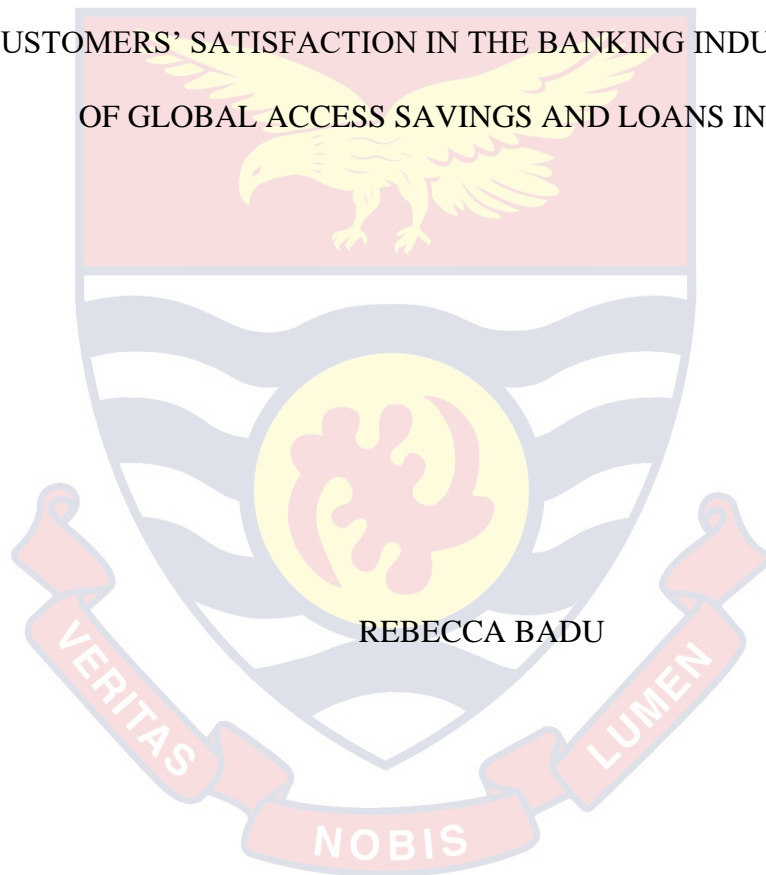


UNIVERSITY OF CAPE COAST

CUSTOMERS' SATISFACTION IN THE BANKING INDUSTRY: A CASE
OF GLOBAL ACCESS SAVINGS AND LOANS IN ACCRA

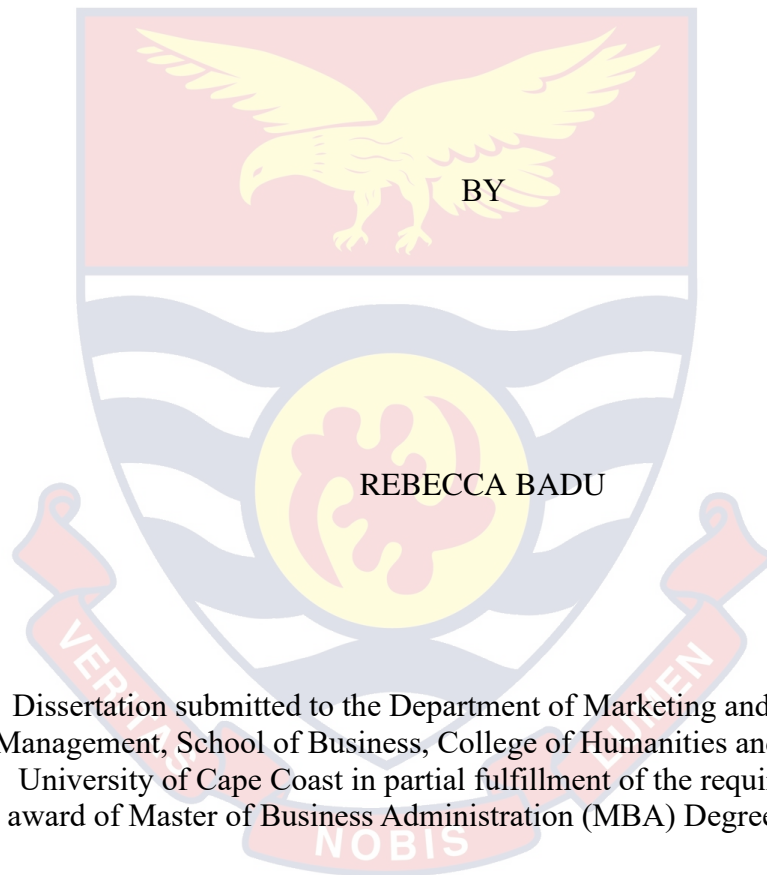


REBECCA BADU

2019

UNIVERSITY OF CAPE COAST

CUSTOMERS' SATISFACTION IN THE BANKING INDUSTRY: A CASE
OF GLOBAL ACCESS SAVINGS AND LOANS IN ACCRA



Dissertation submitted to the Department of Marketing and Supply Chain Management, School of Business, College of Humanities and Legal Studies, University of Cape Coast in partial fulfillment of the requirement for the award of Master of Business Administration (MBA) Degree in Marketing.

SEPTEMBER 2019

DECLARATION

Candidates Declaration

I hereby declare that this dissertation is the result of my own original research and that it has not been presented for another degree in this university or elsewhere.

Candidate's Signature..... Date.....

Name: Rebecca Badu

Supervisor's Declaration

I hereby declare that the preparation and presentation of this dissertation was supervised in accordance with the guidelines of dissertation supervision laid down by the University of Cape Coast.

Supervisor's Signature..... Date.....

Name: Prof F. O. Boachie-Mensah

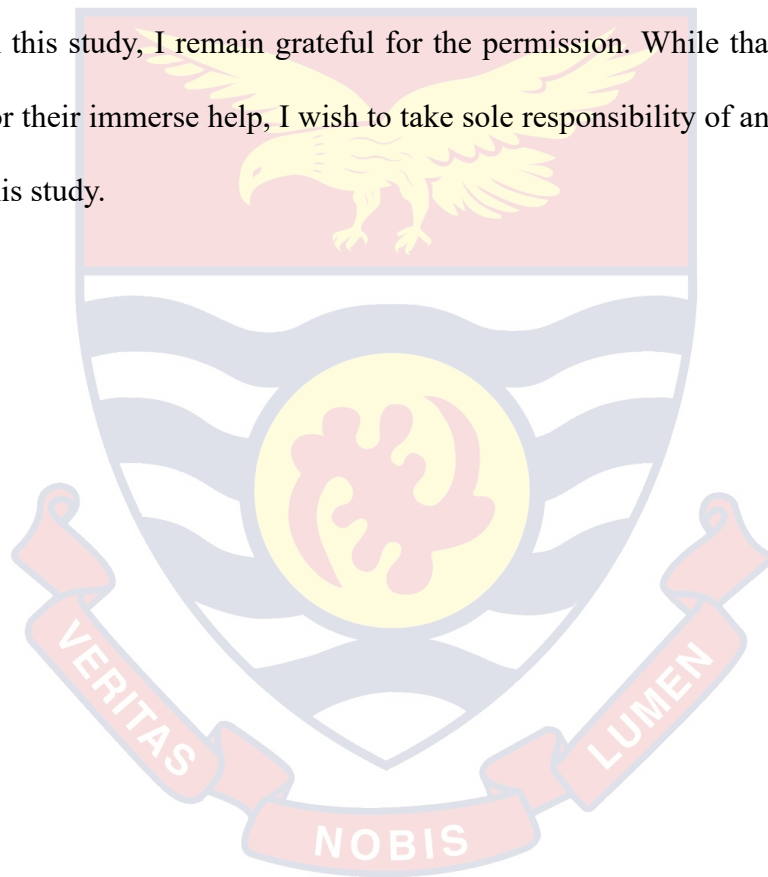
ABSTRACT

The study was to investigate service satisfaction of customers of Global Access Savings and Loans Limited. The study used a descriptive survey design in the quantitative approach. Convenience sampling technique was used to select 240 customers of GASL in Accra of which questionnaires were administered to them. The data were analyzed with the help of Statistical Product for Service Solution by employing statistical techniques such as percentages and frequencies as well as independent t-test and ANOVA. This was presented by using tables and charts. The study found out that, respondents perceived; GASL responses to customer request are always encouraging; sales point terminals to be easy and the opening hours of GASL were sufficient and convenient; employees of GASL look professional and dress well and interior of GASL to be neat and convenient. Customers were much satisfied with reliability and empathy of the employees of GASL, but were not satisfied with responsibility, assurance and tangibility services of the GASL. Customer satisfaction was rated as moderate by the customers. There was statistically significant difference between household size, average monthly income, occupational status and customer satisfaction. However, there was no significant difference between sex, age group and education of the respondents and customer satisfaction. The study therefore, recommended that employees of GASL should improve upon the customer services rendered to customers especially, responsibility, assurance and tangibility services. Moreover, employees of GASL should give necessary and equal quality services to customers with different occupational and income status.

ACKNOWLEDGEMENTS

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I also extend my appreciation to my former boss Mr. Enoch Donkoh for his support during the first year. To all my colleagues at work and the wonderful course mates at the Marketing/Human Resource Management Class for their assistance, I say thank you. Finally, to all the sources whose works I consulted in this study, I remain grateful for the permission. While thanking everybody for their immerse help, I wish to take sole responsibility of any shortcoming in this study.



DEDICATION

To my late father Mr. S. Y. Badu, whose words urge me to study, my husband

Eric and the children: Nana, Maame and Naana.



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CHAPTER ONE

INTRODUCTION

This is the first chapter of the study, and it thus introduces the study to readers. The chapter has the background of the study, the problem statement, the research objectives, research questions, significance of the study, the delimitation and the organization of the study. The chapter gives the essence of the study.

Background to the Study

Service delight is now the philosophy of several progressive companies over the world. With the worldwide increasing emphasis on service delight and service quality in all the sectors of business, the quality of service that retail banks offer has become the platform on which the banking industry is now being built to achieve customer satisfaction (Boateng-Asante, 2012). Among the numerous definitions given for a service, Kotler (2000) has defined a service as any act, performance or experience that one party can offer to another.

According to Lovelock and Wirtz (2004), "Services are economic activities that provide time, place, form utility, problem-solving while bringing about a change in, or for, the recipient of the service." Services have unique characteristics that distinguish them from the physical goods (Zeithaml & Bitner, 1996). Services possess the characteristics of perishability, intangibility, inseparability and heterogeneity. Services deliver the intangible value like knowledge, utility or care, and convenience to the party who needs it. Due to the service nature of the banking industry it is easy for one bank to copy new products and new innovations from another bank.

This has caused the competition among the banks in the financial industry to be fierce with each one trying to out-do the other in order to maintain its market share or capture the market of its competitors. Bank executives are continuously cited to be formulating and preaching about policies that will ensure high customer satisfaction standards in their banks. Customer satisfaction is often considered the most important factor thriving in today's highly competitive business world.

Today's organizations face tough competition, and things will only get hard for them to succeed in today's fiercely competitive markets, hence the need for companies to move from a product and selling philosophy to a customer and markets philosophy. To win in today's competitive market place, companies must be customer-centred. Companies must deliver superior value to their target customers. In the banking industry, a key element of customer satisfaction is the nature of the relationship between the customer and the provider of the products and services. Satisfied customers are central to optimal performance and financial returns (Zeithaml & Bitner, 2003).

In many places in the world, business organizations have been elevating the role of the customer to a key stakeholder over the past years, thus customers are viewed as a group whose satisfaction with the enterprise must be incorporated in strategic planning efforts. Forward-looking companies are finding value in directly measuring and tracking customer satisfaction (CS) as an important strategic success indicator. Evidence was mounting that places a high priority on CS was critical to the improvement of organizational performance in a global marketplace (Boone & Kurtz, 1999).

Customer satisfaction is an important issue for marketing managers, particularly those in services industries. In general, if the customers are satisfied with a provided goods or a particular service, the probability that they use the service again increases, but the problem here is the complexity of dealing with customer satisfaction (Bennett & Rundle-Thiele, 2004).

Satisfied customers will most probably talk enthusiastically about their buying or the use of a particular service; this will lead to positive advertising (File & Prince, 1992). In today's competitive retail environment, the focus is on building customer loyalty, and that means delighting your customers. It is difficult for employees to delight the organization's customers if their (employees) services is not satisfied by employers. The lifetime value of a customer represents by way of long term association and word of mouth.

Banking is one of the numerous services in which customer satisfaction has had an ever increasing importance in the corresponding research areas. This is essentially because the banking sector is becoming more and more competitive (Levesque & McDougall, 1996). The fundamental basis of the marketing concepts involves the matching of the skills and resources of the organization, profits or non-profit related, to the needs of the customer. Marketing management relies on the understanding of how customers make decisions and their likely reactions to the different elements of marketing mix. According to Turban (2002), customer service is a series of activities designed to enhance the level of customer satisfaction that is, feeling that a product or service has met customer expectation.

A work done by Curuana (2000) goes a long way to support the idea that service quality, customer satisfaction and customer loyalty are undoubtedly

linked. Curuana (2000) developed a mediational model that linked the service quality and service loyalty via customer satisfaction and applied the model in a research in the retail banks in Malta. The results of the research appeared to prove the links between service quality, customer satisfaction and customer loyalty.

Gathering from various works done on quality of service, the conclusion drawn by Boateng (1995) is that an improved service quality has the ultimate goal of achieving overall increased productivity, increased financial performance and increased profitability, which emanates from the following derived advantages: enhanced customer retention rates and higher customer loyalty; attraction of new customers from word of mouth recommendation; lower advertising and promotions cost; a higher market share; improved employee morale as they belong to the winning team; insulation from price competition; and potential cost leadership arising from lower staff turnover, lower cost of training, lower administrative costs and reduced complaints from customers.

The above-mentioned are the importance of providing quality customer service and underscores why ensuring quality customer service has become the competitive power in today's business world. In the service industry, the need for quality is even more pronounced, because of the peculiar distinguishing features of service from products.

Statement of the Problem

Customer care and satisfaction have their foundation in the fundamental concept of marketing, and the philosophy of marketing is essential to customer

orientation (Baker, 1999). Customer care appears to be complex to study, but anyone with deep understanding in an organization is likely to be conscious of the significance of customer care when operating the activities and how effectively customers are managed. There are so many good reasons for customer satisfaction, yet most companies often fall short to conduct customer service in order for customers in the banking industry to gain satisfaction. Banks are increasingly aware that assessing their customers' satisfaction with quality of service is key ingredient to ensure satisfaction and profitability. Many organizations lose most of their customers to their competitors due to the fact that they do not recognize the importance and satisfaction of customers and their contribution to enhance growth of such organization (Kyei, Darko, Apraku, Asare, & Tuah, 2012).

Financial institutions including savings and loans companies seek to meet special request of customers and provide for the needs of the customers and also ensure their satisfaction in order for the organization to grow, increase in profitability ratio, market share, customer retention and loyalty. Due to this, there have been numerous studies on customer satisfaction among some commercial and investment banks. However, there is paucity of empirical evidence on customer satisfaction of savings and loans companies, especially Global Access Savings and Loans Limited, though it also seeks to meet the demands and needs of its customers. This study sought to fill such gap.

Purpose of the Study

The purpose of the study is to investigate service satisfaction of customers of Global Access Savings and Loans Limited. Specifically, the study sought to;

1. examine the nature of customer service practices of Global Access Savings and Loans Limited
2. identify factors that influence customer satisfaction
3. find out if any gap exists between customer perception and expectation regarding the satisfaction of service
4. determine the challenges of customer satisfaction in Global Access Savings and Loans Limited

Research Questions

1. What is the nature of customer services practices at Global Access Savings and Loans Limited?
2. What are the factors that influence customer satisfaction?
3. What is the gap between customer perception and expectation regarding the satisfaction of service?
4. What are the challenges of customer satisfaction in Global Access Savings and Loans Limited?

Delimitation of the Study

The research centred on Global Access Savings and Loans Limited in the Accra Metropolis and focused on individual customers' satisfaction between

the years of 2014 to 2016. Only customers and employees of the Global Access Savings and Loans Limited were considered for this study.

Significance of the Study

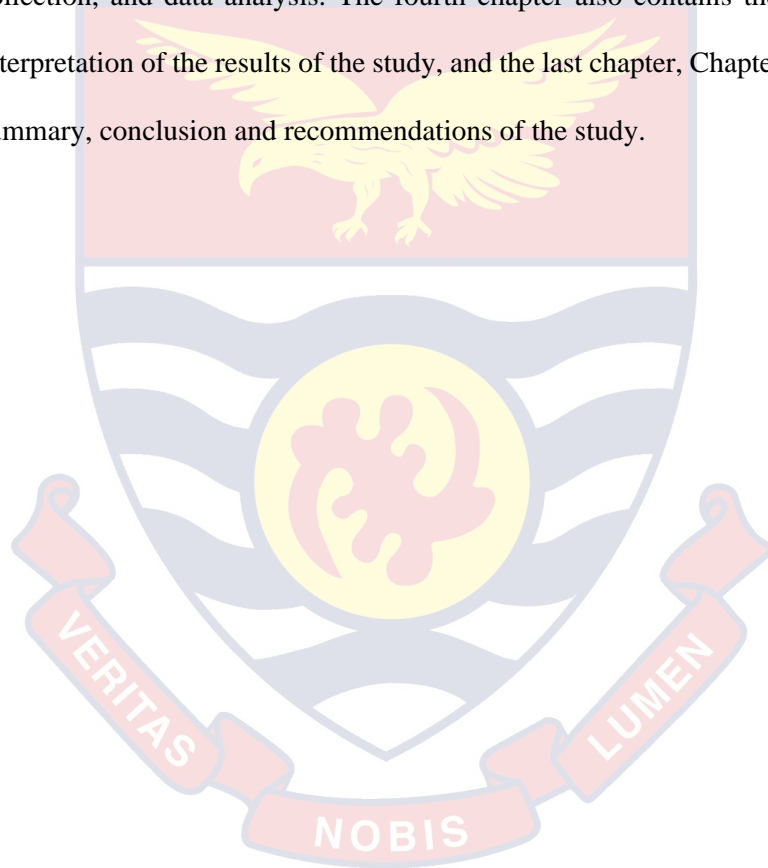
The bank cannot function very well without the existence of customers so as customers will not patronize a bank if they do not gain satisfaction. Therefore, this research made available information to management of the bank and the general public to be familiar with the extent of the customer satisfaction.

The findings of the study would support management to establish more practical strategies towards customer satisfaction and also to serve as a basis of information to those who yearn for or take a further study into customer satisfaction. Competition is extremely high in the banking industry, therefore, if a bank does not put premium in the assurance of customer satisfaction and care, that bank would eventually lose its customers and would strategically wear out.

If Global Access Savings and Loans Limited put customer satisfaction at heart, it would lead to high market share and competitive advantage over its competitors. When banks promise customers satisfaction and care to customers, apparently customer base and profitability would increase. This would enable the customer and general public to go for loans to start business and also to expand their business. This, in the long run, would alleviate high unemployment rate and also increase GDP of the country through the payment of taxes which would improve social amenities and infrastructure of the country.

Organisation of the Study

The study has been divided into five chapters. Chapter one consists of the introduction and background of the study, statement of the problem, objectives and research questions, etc. Literature review also falls under Chapter two, while the third chapter describes the methods that were used for the study. Specifically, the chapter discussed the research design, brief description or profile of the study area, the target population, data source to be used, sample size and sampling procedure, tools for data collection, and data analysis. The fourth chapter also contains the presentation and interpretation of the results of the study, and the last chapter, Chapter five, presents the summary, conclusion and recommendations of the study.



CHAPTER TWO LITERATURE REVIEW

Introduction

This chapter provides the overview of service satisfaction of customers. Specifically, it reviewed theoretical framework on service satisfaction, the brief overview of banking sector of Ghana, concept of service, customer, service quality, service satisfaction, dimension of service quality as well as empirical evidence on service satisfaction.

Theoretical framework

This looks at theories and models such as the customer satisfaction model and excitors model underpinning this study. Figure 1 presents on the customer satisfaction model.

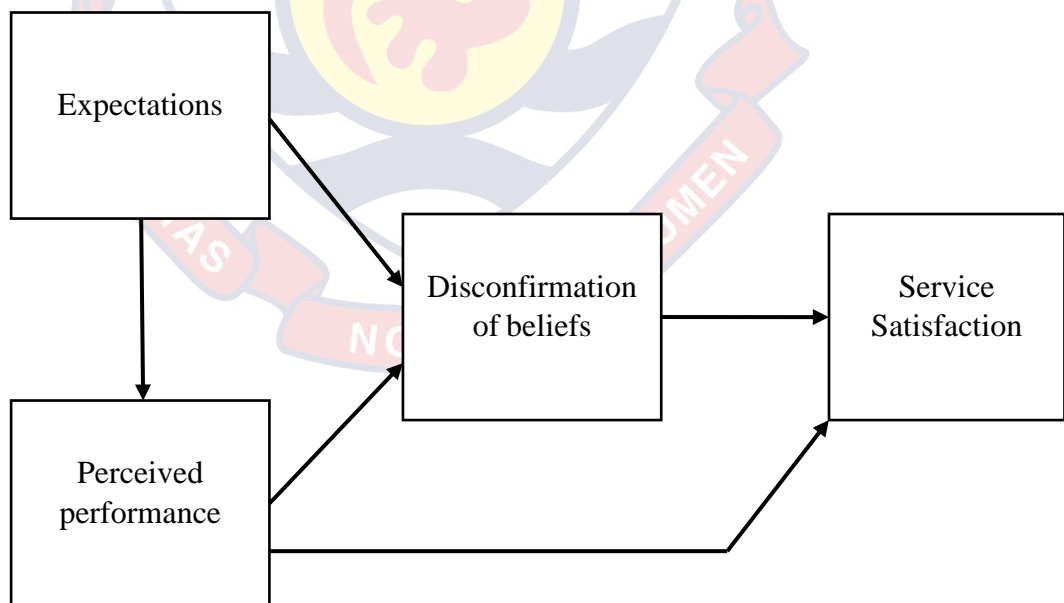


Figure 1: Customer Satisfaction Model

Source: 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: positive disconfirmation, negative disconfirmation and zero disconfirmation.

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

Satisfiers, Dissatisfies and Delighters or Exciters Model

The Kano model (1984) 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. Satisfiers are characteristics which customers say they want in the product, and their presence lead to satisfaction. Dissatisfaction 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.

Delighters or Exciters is where 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 consumer's 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.

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.

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 & 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.

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.

The 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 & Nguyen, 1988; Blanchard & 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 & 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 & 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 & 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.

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. Harris and Goode (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 & Gale, 1987; Rust & Zahorik, 1993; Zahorik & Rust, 1992), customer satisfaction (Bolton & Drew, 1991; Boulding et al., 1993), customer retention (Reichheld & 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. 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).

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.

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: reliability, responsiveness, assurance, empathy, and tangibles.

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.

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.

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 and Fitzersimmons (2008) posited that customers as more often than not look out for assurance from employees and expect that employees will behave confidently and instil confidence in their clients.

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.

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, 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

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.

The Impact of Service Quality on Customer Satisfaction

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, Cronin and Taylor (1992) 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 costs 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 & Baker-Prewitt, 2000). Specifically, about two-thirds of customers generally stop having business with a particular organization because of poor customer service.

Concept of Customer Satisfaction

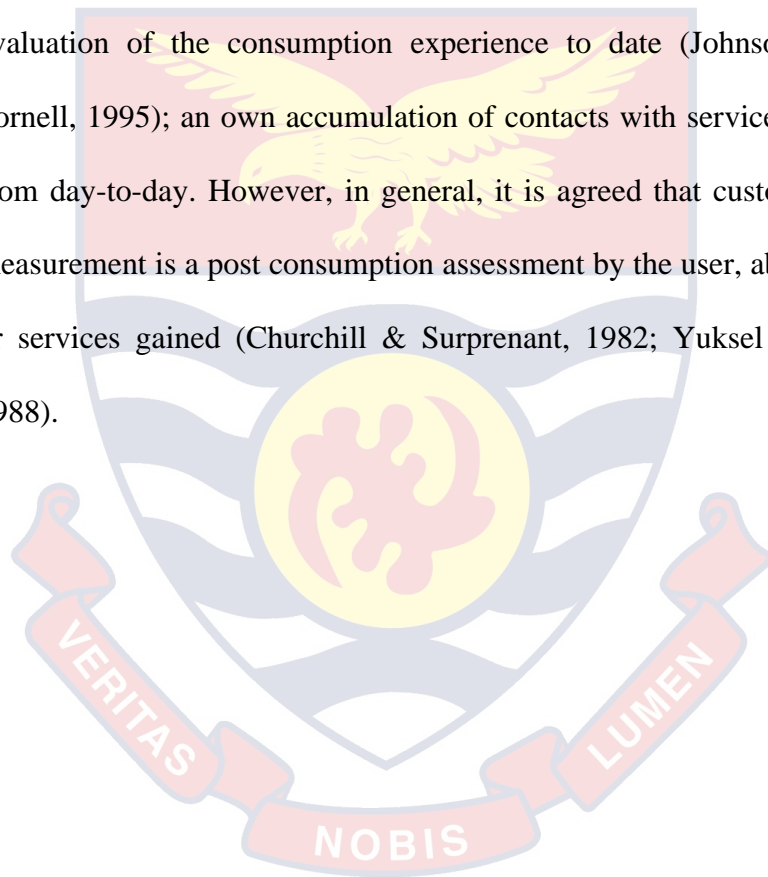
There is general agreement that satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's performance in relation to its expectations (Kotler, 2003). Customer satisfaction is actually a term most widely used in the business and commerce industry. It is a business 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) (Kotler, 2003).

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 (McColl-Kennedy & 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 (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 & Robertson, 2001; Lovelock, Patterson & Walker, 2001). There

are two general conceptualizations of satisfaction here, namely, the transaction-specific satisfaction and the cumulative satisfaction (Jones & Suh, 2000; Yi & La, 2004). Transaction-specific satisfaction is the customer's very own evaluation of his or her experience and reaction towards a particular service encounter (Boshoff & 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 & 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 & Surprenant, 1982; Yuksel & Rimmington, 1988).



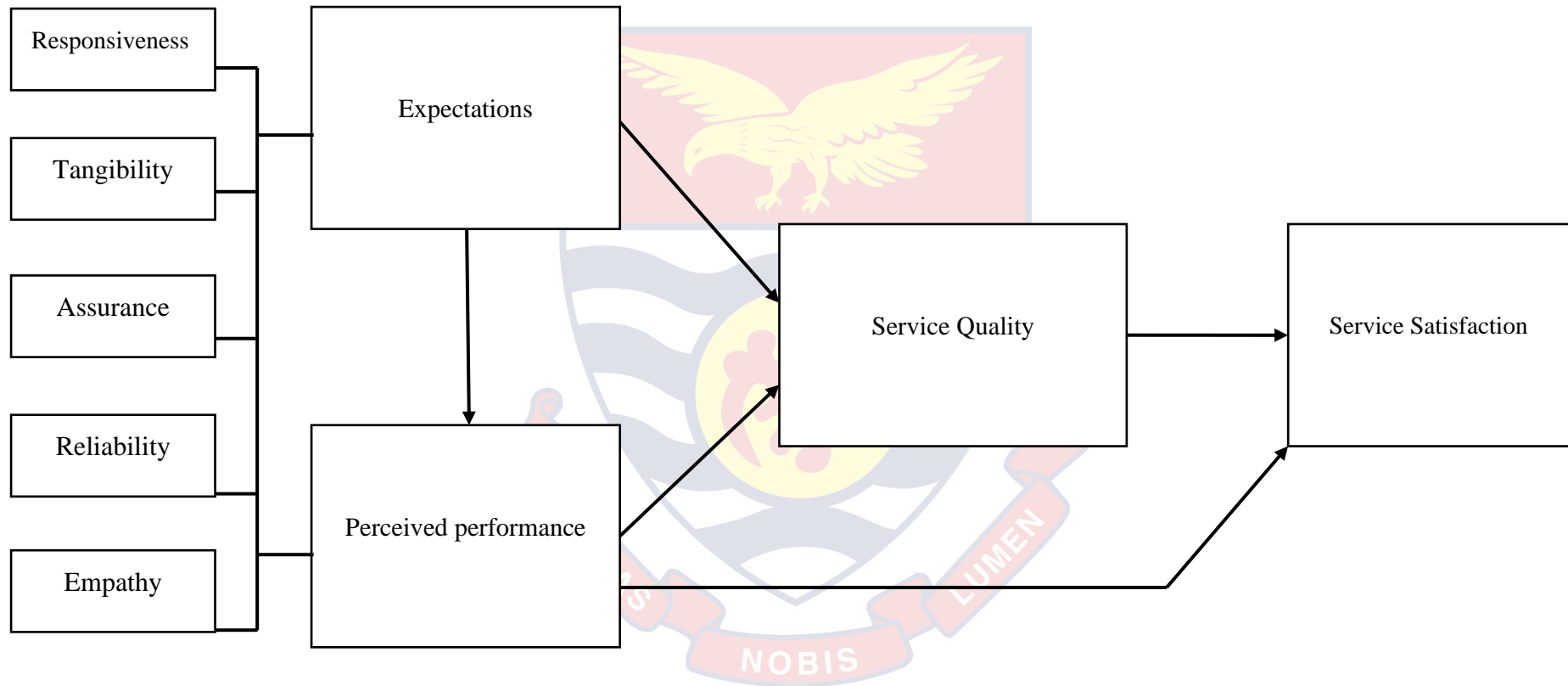


Figure 2: Conceptual framework for Customer Service Satisfaction

Source: Author construct (2017)

According to Figure 2, customer views on their expectation and perceived performance of the bank were assessed by measuring the five dimensions of service quality (Responsiveness, Tangibility, Assurance, Reliability and Empathy) in order to determine the service quality of the bank which, in the long run, aids in determining customer service satisfaction.

Empirical Review

The Link between Service Quality and Customer Satisfaction

Over the past few years, there has been a heightened emphasis on service quality and customer satisfaction in business and academia alike. Sureshchandar et al. (2003) identified that strong relationships exist between service quality and customer satisfaction while emphasizing that these two are conceptually distinct constructs from the customers' point of view. Spreng and Mackoy (1996) also showed that service quality leads to customer satisfaction while working on the model developed by Oliver (1997).

A recent study conducted by Ribbink et.al (2004) revealed that this relationship also exists in the e-commerce industry. A number of researchers have advocated that trust is fundamental in developing customer satisfaction (Moorman, Deshpande, & Zaltman, 1993; Morgan & Hunt, 1994). The importance of trust in explaining satisfaction is also supported by authors like Lim and Razzaque (1997), Garbarino and Johnson (1999), Chaudhuri and Holbrook (2001), Singh and Sirdeshmukh (2000), and Sirdeshmukh, Singh, and Sabol (2002). However, in a market with suitable alternatives, lack of trust might lead to negative loyalty. Corbitt, Thanasankit, and Yi (2003) have pointed

out that a strong positive effect of trust on customer satisfaction in case of service industry.

Rahaman et al. (2011) explored service quality of the private commercial banks in Bangladesh. The findings from their study revealed that one of the primary causes of service quality design failure is the lack of understanding of the evolving need and preferences of targeted customers. Ilhaamie (2010) examined the level of service quality, expectation and perception of the external customers towards the Malaysian public services, using the SERVQUAL instrument. The study found that tangible is the most important dimension. It also has the lowest scores of perception. On the other hand, service quality gap is neither the lowest nor the highest. Finally, these external customers have the highest expectation on the reliability of the Malaysian public service.

Ojo (2010) investigated the relationship between service quality and customer satisfaction in the telecommunication industry with a focus on Mobile Telecommunication Network (MTN) Nigeria. A total of 230 respondents participated in the study. Regression analysis and Pearson product moment correlation coefficient were employed in analyzing the data. The study revealed a positive relationship between service quality and customer satisfaction. The researcher, therefore, recommended that organizations should focus more attention on service quality, because of its effects on customer satisfaction. To ensure that customer satisfaction level is high, organizations must, first of all, know the expectations of the customers and how they can meet such expectations. Customer satisfaction helps in customer loyalty and retention. It

has been discovered that the cost of attracting new customer far exceeds the cost involved in retaining existing ones.

Kheng et al. (2010) employed the SERVQUAL model developed by Parasuraman et al. (1988) with five dimensions to evaluate the impact of service quality on customer loyalty among bank customers in Penang, Malaysia. Customer satisfaction was used as an intermediate variable. The findings show that improvement in service quality can enhance customer loyalty. The service quality dimensions that play a significant role in the equation are reliability, empathy, and assurance. The findings indicate that the overall respondents evaluate the bank positively, but still there are rooms for improvements.

Sammons (1982) conducted an exploratory study of customer satisfaction of fine dining restaurants in Singapore. The study sought to find out the service dimensions of service quality, which lead to higher levels of customer satisfaction. The findings from the study indicated that the service dimensions of assurance, empathy and tangibles are the most important to customers' evaluation of service quality, and thus, may have a positive influence customer satisfaction.

Chapter Summary

This chapter looked at the relevant literature on service satisfaction of customers. It reviewed theoretical framework on service satisfaction as well as concepts such as service, customer, service quality, service satisfaction. Moreover, other relevant sub-topics included dimension of service quality, service quality model, impact of service quality on customer satisfaction, conceptual framework as well as empirical evidence on service satisfaction.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter deals with the methodology used in the study. It considers the specification of the research design, population, sampling size and sampling techniques, data source and method of data collection, model, definition and measurement of variables, and data analysis. The quantitative approach will be adopted.

Research Design

In this study, the research design used is the descriptive survey design with the aid of quantitative approach. A descriptive survey research design is one in which the sample subject and variables that are being studied are simply being observed as they are without any attempt to control or manipulate them (Ojo 2003). The descriptive survey research design is aimed at describing the current status on customer satisfaction in the banking industry.

Study Area

Global Access Savings and Loans Company Ltd. (GASL), has been in operational existence for 18 years as a financial institution and has been operating for 8 years as a Savings and Loans Company. It was established as a joint venture between Agricultural Development Bank (ADB) and PVI Group Inc., GASL was incorporated under the laws of Ghana in 1998 and commenced business in February 2000 as a Partner Agent of ADB in the Western Union Money Transfer business. The company has since grown and added other money transfer services to its remittance product line. As a remittance service

company at its inception, GASL helped to shape the remittance service industry in Ghana for over 10 years before becoming a fully-fledged deposit-taking financial institution (Savings and Loans Company) in 2010.

Having played the critical pioneering role in the remittance services business and operated profitably for over 10 years, its Board and the Executive Management decided to convert the company into a savings and loans company following changing needs of the customers especially for “a one shop banking platform” that is capable of providing full suite of banking products and solutions. After meeting the key licensing requirements, GASL was issued with a savings and loans license in 2009 under the new Banking Act, 2004 (Act 673) and started to operate as a fully-fledged savings and loans company on December 6, 2010.

GASL is a financial inclusion-oriented financial institution with a focus on providing transparent banking services to very small and medium-sized enterprises in Ghana. At the same time it offers simple savings products with an emphasis on financial literacy to ordinary households. It has a proven track record in the Ghanaian market to be one of the reliable savings and loans companies for the SMEs and many ordinary households who rely on remittances from relatives abroad to meet their social and economic needs. GASL currently has a total of 18 branches and 2 ATMs in 3 regions of Ghana. It employs approximately 300 employees. Its Head Office is located in Citizen Kofi’s Building at Osu, Accra, Ghana. In Accra, you can locate Global Access branches in Osu, West Hills Mall, Abeka Lapaz, Kwashieman, Akweteyman, Newtown, Accra Central, Adabraka, Spintex, Tema Community 2 and Tema

East. In Kumasi, we are in Bantama, Manhyia (Opp. Manhyia Palace), Kwadaso, Suame and Old Tafo.

GASL places great emphasis on very small and small businesses engaged in local production, including manufacturing for both the local market and export as well as services, including health provision, hospitality, education and information and communication. GASL serves its clients with other banking needs, including remittance services, deposit accounts (savings account and investment account), e-banking and loans. The range of services offered helps the SMEs customers to formalise and expand their businesses.

GASL aim to be the “one-shop bank” for small businesses. Target clients are businesses which have the potential to create stable employment and benefit the most from the specialist service that GASL can provide. Over time, GASL have developed solid, long-term relationships with our customers and their loyalty is a reflection of our unique understanding of their business needs.

Target Population

The study focused on individual customers of the Global Access Savings and Loans Limited in the Accra Metropolis. It has over 45,000 customers as at September 2017 (Global access, 2018).

Sampling Procedure

Convenience sampling was used to select 246 customers of Global Access Savings and Loans Limited. To get the sample size for the customers, the Fisher, Laing, Stoeckel and Townsend (1998) formula was adopted. This

formula was deemed relevant because it offers statistical estimation of the sample size, and hence makes the estimated sample size more reliable.

$$n = \frac{z^2 pq}{d^2}$$

Where:

n= the desired sample size (when population is greater than 10000)

z= the standard normal deviate, usually set at 1.96 which corresponds

to the 95 percent confidence level

p= the proportion in the target population estimated to have a particular characteristic set at 0.8

d= degree of accuracy desired, usually set at 0.05

q= 1.0 – p

q=1.0-0.8=0.2

Substituting these into the formula,

$$n = \frac{(1.96)^2 (0.8)(0.2)}{(0.05)^2}$$

$$n = \frac{(3.8416)(0.16)}{0.0025}$$

$$n = \frac{0.614656}{0.0025}$$

$$n = 245.86$$

$$n = 246$$

The calculated value ‘n’ shows that 246 customers were selected for the study.

Data Source and Type

This study relied on only primary source as the main data source for the study. The reason for this was to be able to provide adequate discussion for the readers that will help them understand more about the issue and the different variables that are involved. Primary data refers to the responses that the researcher gathered on the field from the respondents through administration of structured questionnaire in order to solicit for the expected data for the purpose of the study. The primary data for the study was represented by the survey results that was acquired from the respondents through the administration of questionnaire.

Data Collection Instrument

The instrument used for the collection of data for the purpose of this study was questionnaires. The questionnaires contain relevant questions for the purpose of this study. The data obtained from completed questionnaires were analysed and interpreted. A questionnaire is usually about asking people questions to find out what they think or know about something. Questionnaires were personally administered to the selected customers of the Global Access Savings and Loans Limited.

The questionnaire is structured into four sections. The first section sought to obtain demographic data about the respondents. Specific questions were asked on gender, age, level of education, level of income and number of household size. Secondly, this section focused on the expectation of customer satisfaction. With this, questions were asked on the various dimensions of customer satisfaction. On the third section, this section focused on the

perception of customer satisfaction. With this, questions were asked on the various dimensions of customer satisfaction. Lastly, on the fourth section, questions were asked on the overall service satisfaction considering the service quality.

Data Collection Procedure

Permission was sought from the supervisor to administer the research instrument. The purpose of the study was spelt out, the need for the individual participation, anonymity as well as confidentiality of respondents' responses were followed suit. After establishing the necessary contact with the manager of the GASL, permission was sought for the administration of the instrument.

The questionnaires were administered to the selected respondents at premises of GASL. The presence of the researcher was necessary as it enabled the establishment of rapport between the researcher and the respondents, which facilitated complete understanding of the questionnaire by explaining areas respondent might not understand. The questionnaires were completed and given back to the researcher on the same day. They were administered from 12:30 pm to 2:30pm for two weeks. The timing was favourable since it was the lunch time for the GASL so the researcher was able to administer the instrument to the respondents without the interference with their busy schedule.

Data Processing and Analysis

The statistical techniques employed in analysing data collected in this study were descriptive statistics, mainly frequency distribution and percentages were used to ensure easy understanding of the analyses. Tables effectively order

and summarize the quantitative data. They are used to arrange facts and figures in columns and rows. These facts and figures can be systematically examined (Ojo 2003).

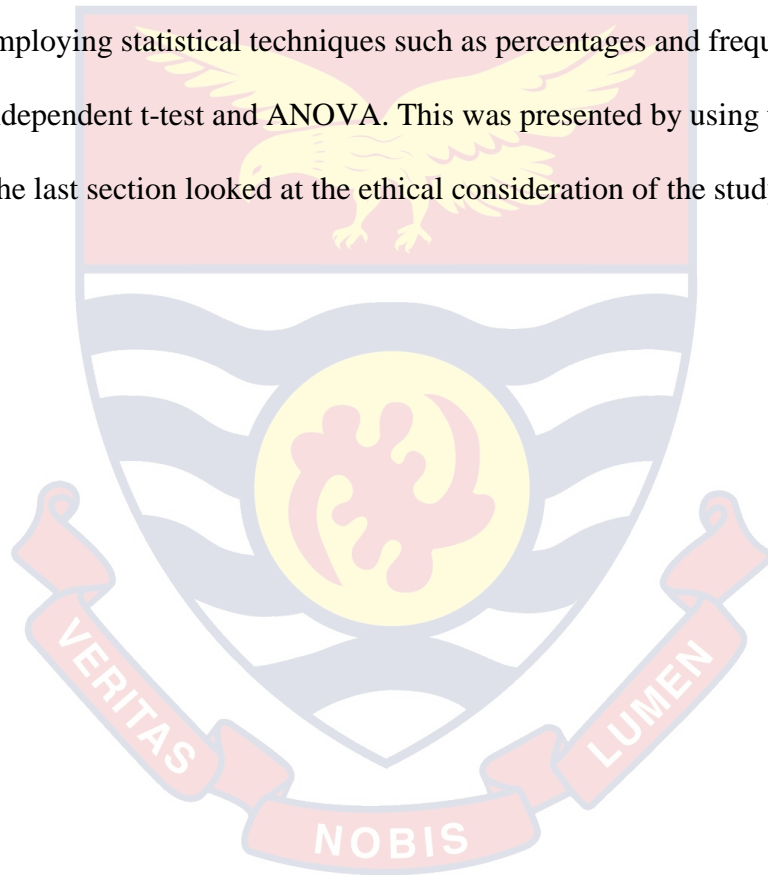
In addition, percentages was used to show the distribution of respondents according to their responses by translating frequency counts into percentage. The collected data were accumulated, categorized and analysed keeping in mind the objectives of the study. The analysis was done with the aid of statistical tools like Statistical Package for Social Science (SPSS) version 22, MS Excel 2016 version etc. and interpretations of data were based on statistical generalization.

Ethical Consideration

Permission was sought for an introductory letter from the School of business to go to the GASL. The research also assured absolute confidentiality and consent of the respondents by providing introductory information to the respondents to make an informed decision on whether they participated. The respondents were given the right to withhold information that they considered private. Moreover, researcher ensured that the respondents were not harmed physically or psychologically during and after the research. Respondents' confidentiality was assured by using the information that were gathered for the study purpose only. Furthermore, the researcher ensured that others whose works were useful in the study were acknowledged adequately.

Chapter Summary

The chapter elaborate on the research method employed in conducting the study. The study used a descriptive survey design in the quantitative approach. Convenience sampling technique was used to select 240 respondents (customers of GASL) in Accra of which questionnaires were administered to them. Furthermore, the data were analyzed with the help of statistical software known as Statistical Product for Service Solution (SPSS version 21.0) by employing statistical techniques such as percentages and frequencies as well as independent t-test and ANOVA. This was presented by using tables and charts. The last section looked at the ethical consideration of the study.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter considers the analysis of the data. The study was to examine the customer satisfaction in the Global Access Savings and Loans in Accra. Since the study was a descriptive survey, simple percentage and frequencies were used to describe the data which have been collected. It was mainly based on the questionnaires administered to the respondents. The returning rate was 240 out of 246 (97.6%) which was adequate for the analysis.

Demographic characteristics of the Respondents

This section presents information on the background characteristics of the respondents, that is, sex, age, marital status, educational status, religion, average monthly income and household size.

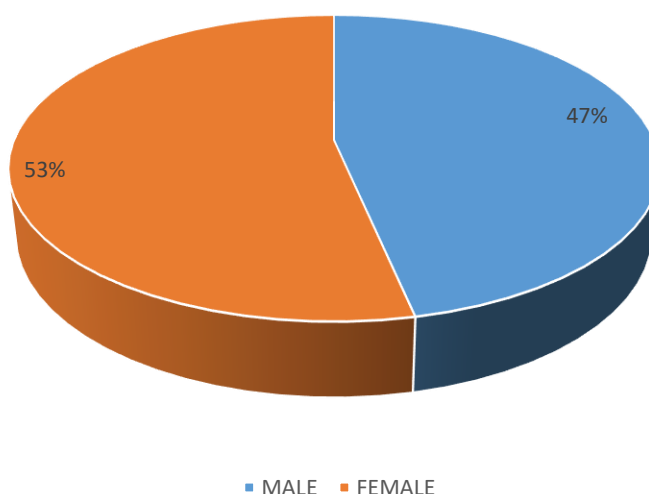


Figure 3: Sex of the respondents

Source: Field survey, Badu (2019)

According to Figure 3, 128 of the respondents were females while 112 (46.7%) was males. This means that majority of the respondents who partook in this study were females.

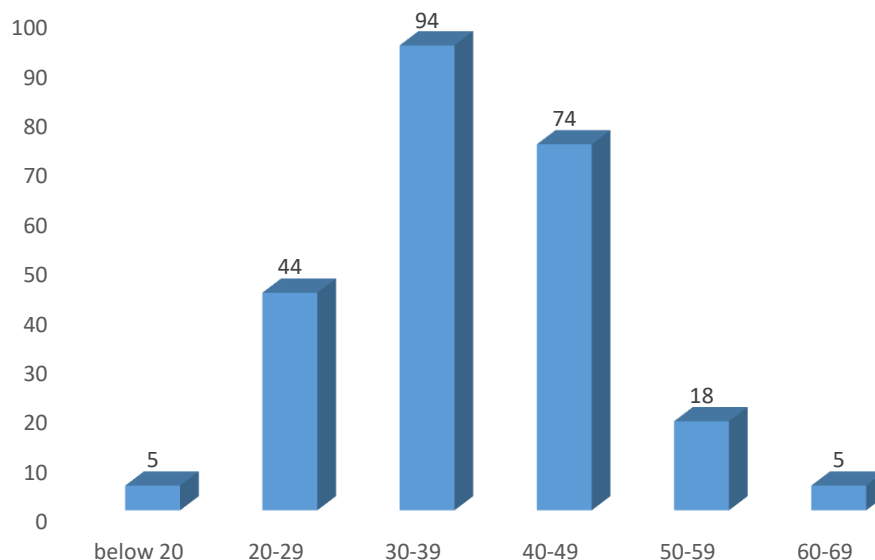


Figure 4: Age-group of the respondents

Source: Field survey, Badu (2019)

From Figure 4, out of 240 respondents, 94 respondents (39.2%) were between 30-39 years. Seventy-four respondents, which represent 30.8%, were between the ages of 40 – 49 years, while few (5, 2.1%) of the respondents each was either below 20 years or beyond 60 years. This means that majority of the respondents who partook in this study were beyond 30 years.

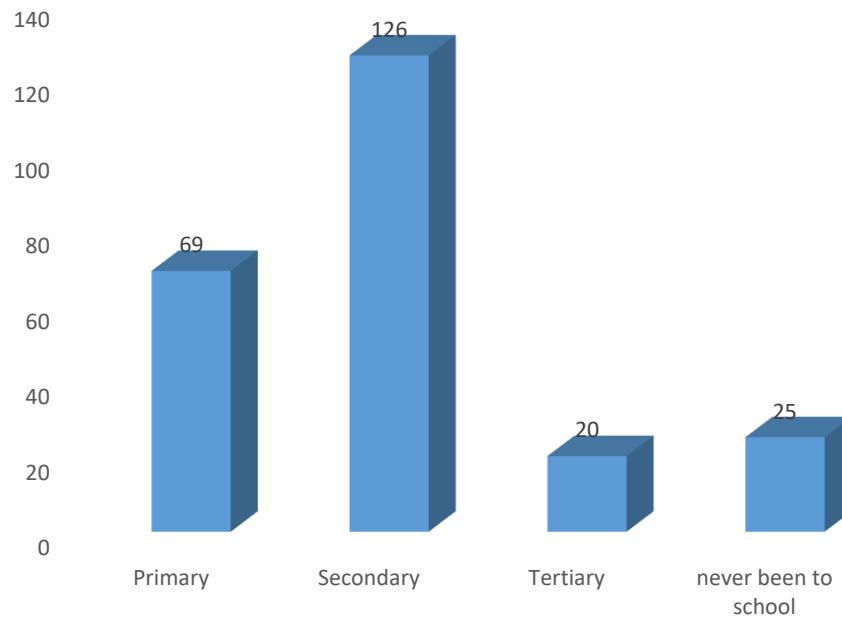


Figure 5: Educational level of the respondents

Source: Field survey, Badu (2019)

On educational background of the respondents as presented by Figure 5, senior high leavers had the highest number of respondents of 126(52.5%), followed by basic 69(28.8%), and tertiary leavers 20(8.3%). However, a significant proportion of the respondents had never been to formal school before. This means that majority of the respondents have had a formal education and therefore understood the issues concerning customer satisfaction. They were also able to read and respond to the demands of the questions asked in the study except the few respondents who had not been to school before of which interview schedule was conducted for them.

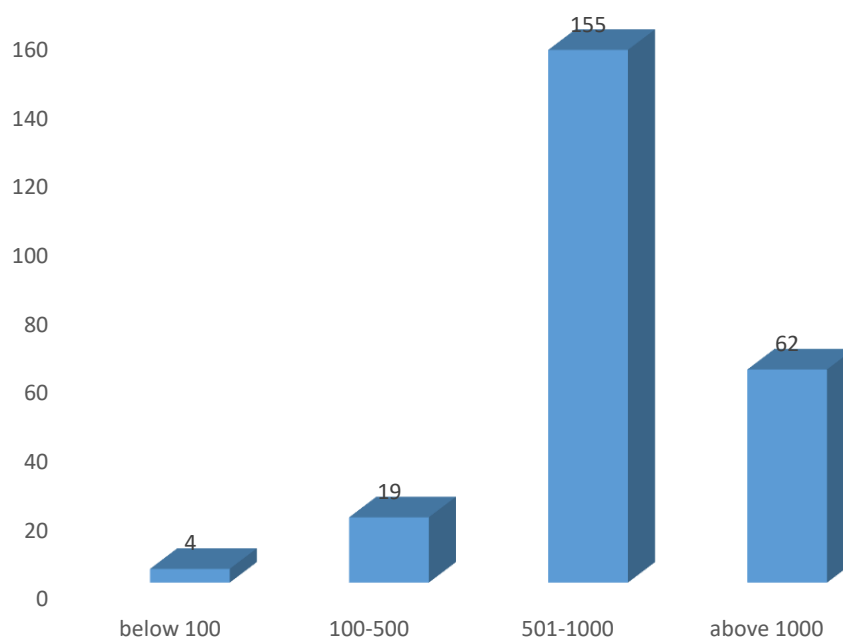


Figure 6: Average monthly income

Source: Field survey, Badu (2019)

Figure 6 depicts the average monthly income of the respondents. It shows that 155 respondents (64.6%) earned between GH¢ 501-1000. Also, 62 respondents received more than GH¢1000 a month, while few of the respondents (4, 1.7) earned below Gh 100.00. This means that majority of the respondents earned more than GH¢ 500 and, therefore, engaged in banking services.

Table 1: Household size of the respondents

	Frequency	Percentage
1-2	10	4.2
3-4	156	65
5 and above	74	30.8
Total	240	100

Source: Field survey, Badu (2019)

Table 1 shows that 10 respondents had 1 to 2 household size, 156 respondents had 3 to 4 household size and 74 respondents had not less than 5 people. This means that majority of the respondents have not less than 3 household members.

Table 2: Occupational status of the respondents

Occupation	Frequency	Percent
Businessman	29	12.1
Banker	5	2.1
Trader	135	56.3
Tailor	34	14.2
unemployed	4	1.7
Student	5	2.1
Nurse	5	2.1
Public Servant	5	2.1
Teacher	13	5.4
Pastor	5	2.1

Source: Field survey, Badu (2019)

Results in Table 2 shows that 135 (56.3%) of the respondents were traders, followed by 34 respondents who were tailors, 29 were business persons, 13 were teachers, while few of the respondents were students, public servants and pastors. This shows that though more than half of the respondents were traders, other professions and artisans were also included. It can also be deduced that the bank provided varying services to different kind of customers.

Perception of the Respondents on Service Quality

The service quality dimension that the respondents perceived about reliability, responsiveness, assurance, tangibility and empathy of GASL was assessed by imploring customers to indicate their satisfaction on a scale of 1 to 5. The results were presented differently in their respective dimension, as shown in Tables 3, 4, 5, 6 and 7.

Table 3: Perception of respondents on Tangibility

	% of agreement	Means	Std. Dev.
The employees of GASL look professional and are well dressed	230(95.9)	4.450	0.576
The interior of GASL is neat and convenient	231(96.2)	4.371	0.556
GASL have modern equipment and technology	235(97.9)	4.283	0.574
GASL looks attractive from outside	230(95.8)	4.071	0.599

Source: Field survey, Badu (2019)

Results in Table 3 shows that majority of the respondents perceived that employees of GASL look professional and were well dressed. Also, a significant proportion of the respondents perceived that the interior of GASL to be neat and convenient. However, respondents perceived least that GASL have modern equipment and technology and GASL looks attractive from outside. This means that respondents that employees and the interior of GASL look neat, while others perceived that GASL have less modern equipment and technology as well as poor attraction of outside of GASL.

Table 4: Perception of respondents on Reliability

	% of agreement	Means	Std. Dev.
GASL employees are always available for our service	235(97.9)	4.425	0.566
GASL bills are sent regularly	230(95.8)	4.408	0.593
There is always an employee at the information desk	230(95.8)	4.404	0.563

Source: Field survey, Badu (2019)

On the reliability, Table 4 shows that majority of the respondents perceived that GASL employees were always available for customer services and bills were sent to customers regularly (M=4.408). Nevertheless, respondents found out that employees were not always at information desk to respond to customer request and grievances.

Table 5: Perception of respondents on Responsiveness

	% of agreement	Means	Std. Dev.
GASL responses to my request are always encouraging		4.467	0.606
The employees of the GASL are willing to help		4.342	0.599
Telephone calls are answered promptly by the employees of the GASL		4.213	0.660
Services are provided promptly at GASL		4.188	0.710

Source: Field survey, Badu (2019)

With regard to responsiveness as a dimension of customer satisfaction, Table 5 shows that majority of the respondents perceived that GASL responses to customer request are always encouraging. Also, others perceived that employees of the GASL were always willing to help. Unfortunately, respondents perceived low for telephone calls being answered promptly by the employees of the GASL and services provided by employees of GASL were not promptly (M=4.188).

Table 6: Perception of respondents on Assurance

	% of agreement	Means	Std. Dev.
GASL employees have clear and precise answers for our inquiries		4.433	0.603
GASL employees always possess the necessary information on the requested services		4.429	0.668
GASL continuously provides me with progress information when I apply for a service that needs time to be completed		4.342	0.607
GASL employees provide services with high competence		4.325	0.602
Letters sent by the GASL are clear and easy to understand		4.288	0.624
GASL employees are polite and courteous with customers		4.183	0.578

Table 6 shows that GASL employes have clear and precise answers for customers’ inquiries, GASL employees always posse the necessary information on the requested services (M=4.429). On the other hand, respondents perceived that letters sent by the GASL were not clear and understandable as well as employees not being polite and courteous with customers.

Table 7: Perception of respondents on Empathy

	% of agreement	Means	Std. Dev.
Sales point terminals are easily accessible		4.454	0.569
The opening hours of GASL are sufficient and convenient		4.421	0.588
The branch of the GASL that I deal with is easily accessible		4.317	0.668
GASL employees pay attention to the individual problems of customers		4.313	0.508
There are no long queues in front of the GASL sales points terminals		4.300	0.608

Source: Field survey, Badu (2019)

Table 7 shows that respondents; perceived sales point terminals to be easily accessible and the opening hours of GASL were sufficient and convenient. Notwithstanding, respondents perceived that employees pay less attention to the individual problems of customers and there were long queues in front of the GASL sales points terminals (m=4.300).

Expectation of the respondents on service quality

The service quality about the respondents’ expectation on reliability, responsiveness, assurance, tangibility and empathy of GASL was assessed by imploring customers to indicate their satisfaction on a scale of 1 to 5. The results were presented differently in their respective dimensions as shown in Tables 8, 9, 10, 11 and 12.

Table 8: Expectation of respondents on Tangibility

	% of agreement	Means	Std. Dev.
The employees of GASL should look professional and dress well	236(98.3)	4.517	0.589
The interior of GASL should be neat and convenient	236(98.3)	4.425	0.588
GASL should have modern equipment and technology	231(96.2)	4.417	0.565
GASL should look attractive from outside	227(94.6)	4.121	0.547

Source: Field survey, Badu (2019)

On respondents’ expectation, respondents expected employees of GASL to look professional and dress well and interior of GASL to be neat and convenient. Comparing this to the perception of the respondents, this purpose was achieved. However, a significant proportion of the respondents expect modern equipment and technology.

Table 9: Expectation of respondents on Reliability

	% of agreement	Means	Std. Dev.
There should be always an employee at the information desk	226(94.2)	4.425	0.602
GASL employees should be always available for our service	226(94.1)	4.254	0.612
GASL bills/banking charges should be sent regularly	221(92.1)	4.163	0.668

Source: Field survey, Badu (2019)

According to Table 9, majority of the respondents expected the employees to be at the information desk always; however, this was not achieved as compared to the perception of the respondents in Table 9. GASL bills/banking charges were least expected to be sent to customers regularly.

Service Quality Responsiveness

The service quality about the respondents' expected responsiveness of service of GASL was assessed by imploring customers to indicate their satisfaction on a scale of 1 to 5. Responsiveness is defined as the willingness of service providers to help and provide prompt services to customers. Data on responsiveness dimension of service quality is presented in Table 10.

Table 10: Expectation of respondents on Responsiveness

	% of agreement	Means	Std. Dev.
Telephone calls should be answered promptly by the employees of GASL	231(96.2)	4.496	0.571
Services should be provided promptly at GASL	235(97.9)	4.454	0.539
The employees of the GASL should be willing to help	226(94.2)	4.338	0.585
The GASL should response to my requests are always encouraging	231(96.3)	4.313	0.598

Source: Field survey, Badu (2019)

Table shows the expectation of responsiveness of service quality, as reported by the respondents. As shown in Table 10, in general, majority of the customers highly expected that telephone calls should be answered promptly by the employees of GASL with a mean score of 4.496, while few of the customers expected that the GASL should response to customers' requests in more encouraging manner (M=4.313).

This type of service quality dimension captures the notion of flexibility and ability to customize the services to consumer requirements, and emphasizes attentiveness and promptness in dealing with the consumer (Zeithaml & Bitner, 2003).

Service Quality Assurance

The service quality about the expected assurance of GASL was assessed by imploring customers to indicate their satisfaction on a scale of 1 to 5. Assurance is termed as the knowledge and courtesy of employees and their ability to inspire trust and confidence. Data on assurance dimension of service quality is presented in Table 11.

Table 11: Expectation of respondents on Assurance

	% of agreement	Means	Std. Dev.
Letters sent by GASL should be clear and easy to understand	231(96.3)	4.525	0.571
GASL employees should be clear and precise answers for our inquiries	231(96.3)	4.408	0.634
GASL employees should always possess the necessary information on the requested services	231(96.3)	4.388	0.617
GASL employees should be polite and courteous with customers	236(98.4)	4.333	0.568
GASL should continuously provide me with progress information when I apply for a service that needs time to be completed	236(96.9)	4.267	0.479
GASL employees should provide services with high competence	231(96.3)	4.238	0.569

Source: Field survey, Badu (2019)

Table 11 shows the expectation of assurance of service quality, as indicated by the respondents. As shown in the Table 11, in general, majority of the respondents highly expected that letters sent by GASL should be cleared and easy to understand (M=4.525), GASL employees should be clear and precise answers for our inquiries (M=4.408), GASL employees should always possess the necessary information on the requested services (4.388), while few of the respondents expected that GASL employees should provide services with high competence with a mean score of 4.238. This is a particularly important dimension for services with high risk perceptions. Relationship management forms a core part of the assurance dimension (Peck et al., 1999).

Service Quality Empathy

The service quality about the empathy of service of GASL was assessed by imploring customers to indicate their satisfaction on a scale of 1 to 5. This type of dimension is described as the caring and individualized attention given to customers. Data on empathy dimension of service quality is presented in Table 12.

Table 12: Expectation of respondents on Empathy

	% of agreement	Means	Std. Dev.
Sales pont terminals should be easily accessible	236(98.3)	4.417	0.587
There should be no long queue in front of the GASL sales points terminals	226(94.2)	4.375	0.648
GASL employees should pay attention to the individual problems of customers	236(98.3)	4.354	0.513
The opening hours of GASL should be sufficient and convenient	226(94.2)	4.313	0.753
The branch of the GASL that I deal with should be easily accessible	230(95.8)	4.183	0.484

Source: Field survey, Badu (2019)

Table 12 shows the expected of empathy of service quality, as indicated by the respondents. As shown in the Table 12, in general, majority of the respondents highly expected that sales pont terminals should be easily accessible (M=4.417), there should be no long queue in front of the GASL sales points terminals (M=4.375); however, least of the respondents expected that the branch of the GASL that I deal with should be easily accessible (M=4.183).

The essence of empathy is conveying to consumers that they are unique and special, through personalized or customized service offerings (Zeithaml & Bitner, 2003). Business-to-business services are usually prone to the empathy dimension.

Table 13: Dimensions of respondents' perception on customer satisfaction

	Means	Std. Dev.	Rank
Reliability	4.413	0.412	1 st
Empathy	4.361	0.321	2 nd
Assurance	4.333	0.357	3 rd
Responsiveness	4.302	0.419	4 th
Tangibility	4.294	0.301	5 th

Source: Field survey, Badu (2019)

Table 13 depicts the overall summary of customer satisfaction dimensions of respondents' perception on the dimension of customer satisfaction. It shows that, among the dimensions, majority of the respondents highly perceived reliability as the best in terms of customer satisfaction, followed by empathy, assurance, responsiveness and tangibility being the least. This means that majority of the respondents' perceived consistency in the customer service delivery by the employees. Thus, employees provide reliable services to customers which breeds dependability. Reliability simply means that the said organization delivers on its promises, particularly promises about the service outcomes and core service attributes (Heskett, 2002).

Also, empathy was rated second or next highest among the dimension of customer satisfaction. This means that employees provide quality care for customers. It is a way that ensures employees feel valued and their needs are cared by the organization, so they would like to stay along with this firm (Wilson et al., 2008).

However, the least service quality dimension perceived was tangibility. Tangibles comprise of the physical facilities, equipment, and appearance of

personnel. This type of dimension is particularly imperative in service quality perceptions of new customers (Zeithaml & Bitner, 2003). This tangible dimension is known to be mostly used in combination with other service quality dimensions to enhance quality perceptions. This means that most of the respondents perceived the physical facilities, equipment and appearance of the employees as not appealing and appalling.

Table 14: Dimensions of respondents' expectation on service quality

	Means	Std. Dev.	Rank
Responsiveness	4.400	0.342	1 st
Tangibility	4.369	0.356	2 nd
Assurance	4.359	0.345	3 rd
Empathy	4.328	0.326	4 th
Reliability	4.281	0.460	5 th

Source: Field survey, Badu (2019)

On the expectation of the respondents on the various dimensions of service quality, Table 14 shows that majority of the respondents rated responsiveness (M=4.400) as the highest dimension, followed by tangibility (M=4.369), assurance (M=4.359), while few opted for reliability (M=4.281).

Responsiveness concerns the willingness or readiness of employees to provide service (Parasuraman et al., 1985). This dimension is concerned with dealing with the customer's requests, questions and complaints promptly and attentively. A firm is known to be responsive when it communicates to its customers how long it would take to get answers or have their problems dealt

with. This means that majority of the respondents were expecting the bank to reply to customer's requests, questions and complaints promptly.

Table 15: The Gap analysis

	Perception	Expectation	Gap	Rank
Tangibility	4.294	4.369	-0.075	4 th
Reliability	4.413	4.281	0.132	1 st
Responsiveness	4.302	4.400	-0.098	5 th
Assurance	4.333	4.359	-0.026	3 rd
Empathy	4.361	4.328	0.033	2 nd

Source: Field survey, Badu (2019)

Table 15 shows the overall gap analysis of perception and expectation of the respondents. The results were presented differently based on a particular dimension as follows;

Tangibility: the overall gap score (-0.075) indicates that mean difference between expectation is greater than mean perception.

Reliability: the overall gap score (0.132) indicates that mean difference between perception is greater than mean expectation.

Responsiveness: the overall gap score (-0.098) indicates that mean difference between expectation is greater than mean perception.

Assurance: the overall gap score (-0.026) indicates that mean difference between expectation is greater than mean perception.

Empathy: the overall gap score (0.033) indicates that mean difference between perception is greater than mean expectation.

From the foregoing, as in Nutsogbodo (2013), dimension with negative gap mean scores revealed that respondents were not satisfied. This invariable means that customers were not satisfied with three dimensions of service quality of GASL, thus, tangibility, responsiveness and assurance. However, customers were much satisfied with reliability and empathy of the employees of GASL. Also, it can be deduced that customers were not satisfied with majority of the customer services of the GASL.

Table 16: Overall Service Quality (Customer satisfaction)

Satisfaction	Frequency	Percentage
Low	55	22.9
Moderate	128	53.3
High	67	27.9
Total	240	100

Source: Field survey, Badu (2019)

According to Table 16, 128 of the respondents rated the overall service quality as moderate and 67 of the respondents rated it as high. However, only 55 (22.9%) of the respondents rated it as low. This means that majority of the respondents perceived the service quality (customer satisfaction) of GASL as moderate.

Table 17: Relationship between Quality service (customer satisfaction) and demographic characteristics of the respondents

Demographic	N	Means	Statistic	Significance
Sex				
Male	112	0.0056	1.084	0.279
Female	128	-0.0184		
Age				
Below 20	5	-.2900	8.285	0.000
20 – 29	44	0.0686		
30 – 39	94	-0.084		
40 – 49	74	-.0397		
50 - 59	18	0.0800		
60 - 69	5	-.2000		
Educational level				
Primary	69	-.0040	1.316	0.270
Secondary	126	0.0021		
Tertiary	20	-.0792		
Never been to school	25	-.0053		
Household size				
1	5	-.0033	3.589	0.004
2	5	-.1167		
3	23	0.0759		
4	133	0.0058		
5	44	-.0148		
Above 5	30	-.0994		
Net monthly income				
Below GH 100	4	0.010	6.183	0.000
Gh 100 – 500	19	0.1421		
Gh 501 – 1000	155	-.0299		
Above Gh 1000	62	0.0027		

Occupation status				
Businessman	29	-.0411	4.824	0.000
Banker	5	-.1567		
Trader	135	0.0011		
Tailor	34	0.0581		
Unemployed	4	0.1833		
Student	5	-.2900		
Nurse	5	0.0900		
Public servant	5	-.0033		
Teacher	13	-.1351		
Pastor	5	0.0333		

Source: Field survey, Badu (2019)

Table 17 shows that there was difference between the means of sex of the respondents and service quality (customer satisfaction). However, there was no statistical significant difference between sex ($t= 1.084$, $p=0.279$) and customer satisfaction. On age of the respondents, it was found out that there was no statistically significant difference ($F=8.285$, $p=0.000$) between the group age of the respondents and customer satisfaction. With regards to educational background, it was found out that there was statistically significant difference ($F=1.316$, $p=0.270$) between the educational levels of the respondents and customer satisfaction.

On the household size of the respondents, it was found out that there was statistically significant difference ($F=3.589$, $p=0.004$) between the household size of the respondents and customer satisfaction. The Tukey post hoc test further revealed that respondents with 3 and 4 household size received a higher quality of service as compared to respondents with more than 5 household size.

Moreover, Table 17 shows that there was statistically significant difference ($F=6.183$, $p=0.000$) between the average monthly income of the

respondents and customer satisfaction. The Tukey post hoc test further revealed that respondents who earned below GH¢ 100.00 perceived a higher quality of service as compared to respondents who earned between GH¢ 501 – 1000 and more than GH¢1000.00.

Lastly, Table shows that there was statistically significant difference ($F=4.824$, $p=0.000$) between the occupational status of the respondents and customer satisfaction. The Tukey post hoc test further revealed that respondents who were into artisan, tailors and nurses perceived a higher quality of service as compared to other occupational status such as businessmen, banker, teachers and unemployed.

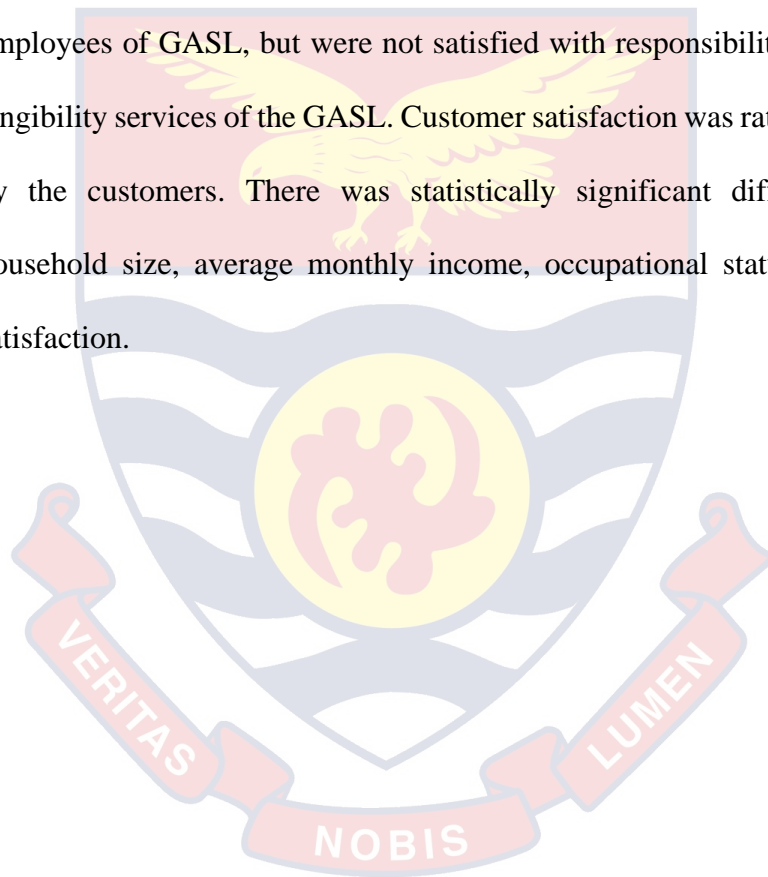
Chapter Summary

In this chapter, the data analysed show that with respondents perception on tangibility, the respondents perceived that employees of GASL look professional and were well dressed. On responsiveness, the respondents perceived that GASL responses to customer request are always encouraging. Also, others perceived that employees of the GASL were always willing to help. On empathy, respondents perceived sales point terminals to be easy and the opening hours of GASL were sufficient and convenient.

On respondents' expectation, the respondents expected employees of GASL to look professional and dress well and interior of GASL to be neat and convenient. On reliability, the respondents expected the employees to be at the information desk always. On empathy, the respondents highly expected that sales pont terminals should be easily accessible and there should be no long queue in front of the GASL sales points terminals.

On the expectation of the respondents on the various dimensions of service quality, the respondents rated responsiveness as the highest dimension, followed by tangibility, assurance with the least being reliability. On the other hand, thus, respondents' perception, the respondents highly perceived reliability as the best in terms of customer satisfaction, followed by empathy, assurance, responsiveness and tangibility being the least.

Customers were much satisfied with reliability and empathy of the employees of GASL, but were not satisfied with responsibility, assurance and tangibility services of the GASL. Customer satisfaction was rated as moderately by the customers. There was statistically significant difference between household size, average monthly income, occupational status and customer satisfaction.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

In this chapter, the significant findings and the valuable information obtained or achieved by this study have been carefully summarised. The chapter by far is made up of the summary of the research, and the conclusion drawn from this research study. Also, important recommendations for further studies were given from the analysis of the available data in this study.

The study was to investigate service satisfaction of customers of Global Access Savings and Loans Limited . Specifically, is sought to;

1. Examine the perception of the respondents on service quality (customer satisfaction)
2. Examine the expectation of the respondents on service quality (customer satisfaction)
3. Analyse the dimension of service quality
4. Explore the gap between respondents' perception and expectation of service quality
5. Examine respondents overall quality of service (Level of customer satisfaction)
6. Examine the difference between service quality (customer satisfaction) and respondents' demographic characteristics

The study used a descriptive survey design in the quantitative approach. Simple random sampling technique was used to select 240 respondents (customers of GASL) in Accra of which questionnaires were administered to them. Furthermore, the data were analyzed with the help of statistical software

known as Statistical Product for Service Solution (SPSS version 21.0) by employing statistical techniques such as percentages and frequencies as well as independent t-test and ANOVA. This was presented by using tables and charts.

Summary of the Results

Perception of the respondents on service quality (customer satisfaction)

Most of the respondents perceived that employees of GASL look professional and were well dressed. Also, a significant proportion of the respondents perceived that the interior of GASL to be neat and convenient. However, respondents perceived least that GASL have modern equipment and technology and GASL looks attractive from outside.

Majority of the respondents perceived that GASL employees were always available for customer services and bills were sent to customers regularly (M=4.408). Nevertheless, respondents found out that employees were not always at information desk to respond to customer request and grievances.

The respondents perceived that GASL responses to customer request are always encouraging. Also, others perceived that employees of the GASL were always willing to help. Unfortunately, respondents perceived low for telephone calls being answered promptly by the employees of the GASL and services provided by employees of GASL were not promptly (M=4.188).

GASL employees have clear and precise answers for customers' inquiries, GASL employees always posse the necessary information on the requested services (M=4.429). On the other hand, respondents perceived that letters sent by the GASL were not clear and understandable as well as employees not being polite and courteous with customers.

Respondents perceived sales point terminals to be easy and the opening hours of GASL were sufficient and convenient. Notwithstanding, respondents perceived that employees pay less attention to the individual problems of customers and there were long queues in front of the GASL sales points terminals (m=4.300).

Expectation of the respondents on service quality (customer satisfaction)

On respondents' expectation, most of the respondents expected employees of GASL to look professional and dress well and interior of GASL to be neat and convenient. Comparing this to the perception of the respondents, this purpose was achieved. However, a significant proportion of the respondents expect modern equipment and technology.

Majority of the respondents expected the employees to be at the information desk always, however, this was not achieved as compared to the perception of the respondents. GASL bills/banking charges were least expected to be sent to customers regularly.

Most of the customers highly expected that telephone calls should be answered promptly by the employees of GASL with a mean score of 4.496, while few of the customers expected that the GASL should response to customers' requests in more encouraging manner (M=4.313).

A larger proportion of the respondents highly expected that letters sent by GASL should be cleared and easy to understand (M=4.525), GASL employees should be clear and precise answers for our inquiries (M=4.408), GASL employees should always possess the necessary information on the requested services (4.388) while few of the respondents expected that GASL

employees should provide services with high competence with a mean score of 4.238.

A greater proportion of the respondents highly expected that sales point terminals should be easily accessible (M=4.417), there should be no long queue in front of the GASL sales points terminals (M=4.375), however, least of the respondents expected that the branch of the GASL that I deal with should be easily accessible (M=4.183).

Dimension of service quality

On the expectation of the respondents on the various dimensions of service quality, majority of the respondents rated responsiveness (M=4.400) as the highest dimension, followed by tangibility (M=4.369), assurance (M=4.359) while few opted for reliability (M=4.281).

On the respondents' perception on the dimension of customer satisfaction. Majority of the respondents highly perceived reliability as the best in terms of customer satisfaction, followed by empathy, assurance, responsiveness and tangibility being the least. This means that majority of the respondents' perceived consistency in the customer service delivery by the employees.

Gap analysis

The gap analysis was based on the dimension of service quality (customer satisfaction). It was found out that;

Tangibility: the overall gap score (-0.075) indicates that mean difference between expectation is greater than mean perception.

Reliability: the overall gap score (0.132) indicates that mean difference between perception is greater than mean expectation.

Responsiveness: the overall gap score (-0.098) indicates that mean difference between expectation is greater than mean perception.

Assurance: the overall gap score (-0.026) indicates that mean difference between expectation is greater than mean perception.

Empathy: the overall gap score (0.033) indicates that mean difference between perception is greater than mean expectation.

However, customers were much satisfied with reliability and empathy of the employees of GASL. Also, it can be deduced that customers were not satisfied with majority of the customer services of the GASL.

Overall quality of service (Level of customer satisfaction)

Out of the 240 respondents, 138 of the respondents rated the overall service quality as moderate and 67 of the respondents rated it as high. However, only 55 (22.9%) of the respondents rated it as low. Thus, majority of the respondents perceived the service quality (customer satisfaction) of GASL as moderate.

Differences between service quality (customer satisfaction) and respondents' demographic characteristics

It was found out that there was no difference between the means of sex of the respondents and service quality (customer satisfaction) ($t=1.084$, $p=0.279$). Also, there was no statistically significant difference ($F=8.285$, $p<0.001$) between the group age of the respondents and customer satisfaction.

Moreover, there was statistically significant difference ($F=1.316$, $p=0.270$) between the educational levels of the respondents and customer satisfaction. In addition, there was statistically significant difference ($F=3.589$, $p=0.004$) between the household size of the respondents and customer satisfaction. The respondents with 3 and 4 household size received a higher quality of service as compared to respondents with more than 5 household size.

Furthermore, there was statistically significant difference ($F=6.183$, $p<0.001$) between the average monthly income of the respondents and customer satisfaction. The respondents who earned below Gh¢100.00 perceived a higher quality of service as compared to respondents who earned between Gh¢501 – 1000 and more than Gh¢1000.00.

Lastly, there was statistically significant difference ($F= 4.824$, $p<0.001$) between the occupational status of the respondents and customer satisfaction. The respondents who were into artisan, tailors and nurses perceived a higher quality of service as compared to other occupational status such as businessmen, banker, teachers and unemployed.

Conclusions

The descriptive study was well conducted through appropriate methodology, and the following inferences were made over the findings based on the objectives of the study. On tangibility, the respondents perceived that employees of GASL look professional and were well dressed. Also, a significant proportion of the respondents perceived that the interior of GASL to be neat and convenient. With reliability, majority of the respondents perceived that GASL employees were always available for customer services and bills

were sent to customers regularly. On responsiveness, the respondents perceived that GASL responses to customer request are always encouraging. Also, others perceived that employees of the GASL were always willing to help. GASL employees have clear and precise answers for customers' inquiries, GASL employees always posse the necessary information on the requested services. On empathy, respondents perceived sales point terminals to be easy and the opening hours of GASL were sufficient and convenient.

On respondents' expectation, the respondents expected employees of GASL to look professional and dress well and interior of GASL to be neat and convenient. Comparing this to the perception of the respondents, this purpose was achieved. However, a significant proportion of the respondents expect modern equipment and technology. On reliability, the respondents expected the employees to be at the information desk always. Also, the customers highly expected that telephone calls should be answered promptly by the employees of GASL as a responsiveness. Moreover, the respondents highly expected that letters sent by GASL should be cleared and easy to understand and GASL employees should be clear and precise answers for our inquiries GASL employees should always possess the necessary information on the requested services. On empathy, the respondents highly expected that sales pont terminals should be easily accessible and there should be no long queue in front of the GASL sales points terminals.

On the expectation of the respondents on the various dimensions of service quality, the respondents rated responsiveness as the highest dimension, followed by tangibility, assurance with the least being reliability. On the other hand, thus, respondents' perception, the respondents highly perceived reliability

as the best in terms of customer satisfaction, followed by empathy, assurance, responsiveness and tangibility being the least.

Customers were much satisfied with reliability and empathy of the employees of GASL, but were not satisfied with responsibility, assurance and tangibility services of the GASL. Customer satisfaction was rated as moderately by the customers. There was statistically significant difference between household size, average monthly income, occupational status and customer satisfaction. However, there was no significant difference between sex, age group and education of the respondents and customer satisfaction.

Recommendations

Based on the findings and outcomes drawn, the following suggestions are put forward for consideration:

Employees of GASL should improve upon their customer services render to customers especially, responsibility, assurance and tangibility services.

Employees of GASL should give necessary and equal quality services to customers with different occupational status and income status.

Suggestions for further research

A similar study should be conducted of customers' service satisfaction for the commercial banks and in the different geographic areas (Central region or Ashanti region) to identify satisfaction factors specific to the geographic territory.

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SECTION B: EXPECTATION OF CUSTOMER SATISFACTION

7. Please rank your views using the scale 1-5 on your level of satisfaction with the services provided by Global Access Savings and Loans Limited and the general environment under which it operates.

Scale: where SD= Strongly Disagree D = Disagree U= Undecided A= Agree SA= Strongly Agree

Statement	Scale				
	SD	D	U	A	SA
TANGIBILITY					
Global Access Savings and Loans Limited should look attractive from outside					
Global Access Savings and Loans Limited should have modern equipment and technology					
The employees of Global Access Savings and Loans Limited should look professional and are well dressed					
The interior of Global Access Savings and Loans Limited should be neat and convenient					
RELIABILITY					
Global Access Savings and Loans Limited bills/banking charges should be sent regularly					
Global Access Savings and Loans Limited employees should be always available for our service					
There should be always an employee at the information desk					
RESPONSIVENESS					
The employees of the Global Access Savings and Loans Limited should be willing to help					
Telephone calls should be answered promptly by the employees of the Global Access Savings and Loans Limited					
The Global Access Savings and Loans Limited should response to my requests are always encouraging					
Services should be provided promptly at Global Access Savings and Loans Limited					
ASSURANCE					
Global Access Savings and Loans Limited employees should be polite and courteous with customers					
Letters sent by Global Access Savings and Loans Limited should be cleared and easy to understand					
Global Access Savings and Loans Limited employees should always possess the					

necessary information on the requested services					
Global Access Savings and Loans Limited employees should be clear and precise answers for our inquiries					
Global Access Savings and Loans Limited employees should provide services with high competence					
Global Access Savings and Loans Limited should continuously provide me with progress information when I apply for a service that needs time to be completed					
EMPATHY	SD	D	U	A	SA
There should be no long queues in front of the Global Access Savings and Loans Limited sales points terminals					
Sales point terminals should be easily accessible					
The opening hours of Global Access Savings and Loans Limited should be sufficient and convenient					
Global Access Savings and Loans Limited employees should pay attention to the individual problems of customers					
The branch of the Global Access Savings and Loans Limited that I deal with should be easily accessible					

SECTION C: PERCEPTION OF CUSTOMER SATISFACTION

8. Please rank your views by ticking (✓) with the scale 1-5 according to your level of satisfaction with the services provided by Global Access Savings and Loans Limited and the general environment under which it operates.

Scale: where SD= Strongly Disagree D = Disagree U= Undecided A= Agree SA= Strongly Agree

STATEMENT	SCALE				
TANGIBILITY	SD	D	U	A	SA
Global Access Savings and Loans Limited looks attractive from outside					
Global Access Savings and Loans Limited as modern equipment and technology					
The employees of Global Access Savings and Loans Limited look professional and are well dressed					
The interior of Global Access Savings and Loans Limited is neat and convenient					

RELIABILITY	SD	D	U	A	SA
Global Access Savings and Loans Limited bills are sent regularly					
Global Access Savings and Loans Limited employees are always available for our service					
There is always an employee at the information desk					
RESPONSIVENESS	SD	D	U	A	SA
The employees of the Global Access Savings and Loans Limited are willing to help					
Telephone calls are answered promptly by the employees of the Global Access Savings and Loans Limited					
The Global Access Savings and Loans Limited responses to my requests are always encouraging					
Services are provided promptly at Global Access Savings and Loans Limited					
ASSURANCE	SD	D	U	A	SA
Global Access Savings and Loans Limited employees are polite and courteous with customers					
Letters sent by the Global Access Savings and Loans Limited are clear and easy to understand					
Global Access Savings and Loans Limited employees always possess the necessary information on the requested services					
Global Access Savings and Loans Limited employees have clear and precise answers for our inquiries					
Global Access Savings and Loans Limited employees provide services with high competence					
The Global Access Savings and Loans Limited continuously provides me with progress information when I apply for a service that needs time to be completed					
EMPATHY	SD	D	U	A	SA
There are no long queues in front of the Global Access Savings and Loans Limited sales points terminals					
Sales point terminals are easily accessible					
The opening hours of Global Access Savings and Loans Limited are sufficient and convenient					

Global Access Savings and Loans Limited employees pay attention to the individual problems of customers					
The branch of the Global Access Savings and Loans Limited that I deal with is easily accessible					

SECTION D

9. Please rank the following dimensions of SERVQUAL from most to least important to you when transacting with the Global Access Savings and Loans Limited, Accra Metropolis.

NB// Please make reference to the items measuring each of the dimensions.

Dimension	1 st	2 nd	3 rd	4 th	5 th
Tangibility					
Reliability					
Responsiveness					
Assurance					
Empathy					

10. If there is any other bank would you leave Global Access Savings and Loans Limited to that one? a. YES [] b. NO []

11. If yes, why are you planning to leave the Global Access Savings and Loans Limited?.....

12. Are you satisfied with the services of Global Access Savings and Loans Limited? a. YES [] b. NO []

13. Give any suggestion on how the Global Access Savings and Loans Limited can improve their services

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THANK YOU.