring tool"* (p. 106).

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┌─────────────────────────────┐          ┌──────────────────────────┐
│  SERVQUAL                   │          │                          │
│                             │          │      Customer            │
│  • Assurance                │          │                          │
│                             │    ⇨     │  Satisfaction and        │
│  • Reliability              │          │                          │
│                             │          │      Retention           │
│  • Tangibles                │          │                          │
│                             │          └──────────────────────────┘
│  • Empathy                  │
│                             │
│  • Responsiveness           │
└─────────────────────────────┘
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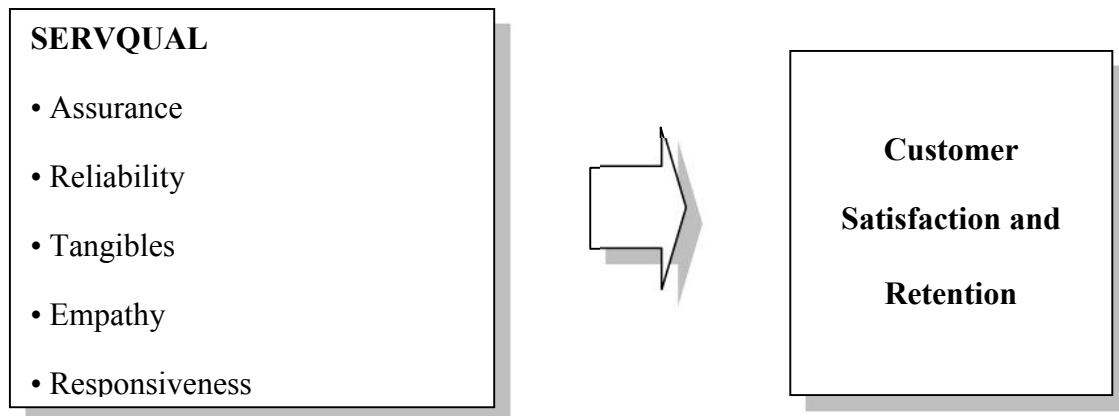
Figure 2.1: *International Journal of Innovation, Management and Technology, 2010.*

According to Nyeck, Morales, Ladhari, and Pons (2002), the SERVQUAL measuring tool *"remains as the most complete attempt to conceptualize and measure service quality" (p. 101).* Many other researchers have proved that SERVQUAL model by Parasuraman is the best measure of service quality in the banking industry. Commenting on this, Angur (1999), stated that SERVQUAL is the best measure of service quality in the retail banking industry in the developing world. Word has it that it has quite a number of benefits. Incidentally, the SERVQUAL measuring tool's main benefit is its ability that allows researchers to examine numerous service industries such as; healthcare, banking, financial services, and education (Nyeck, Morales, Ladhari, & Pons, 2002).

The model (SERVQUAL) is still suitable as an assessment tool to measure the service quality perceptions in the retail banking industry, whether it is based on difference score, gap score or performance only.

2.8 Dimensions of Service Quality as Propounded by Parasuraman et al. (1985)

Parasuraman et al. (1985) established a model based on dimensions of service quality that customers use to assess the service. There are ten potentially overlapping dimensions namely, Tangibles, Reliability, Responsiveness, Communication, Credibility, Security, Competence,

Courtesy, Understanding/Knowing the Customer and Access. However, Parasuraman et al. (2004), revised the SERVQUAL model items into twenty-one (21) - item scale that are covered in five (5) dimensions that customers can receive from specific servicing company. These include the following:

1. **Reliability:** This dimension of service quality according to Parasuraman et al. is how the service provider is able to provide service to a customer as promised, dependable in handling customers' service problems, performs service right the first time, provide service at promised time and keep customers informed about when services will be performed.

2. **Responsiveness:** This dimension of service quality represents the ability, readiness and willingness of staff to provide prompt service to customers within the shortest possible time. Customers in general expect prompt responds to their request immediately, as they do not want to be kept waiting.

3. **Assurance:** This aspect of service quality shows how knowledgeable employees are able to render quality service to customers. Thus, the ability of employees to instil confidence in customers, making them feel safe in their transactions, consistently courteous towards customers, the ability to answer customer questions appropriately. On this, Fitzersimmons & Fitzersimmons (2008), customers more often than not look out for assurance from employees and expect that employees will behave confidently and instil confidence in their clients.

4. **Empathy:** it shows how a firm's ability to render customer individual attention, deal with customers in a caring fashion, have the customers' best interest at heart and understand the needs of their customers. Commenting on this Parasuraman et al (1988), said that customers want to feel understood and important to the service providers' firm.

5. **Tangibles:** This quality service model stands for the physical representative of service provided by a firm. It is the visible structures and equipment of a firm. These include equipments and facilities, employees' appearance; materials associated to the service (credit and debit sheets, chequebooks etc), decorations and business hours.

In his study, Zaim et al. (2010), found out that tangibility, reliability and empathy are important factors for customer satisfaction, whereas responsiveness and assurance are important factors founded by Mengi (2009). Kumar et al. (2010) found that assurance, empathy and tangibles are important factor, and on the other hand, Francis Buttle (1996), found that tangibles are not related to customer satisfaction and Ahmed et al. (2010); found out that empathy is negatively related to customer satisfaction.

Furthermore, researchers have identified various determinants of customer satisfaction in the retail-banking sector. According to Levesque and McDougall (1996), competitive interest rate is one of the important determinants of customer satisfaction in the retail-banking sector. They found that a good "employee customer" relationship could increase the satisfaction level. They pointed out that problem-recovery is also important when it comes to the sustainability of customer satisfaction. However, the results did not confirm that satisfactory problem-recovery could increase satisfaction. Finally, they concluded that competitiveness and convenience of the banks are the two important determinants of customer satisfaction.

2.9 The Impact of Service Quality

Regarding qualitative benefits, Oliver (1993), found that, quality is an antecedent to satisfaction, and Cronin and Taylor (1992) discovered that perceived service quality brought about satisfaction or vice-versa. In addition, Grönroos (1990) suggested that the mutual exchange and promise fulfilment between customers and service providers was a core

construct to obtaining customer satisfaction and loyalty during the process of service delivery.

With respect to quantitative benefits, a study was conducted in 1988 of a particular US bank regarding the impact of service quality improvement on performance. Before the quality was improved, the bank had to pay for the cost of failures and corrections it subjected its customers to. However, after the bank had prevented errors and mistakes in serving customers or, in other words, improved its service quality, the cost of services systematically decreased while profit margins and earnings finally increased. In addition, Zairi (2000) finds that satisfied customers possibly share their experiences with five or six people while dissatisfied clients might inform another ten. It costs 25 per cent more to recruit new customers than to maintain existing customers. Further, Dawes and Swailes (1999) presented that, retaining an existing customer cost about five times less in money, time and corporate resources compared with attracting a new customer. Additionally, they indicated that an increase in only five per cent in customer loyalty would grow in profitability about 25 to 85 per cent.

In contrast, poor service will result in a lot of consequent cost and damage, including low customer satisfaction, relatively high customer defection, loss of business sales opportunities, and a decrease in customer retention and excessive costs due to having to attract new customers and overcome a damaged corporate image (Sivadas, E. & Baker-Prewitt, J., 2000). Specifically, about two-thirds of customers generally stop having business with a particular organization because of poor customer service.

2.10 Concept of Customer Satisfaction

There is general agreement that, satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's performance in relation to its

expectations (Kotler, 2003). Customer satisfaction is actually a term most widely used in the business and commerce industry. It is a business term explaining about a measurement of the kind of products and services provided by a company to meet its customer's expectation. To some, this may be seen as the company's Key Performance Indicator (KPI). In a competitive marketplace where businesses compete for customers, customer satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy. It is well established that satisfied customers are key to long-term business success (Kristensen et al., 1992; Zeithaml et al., 1996; McColl-Kennedy and Scheider, 2000).It is also defined as a global issue that affects all organizations, regardless of its size, whether profit or non-profit, local or multi-national. Companies that have a more satisfied customer base also experience higher economic returns (Akerand Jocobsson, 1994; Bolton, 1998; Yeung et al., 2002).

Apparently, many researchers conceptualize customer satisfaction as an individual's feeling of pleasure (or disappointment) resulting from comparing the perceived performance or outcome in relation to the expectation (Oliver, 1981; Brandy and Robertson, 2001; Lovelock, Patterson and Walker, 2001). There are two general conceptualizations of satisfaction here, namely, the transaction-specific satisfaction and the cumulative satisfaction (Boulding et al., 1993; Jones and Suh, 2000; Yi and La, 2004). Transaction-specific satisfaction is the customer's very own evaluation of his or her experience and reaction towards a particular service encounter (Cronii and Taylor, 1992; Boshoff and Gray, 2004). This reaction is expressed by the customer who experiences a product or service for the first time. Meanwhile, cumulative satisfaction refers to the customer's overall evaluation of the consumption experience to date (Johnson, Anderson and Fornell, 1995); an own accumulation of contacts with services provided them from day-to-day.

However, in general, it is agreed that customer satisfaction measurement is a post-consumption assessment by the user, about the products or services gained (Churchill and Surprenant, 1982; Yuksel and Rimmington, 1988).

2.11 Customer Satisfaction Models

2.11.1 Disconfirmation Model Propounded by Oliver (1980)

According to Oliver (1980), the customer satisfaction model explains that when the customers compare their perceptions of actual products or services performance with the expectations, then the feelings of satisfaction have arisen. Any discrepancies between the expectations and the performance create the disconfirmation.

He identified three (3) types of disconfirmation. And they are:

1. **Positive disconfirmation:** This occurs when product or service performance exceeds performance. In this case, the customers are highly satisfied.

2. **Negative disconfirmation:** This on the other hand occurs when products or service performance is less than expectations. In this case, the customers are highly dissatisfied.

3. **Zero disconfirmation:** it occurs when product or service performance is equal to expectations. In this case, customers are neither well satisfied nor less satisfied. They feel 'ok' by the turn of events.

2.11.2 Satisfiers, Dissatisfies and Delighters or Exciters Model Propounded by Noriaki Kano (1984)

The Kano model is a theory of product development and customer satisfaction that classifies customer preferences. The model offers some insight into the product attributes which are perceived to be important to customers. It focuses on differentiating product features, as opposed to focusing initially on customer needs.

1. **Satisfiers:** These are characteristics which customers say they want in the product, and their presence lead to satisfaction.

2. **Dissatisfaction:** It is the expected characteristics in a product whose presence leads to customer dissatisfaction. They have the property that they would not be frequently mentioned by customers when asked about what they are looking for in a product, because they are assumed to be present.

3. **Delighters or Exciters:** Here, innovation or new product is undisputedly the catalyst in delivering these attributes to customers. According to Kano, delighters are the most powerful and have the potential to lead to the highest gross profit margins. Excitement attributes are for the most part unforeseen by the client but may yield paramount satisfaction.

   The beauty behind an excitement attribute is to spur a potential consumers' imagination, these attributes are used to help the customer discover needs that they have never thought about before. Having concurrent excitement attributes within a product can provide a significant competitive advantage over a rival. In a diverse product assortment, the excitement attributes trigger impulsive wants and needs in the mind of the customer. The more the customer thinks about these amazing new ideas, the more they want it.

2.12 Concept of Customer Loyalty

According to Foss and Stone (2001), customer loyalty include, the service cost of a loyal customer is less than new customers, they will pay higher costs for a set of products; and for a company, a loyal customer will act as a word-of mouth marketing agent.

Levesque and MacDougall (1996) pointed out by the increasing loyalty, a retail bank decreases its services cost, fulfils customers need and gain knowledge of financial affairs, and has an opportunity to cross-sell existing products and services. Loyal customers are more

likely to give information to the service provider because they trust the service provider and expect from the service provider to use the information with the discretion and to their benefits. Managing loyalty is important because it means not only managing behaviour but also managing a state of mind.

2.12.1 Drivers of Customer Loyalty

Since customer loyalty has become paramount for organisations, a major concern is to find out the determinants of drivers of customer loyalty.

2.13 Customer Loyalty and Service Quality

Service quality has also been associated with customer loyalty. Buzzell and Gale (1987) have found that service quality results in repeated sales and increased market share, which leads to customer loyalty. A research by Zeithaml et al. (1996) concluded that when organisations enhance the quality of their services, customers' favourable behavioural intentions are increased while unfavourable intentions are decreased simultaneously.

2.14 Relationship between Service Quality, Customer Satisfaction and Loyalty

2.14.1 Service Quality and Customer Satisfaction

Many researchers have realized the interrelated values of service quality and customer satisfaction. Cronin and Taylor (1992) consider that service quality and customer satisfaction share a close relationship. Service quality is the key to measure user satisfaction (Pitt et al. 1995). Taylor and Baker (1994) identified several factors that precede customer satisfaction. They argued that there are five (5) antecedents that contribute to satisfaction. They include, clear understanding of customer needs and expectations, perceived value, service quality, internal satisfaction and complaint management. They concluded that service quality is one major attribute of customer satisfaction. Service quality is a casual antecedent of customer satisfaction, due to the fact that service quality is viewed at transactional level and

satisfaction is viewed as an attitude towards a product (Olivier, 1993). Adding to this, Fornell et al. (1996) expressed that satisfaction is a consequence of service quality.

To another extent, other researchers suggested that in service field, service quality and customer satisfaction (also called "the customer") are separate but distinct constructs (Boulding et al. 1993). They argued that service quality has specific dimension judgments while customer satisfaction can be resulted from any dimension, whether or not it is quality related. They report that expectations for quality are based on ideas or perceptions of excellence, whereas customer satisfaction assessment comprises of non-quality issues such as, perceptions of fairness.

2.14.2 Service Quality, Customer Satisfaction and Loyalty

Reinartz & Kumar V. (2002) argued that service quality and customer satisfaction are the predictors of customer loyalty. Han et al. (2008) found the positive relationship among service quality, customer satisfaction and customer loyalty in the banking sector.

Anderson et al. (1994) mentioned that service quality, customer satisfaction and service loyalty are related to each other. He also argued that customer satisfaction per se does not necessarily ensure continued purchases when, for example, competitors offer attractive promotions.

2.14.3 Customer Satisfaction, Customer Retention and Customer Loyalty

Perceived service quality is a global judgment or attitude relating to the superiority of the service, whereas satisfaction is related to a specific transaction (Parasuraman et al., 1988). On the other hand, customer satisfaction has frequently been suggested to be the leading determinant of loyalty (Lam & Burton, 2006). Ehigie (2006) suggests that there is a significant positive relationship between customer satisfaction, customer loyalty and customer retention. Indeed, it has been found that retaining customers is more profitable for firms than investing huge sums of money in attracting new ones (Ennew, 2003). As a matter

of fact, customer retention is an inherent outcome of customer loyalty, which has been positively linked to financial performance indicators such as profitability and market share (Anderson et al. 1994). Reichheld and Sasser (1990), whose study has shown that enhanced customer loyalty results in increased revenue, increased market share, reduce customer acquisition costs, and overall profitability, reinforces this aspect.

Under the service-profit-chain framework, service quality drives customer satisfaction, which creates customer loyalty leading to growth and profit (Heskett et al. 2007)

Anderson and Mittal (2000) proposed the conceptual logic of relationships within the customer satisfaction chain: by improving product and service quality attributes, customer satisfaction should increase. The increase in customer satisfaction should lead to greater customer retention and loyalty. Then, the improvement in customer retention and loyalty will lead to greater profitability.
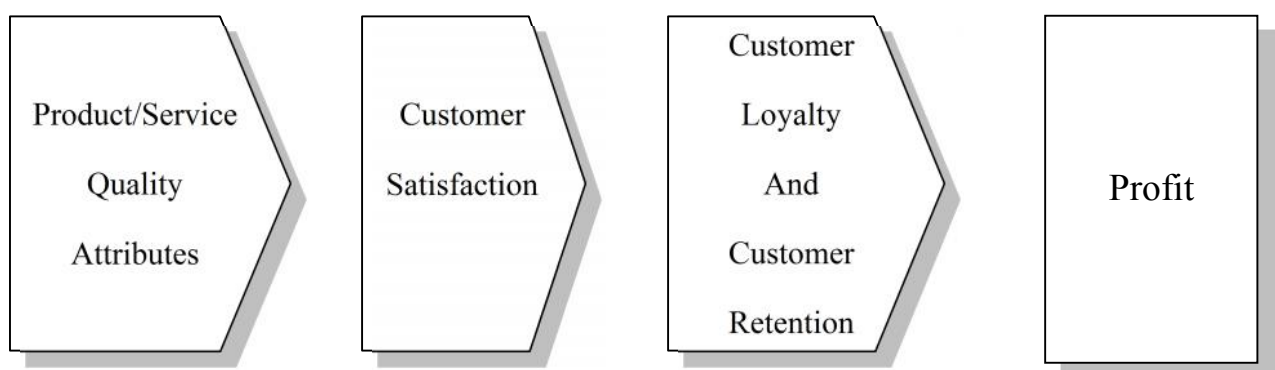
Figure 2.2. Dr. Piti Tantakasem and Professor Dr. Sang M. Lee (2010).

The chain reaction of customer satisfaction.

The underlying motive is that satisfied customers yield greater profits. Companies with more satisfied customers will be more successful and more profitable. As briefly discussed earlier, customer satisfaction can result in various benefits. For instance, satisfied customers tend to be less price-sensitive, more willing to buy additional products, and less influenced by competitors (Hansemark & Albinsson 2004).

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter examines the research design, the population for the study, the sample size and the sampling procedure. It also describes the research instruments used for data collection and how the collected data is analysed for the study. Again, the chapter describes the organizational profile, the vision, and the mission of Barclays Bank Ghana Limited (BBGL).

3.2 Research Approach

There are two major approaches to research; they are qualitative and quantitative approach. The quantitative approach basically focuses on statistical and numerical measurements to source for data. The qualitative approach on the other hand, is based on understanding rather than measuring. This research used both approaches in coming out with the necessary data.

This research uncovers how service quality impacts on customer loyalty by interviewing both internal and external customers and scrutinizing the dynamic customer service delivery of Barclays bank. The research was based on a structured questionnaire that allowed collecting qualitative data in a standardized format suitable for analysis. The qualitative data was collected through an interview.

3.3 Data Collection

The study was carried out using both primary and secondary data sources. The primary sources used were interview, observation and structured questionnaires. It focused on describing the effects of quality customer service on customer satisfaction and loyalty in Barclays bank. In gathering the primary data, the researchers' personally went to Barclays

bank and conducted the interview with key managers and customers who gave us all the necessary information.

Secondary data were obtained from desk studies, comprising review of relevant literature such as books, journals, and relevant internet materials, reports and information provided by Barclays bank.

3.4 Population

The research data were collated from questionnaires administered to both managers and customers at the banking halls of three busiest branches in Kumasi, namely, Adum main (Prempeh II street) branch, Suame branch, and KNUST branch.

3.5 Sampling

Due to differences in the population, a random sampling technique was used. In all, one hundred and twenty respondents (forty from each branch) were selected in order to make the conclusion of the research representative. These respondents were chosen carefully from the three selected branches of Barclays bank for comparison. This includes three top management officials and thirty-seven customers of each of the branches.

3.6 Data Analysis

In analysing the data, quantitative method was used through the use of the questionnaires and interviews, using Statistical Package for Social Sciences (SPSS), which is a statistical tool in research.

3.7 Organizational Profile

This sub – section discusses the background of Barclays Bank Ghana Limited (BBGL) and the history of the bank.

3.8 Corporate Profile and History of Barclays Bank of Ghana (BBGL)

Barclays Bank is the flagship subsidiary of global financial group Barclays PLC. The first Barclays branch in Ghana was commissioned on February 14th, 1917.

Barclays bank has operated in Ghana for over 90 years and has been closely associated with all phases of the country's development. They now have a major commercial banking network in the country with branches in all large commercial centers. BBGL is now wholly owned subsidiary of Barclays Bank of the United Kingdom and is a major force internationally in both corporate and retail banking. In 2002, Barclays launched Ghana's fully automated telephone banking operation. It was the first to introduce online banking for its corporate clients with Business Master International. Pay Direct, an electronic payroll system was another first in the country. BBGL's strength in product innovation is not restricted to technology only, with products like; Prestige Banking, Prestige Plus, Local Business and Business Solution. With their detailed knowledge of the Ghanaian market, they are uniquely positioned to assist in the development of their customers' businesses. The Bank's products and services are divided into broad groups namely; Corporate Banking Products, Retail Sector Products and Treasury Products. Barclay's offers extended banking hours, focused and differentiated services to its chosen customer segments and exploits its competitive of VSAT (Very-Small-Aperture Terminal) technology to the benefit of its clients.The size of Barclays Bank comes with a strong capital base, which is often leveraged to the advantage of the bank's clients and customers. As one satisfied corporate client remarked, "You don't just transact business with Barclays Ghana, you have the entire resources and expertise of the whole Barclays Group at your disposal."Its mother company in the UK, Barclays PLC, is quoted on the London, New York and Tokyo Stock Exchanges. Three hundred years of banking expertise and a well-earned reputation for quality and strength in the world of finance has made Barclays a major force internationally in both

corporate and retail banking.

3.9 Promises

BBGL's promise to all their customers is to be the best financial service provider in Ghana. What distinguishes Barclay's bank from the other banks is "fluency in finance" and that encapsulates their promise they deliver. Barclays Ghana believes that the way forward with delivering on the promise is by ensuring that the business has the right working **C**olleagues, superbly led and highly motivated with the right tools. That will ensure that they serve the bank's target **C**ustomers brilliantly which will eventually increase the bank's contribution and profits to its **C**ompany and enable the bank to do more in the **C**ommunities in which it operates. This is what has become known within Barclay's circles as the Four **Cs** - **Colleagues, Customers, Company** and **Communities.** Focusing on the Four Cs will lead Barclays to deliver on its promise and become the best financial service provider in Ghana.

Benjamen Debrah, (MD) Barclays Bank of Ghana: For this year, the business theme of Barclay's Ghana is "Delivering on our promises"

3.10 Vision

To be the leading contributor to Africa's growth.

3.11 Barclays Africa's Mission

To be one of the most admired financial services organizations in the world, recognized as an innovative, customer-focused company that delivers superb products and services, ensures excellent careers for our people and contributes positively to the communities in which we live and work.

3.12 Our Core Values

- **Drive Performance:** constantly challenge yourself and inspire others to meet

ambitious goals, which delivers exceptional performance

- **Build Pride Passion:** be passionate about Barclays because you are Barclays - take individual responsibility for making us a great company

- **Delight Customers:** always strive to see world through the eye of your customers

- **Grow Talent & Capability:** be as consumed with the development and success of your colleagues as you are with your own

- **Execute At Speed:** focus your energy on excellent execution

- **Protect and Enhance Our Reputation:** respect the standards that are our license to do business. Find intelligent ways to apply theme.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF RESULTS

4.1 Introduction

This chapter discusses the empirical results of the effects of quality service on customer satisfaction, loyalty and retention data obtained from the field. The data obtained is presented in the form of charts, bar graph and tables. Two sets of questionnaires were analysed; the first set were for the managers of Barclays bank (Adum main branch, Suame branch, and KNUST branch). The second set of questionnaires concentrates on the expectations and perceptions of customers about the service quality delivery of the bank based on Parasuraman et al (1988), SERVQUAL scale model which is categorized into five main dimensions.

4.2 Demography Studies of Respondents

The study is composed of managers of Barclays bank and that of their customers. It focuses on one hundred and eleven (111) respondents sample from the customers which represents 92.5% and nine (9) managers (three managers from each of the three banks chosen) and represents 9.5%. In all, one hundred and twenty (120) respondents answered the questionnaires

Figure 4.1: Sex of Respondents
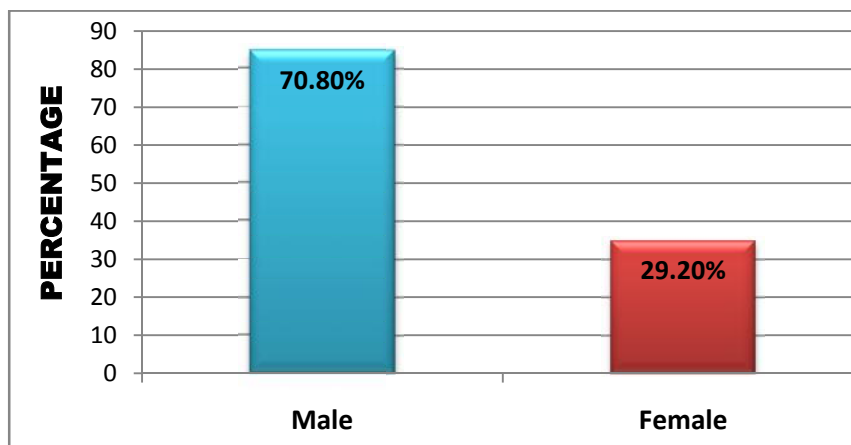
Sources: Researchers' field survey, May, 2012.

The gender of the respondents is composed of both customers and the managers of the bank. It can be seen in Figure 4.1 that 70.80% were males; representing 85 of the total sample, whiles the remaining 29.20% representing 35 of the sample were females. This inequality between the gender populations was due to the fact that as at the time the questionnaires were being administered, the male group were mostly seen transacting business with the bank. However, the researchers ensured that there was a full participation between both sexes hence an inclusion of females that produced a minimum of 29.20%. It must also be noted that, sample selection of random sampling was adhered to, and was used to select all the respondents for the study.

Table 4.1 Period of years with the bank by customers

Period	Frequency	Percent	Valid Percent
1-5 years	90	81.1	81.1
6-10 years	12	10.8	10.8
11-15 years	7	6.3	6.3
15 and Above	2	1.8	1.8
Total	**111**	**100.0**	**100.0**

Sources: Researchers' field survey, May, 2012.

From the side of the customers, as clearly shown in Figure 4.2, majority of them (81.10%) have done business with the bank for 1 − 6 years, which is followed by those who have a working relationship of 6 − 10 years and represents 10.8%, which is also followed by 11 − 15 years and forms 6.30%, whereas those who have had longer transaction period with the bank constitute the lesser percentage of the population sample of 1.8% for 15 years and above. This shows that all levels of customers were captured in the study.

FIGURE 4.2: Introduction of Customers to Barclays bank
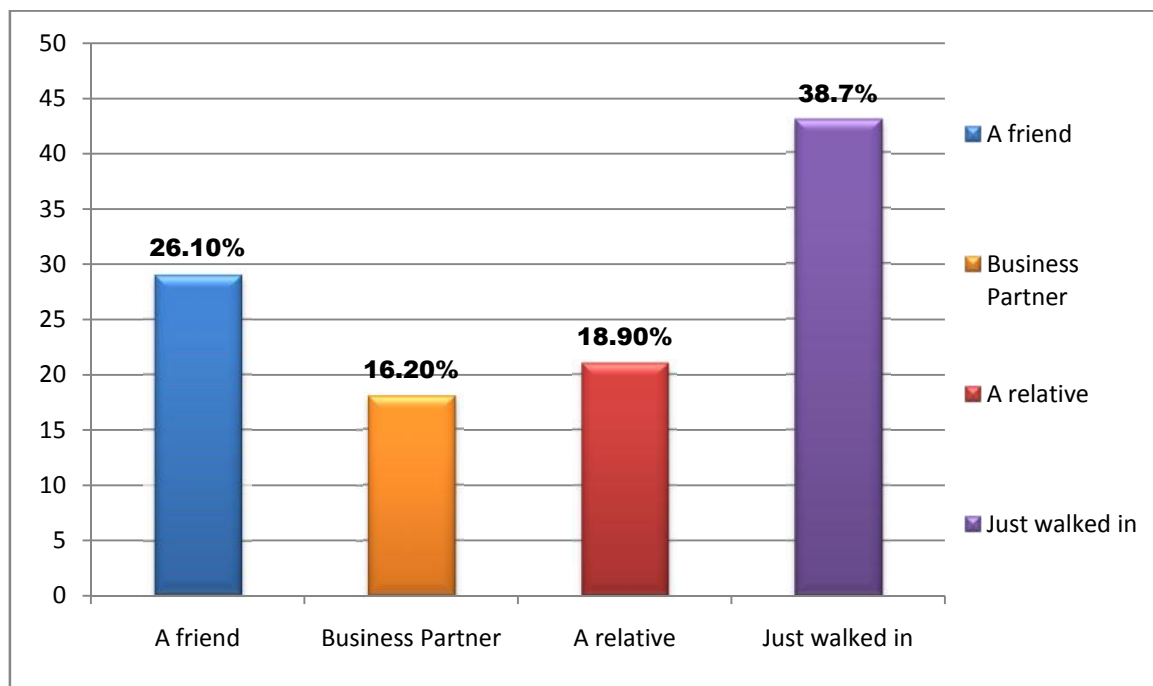
Sources: Researchers' field survey, May, 2012.

Customers of banks may enter into a relation by either, recommendation from an already existing customer of the bank or through an introduction of a viable product being presented to a prospective customer by the bank. Figure 4.2 shows that, most of the customers just walked in to transact business with Barclays which constituted 38.7 percent, followed by introduction by a friend which represents 26.1 percent, 18.9 percent of the customers joined the bank through relatives and 16.9 percent was through business partners.

Figure 4.3: Reasons for being a customer of Barclays bank
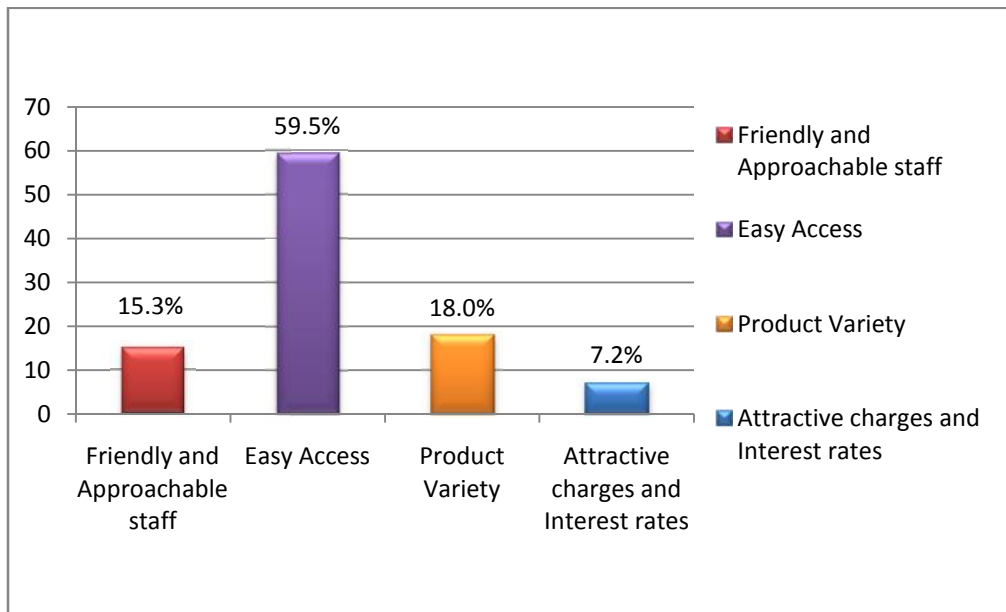
Sources: Researchers' field survey, May, 2012.

On the reasons for joining Barclays, respondents were allowed to choose as many options as applicable. From Figure 4.3, it was realized that most of the respondents chose easy access to Barclays as it recorded the highest among the other variables with a percentage of 59.5, followed by product variety with 18 percent. Friendly and approachable staff recorded the third reason customers joined Barclays bank which also had 15.3 percent and last of all is the attractive charges on interest rate with the percentage of 7.2. This gives an indication that, charges and interest rates of Barclays are on the higher side thus a de-motivating factor for prospective customers.

In addition, there is also an indication that resources spent on establishing branches at vantage points across the country has led to customer satisfaction and increased customer base as indicated in Figure 4.3 above.

4.3 Rating of Barclays bank's Reliability, Responsiveness, Assurance, Empathy and Tangibility.

Figure 4.4: Rating of Barclays' bank's Reliability
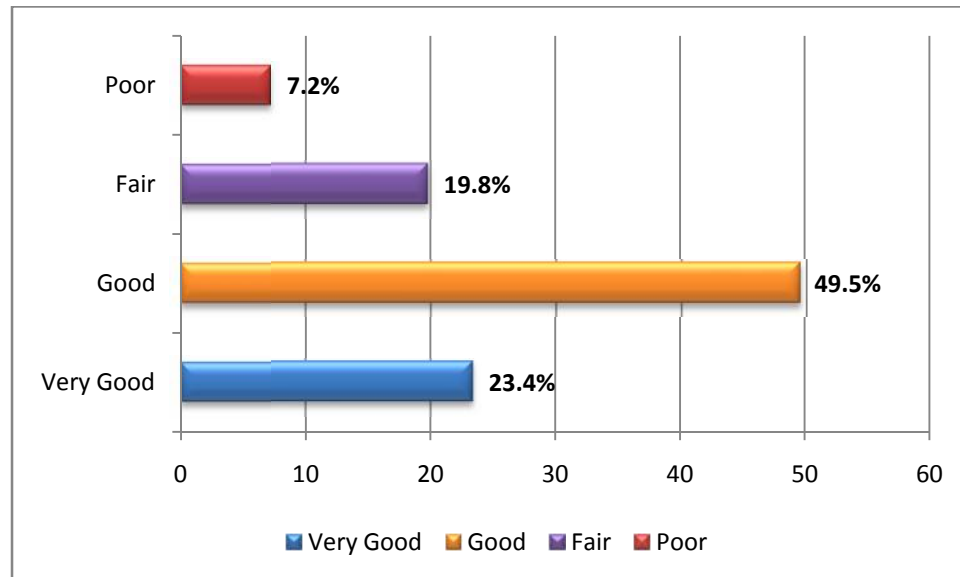
Sources: Researchers' field survey, May, 2012

On the general rating of the reliability of Barclays, customers indicated that, it is rated good, as majority of them ticked good, with only 7.2 percent rating it as poor and 19.8 percent as fair. Besides this few, a cumulative of 72.9 percent rated it as either good or very good. This shows that majority of the customers agree that the reliability dimension of Barclays' service is actually good and more than what they were expecting.

Figure 4.4: Rating of Barclays' bank's Responsiveness

	Very Good	Good	Fair	Poor
Frequency	20	49	27	15
Percent	18.00%	44.10%	24.30%	13.50%
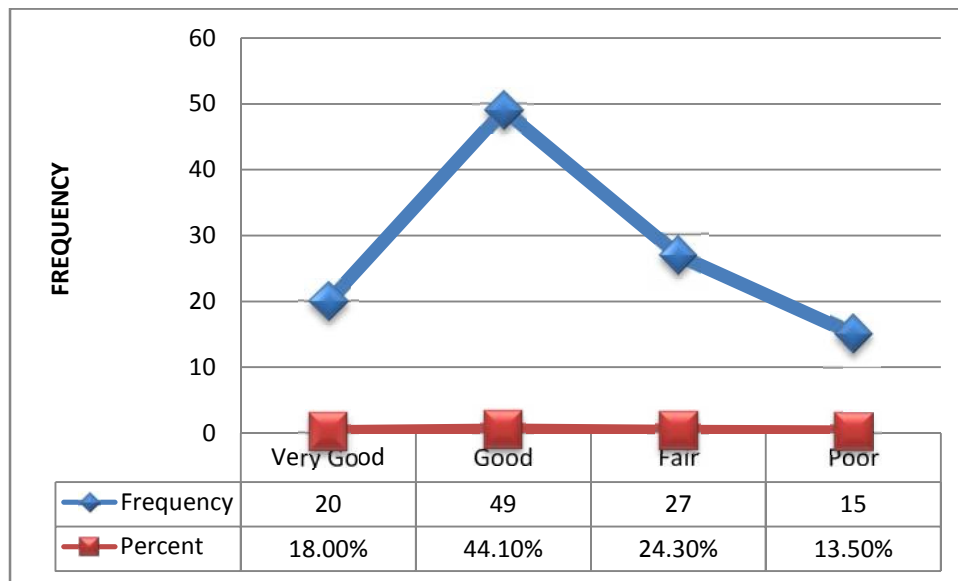
Sources: Researchers' field survey, May, 2012.

On the rating of the responsiveness dimension, as seen in Figure 4.6 above, majority rated it as good, this shows that the service delivery of responsiveness was good and exceeds customer expectations. However, it should be noted that, a lower cumulative of 37.8 percent of the customers are for fair or poor as the rating given under the responsiveness dimension.

Figure 4.5 Rating of Barclays bank's Assurance
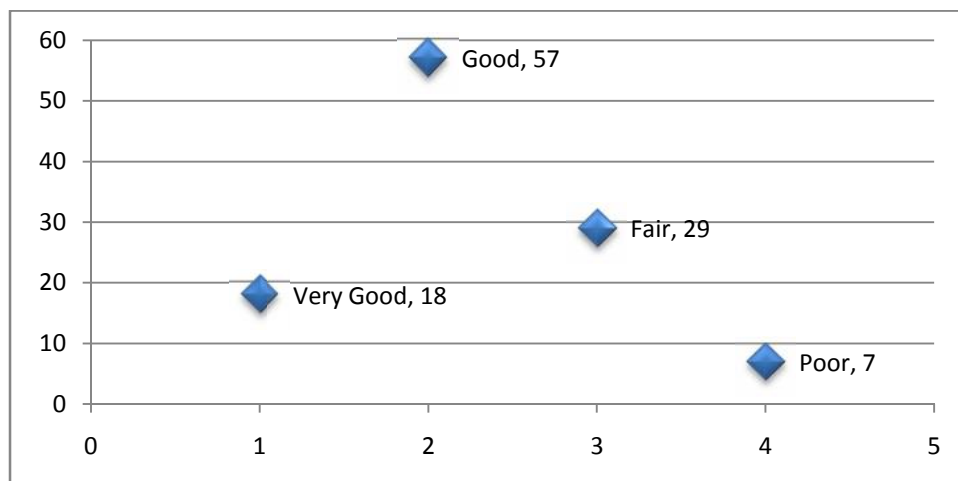
Sources: Researchers' field survey, May, 2012.

By and large, not all the customers are actually fascinated by the service delivery under the assurance dimension, as shown in the rating, majority were good accounting for 51.40%, with

26.10% grading it as fair and 6.31% as poor, this shows that customers are expecting more improvement on the service quality under assurance even though Barclays is currently delivering above their expectation. This outcome shows the dynamism of customers and shows their quest for more improvement even though their perception of quality is much higher.

Clearly from Figure 4.8 below, the pictorial depicts that some of the customers were not much intrigued about the empathy dimension of the bank of which 30.60% were fair and 7.21% poor. Nonetheless, a cumulative of 62.20% of customers generally agreed on the empathy dimension of Barclays bank to be good.

Figure 4.6: Rating of Barclays bank's Empathy

	Very Good	Good	Fair	Poor
Percent	10.80%	51.40%	30.60%	7.21%
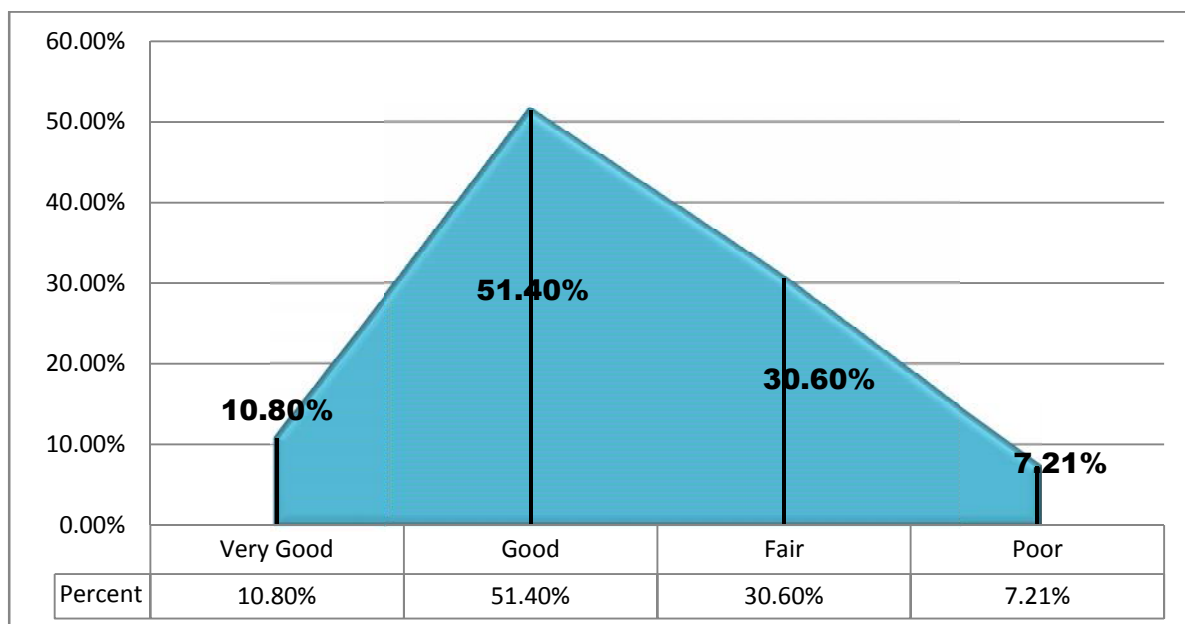
Sources: Researchers' field survey, May, 2012.

Figure 4.7: Customer Retention and Loyalty
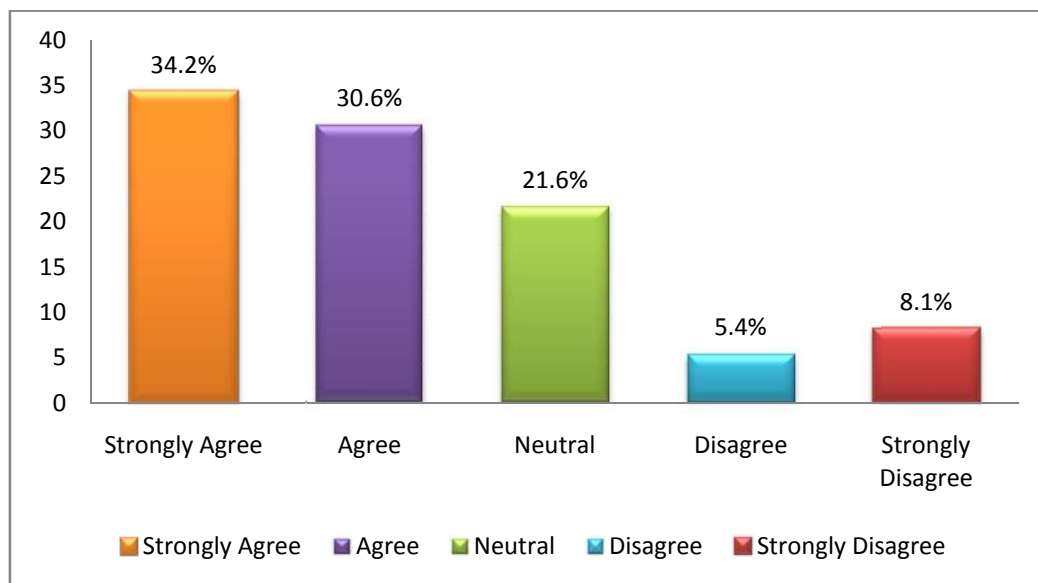
Sources: Researchers' field survey, May, 2012.

As it has clearly been indicated in the figure above, there has been an increment in customer satisfaction and loyalty on the part of customers of Barclays bank. Customers stand a higher position to recommend the bank to their relatives and friends and are highly motivated to purchase product and services from Barclays bank again.

4.8: Likeliness to Repurchase Products and Services from Barclays bank
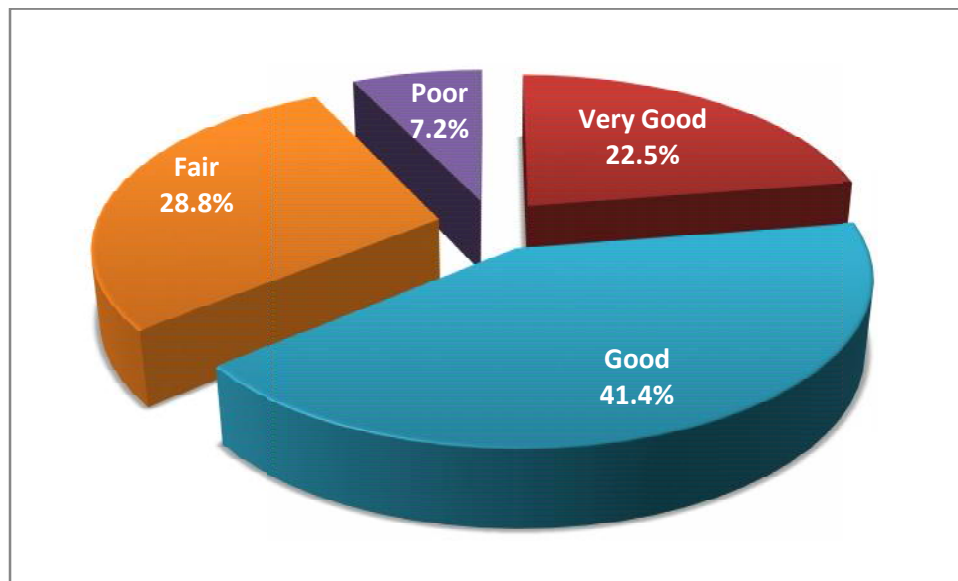
Sources: Researchers' field survey, May, 2012.

Likeliness to repurchase products and services from the bank, pictorial depicts the loyalty of customers due to service quality delivery and satisfaction level of customers. Likeliness to repurchase recorded above average of good with a cumulative percentage of 64.0. This shows that, customers want to remain loyal to Barclays bank as far as their service quality and satisfaction levels remain high.

Table 4.7 I am committed to this bank because of the quality service I receive

	Frequency	Percent	Valid Percent	Cumulative Percent
1	24	21.6	21.6	21.6
2	32	28.8	28.8	50.5
3	28	25.2	25.2	75.7
4	12	10.8	10.8	86.5
5	15	13.5	13.5	100
Total	**111**	**100**	**100**	

Sources: Researchers' field survey, May, 2012.

The table above shows that a cumulative of 51 percent agreed to the statement, **I am committed to this bank because of the quality service I receive.** This shows that quality service can influence the level of customer satisfaction, thus customer loyalty and retention.

4.4 Response from Managers of Barclays bank

Response were sought from the staff of the bank to know the extent of customer service policies and implementation in Barclays bank, in line with these, the tables below show the general impression of the customer service quality.

Table 4.8: Service Quality of Barclays bank

Detail	Yes	No	Do not know
Does Barclays bank believe in service quality?	9 (100%)	0 (0%)	0 (0%)
Does Barclays bank have departments dedicated to customer service?	9 (100%)	0 (0%)	0 (0%)
Does Barclays bank practice quality customer service?	9 (100%)	0 (0%)	0 (0%)
Does Barclays bank have the culture of training and developing its staff in quality	9 (100%)	0 (0%)	0 (0%)
Does the training and development you receive enhance your knowledge and competence in quality customer service?	9 (100%)	0 (0%)	0 (0%)
Are you allowed to participate in decision making concerning quality customer service?	7 (77.8%)	1 (11.1%)	1 (11.1%)
Are all staff empowered to deliver quality service?	9 (100%)	0 (0%)	0 (0%)
Does management respond promptly to the concerns of customers as and when they come?	9 (100%)	0 (0%)	0 (0%)
Does the bank's policies and support services enhance your level of satisfaction in customer service delivery?	9 (100%)	0 (0%)	0 (0%)

Do you have job satisfaction in relation to customer service delivery?	9 (100%)	0 (0%)	0 (0%)
If yes, does it help you positively in quality customer service delivery?	9 (100%)	0 (0%)	0 (0%)
If no, does it affect you negatively in your quality customer service delivery?	1 (11.1%)	8 (88.9%)	0 (0%)
Does Barclays bank provide innovative products?	9 (100%)	0 (0%)	0 (0%)
Does Barclays bank have effective customer complaint management system?	9 (100%)	0 (0%)	0 (0%)
Are there measures in place to assess customer satisfaction from time to time?	9 (100%)	0 (0%)	0 (0%)
Has the bank's customer's service led to customer retention?	9 (100%)	0 (0%)	0 (0%)
Are there instances where customers have defected to other banks?	9 (100%)	0 (0%)	0 (0%)

Sources: Researchers' field survey, May, 2012.

Table 4.8 shows the extent to which staff agree with the policies and implementations of the service quality watch department in Barclays, as clearly shown, almost all of the managers agreed with the items used which indicates that Barclays bank actually has quality customer service delivery at heart. In relation to the questions, **"are there measures in place to assess customer satisfaction from time to time"** with an answer **yes** in agreement and **"how does the bank do this"**, it was found from the managers that various methods are used such as:

➢ Training staff on the awareness of customer service.

➢ Online complaint systems that allow the customer to log problems immediately

Additionally, on the question of **"how long does it take for customers' complaint to be resolved** "it was found to be varied from respondent to respondent, which includes limits such as:

➢ Less than 24 hours

➢ And in complex situation, it is a maximum of 72 hours.

Finally, on **"how often does customers leave Barclays bank to other banks",** it was overwhelming as majority of the managers indicated that it is **"not often"** and "**not very often"** with five and three managers constituting 55.6% and 33.3% respectively. This shows that the rate at which customers leave Barclays bank to other banks is minimal.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study, conclusions drawn from it and recommendations made for application. The chapter ends with suggestions and areas for further research.

The findings of the study give evidence as to the extent of service quality management in Barclays with respect to the general guidelines and implementations of service quality in the day to day activities of the bank and its operations especially in the Adum branch, Kumasi.

5.2 Findings of the Study

5.2.1 Overall Rating of Quality Services of Barclays bank

The findings of the study indicated that the overall quality relationship is very good. This means that, the service received by customers is actually good thereby enhancing the overall rating of quality in terms of Barclays' service to customers

5.2.2 Findings on Customer Satisfaction and Loyalty

Customer satisfaction is dependent on the service quality level. The study confirms that, customer's satisfaction influences their loyalty, meaning customers want to remain loyal to Barclays bank as far as the bank continues to render quality services to them. The research has led to the rejection of any assumption that claims there is no relationship between customer's satisfaction level and loyalty. Looking at the item **"I believe Barclays bank deserve my loyalty"**, a reasonable number of Barclays bank customers agreed that the bank deserves their loyalty, this may be due to the quality of service delivered to the customers. To buttress this, the issue of "**recommendation of the bank to a friend or relatives",** had most

of the customers ticking agree and strongly agree. This indicates a general agreement and confirms the result in Appendix 1; Table 1.13 which shows that some prospective customers joined the bank through a recommendation from friends, business partners and relatives. This study confirms that, customers' satisfaction influences their loyalty.

5.2.3 Likeliness to Repurchase a Product from Barclays bank

On responding to the likeliness to repurchase a product from Barclays by customers, a high percentage was recorded, which therefore indicates how satisfied customers are with the service quality delivery of the bank. This then confirms the high level of customers' loyalty to Barclays as noticed from the study earlier.

5.3 Findings on issues that need to be improved

5.3.1 Responsiveness

From the study it was found that Barclays bank needs to direct more efforts into their level of Responsiveness to customer requests with reference to Appendix 1 of Table 1.6 where above average of customers disagreed to the item **"requests by customers are authorized promptly"**.

5.3.2 Empathy

It was found that Barclays bank's Empathy dimension level of service quality is not at its best. On the statement addressed to customers, **"staff give you their individual attention while doing business with them"** as indicated in Table 1.14 of Appendix 1, it was revealed that more than half of Barclays bank's customers are not happy with the empathy level of the bank. Again, when customers were asked **"Does the bank put customers in the centre of everything they do?"** as shown in Table 1.16 of Appendix 1, above average of customers also disagreed.

5.4 Findings on the service quality dimension implemented by Barclays bank

According to the 100 percent affirmative answer given by managers on the question, **does Barclays bank believe in service quality?** (Table 4.7 p. 36), it was found that Barclays bank believes and has put appropriate measures in place to implement all the five service quality dimension models, namely, Empathy, Assurance, Tangibility, Reliability, and Responsiveness.

5.5 Findings on the critical causes of customer loyalty

With reference to Table 4.7 (p. 35) more than half of Barclays bank's customers gave an affirmative answer to the statement, **"I am committed to this bank because of the quality service I receive".** Under this, it was revealed that Barclays bank has won the loyalty of its customers based on the kind of quality service it renders to them.

5.6 Findings in relation to Managers of Barclays bank

5.6.1 Staff involvement in quality service delivery process

From the study, it was established that the staff agreed generally with the policies and implementations of the service quality watch department in Barclays. It was clearly shown in the analysis that almost all the staff agreed with their items used in their questionnaire which indicates that Barclays actually has customer service delivery at heart. Other questions such as **"are there measures in place to assess customer satisfaction from time to time",** was generally agreed to by managers. From the analysis, it shows that Barclays bank does not take service quality lightly, rather sees it as a strategic point to increase customer base.

5.7 Summary of Major findings

Barclays bank implements all the five service quality dimensions (Empathy, Assurance, Tangibility, Reliability, and Responsiveness), which is to say that the bank strives to be at its best when it comes to quality. This quality service has also become a major critical cause of satisfaction for the banks customers.

However on Empathy level, staffs do not give customers their utmost attention and also make decisions without considering the impact those decisions might have on their customers. Under Responsiveness, customer requests and complaints are also not authorized and resolved on time enough by the staff and managers of Barclays bank.

5.8 Conclusion

From the study, a link between satisfaction level and service quality can be established following the discussions from the analysis made that, customers' satisfaction is influenced by the level of total service quality thereby influencing their loyalty to the business. The higher the service quality, the higher the satisfaction level and hence the more customers become loyal to the business.

However, it was revealed that certain service quality dimensions fell short of customer's expectation and their items were used in the general discussions of the analysis. In spite of all these, service quality was still found to be at its best in Barclays bank, as the service quality improvement outweighs its short falls.

5.9 Recommendations

The following recommendations were made based on earlier findings:

It was recommended that Barclays bank continues to improve upon the areas of Reliability, Tangibility and Assurance under the SERVQUAL model since the study revealed that its service is at its best when measured in terms of the quality dimensions mentioned.

It was also recommended that the bank puts the requisite and adequate measures in place to improve upon Responsiveness and Empathy under the SERVQUAL model where it happens to have fallen short of. Promises must be fulfilled at promised time, the impact of management decisions on customers must be assessed by interacting with some of them one on one to get their opinions and also respond to customer complaints as soon as possible.

In addition, Barclays bank should as much as possible try to come out with competitive rates and charges to drive its customers to their desired level of satisfaction since that can also be a contributing factor to winning their loyalty and thus retention.

It is suggested that further research could be done in the following areas:

➢ An analysis of effects of staff motivation on customer satisfaction in the banking industry.
➢ The impact of employee empowerment on quality service delivery.

APPENDIX 1

1.0 Response from Customers on the Service Quality Dimension of Barclays Bank

After reviewing the literature, a 23 – item SERVQUAL questionnaire was developed to identify and analyze the expectation of customers of the bank in accordance with Parasuraman et al. (1988), SERVQUAL model of Reliability, Responsiveness, Assurance, Empathy and Tangibility as a basis for testing the service quality, customer satisfaction, loyalty and retention in the banking sector.

Each question is based on a 5 – point weighted scale as indicated below:

1 = Strongly Agree (SA), 2 = Agree (A), 3 = Neutral (N), 4 = Disagree (DA) and 5 = Strongly Disagree (SDA).

1.1 Reliability Dimension

Reliability is the ability to perform the promised service dependably, accurately and consistently (Hinson, 2006). This means that the firm performs the service right the first time. It also means that the firm honours its promises. Reliability of service designates the bank's capability to supply the promised output at the stated level.

Table 1.0 I always receive excellent service from my bankers

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	27	24.3	24.3	24.3
Agree	46	41.4	41.4	65.8
Neutral	19	17.1	17.1	82.9
Disagree	15	13.5	13.5	96.4
Strongly Disagree	4	3.6	3.6	100
Total	**111**	**100**	**100**	

Sources: Researchers field survey, May, 2012.

Table 1.1 Complaints are resolved promptly by my bankers

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	30	27	27	27
Agree	44	39.6	39.6	66.7
Neutral	19	17.1	17.1	83.8
Disagree	14	12.6	12.6	96.4
Strongly Disagree	4	3.6	3.6	100
Total	**111**	**100**	**100**	

Sources: Researchers field survey, May, 2012.

Table 1.2: My bankers render excellent service every time to their customer

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	27	24.3	24.3	24.3
Agree	41	36.9	36.9	61.3
Neutral	29	26.1	26.1	87.4
Disagree	13	11.7	11.7	99.1
Strongly Disagree	1	0.9	0.9	100
Total	**111**	**100**	**100**	

Sources: Researchers field survey, May, 2012.

Table 1.3: Tariffs and other charges are communicated to customers before they are charged

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	31	27.9	27.9	27.9
Agree	31	27.9	27.9	55.9
Neutral	18	16.2	16.2	72.1
Disagree	19	17.1	17.1	89.2
Strongly Disagree	12	10.8	10.8	100
Total	**111**	**100**	**100**	

Sources: Research field survey, May, 2012.

1.2 Responsiveness Dimension

Responsiveness Dimension is the willingness to help customers and provide prompt service. It emphasizes on alternativeness and promptness in dealing with customers requests, concerns and the willingness or readiness of solving complaints, questions and problems. It involves timeliness

of service. Responsiveness refers to the firm's capability to respond and to satisfy the customer's wishes. It also involves the willingness to react to customer's actions, since reaction speed plays a vital role in service responsiveness.

Table 1.4: Complaints are acknowledged and resolved within Service Level Agreement (SLA)

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	25	22.5	22.5	22.5
Agree	34	30.6	30.6	53.2
Neutral	40	36	36	89.2
Disagree	5	4.5	4.5	93.7
Strongly Disagree	7	6.3	6.3	100
Total	**111**	**100**	**100**	

Sources: Researchers field survey, May, 2012.

Table 1.5: Customers are warmly acknowledged on entering the work premise

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	36	32.4	32.4	32.4
Agree	39	35.1	35.1	67.6
Neutral	21	18.9	18.9	86.5
Disagree	9	8.1	8.1	94.6
Strongly Disagree	6	5.4	5.4	100
Total	**111**	**100**	**100**	

Sources: Researchers field survey, May, 2012.

Table 1.6: Requests by customers are authorized promptly

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	1	0.9	0.9	0.9
Agree	13	11.7	11.7	12.6
Neutral	29	26.1	26.1	38.7
Disagree	47	42.3	42.3	81
Strongly Disagree	21	19	19	100
Total	**111**	**100**	**100**	

Sources: researchers field survey, May, 2012

Table 1.7: Any new product is communicated to customers

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	34	30.6	30.6	30.6
Agree	39	35.1	35.1	65.8
Neutral	16	14.4	14.4	80.2
Agree	14	12.6	12.6	92.8
Strongly Disagree	8	7.2	7.2	100
Total	**111**	**100**	**100**	

Sources: Researchers field survey, May, 2012.

Table 1.8: Staffs handle customers professionally

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	36	32.4	32.4	32.4
Agree	46	41.4	41.4	73.9
Neutral	19	17.1	17.1	91
Disagree	7	6.3	6.3	97.3
Strongly Disagree	3	2.7	2.7	100
Total	**111**	**100**	100	

Sources: Researchers field survey, May, 2012.

1.3 Assurance Dimension

According to Oxford English Dictionary (2004), assurance is a positive declaration intended to give confidence. The knowledge and courtesy of employees and their ability to inspire trust and confidence include competence, courtesy, credibility and security to the customers. Service assurance relates to the seller's capability to deliver the output, specifically in terms of the knowledge, politeness and trustworthiness of the employees to the customer of the service firm.

Table 1.9: The bank's staffs exhibit a lot of confidence

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	39	35.1	35.1	35.1
Agree	51	45.9	45.9	81.1
Neutral	15	13.5	13.5	94.6
Disagree	5	4.5	4.5	99.1
Strongly Disagree	1	0.9	0.9	100
Total	**111**	**100**	**100**	

Sources: Researchers field survey, May, 2012.

Table 1.10: The staffs treat you as an individual customer

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	45	40.5	40.5	40.5
Agree	46	41.4	41.4	82
Neutral	9	8.1	8.1	90.1
Disagree	10	9	9	99.1
Strongly Disagree	1	0.9	0.9	100
Total	**111**	**100**	**100**	

Sources: Researcher field survey, May, 2012.

Table 1.11: The staffs exhibit the necessary courtesies and are friendly to customers

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	39	35.1	35.1	35.1
Agree	40	36	36	71.2
Neutral	20	18	18	89.2
Disagree	11	9.9	9.9	99.1
Strongly Disagree	1	0.9	0.9	100
Total	**111**	**100**	**100**	

Sources: Researchers field survey, May, 2012.

Table 1.12: The staffs have requisite knowledge about their products

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	37	33.3	33.3	33.3
Agree	45	40.5	40.5	73.9
Neutral	24	21.6	21.6	95.5
Disagree	3	2.7	2.7	98.2
Strongly Disagree	2	1.8	1.8	100
Total	**111**	**100**	**100**	

Sources: Researchers field survey, May, 2012.

Table 1.13: I will recommend this bank to friends and other relatives

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	38	34.2	34.2	34.2
Agree	34	30.6	30.6	64.9
Neutral	24	21.6	21.6	86.5
Disagree	6	5.4	5.4	91.9
Strongly Disagree	9	8.1	8.1	100
Total	111	100	100	

Sources: Researchers field survey, 2012.

1.4 Empathy Dimension

The caring individualized attention that the firm provides its customers including access ability, communication and understanding the customer. Service empathy characterizes both the seller's willingness and capability to respond to individual customer desires. This means putting one's self in the 'shoes' of the customer. In his study, Zaim et al. (2010) find out that tangibility, reliability and empathy are important factors for customer satisfaction, but on the contrary Kumar et al. (2010) and Lai (2004) found that assurance, empathy and tangibles are the most important factors of customer satisfaction.

Table 1.14: Staff gives you their individual attention while doing business with them

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	2	1.8	1.8	1.8
Agree	6	5.4	5.4	7.2
Neutral	20	18	18	25.2
Disagree	47	42.3	42.3	67.5
Strongly Disagree	36	32.5	32.5	100
Total	**111**	**100**	**100**	

Sources: Researchers' field survey, May, 2012

Table 1.15: The bank's ambience is welcoming and in line with modern technology

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	43	38.7	38.7	38.7
Agree	44	39.6	39.6	78.4
Neutral	13	11.7	11.7	90.1
Disagree	8	7.2	7.2	97.3
Strongly Disagree	3	2.7	2.7	100
Total	**111**	**100**	**100**	

Sources: Researchers' field survey, May, 2012.

Table 1.16: The bank put customers in the centre of everything they do

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	3	2.7	2.7	2.7
Agree	14	12.6	12.6	15.3
Neutral	30	27	27	42.3
Disagree	40	36	36	78.4
Strong Disagree	24	21.6	21.6	100
Total	111	100	100	

Sources: Researchers' field survey, May, 2012.

Table 1.17: The bank has adequate staff to serve you

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	12	10.8	10.8	10.8
Agree	30	27	27	37.8
Neutral	24	21.6	21.6	59.5
Disagree	34	30.6	30.6	90.1
Strongly Disagree	11	9.9	9.9	100
Total	**111**	**100**	**100**	

Sources: Researchers' field survey, May, 2012.

Table 1.18: The bank has a staff to manage me whilst on their premises

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	14	12.6	12.6	12.6
Agree	44	39.6	39.6	52.3
Neutral	25	22.5	22.5	74.8
Disagree	22	19.8	19.8	94.6
Strongly Disagree	6	5.4	5.4	100
Total	**111**	**100**	**100**	

Sources: Researchers' field survey, May, 2012.

1.5 Tangibility Dimension

Tangibility is the appearance of physical facilities, equipment, personnel dress, communication materials, the staff's outward appearance, exterior design, location & accessibility, all kinds of tools that are used for providing service as indicated in the tangibility dimension of the Parasuraman et al. (1988) SERVQUAL model.

1.19: The bank uses efficient computer systems

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	38	34.2	34.2	34.2
Agree	36	32.4	32.4	66.7
Neutral	20	18	18	84.7
Disagree	12	10.8	10.8	95.5
Strongly Disagree	5	4.5	4.5	100
Total	**111**	**100**	**100**	

Sources: Researchers' field survey, May, 2012.

Table 1.20: The necessary adverts of the bank's products are visible on their premises

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	49	44.1	44.1	44.1
Agree	47	42.3	42.3	86.5
Neutral	8	7.2	7.2	93.7
Disagree	4	3.6	3.6	97.3
Strongly Disagree	3	2.7	2.7	100
Total	**111**	**100**	**100**	

Sources: Researcher's field survey, May, 2012.

Table 1.21: Staff of the bank appears in their corporate attire

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	58	52.3	52.3	52.3
Agree	46	41.4	41.4	93.7
Neutral	4	3.6	3.6	97.3
Disagree	2	1.8	1.8	99.1
Strongly Disagree	1	0.9	0.9	100
Total	**111**	**100**	**100**	

Sources: Researchers' field survey, May, 2012.

Table 1.22: The bank business hour are/is convenient for me as a customer

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	33	29.7	29.7	29.7
Agree	37	33.3	33.3	63.1
Neutral	18	16.2	16.2	79.3
Disagree	14	12.6	12.6	91.9
Strongly Disagree	9	8.1	8.1	100
Total	**111**	**100**	**100**	

Sources: Researchers' field survey, May, 2012.

APPENDIX 2

QUESTIONNAIRES

Dear Participant,

We are final year Banking and Finance students at the Christian Service University College (CSUC), Kumasi. We are conducting a research for our dissertation titled, **The Effect of Quality Service on Customer Satisfaction, Loyalty and Retention in the Ghanaian Banking Industry (A Case Study of Barclays Bank Ghana Limited - BBGL).** The purpose of this study is to find out the relationship between service quality, customer satisfaction, loyalty and customer retention. We therefore request that you spare us some few minutes of your quality time to complete this questionnaire for us.

Your willingness is greatly appreciated. Thank you.

This questionnaire is designed for **Managers** of Barclays bank of Ghana limited to solicit for information on the topic: **THE EFFECT OF SERVICE QUALITY ON CUSTOMER SATISFACTION AND LOYALTY.**

Please select the most appropriate answer by ticking (√)

1.   Gender   Male ☐   Female ☐

2.   Please indicate your position

....

3.   Does Barclays bank believe in service quality?

a. Yes ☐   b. No ☐   c. Do not know ☐

4. Does Barclays bank have departments dedicated to customer service?

    a. Yes ☐   b. No ☐   c. Do not know ☐

5. Does Barclays bank practice quality customer service?

    a. Yes ☐   b. No ☐   c. Do not know ☐

6. Does Barclays bank have the culture of training and developing its staff in quality

   Service?

    a. Yes ☐   b. No ☐   c. Do not know ☐

7. Does the training and development you receive enhance your knowledge and competence

   in quality customer service?

    a. Yes ☐   b. No ☐   c. Do not know ☐

8. Are you allowed to participate in decision making concerning quality customer service?

    a. Yes   b. No   c. Do not know

       ☐   ☐   ☐

9. Are all staff empowered to deliver quality service?

    a. Yes ☐   b. No ☐   c. Do not know ☐

10. Does management respond promptly to the concerns of customers as and when they

   come?

    a. Yes ☐   b. No ☐   c. Do not know ☐

11. Does the bank's policies and support services enhance your level of satisfaction in

   customer service delivery?

a. Yes ☐   b. No ☐   c. Do not know ☐

12.   Do you have job satisfaction in relation to customer service delivery?

a. Yes ☐   b. No ☐   c. Do not know ☐

13.   If yes, does it help you positively in quality customer service delivery?

a. Yes ☐   b. No ☐   c. Do not know ☐

14.   If no, does it affect you negatively in your quality customer service delivery?

a. Yes ☐   b. No ☐   c. Do not know ☐

15.   Does Barclays bank provides innovative products?

a. Yes ☐   b. No ☐   c. Do not know ☐

16.   Does Barclays bank have effective customer complaint management system?

a. Yes ☐   b. No ☐   c. Do not know ☐

17.   How long does it take customer's complaint to be resolved?

....

18.   Are there measures in place to assess customer satisfaction from time to time?

a. Yes ☐   b. No ☐   c. Do not know ☐

19.   How long does it take the bank do this?

....

....

20.   Has the bank's customer's service led to customer retention?

   a. Yes ☐   b. No ☐   c. Do not know ☐

21.   Are there instances where customers have defected to other banks?

   a. Yes ☐   b. No ☐   c. Do not know ☐

22.   How often does this happen?

   a. Very often ☐   b. Often ☐

   c. Not often ☐   d. Not very often ☐

Thank you very much for participating in this research.

APPENDIX 3

QUESTIONNAIRES

This questionnaire seeks to assess **CUSTOMERS' EXPECTATION** of Barclays Bank of Ghana Limited on service quality.

Please indicate how the following service dimensions apply to Barclays Bank of Ghana Limited (BBGL) in your opinion.

Your willingness is greatly appreciated. Thank you.

Please select the most appropriate answer by ticking (√)

Gender   Male ☐   Female ☐

Please indicate your age?   18 – 25 ☐   26 – 33 ☐   34 – 43 ☐   44 and above ☐

Scale: **STRONGLY AGREE** (SA); **AGREE** (A); **NEUTRAL** (N); **DISAGREE** (D); **STRONGLY DISAGREE** (SDA).

DETAILS	SA	A	N	DA	SDA
RELIABILITY					
I always receive excellent service from my bankers					
Complaints are resolved promptly by my bankers					
My bankers render excellent service every time to their customers					

Tariffs and other charges are communicated to customers before they are charged.					
RESPONSIVENESS					
Complaints are acknowledged and resolved within Service Level Agreement (SLA)					
Customers are warmly acknowledged on entering the work premise					
Requests by customers are authorized promptly					
Any new product is communicated to customers					
Staff handle customers professionally					
ASSURANCE	SA	A	N	DA	SDA
The bank's staff exhibit a lot of confidence					
The staff treat you as an individual customer					
The staff exhibit the necessary courtesies and friendly to customers					
The staff have requisite knowledge about their products					
I will recommend this bank to friends and other relatives					
EMPATHY	SA	A	N	DA	SDA
Staff give you their individual attention while doing business with them					
The bank's ambience is welcoming and in line with					

	SA	A	N	DA	SDA
modern technology					
The bank put customers in the centre of everything they do					
The bank has adequate staff to serve you					
The bank has a staff manage me whilst on their premises					
TANGIBLES	**SA**	**A**	**N**	**DA**	**SDA**
The bank uses efficient computer systems					
The necessary adverts of the bank's products are visible on their premises					
Staff of the bank appear in their corporate attire					
The bank's business hours are/is convenient for me as a customer					

1.   How long have you done business with Barclays bank?

   a.   1 - 5 years ☐   c.   11 – 15 years ☐

   b.   6 - 10 years ☐   d.   15 years and above ☐

2.   Who introduced you to Barclays bank?

   a. A friend   b. Business partner   c. A relative   d. Just walked in

3.   Please, indicate reasons why you initially became a customer of this bank.

   a.   Friendly and approachable staff ☐

   b.   Easy access ☐

c.   Product variety   ☐

d.   Attractive charges and interest rates   ☐

4.   Please, indicate any of the above options (a – d) that need(s) improvement.

      i.   ....

      ii.   ....

      iii.   ....

Please note: **Very good**   = **(80 – 99%)**

                    Good   = **(60 – 79%)**

                    Fair   = **(40 – 59%)**

                    Poor   = **(below 39%)**

5.   How would you rate the overall quality of your relationship with this bank?

      (Considering all your experience)

      Very good   ☐   Good   ☐

      Fair   ☐   Poor   ☐

6.   How do you rate Barclays bank's **reliability?**

      Very good   ☐   Good   ☐

      Fair   ☐   Poor   ☐

7. How do you rate Barclays bank's **responsiveness?**

Very good ☐   Good ☐

Fair ☐   Poor ☐

8. How do you rate Barclays bank's **assurance?**

Very good ☐   Good ☐

Fair ☐   Poor ☐

9. How do you rate Barclays bank's **empathy?**

Very good ☐   Good ☐

Fair ☐   Poor ☐

10. How do you rate Barclays bank's **tangibility?**

Very good ☐   Good ☐

Fair ☐   Poor ☐

11. How likely are you to repurchase products and services from this bank; would you say the chances are?

Very good ☐   Good ☐

Fair ☐   Poor ☐

On the scale of 1 – 5 where;

1.   Strongly agree   2.   Agree   3.   Indifferent

4.   Disagree   5.   Strongly disagree

How would you rate your level of agreement concerning the following?

12.   Over the past year my loyalty to Barclays bank has grown stronger.

1	2	3	4	5
☐	☐	☐	☐	☐

13.   I believe Barclays bank deserve my **loyalty**

1	2	3	4	5
☐	☐	☐	☐	☐

14.   I am committed to this bank because of the **quality service** I receive

1	2	3	4	5
☐	☐	☐	☐	☐

15.   I will recommend the bank to friends or relatives

1	2	3	4	5
☐	☐	☐	☐	☐

Thank you very much for participating in this research.

APPENDIX 3

QUESTIONNAIRES

This questionnaire seeks to assess **CUSTOMERS' EXPECTATION** of Barclays Bank of Ghana Limited on service quality.

Please indicate how the following service dimensions apply to Barclays Bank of Ghana Limited (BBGL) in your opinion.

Your willingness is greatly appreciated. Thank you.

Please select the most appropriate answer by ticking (√)

Gender   Male ☐   Female ☐

Please indicate your age?   18 – 25 ☐   26 – 33 ☐   34 – 43 ☐   44 and above ☐

Scale: **STRONGLY AGREE** (SA); **AGREE** (A); **NEUTRAL** (N); **DISAGREE** (D); **STRONGLY DISAGREE** (SDA).

DETAILS	SA	A	N	DA	SDA
RELIABILITY					
I always receive excellent service from my bankers					
Complaints are resolved promptly by my bankers					
My bankers render excellent service every time to their customers					
Tariffs and other charges are communicated to customers before they are charged.					

RESPONSIVENESS					
Complaints are acknowledged and resolved within Service Level Agreement (SLA)					
Customers are warmly acknowledged on entering the work premise					
Requests by customers are authorized promptly					
Any new product is communicated to customers					
Staff handle customers professionally					
ASSURANCE	SA	A	N	DA	SDA
The bank's staff exhibit a lot of confidence					
The staff treat you as an individual customer					
The staff exhibit the necessary courtesies and friendly to customers					
The staff have requisite knowledge about their products					
I will recommend this bank to friends and other relatives					
EMPATHY	SA	A	N	DA	SDA
Staff give you their individual attention while doing business with them					
The bank's ambience is welcoming and in line with modern technology					
The bank put customers in the centre of everything they					

	SA	A	N	DA	SDA
do					
The bank has adequate staff to serve you					
The bank has a staff manage me whilst on their premises					
TANGIBLES	**SA**	**A**	**N**	**DA**	**SDA**
The bank uses efficient computer systems					
The necessary adverts of the bank's products are visible on their premises					
Staff of the bank appear in their corporate attire					
The bank's business hours are/is convenient for me as a customer					

1.　　How long have you done business with Barclays bank?

　　　a.　　1 - 5 years ☐　　　　　c.　　11 – 15 years ☐

　　　b.　　6 - 10 years ☐　　　　d.　　15 years and above ☐

2.　　Who introduced you to Barclays bank?

　　　a. A friend　　b. Business partner　　c. A relative　　d. Just walked in

3.　　Please, indicate reasons why you initially became a customer of this bank.

　　　a.　　Friendly and approachable staff ☐

　　　b.　　Easy access ☐

　　　c.　　Product variety ☐

d.   Attractive charges and interest rates   □

4.   Please, indicate any of the above options (a – d) that need(s) improvement.

     i.   ....

     ii.   ....

     iii.   ....

Please note: **Very good   = (80 – 99%)**

                 Good   = (60 – 79%)

                 Fair   = (40 – 59%)

                 Poor   = (below 39%)

5.   How would you rate the overall quality of your relationship with this bank?

     (Considering all your experience)

     Very good   □   Good   □

     Fair   □   Poor   □

6.   How do you rate Barclays bank's **reliability?**

     Very good   □   Good   □

     Fair   □   Poor   □

7. How do you rate Barclays bank's **responsiveness?**

Very good ☐   Good ☐

Fair ☐   Poor ☐

8. How do you rate Barclays bank's **assurance?**

Very good ☐   Good ☐

Fair ☐   Poor ☐

9. How do you rate Barclays bank's **empathy?**

Very good ☐   Good ☐

Fair ☐   Poor ☐

10. How do you rate Barclays bank's **tangibility?**

Very good ☐   Good ☐

Fair ☐   Poor ☐

11. How likely are you to repurchase products and services from this bank; would you say the chances are?

Very good ☐   Good ☐

Fair ☐   Poor ☐

On the scale of 1 – 5 where;

1. Strongly agree   2. Agree   3. Indifferent

4. Disagree   5. Strongly disagree

How would you rate your level of agreement concerning the following?

12. Over the past year my loyalty to Barclays bank has grown stronger.

 1   2   3   4   5
 ☐   ☐   ☐   ☐   ☐

13. I believe Barclays bank deserve my **loyalty**

 1   2   3   4   5
 ☐   ☐   ☐   ☐   ☐

14. I am committed to this bank because of the **quality service** I receive

 1   2   3   4   5
 ☐   ☐   ☐   ☐   ☐

15. I will recommend the bank to friends or relatives

 1   2   3   4   5
 ☐   ☐   ☐   ☐   ☐

Thank you very much for participating in this research.

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