

Assessing Customer Satisfaction With The Banking Industry In Ghana. The Case Of Some Selected Banks In Obuasi Municipality

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ABSTRACT:

The study assessed customer satisfaction in the National Investment Bank Ltd. and Ghana Commercial Banks in the Obuasi Municipality. The study looked at issues such as factors that bring about customer satisfaction or dissatisfaction. The objectives set for the study includes “determining whether customers of NIB and GCB are satisfied or not”, “to unmask the factors that brings satisfaction to the customers of NIB and GCB”, “to find out the level of customer satisfaction at NIB and GCB products” and “to determine if employees heed to complaints and accept inconveniences from customers”. The methods used for data collection include questionnaire and interviews. The researcher used purposive sampling for the departmental heads and workers of the banks; and used convenience sampling for the customers because it was not easy getting people who had accounts in both banks. The sample frame for the study included two hundred and fifty (250) customers, twelve (12) staff/workers and four (4) departmental heads from the two banks. The study revealed that customer satisfaction with the customers at the NIB is better as compared to GCB, all other things being equal. It also revealed that customer satisfaction was not the best at GCB because it had a lot of customers. This added to the longer time a customer could take in transacting business with them. Bad worker customer relations also contributed to the dissatisfaction of GCB customers.

Key words: Customer; Satisfaction; Customer satisfaction; Customer service

INTRODUCTION

Customer satisfaction simply is referred to as the concept held by business entities or organizations to get their customers pleased regarding their products or services. It has become one of the most important responsibilities of managers or people at all level of management. Management in all organizations seeks to appraise its sense of direction in other to meet customer needs and achieve a higher level of customer satisfaction to face the challenges of the future.

In the early era of marketing, manufacturers of products and service providers did not place so much emphasis on customer satisfaction because they believed their notion about the product or service was the best and that customers did not know what was best for them.

However, today, customer satisfaction is no longer a slogan. It has become a buzzword in all societies. According to Kotler and Armstrong (2001), “it is becoming a way of life in corporate America... embedded into corporate cultures as

information technology and strategic planning". In any free market economy, it is obvious that only the fittest can survive and this makes the issue of customer satisfaction very important.

Chapman and Cowdell, (1998) are of the view that modern marketing is not just about people and how they react to provisions of product and services but about how these people are treated.

Kotler (2006), also thinks that the buyer's satisfaction depends on the closeness between the customer expenditure and the service perceived performance. If performance falls short of expectation, the customer is dissatisfied and if performance matches expectation, the customer is satisfied, and if performance exceeds expectation, performance is highly satisfied.

It is important for marketers to be fully aware of the ways in which customers could express their dissatisfaction. According to Ralph and Laird (1997), customers have a choice between taking and not taking action. They can choose to take action by complaining to management or a lawyer. Nevertheless, they can choose to stop patronizing the product or service. In both cases the seller loses and destroys his reputation.

In Ghana, it is obvious that customer satisfaction is the key to the growth and profitability to retail banking. In the current situation of banking in Ghana particularly with banks becoming larger and with the proliferation of new banks, the question arises as to whether customers are satisfied or not and what elements of retail banking that makes them satisfied or dissatisfied. The knowledge of the current levels of satisfaction helps those in the industry to focus on the key areas that lead to highly satisfied customers.

STATEMENT OF THE PROBLEM

The success of a business is based on the relationships businesses or organizations have with customers. Staff, employers, and employees should seriously build relationship with their customers, distributors, partners, and even competitors if they want to have success in the marketplace (Lovelock & Wirtz, 2007).

An intimate knowledge of the customer is required in a way that no competitor can match to help any company win in the market place. Every company must focus on its activities and products on customer demands. No strategy pursued until it passes the test of consumer research.

Every aspect of a market offering, including the nature of the product itself, is driven by the needs of potential consumers. Relationships create value for individual consumers through such factors as inspiring greater confidence, offering social benefits, and providing special treatment.

Customers tend to value the extra attention given to their needs. They also appreciate the efforts to meet special request. It is again useful for organizations to know more about their customers, because the more they know them, the better they might be at serving them. The way customers are treated will determine the growth of the organization or business. Meanwhile, the ways customers are treated at times are not the best. This study is therefore to assess the extent of customer satisfaction with banking services at the National Investment Bank (NIB) and Ghana Commercial Bank (GCB).

Objectives of the Study

To determine whether customers of NIB and GCB are satisfied or not. To unmask the factors that brings satisfaction to the customers of NIB and GCB. To find out the level of customer satisfaction at NIB and GCB. To determine if employees heed to complaints and accept inconveniences from customers

Scope and Limitations of the Study

The study was limited to only National Investment Bank and Ghana Commercial Bank, due to time constraints, and data gathering problems.

REVIEW OF LITERATURE

This section seeks to reveal thoughts of other writers on the factors that bring satisfaction to customers.

Understanding the antecedents to and outcomes of customer satisfaction is a critical issue for both academics and bank marketers. Previous research has identified service quality, expectations, disconfirmation, performance, desires, affect and equity as important antecedents of customer satisfaction (Ahmad and Naser 2002).

Definitions

Kotler and Armstrong (2001) in their principles of marketing defined customer satisfaction as the extent to which a product's perceived performance matches or exceeds expectations.

Gaither (1994) also defines customer satisfaction as the determination of customer requirements and demonstrated success in meeting them.

Kotler (2006) defines customer satisfaction by giving details on the attributes of a highly satisfied customer.

Service quality and customer satisfaction are key factors in the battle to obtain competitive advantage and customer retention. Customer satisfaction is the outcome of customer perception of the value received in a transaction or relationship, where value equals perceived service quality, as compared to the value expected from transactions or relationships with competing vendors (Blanchard and Galloway, 1994; Zeithaml, Parasuraman, and Berry 1990).

In order to achieve customer satisfaction, it is important to recognize and anticipate customers' needs to be able to satisfy them. Enterprises which are able to rapidly understand and satisfy customers' needs, make greater profits than those which fail to understand and satisfy them, (Barsky and Nash, 2003). Organizations must therefore, develop and manage a healthy and good customer relationship with all the entities they have to deal with.

Peel and Taylor (2002), define Customer Relations Management as understanding the nature of the exchange between customer and supplier and managing it appropriately. The exchange contains monetary considerations between supplier and customer – but also communication. The challenge to all supplier organizations is to optimize communications between parties to ensure profitable long-term relationships. Customer satisfaction is a key focus for many organizations now as a shift away from customer acquisition toward customer-retention and churn reduction strategies dictates a need for best practice customer satisfaction processes. Customer Relationship Management is also a concept of identifying customer needs; understanding and influencing customer behavior through ongoing communications strategies and an effort to acquire, retain and satisfy the customer. Customer Relationship Management is more than simply managing customers and monitoring their behavior or attitude. It has the potential to change a customer's relationship with a company and increase revenues in the bargain.

According to Picton and Broderick (2005), customer relationship management is a view that emphasizes the importance of the relationships developed between an organization and its customers. It involves the strategic and tactical management tasks to achieve positive communications and long term customer relationships

Customer relationship management enables organizations to provide excellent real-time customer service through the effective use of individual account information, (Kotler and Keller, 2006). Organizations therefore, need to investigate customer needs and build relationships with both existing and potential customers

Factors that Cause Customer Satisfaction.

According to Kotler (2006), a highly satisfied customer will stay loyal, longer, and buys more as the company introduces new products and upgrades existing products, talks favorably about the company and its products, pays less attention to competing brands and is less sensitive to price, offers service or product ideas to the company and costs less to serve him than new customers because transactions are routine.

Customer satisfaction is a business philosophy which tends to the creation of value for customers, anticipating and managing their expectations, and demonstrating ability and responsibility to satisfy their needs, (Dominici and Guzzo, 2010).

Valdani (2009), points out: enterprises exist because they have a customer to serve.

A lot of factors affect customer satisfaction in the banking industry. The kinds of products that banks offer to its customers can cause customer satisfaction or dissatisfaction. Customers do not buy a product or service for its own sake. They buy to acquire benefits that the product offers. They buy to satisfy a need. Products therefore exist for what they intend to fulfill in terms of customer needs. It is the essential benefit that the buyer expects to receive from using the product that motivates buying behavior. For instance, a customer opening a savings account is not buying a passbook or a card, he is buying a safe deposit that earns an interest rate offered by one bank in relation to other banks is low, it will cause dissatisfaction to that customer. Such customer

may leave the bank and open an account with the other bank (Boateng, 1994).

In the service industry, packaging includes the treatment a customer receives in opening an account, as well as the cheque book cover. Customers who are offered a nice packaging on the products take delight in talking to others about these attributes (Boateng, 1994).

Another factor that causes customer satisfaction or vice versa is the employees delivering the product or service (Covey, 2004). The employees occupy the first point of contact with the customer. Employee behaviors are therefore important to customers.

The physical evidence also plays a role in customer satisfaction. The physical evidence includes the edifice or buildings and its decorations, an imposing banking hall with comfortable seats, places of convenience, etc. The edifice or building and its external and internal decorations can satisfy a customer. The customer can pride him or herself as customer of that bank. Also, easy access to the bank premise would make a customer feel happy in transacting business with a bank, for instance, if the bank premise is located on a high street.

An imposing banking hall gives customers the comfort and security to transact business with a bank. The convenience gives customers a bank an augmented service to feel at home when transacting business. The technology being used by the bank in service delivery could be the source of satisfaction to customers. When electronic devices for example computers are used they tend to speed up the processing time in transactions.

To add, the security of customers and their deposits in an area of concern to customers and for that matter when customers are assured of protection from external threats, they feel secured and happy. For instance, when a bank is situated

at a place noted for criminal activities, customers are scared and dissatisfied.

Factors that Cause Dissatisfaction

The employees occupy the first point of contact with the customer. Employee behaviors are therefore important to customers. If the employee is cold or rude the customer takes it as a measure of the state of the company. Unhappy employees will have difficulty in keeping customers happy. Watson as cited in Dei- Tumi (2005), states that “the external customer is the only boss because he can fire everybody in the company from the chairman down, simply by spending his money somewhere else”

Customers may even get frustrated with a reward programs, so that rather than creating loyalty and goodwill, they actually breed the opposite. For instance when customers feel they are excluded from reward program because of low balances or volume of business, or if the rewards are seen as having little or no value, and if redemption processes are cumbersome and time consuming.

Of course, even well-designed rewards programs by themselves will not suffice to retain a firm’s most desirable customers. If customers are dissatisfied with the quality of service, or believe that they can obtain better value from a less expensive service, they may quickly become disloyal (Lovelock & Wirtz, 2007).

Complaint System

Dei- Tumi (2005), defines a complaint “as an expression of lack of satisfaction with any product or service, whether orally or in writing, from an internal or external customer.” He further stated that complaints vary from one business to another; however, there seem to be some common factors which appear to be the most recurring sources of complaints in most businesses. The complaint system at the banks are varied and among them

are the use of suggestion boxes, complaints to workers who customers are familiar with by word of mouth at mostly gatherings.

Source of Complaints.

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

Again, customers will always complain if it takes more time than necessary for product or service to reach to them. Companies should design time scales for delivering products or services and if a particular product or service requires different timing standards, it is necessary to communicate this timings to customers. It is important to note that if a competitor is able to serve a customer faster, the customer will defiantly think of switching to the competitor.

Another source of complaint is customer reception. For most retail businesses in Ghana, customer reception is rather abysmal. Most businesses see it as a right that as long as they open their businesses, it is a must that others should come and buy. People just do not show appreciation for others calling in their offices or shops to transact business with them. It is very hard for one to hear a shop assistant or customer-facing staff to say to a customer “thank you for doing business with us”.

The immediate environment of the business is also another area for complaint by customers. A customer’s reaction either right or wrong towards a product or service is greatly influences by what

he or she sees. Sight is a dominant sense that mostly influence customers' perceptions of others experiences and therefore if the environment within which a business is conducted is perceived to be unsightly or unfriendly, there is a risk of losing a customer to a competitor. Sometimes it is important for a company to choose a particular color as a corporate color or even a dress code for employees which will all together create certain image about the company in the minds of customers. The environment and the way it looks really affect customers' perception about a business.

However, the sources of complaints are not limited to only those factors outlined above. The extent to which a complaint manifests itself even depends on a particular business (Dei- Tumi, 2005).

Handling Complaints

Many people view customer complaints as necessary but a non-productive part of their business. In truth, every complaint should be seen and treated as a gem as it is an opportunity for the organization to improve. Every complaint should be seen as an opportunity to save a potential lost customer. Most businesses allow complaints to drive their customers away which should not be the case. They should rather use these complaints to reinforce the great services the business renders (Dei- Tumi, 2005).

Harrington (1995), states that, the customer Affairs Department in the US reports that only 4 out of every 100 dissatisfied customers ever complain. The other 96 just walk away and start to look for a new source of the product or service. These 96% of customers are either too nice, or do not want to take the time and effort to complain. They are called "silent switchers." Of the 4% that give the company a second chance, 95% of them

will continue to do business with the company if their complaints are quickly addressed.

Harrington goes further to explain that if an organization does not respond quickly to customer complaints, between one-third and half of them will find a new source for the product or service. In addition, they turn out to be a competitor's best advertisement. Getting a dissatisfied customer to share his or her concerns with the organization is a big chance to retain that customer and also save that organization.

The handling of customer complaints is very crucial to every organization that wants to survive in the long run. The organization should therefore make it easy for customers to express their disappointment and/or concerns about its service and/or product and take quick action to solve the problem. When the complaints are handled faster and effectively, it saves the organization from losing its customers (Harrington, 1995).

Dei- Tumi (2005), states that, another way is to draw up a complaint form. This form should be a very simple but standard form for recording complaints. It should aim at gathering information such as receipt details. It should include details such as the data received the person who received the data and the department or division which received the data. It also takes the customer's details such as the name, address, telephone, fax or electronic mail. It should record the nature of complaints, expectation or desire of the customer and data requiring solution and finally state the action (to be) taken to deal with the complaint being reported by the aggrieved customer.

Moreover employees must ensure that the complaints are assessed correctly. The employee should see any complaint he/she receives as another chance to satisfy and retain the customer. In so doing the staff should empathize with the customer. In the same way, the staff should be

courteous and empathize with the customer, ensure that all relevant details are obtained on the standard complaint form, satisfy himself or herself that the information is factual and not admit liability or faulty at this stage. Once this is done, the staff who received the complaint should take action immediately by consulting with the next supervisor if the complaint is above him or her to decide on the next action to take.

The employees must establish ownership and responsibility. The employees should be empowered to take appropriate action if the complaint is clearly justified, falls within their justification and can be rectified immediately. If the complaints cannot be resolved right away, full details should be taken and passed on to the relevant area or level of responsibility. The customer should be informed of the officer dealing with his/her complaint and should not just be passed on from one staff to the other to frustrate him/her. There should be an assurance that the reply is forthcoming as soon as possible and certainly within a specified time.

Problem resolution is not a time for negotiation with the customer who has a genuine grievance and who should perhaps be compensated generously. The appropriate action should be taken if the level of seriousness has been ascertained and the relevant facts correctly assessed. If the complaints of the customer are not resolved at the right time, the customer should be given progressive updates at regular agreed intervals.

Again, employees must ensure the satisfaction of the customer, the staff contacted or the supervisor should sign off the complaint form. Nevertheless, if it happens that, resolution does not meet the satisfaction of the customer or the customer is asking for something which is unreasonable or clearly beyond the reach of the company to deliver, it may be appropriate to reaffirm the steps

that can be taken by the company and state that a report will be passed on to senior management. After dealing with the complaint, the staff should find whether any system, equipment or personnel-related improvement needs tackling. Internal process improvements or training equipment should also be dealt with as soon as possible after the complaint has been heard.

The organization must also put in customer satisfaction checks. After an appropriate interval, say two weeks, the organization should get in touch with the customer to confirm that the complaint has been satisfactorily resolved and to ensure that the organization still has the customer.

Employees must analyze complaints periodically. Complaint forms should be returned to a central place where the manager is made to monitor the level and nature of the complaints. The results of this analysis and the details of corrective action should be reported to senior management on a regular basis for strategic decisions to be made.

Customer Service Program

Dei- Tumi (2005), Customer service program process goes beyond just reacting effectively to customer complaints. A proactive strategy of building an ongoing relationship with the customer is advocated. This process involves the entire service team, identifying and solving customer related problems. There is the need for an effective plan translated into programs and projects to deal with customer service. The planning process should help to meet customer needs more effectively.

Quality customer service programs can be discussed under three main elements. These elements will help clarify analyses and act as the basis for activities designed to improve lifetime customer value. The organization must analyze the characteristic of the service they render to their customers. The analysis of the nature of the service provided to the customer allows the organization to appreciate how the services are seen by customer. In any customer service

interaction, the perception of the customer is the key to the company's ability to ensuring that they are next supervisor if the complaint is above him or her to decide on the next action to take.

The employees must establish ownership and responsibility. The employees should be empowered to take appropriate action if the complaint is clearly justified, falls within their jurisdiction and can be rectified immediately. If the complaint cannot be resolved right away, full details should be taken and passed on to the relevant area or level of responsibility. The customer should be informed of the officer dealing with his/her complaint and should not just be passed on from one staff to the other to frustrate him/ her. There should be an assurance that the reply is forthcoming as soon as possible and certainly within a specified time.

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Again, employees must ensure complaint form has been signed off. When the problem has been resolved to meet the satisfaction of the customer, the staff contacted or the supervisor should sign off the complaint form. on the other hand, if it happens that, resolution does not meet the satisfaction of the customer or the customer is asking for something which is unreasonable or clearly beyond the reach of the company to deliver, it may be appropriate to reaffirm the steps that can be taken by the company and state that a report will be passed on to senior management. After dealing with the complaint, the staff should find out whether any system, equipment –related improvement needs tackling, internal process improvement or training equipment should be dealt with as soon as possible after the complaint has been heard.

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Measurement Systems for Monitoring Customer Service

Once a quality customer service image has been credited, the organization must maintain it. According to **Martin (1991)**, an efficient way to maintain the service image is to develop a system to monitor the performance of customer service team. Martin has suggested that service audit, employee feedback system and customer feedback system can be used to check up on the quality of the service rendered by the service team in any measurement system.

An estimate of the effects of increased customer satisfaction on profitability (assuming hypothesized causality) suggests that attainable increases in satisfaction could dramatically improve profitability. (**Roger, Brady, Knight, Cronin and Toma, 1996**).

The degree of elaboration in the bank selection process does not have a moderating influence on the causal relationships between satisfaction/switching costs and customer loyalty. (**Asunción, Martin and Quintana, 2004**).

A service audit is a structured format for determining on a regular basis how service delivery system is functioning. It establishes a way of measuring the success of service delivery and helps the manager or service auditor when reviewing the service operation on regular basis. It involves observation, examination, and scrutiny of each service step and function (Martin, 1991).

An employee feedback system is an organized way of noting employee job performance behavior and discussing that information with the employee. It is a system whereby managers and employees can mutually check on the quality level of customer service as performed by the

employee. A customer feedback system is an organized and deliberate way of finding out what customers think about the job done. It should be planned and organized with the intention of optimizing customer information flow into the organization. The voice of the customer must be fed back to all that comes in contact with the external customer on a very personal basis. The most probable customer contact points are marketing, product engineering (technical solution to customer problems), sales delivery, administration, and after-sales service.

For each of these contact points, a series of measurements needs to be developed to evaluate the contact from the external customer's standpoint. In addition, data needs to be collected on the total customer experience with respect to overall satisfaction, and how well the organization understands the customer's business and their problems, among others.

Monitoring studies are designed to collect and analyze current trends. They are keys to the continuous improvement process. They seek to measure the ultimate success or failure of the organization's changes process. Typical data sources include customer surveys, lost-customer studies, and complaint analysis, benchmarking and field reports.

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

A focus on the customer rather than internal management requirements produces a very good means of finding out how customers are satisfied. Regular research is vital to track changing levels of customer satisfaction. Feedback from customers is important to ensure maintenance of regular contact and dialogue with customers. It helps the company to find what customers really think of the service and more importantly allows the company to take action and deal with any problem immediately. Feedback can also be used to develop a set of customer standards, which

provides guidelines on the activities that are most important to customer satisfaction (Martin, 1991).

METHODOLOGY

The study employed the descriptive type research which has the objective to portray an accurate profile of persons, events or situations (Robson, 2002; 59). Its purpose was to analyze the level of customer satisfaction in the National Investment Bank Limited and the Ghana Commercial Bank. The population comprised of departmental heads, workers and the customers from both NIB and GCB. A total of one hundred and sixty two (162) was sampled. This included one (1) departmental head from each bank, five (5) workers from each bank and twenty five customers from each bank. It also included one hundred customers from both banks.

Purposive sample technique was used in selecting the departmental heads and workers of the banks because of the specific data which was needed. Convenience sampling technique was also used for selecting the customers. Questionnaire and interview were the instruments used in gathering data for the study.

Simple statistical techniques such as descriptive statistics were used in analyzing and summarizing the data.

The data collected were analyzed and summarized using frequency counts and percentages all in tables. Data was analyzed quantitatively against the background of the research as well as objectives of the study.

RESULTS AND DISCUSSION OF FINDINGS

Introduction

This section presents and discusses the results of the study. The results were based on the data obtained from the questionnaires and interviews administered to the respondents.

Table 6: Period Taken for a Respondent to Access his/ her account

	Frequency		Percent (%)	
	<i>NIB</i>	<i>GCB</i>	<i>NIB</i>	<i>GCB</i>
Less than	80	6	64.00	4.80

1 hour				
From 1-2 hours	29	17	23.20	13.60
Above 2 hours	16	102	12.80	81.60
Total	125	125	100	100
Grand total		150		100

Source: Field survey July, 2013

From table 6, out of the three hundred and twenty five (125) respondents, eighty (8) representing 64.0% said they spend less than in accessing their accounts at NIB and six (6) representing 4.8% said they spend less than an hour in accessing their accounts at GB. Twenty nine (29) representing 23.2% said they spend between an hour and two in accessing their accounts at NIB and seventeen (17) representing 13.6% said they spend between 1-2 hours in accessing their accounts at GCB. Sixteen (16) representing 12.8% said they use more than 2 hours in accessing their accounts at NIB and one hundred and two (102) representing 81.6% said they spend more than 2 hours in accessing their accounts at GCB.

Table 7: Satisfaction of Respondents with the Banks' services

	Frequency		Percent (%)	
	NIB	GCB	NIB	GCB
Yes	99	23	79.20	18.40
No	26	102	20.80	81.60
Total	125	125	100	100
Grand total		150		100

Source: field survey July, 2013

From table 7, out of the three hundred and twenty five (125) respondents, ninety nine (99) representing 79.2% said they are satisfied with the services NIB provided them and twenty three (23) representing 18.4% said they are satisfied with the services GCB provided them. On the other hand, twenty six (26) representing 20.8% said they are not satisfied with the services NIB provided them and one hundred and two (102) representing 81.6% said they are also not satisfied with the services GCB provided them.

Table 8: Rating the relationship of Workers at the Bank with Customers

	Frequency		Percent (%)	
	NIB	GCB	NIB	GCB
Friendly and caring	92	13	73.60	10.40
Intimidating	20	99	16.00	79.20
Not all that bad	7	3	5.60	2.40
No responds	6	10	4.80	8.00
Total	125	125	100	100
Grand total		150		100

Source: Field survey July, 2013

From table 8, out of the one hundred and twenty five (125) respondents from NIB, ninety two (92) representing 73.6% said relationship of workers to customers is friendly and caring, twenty (20) representing 16.0% said relationship of workers to customers are intimidating, seven (7) representing 5.6% said workers relationship toward them was not all that bad and six (6) representing 4.8% said they had no responds. On the other hand, out of the one hundred and twenty five (125) respondents from GCB, thirteen (13) representing 10.4% said relationship of workers to customers is friendly and caring, ninety nine (99) representing 79.2% said relationship of workers to customers are intimidating, three (3) representing 2.4% said workers relationship toward them was not all that bad and ten (10) representing 8.0% said they had no responds.

Table 9: Assessing the Attitude of Staff at the Bank

	Frequency		Percent (%)	
	NIB	GCB	NIB	GCB
Excellent	15	6	12.00	4.80
Very good	73	7	58.40	5.60
Good	11	10	8.80	8.00
Poor	17	18	13.60	14.40

Very poor	9	84	7.20	67.20
Total	125	125	100	100
Grand total		150		100

Source: Field survey July, 2013

From table 9 above, out of the one hundred and twenty five (125) respondents from NIB, fifteen (15) representing 12.0% said attitude of staff is excellent, seventy three (73) representing 58.4% said attitude of staff is very good, eleven (11) representing 8.8% said attitude of staff is good, seventeen (17) representing 13.6% said the attitude of staff is poor and nine (9) representing 7.2% said attitude of staff is very poor. On the other hand, out of the one hundred and twenty five (125) respondents from GCB, six (6) representing 4.8% said the attitude of staff is excellent, seven (7) representing 5.6% said attitude of staff is very good, ten (10) representing 8.0% said attitude of staff is good, eighteen (18) representing 14.4% said the attitude of staff is poor and eighty four (84) representing 67.2% said attitude of staff is very poor.

Table 10: Type of Account/ Service Rendered to Respondents

	Frequency		Percent (%)	
	NIB	GCB	NIB	GCB
Current account	8	9	6.40	7.20
Savings account	105	110	84.00	88.00
Call deposit	2	2	1.60	1.60
Fixed deposit	5	3	4.00	2.40
Others	5	1	4.00	0.80
Total	125	125	100	100
Grand total		150		100

Source: Field survey July, 2013

From table 10, out of the one hundred and twenty five (125) respondents from NIB, eight (8) representing 7.2% have Current account with the bank, one hundred and five (105) representing 84.0% have Savings account, two (2) representing

1.6% has Call deposit, five (5) representing 4.0% have Fixed deposit and five (5) representing 4.0% are being offered other services by the bank. Also, from GCB, out of the one hundred and twenty five (125) respondents, nine (9) representing 7.2% have Current account, one hundred and ten (110) representing 88.0% have Savings account with the bank, two (2) representing 1.6% have Call deposit, three (3) representing 2.4% have Fixed deposit and one (1) representing 0.8% is being offered other service by the bank.

Table 11: Level of Satisfaction of Respondents

	Frequency		Percent (%)	
	NIB	GCB	NIB	GCB
Highly satisfied	41	5	32.80	4.00
Satisfied	58	18	46.40	14.40
Neither satisfied no				
Dissatisfied	13	7	10.40	5.60
Dissatisfied	11	36	8.80	28.80
Highly dissatisfied	2	59	1.60	47.20
Total	125	125	100	100
Grand total		150		100

Source: Field survey July, 2013

From table 11, out of the one hundred and twenty five (125) respondents from NIB, forty one (41) representing 32.8% are highly satisfied with the services of the bank, fifty eight (58) representing 46.4% said they are satisfied with the services the bank provided them, thirteen (13) representing 10.4% also said they are neither satisfied nor dissatisfied with the services of the bank, eleven (11) representing 8.8% said they are dissatisfied with the services of the bank and two (2) representing 1.6% said they are highly dissatisfied with the services the bank provided to them. Out of the one hundred and twenty five (125) respondents from GCB, five (5) representing 4.0% are highly satisfied with the services of the bank, eighteen (18) representing 14.4% said they are satisfied with the services the bank provided them, seven (7) representing 5.6% also said they are neither satisfied nor dissatisfied with the services of the bank, thirty six (36) representing 28.8%

said they are dissatisfied with the services of the bank and fifty nine (59) representing 47.2% said they are highly dissatisfied with the services the bank provided to them.

Table 12: How often Respondents have Complained about the Service(s)/ Facilities from the Bank (for customers)

	Frequency		Percent (%)	
	NIB	GCB	NIB	GCB
Not at all	81	6	64.80	4.80
Seldom	18	17	14.40	13.60
Often	20	24	16.00	19.20
Very often	6	78	4.80	62.40
Total	125	125	100	100
Grand total		150		100

Source: Field survey July, 2013

From table 12, out of the one hundred and twenty five (125) respondents, eighty one (81) representing 64.8% had not complained with the services of the bank, eighteen (18) representing 14.4% had seldom complained with the services of the bank, twenty (2) representing 16.0% had complained with the services of the bank often and six (6) representing 4.8% had also complained with the services of the bank very often. Again out of the one hundred and one hundred and twenty five (125) respondents from GCB, six (6) representing 4.8% had not complained with the services of the bank, seventeen (17) representing 13.6% had seldom complained with the services of the bank, twenty four (24) representing 19.2% had complained with the services of the bank often and seventy eight (78) representing 62.4% had also complained with the services of the bank very often.

Table 13: How often Respondents have Complained about the Service(s)/ Facilities from the Bank (for workers)

	Frequency		Percent (%)	
	NIB	GCB	NIB	GCB
Not at all	1	0	16.70	0.00
Seldom	3	2	49.90	33.30
Often	1	3	16.70	50.00
Very often	1	1	16.70	16.70
Total	6	6	100	100
Grand total		12		100

	Frequency		Percent (%)	
	NIB	GCB	NIB	GCB
Not at all	1	0	16.70	0.00
Seldom	3	2	49.90	33.30
Often	1	3	16.70	50.00
Very often	1	1	16.70	16.70
Total	6	6	100	100
Grand total		12		100

Source: Field survey July, 2013

Table 13 shows how often respondents have complained about the service(s)/ facilities from the bank. Out of the six (6) respondents/ workers of NIB, 1 representing 16.7% said customers have not complained at all, three (3) representing 49.9% said customers complaint is seldom, one (1) representing 16.7% said complaint has being often and one (1) representing 16.7% said complaint has being very often. Again, out of the six (6) respondents/ workers from GCB, two (2) representing 33.3% said customers complaint is seldom, three (3) representing 50.0% said complaint has being often and one (1) representing 16.7% said complaint has being very often.

Table 14: Workers at the Bank Accepting the Inconvenience they Cause Customers (for customers)

	Frequency		Percent (%)	
	NIB	GCB	NIB	GCB
Yes	101	21	80.80	16.80
No	24	104	19.20	83.20
Total	125	125	100	100
Grand total		150		100

Source: Field survey July, 2013

From table 14, out of the three hundred and twenty five (125) respondents, one hundred and one (101) representing 80.8% said workers at NIB accept inconveniences they cause customers and twenty one (21) representing 16.8% said workers at GCB accept the inconvenience they cause their customers. But twenty four (24) representing 19.2% said workers of NIB do not accept the inconveniences they cause their customers and one hundred and four (104) representing 83.2%

said workers at GCB also do not accept the inconveniences they cause their customers.

Table 15: Workers at the Bank Accepting the Inconvenience they Cause Customers (for workers)

	Frequency		Percent (%)	
	NIB	GCB	NIB	GCB
Yes	6	4	100.00	66.70
No	0	2	0.00	33.30
Total	6	6	100	100
Grand total	12		100	

Source: Field survey July, 2013

From table 15, all the six (6) respondents/ workers from NIB said they accepted inconvenience they caused their customers. Also, out of the six (6) respondents/ workers from GCB, four (4) representing 66.7% said they accept inconvenience they cause their customers and two (2) representing 33.3% said they do not accept the inconvenience they cause their customers.

Table 16: Respondents Complaint to Management about Attitude of Staff (for customers)

	Frequency		Percent (%)	
	NIB	GCB	NIB	GCB
Yes	13	27	10.40	21.60
No	112	98	89.60	78.40
Total	125	125	100	100
Grand total	150		100	

Source: Field survey July, 2013

From table 16, out of the one hundred and twenty five (125) respondents from NIB, thirteen (13) representing 10.4% said they have complained to management about the attitude of staff but one hundred and twelve (112) representing 89.6% said they have never done that. Again out of the one hundred and twenty five (125) respondents from GCB, twenty seven (27) representing 21.6% said they have also complained to management about

the attitude of the staff but one hundred and ninety eight (98) representing 78.4% said no.

Table 17: Respondents Complaint to Management about Attitude of Staff (for workers)

	Frequency		Percent (%)	
	NIB	GCB	NIB	GCB
Yes	1	3	16.70	50.00
No	5	3	83.30	50.00
Total	6	6	100	100
Grand total	12		100	

Source: Field survey July, 2013

From table 17, it can be seen that out of the six (6) respondent/ workers from NIB, one (1) representing 16.7% said customers have ever complained to management about attitude of staff and five (5) representing 83.3% said no. again, out of the six (6) respondents/ workers from GCB, three (3) representing 50.0% said customers have complained to management about the attitude of staff and another three (3) representing 50.0% said no.

DISCUSSION OF RESEARCH FINDINGS

Objective I: Determining whether customers of NIB and GCB are satisfied or not.

The first objective was to determine whether customers of NIB and GCB are satisfied or not satisfied. The collected data indicated the respondents' satisfaction and their dissatisfaction. The number of hours taken by respondents was taken into consideration. From NIB, it was seen that most of the respondents spent less than an hour in accessing their account but with GCB, the majority of the respondents used more than two (2) hours if they wanted to access their account. This reflected when they were asked whether they were satisfied or not. Majority of the respondents from NIB said they were satisfied while majority of the respondents from GCB said they were not satisfied. These results of the objective led us to the second objective which indicated the factors that brought satisfaction or dissatisfaction to the customers of both banks.

COMPARE WITH LITERATURE

Objective II: The Factors that Bring Satisfaction to the customers of NIB and GCB

The reasons or factors to a product or service will either make a customer satisfied or dissatisfied. The factors that cause satisfaction or dissatisfaction entail a lot. The relationship between workers and customers and also the attitude of staff in general contributes to some of the factors that cause satisfaction or dissatisfaction. In the first objective, the number of hours or the time a respondent uses to access his/her account has been discussed and it is not an exception to the factors that brings about satisfaction to customers. The work of Covey (2004), is in line with the findings of this objective. Employees' behaviors are important to customers. It can also be seen that most respondents from NIB saw the workers as friendly and caring and so they gave "very good" to their attitude. But most of GCB respondents saw the workers as intimidating and so they also gave very poor to their attitude. In relation to the objective one, it can be concluded that, the behavior of employees really contributes as a factor to customer satisfaction or dissatisfaction. The results of this objective gave an answer to the next objective. That is, if customers were satisfied or dissatisfied then what was their level of satisfaction?

Objective III: The level of customer satisfaction at NIB and GCB

This objective indicated the level of satisfaction of the respondents. From NIB, respondents have being satisfied with the services provided them, most of them spend less than an hour to access their accounts, most of them gave credit to good worker customer relationship, and most of them have not even complained about the services the bank provided them. But from GCB, respondents have being dissatisfied with the services provided them, most of them spend more than two hours in accessing their accounts, most of them gave poor and very poor when it came to the worker customer relationship, and most of them have complained often and very often about the services the bank provided them. Their level of satisfaction for most of them was therefore highly dissatisfied and dissatisfied.

Objective IV: How Employees Heed to Complains and Accept Inconveniences from Customers

The last objective was to find out if the workers accepted the inconvenience they caused their customers. From NIB, most of the respondents workers do accept the inconvenience they cause and it was confirmed by all the workers that indeed they accepted the inconvenience. Again very few respondents from GCB said workers accept the inconvenience they cause their customers but most of the workers said they accepted the inconvenience caused by their customers. There was a contradiction between the workers and customers answering the same type of question as compared to GCB. Notwithstanding this, few workers might have generated this problem. They might have not accepted some inconveniences caused by their customers which have in the long run affected the satisfaction of customers.

Few respondents of NIB have ever complained to management about the attitude of staff and this has been confirmed by the workers of the bank. Also with GCB, few respondents have ever complained to management about a staff. Drawing conclusion from GCB customers and workers, though customers are not happy about the services the bank provided them and even with the staff, they do not go any further to make complain to the appropriate channel but rather among themselves. This is not a good picture about the bank in the possible future.

Summary

The National Investment Bank Ltd. and Ghana Commercial Bank have customers they provide services to. The study was to assess the level at which customers of these banks in the Obuasi Municipality are satisfied.

The study has revealed that, the chocked customers of GCB have contributed to the long queues, resulting in long time taken in order to access an account. This shows that market saturation at GCB is the mainly contribution to its customer dissatisfaction.

Respondents from GCB use a lot of time when they want to access their account but with NIB, respondents use less time in accessing their

account. The long time has affected the satisfaction of customers at GCB while NIB customers are rather satisfied.

Factors that bring satisfaction to customers as far as this study is concerned included the attitude of staff and their relationship toward customers. NIB is doing very well with their worker customer relation which has made their customers satisfied with them but GCB on the other hand, workers do not exhibit good customer relations to customers, and this makes their work handicapped.

NIB provides good services to its customers, and the bank has a good interpersonal relationship towards customers according to the respondents view. On the other hand, customers to the GCB are highly dissatisfied with the services they provide and the interpersonal relationship between them and the bank.

From NIB, most of the respondents/ workers do accept the inconvenience they cause and it was confirmed by all the workers that indeed they accepted the inconvenience, and also few customers report to management on inconveniences. As compared to GCB, most of the customers said workers do not accept the inconvenience they cause their customers but most of the workers said they accepted the inconvenience caused by their customers, due to this attitude of the workers of GCB, few customers pass complaints to management but among themselves.

Conclusion

In all, the study concludes that the services of GCB are dissatisfied by its customers. The main reason for their dissatisfaction is the long hours they spend in other to access their accounts and attitude of staff at the bank. NIB is better off in terms of time spent in accessing an account. Their workers customers' relation is also better as compared to GCB.

Recommendations

Based on the analysis and findings of the research, the researcher wish to make the following recommendations for improving customer satisfaction in the two banks

- ✚ From the findings, it was revealed that most respondents of NIB are satisfied but

respondents from GCB are dissatisfied. It is therefore recommended that NIB puts in more efforts in order to cover up the few lapses and management of GCB should improve on its customer satisfaction standards, by adopting new and more advanced customer satisfaction procedures.

- ✚ The again revealed that, workers of NIB had a good relationship with their customers and also had a good attitude. On the other hand, workers of GCB did not have a good relationship with their customers; respondents were dissatisfied with the attitude of staff. It is therefore recommended that, staff must be given a workshop on worker customer relations from time to time in other to help improve attitude of staff toward customers. This is especially to GCB.
- ✚ It was also discovered that, most customers of NIB are satisfied and highly satisfied due to the less time they use to access their accounts but most of the respondents from GCB are dissatisfied and highly dissatisfied due to the long hours they spend in accessing their accounts. It is therefore recommended that, GCB should employ more workers or open another branch in the municipality as in Techiman so as to reduce the long queues.
- ✚ Moreover it was revealed that, workers of NIB accepted inconvenience caused by their workers but GCB did not. Again, few customers from both banks have ever complained to management but shared the complaints among themselves. This show how ineffective complaint system the banks have. It is therefore recommended that, the banks should concentrate on that area so as to receive customers view about the bank. This will help them to know and work on their stand with their customer satisfaction.
- ✚ Recommendation is hereby, made for future research to increase the sample size and include other banks in the

Municipality or in Ghana as well as, a comparative.

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