

# Service Quality and Customer Satisfaction in the Ghanaian Banking Industry (A Case of Ghana Commercial Bank)

Agbemabiese George Cudjoe<sup>1\*</sup> Patrick Amfo Anim<sup>2</sup> Joseph Gerald Nii Tetteh Nyanyofio<sup>3</sup>

<sup>1,2</sup>Dept. of Marketing, University of Professional Studies, Accra, PO box LG149, Legon, Ghana

<sup>3</sup>Dept. of Business Administration, University of Professional Studies, Accra, PO box LG 149, Legon,

\* E-mail of the corresponding author: [george.cudjoe@upsamail.com](mailto:george.cudjoe@upsamail.com)

## Abstract

Consumers all over the world have become more quality conscious; hence there has been an increased customer demand for higher quality services. The objective of this study is to assess the effect of service quality on customer satisfaction in the Ghanaian banking industry using Ghana Commercial Bank as a study area. The study focused on three branches of GCB with (120) customers constituting the sample size. Purposive sampling technique was employed in the study with Statistical Package for Social Sciences (SPSS) used for the analysis. The expectations and perceptions of GCB customers were assessed under five dimensions of SERVQUAL. The researchers found out that, all the five dimensions contributed to quality of service delivery in GCB. Rating the dimensions based on expectations and perceptions of service delivery that need to be improved, it revealed that, GCB should work towards enhancing on reliability, responsiveness, empathy, assurance, and tangibility dimensions respectively. The customer is the reason for the business and hence excellent service should be rendered at all time.

**Keywords:** Service Quality, Customer Satisfaction, Banking Industry, Ghana Commercial Bank (GCB)

## 1. Introduction

### 1.1 Background of the Study

Today, the world is growing in an increasingly rapid-changing environment. Business markets have become much more competitive. To compete in such overcrowded and interactive marketplace, banks must look beyond the traditional 4Ps of marketing strategy, which are no longer enough to be implemented for achieving competitive advantage. Service quality today therefore, has become not only the rhetoric of every business enterprise, but also an important concept in service research. It is virtually impossible for a business organization to survive without building customer satisfaction and loyalty. Research has shown repeatedly that, service quality influences organizational outcome such as performance superiority (Portela & Thanassoulis, 2005) increasing sales profit (Kish, 2000; Duncan & Elliot, 2002) and market share (Fisher, 2001), improves customer relations, enhance corporate image and promote customer loyalty (Newman, 2001; Caruana, 2002; Ehigie, 2006). In recent times, the search for quality is debatably the most important consumer trend as consumers are now demanding higher quality in products and services than ever before. The banking industry in Ghana has come under intense competition in the past ten years (Amoako, 2012). This is due partly to new entrants into the industry both local and foreign and enforcement of Bank of Ghana regulations. High service quality is therefore required to differentiate offerings in the marketplace. Good customer service will only be defined by the experience of the bank customers. The question is what is required to attract, maintain and excite customers in the banking sector in Ghana. Despite the high number of banking service providers in Ghana, complaints from customers with regards to their dissatisfaction of provided services have increased in recent times. The dissatisfaction of consumers has been attributed largely to poor quality service delivery. Most studies on service quality and customer satisfaction have been conducted in industrialized economies such as the United States, United Kingdom and Pakistan (Adams, Yan, Martin, & Robert, 2004; Chatura & Andy, 2003; Prof, Basharat, & Zoune, 2011). There is a dearth of relevant literature on developing economies, and there is the need for a study to cover this literature gap. Despite the existence of some studies on service quality and customer satisfaction in the banking industry in some African countries, virtually there are few studies on service quality and customer satisfaction for the banking industry in Ghana. It is thus, the purpose of this study to investigate the effect of service quality on customer satisfaction in Ghana Commercial Bank (GCB) using the SERVQUAL instrument developed by (Parasuraman, Berry, & Zeithaml, 1985). The SERVQUAL instrument comprised of 10 dimensions with 97 items and later reduced to 5 dimensions with 22 items. The dimensions are tangibility, reliability, responsiveness, assurance and empathy. To what extent does service quality influence customer satisfaction in the banking industry in Ghana? How do customers rate in order of importance the service quality

issues that need to be improved to increase customer satisfaction? The study attempts to find answers to these questions, thereby contributing to literature on service quality and customer satisfaction in the Ghanaian banking industry.

### *1.2 Statement of the Problem*

In the Ghanaian banking industry, high customer satisfaction is hypothesized to be linked to high firm performance. Bankers consider customer satisfaction and loyalty as important to market share maintenance and profitability. As products and prices have become less important differentiators; the importance of service quality can no longer be overlooked and taken for granted (Ward & Tracey S. Dagger, 2007). It has thus become very necessary to find out how banks in Ghana particularly, achieve customer satisfaction in the face of increased competition through service quality. Notwithstanding the existence of fierce competition in the banking industry in Ghana and high customer churn, the debate as to what drives customer satisfaction is still rife, this is due to the fact that, complaints of poor service quality is on the increase. Could it be that there is a general misconception and poor attitude towards the concept of service quality and Customer Satisfaction? Hinson and Mensah, (2006) contends, in a competitive era, customer switching to other service providers is high especially when customers are dissatisfied with service provided. Thus customer defection due to dissatisfaction is a curious research subject to investigate. Since Service Quality is touted as the bedrock of every successful organization, its practice needs to be examined and measured. However, it appears no or little studies have sought to ascertain how service quality practices could lead to customer satisfaction in banks within Ghana.

### *1.3 Objective of the Study*

The main objective of the study is to assess the effect of service quality on customer satisfaction in the banking industry.

#### ***Sub Objectives:***

1. Examine the effect of service quality dimensions on customer satisfaction
2. To rate in order of importance the customer service issues that need to be improved to increase customer satisfaction

### *1.4 Significance of the Study*

Competition in Ghana's banking industry is stiff with bankers adopting a more and more promotional strategies to maintain existing customers and attract new ones. However, banking experts have express worry about the fact that the intense competition is not being matched by the necessary improvements in service quality. Complaints of poor quality services are on the increase. The study is very timely and contributes to knowledge on service quality and customer satisfaction and it is expected to be of great benefit to management of various banks in Ghana, marketing practitioners, decision makers and stakeholders in their decision making as far as customer satisfaction, retention and loyalty are concerned in the banking sector. The findings and recommendations reported in the study would provide a more reliable scientific measure and proven perspective for evaluating the level of customer satisfaction with the banking services been delivered. Also this research is being conducted because, service is dynamic in nature and therefore the effect of service quality on customer satisfaction should be carried often since the rendering of services changes any moment in time. Moreover, the study will contribute to almost none or little knowledge on service quality and customer satisfaction within the banking industry of Ghana.

### *1.5 Research Questions*

The study sought to answer the following research questions;

1. What are the effects of service quality dimensions on customer satisfaction?
2. How do customers rate in order of importance the customer service issues that need to be improved to increase customer satisfaction?

### *1.6 Scope of the Study*

The study chose the Accra Metropolis as the research area due to the fact that it has better banking facilities and competition between the banks seems to be very fierce in the area as compared with other parts of the country. Besides, the Accra Metropolis contains a heterogeneous population of bank customers with diverse socio-economic background and therefore considered a representative sample of the population of Ghana Commercial bank.

## 2. Literature Review

This chapter seeks to analyze relevant documentation and findings that are essential to improve this research and its capacity to analyze the concerns it seek to accomplish, that is, the theoretical literature and the empirical literature. The theoretical literature presents and attempts to explain theories that relate to the subject matter that is service quality. The empirical literature describes what has been practically observed and validated objectively in relation to the subject matter.

### 2.1 Theoretical literature

#### 2.1.1 Background and Definition of Service Quality

It is very difficult if not impossible to arrive at a universal definition of what constitute quality. Quality is an elusive and indistinct construct (Parasuraman *et al.*, 1985) and it is often construed to mean imprecise adjectives like goodness, or luxury or shininess or weight. Unlike a product whose quality can be determined largely by examining its physical features like style, hardness colour, texture, packaging among others, three main characteristics possessed by a service – intangibility, heterogeneity and inseparability – makes it difficult to measure its quality.

First, the study of (Chang & Lin, 1991) revealed that most services cannot be measured, counted, inventoried, tested and verified in advance of sale to ensure quality. Thus, the intangible nature of services means, firms may find it difficult to understand how consumers perceive their services. Secondly, the heterogeneous nature of services performance often varies from producer to producer, consumer to consumer or from day to day makes it difficult to ensure consistency in its delivery. Third, production and consumption of many services are inseparable and such quality in services cannot be engineered at the manufacturing plant and delivered to the customers. The concept of quality may therefore be likened to the popular saying “beauty lies in the eye of the beholder”, meaning what one person may perceive as quality may be different from what another perceives. Though the definition of service quality may vary from one person to another and even differs in different situations, it can be assessed by probing whether perceived service delivery meets, exceeds or fails to meet customer expectations (Cronin & Taylor, 1992). In service marketing literature, service quality is generally defined as the overall assessment of a service by the customers, (Eshghi, Roy, & Ganguli, 2008) or the extent to which a service meets customer’s needs or expectations, (Asubonteng, McCleary, & Swan, 1996). The authors then undertook an exploratory qualitative study to investigate the concept of service quality intended to provide a conceptual framework for its assessment.

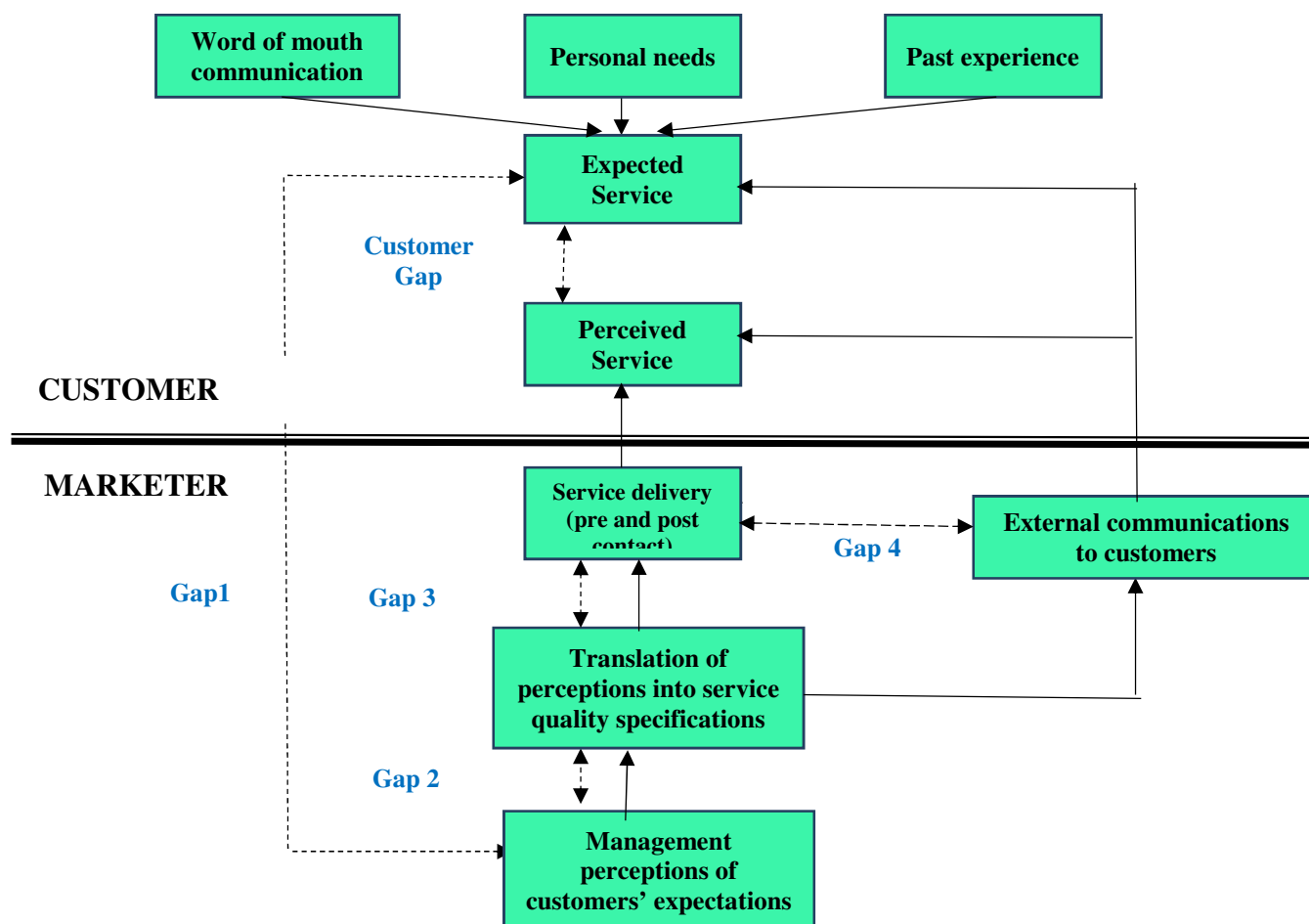
#### 2.1.2 Service Quality Model

##### 2.1.2.1 Theory of the Gap-model (SERVQUAL) (Parasuraman *et al.*, 1985)

The Gap model or SERVQUAL model is a service quality framework. It was developed in the mid -1980s by (Parasuraman *et al.*, 1985). SERVQUAL is a means to measure the scale of quality in the service sectors. Perceived service quality can be defined as, according to the model, the difference between consumers’ expectation and perceptions which eventually depends on the size and the direction of the four gaps concerning the delivery of service quality on the company’s side (Parasuraman *et al.*, 1985). Customer Gap = f (Gap 1, Gap 2, Gap 3, Gap 4)

The magnitude and the direction of each gap will affect the service quality. For instance, Gap 3 will be favourable if the delivery of a service exceeds the standards of service required by the organization, and it will be unfavourable when the specifications of the service delivered are not met.

**Figure 2.1: The Integrated Gaps Model of Service Quality (Parasuraman, Berry, & Zeithaml, 1985)**



### 2.1.3 Service Quality Dimensions

Parasuraman *et al.*, (1985) from their path breaking exploratory research, developed the SERVQUAL instrument and laid down a conceptual framework for the measurement of service quality. The SERVQUAL instrument has become the most dominant instrument for measuring service quality and it originally comprises 10 dimensions with 97 items but later reduced to 5 dimensions with 22 items in 1991. The five dimensions are tangibles, reliability, responsiveness, assurance and empathy.

#### 2.1.3.1 Tangibility

Tangibles entail the physical evidence of the service. Tangibles in details depict the physical facilities of the service provider, the appearance of personnel, materials associated to the service (credit and debit sheets, cheque books etc.), decorations and business hours the tools and equipment used to provide the service including other customers in the service facility. Tangibles are used by firms to convey image and signal quality (Zeithaml, Berry, & Parasuraman, 2006).

#### 2.1.3.2 Reliability

According to (Zeithaml *et al.*, 2006) reliability is “the ability to perform the promised service dependably and accurately” or “delivering on its promises”. Does the firm perform the service right at the first time? Does the firm honour its promises? These are some of the questions which need to be answered by service providers if they are to achieve reliability. This dimension of service quality according to (Parasuraman *et al.*, 1985) is how the service provider is able to provide service to a customer as promised, dependable in handling customers' service problems, performs service right the first time, provide service at promised time and keep customers informed about when services will be performed.

### 2.1.3.3 Assurance

Assurance entails the knowledge and courtesy of employees and their ability to convey trust and confidence. It also includes competence, courtesy, credibility and security.

Andaleeb and Conway (2006), noted that assurance may not be so important relative to other industries where the risk is higher and the outcome of using the service is uncertain. For instance, in the medical and healthcare industry, assurance is an important dimension that customers used as criteria in assessing a hospital or a surgeon for an operation. The trust and confidence may be represented in the personnel who connect the customer to the organization (Zeithaml *et al.*, 2006)

### 2.1.3.4 Responsiveness

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. To be successful, companies need to look at responsiveness from the view point of the customer rather than the company's perspective (Zeithaml *et al.*, 2006).

### 2.1.3.5 Empathy

Empathy entails caring and provision of individualized attention to customers by personnel of the firm (Zeithaml *et al.*, 2006). In this respect, the customer feels unique and special. In an attempt to develop empathy, personnel of the firm should endeavour to know the names of their customers, their preferences and needs and take steps to satisfy them. Small Scale enterprises through the provision of customized services to clients are in a better position to achieve empathy than large firms.

## 2.1.4 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 (Philip, 2003). Customer satisfaction is actually a term most widely used in the business and commerce industry. It is a business term explaining about a measurement of the kind of products and services provided by a company to meet its customer's expectation. To some, this may be seen as the company's Key Performance Indicator (KPI). In a competitive marketplace where businesses compete for customers, customer satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy. It is well established that satisfied customers are key to long-term business success (Kristensen, Dahlgard, & Kanji, 1992; Zeithaml *et al.*, 2006; McColl-Kennedy & Schneider, 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 (Aaker & Jacobson, 1994). 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 (Brandy & Robertson, 2001; Lovelock, Patterson, & Walker, 2001). There are two general conceptualizations of satisfaction here, namely, the transaction-specific satisfaction and the cumulative satisfaction (Boulding & Zeithaml, 1993; 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 (Cronin & Taylor, 1992; Boshoff & Gray, 2004). This reaction is expressed by the customer who experiences a product or service for the first time. However, in general customers assess their level of satisfaction after the consumption of a product or a service.

## 2.1.5 Customer Satisfaction Models

### 2.1.5.1 Disconfirmation Model Propounded by (Oliver R. L., 1980)

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

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

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



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

Disconfirmation theory argues that 'satisfaction is related to the size and direction of the disconfirmation experience that occurs as a result of comparing service performance against expectations'. Szymanski and Henard (2001) found in the meta-analysis that the disconfirmation paradigm is the best predictor of customer satisfaction.

#### *2.1.5.1 Satisfiers, Dissatisfies and Delighters or Exciters Model Propounded by Noriaki Kano (1984)*

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

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

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

**3. Delighters or Exciters:** Here, innovation or new product is undisputedly the catalyst in delivering these attributes to customers. According to Kano, delighters are the most powerful and have the potential to lead to the highest gross profit margins. Excitement attributes are for the most part unforeseen by the client but may yield paramount satisfaction. The beauty behind an excitement attribute is to spur a potential consumers' imagination, these attributes are used to help the customer discover needs that they have never thought about before. Having concurrent excitement attributes within a product can provide a significant competitive advantage over a rival. In a diverse product assortment, the excitement attributes trigger impulsive wants and needs in the mind of the customer. The more the customer thinks about these amazing new ideas, the more they want it.

## **2.2 Empirical Literature**

Rahaman, Abdullah, and Rahman (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. Research conducted by (Sackey, Adebayo, Oppong, Mensah, & Annor, 2012) on the effects of service quality on customer satisfaction, loyalty and retention using the SERVQUAL model revealed that Barclays bank in Ghana implements all the five service quality dimensions (Empathy, Assurance, Tangibility, Reliability, and Responsiveness), which is to say that the bank strives to be at its best when it comes to quality. This quality service has also become a major critical cause of satisfaction for the banks customers. However on Empathy level, staffs do not give customers their utmost attention and also make decisions without considering the impact those decisions might have on their customers. The research further showed that when it comes to responsiveness, customer requests and complaints are not authorized and resolved on time enough by the staff and managers of Barclays bank.

Also, (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 organization 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. Again, (Kheng, Mahamad, Ramayah, & Rahim, 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.

Saghier and Demyana (2013), in their research on service quality dimensions and customers' satisfactions of banks in Egypt also revealed that customer satisfaction in the Egyptian banking services is significantly affected by Reliability, Empathy, Assurance and Responsiveness, while the effect of the dimension of Tangibility does not

have any significant impact on customer satisfaction.

### **3. Methodology**

This chapter looks at the methods used to achieve the objectives of the study. It explains the research design, the sources of data and the methods that were used in the data collection for the research. It also identifies the target population for the study, the sample size, sampling technique and the analysis of data collected.

#### **3.1 Research Design**

The current dissertation is a quantitative study. Survey research was conducted. The survey approach is usually associated with deductive approach (Saunders, Lewis, Mark, Philip, & Thornhill, 2003; Bryman & Bell, 2007). The emphasis on quantitative methods is to have objective “outsider view” and a distance from data. It is considered to be particularistic, analytic and providing the possibility for generalization by population membership (Ghauri & Gronhaug, 2010). One of the advantages of using survey research is that it allows the collection of a large amount of data from a sizeable population in a highly economical way. In addition, survey research gives more control for the research process (Saunders, *et al.*, 2003). The main purpose among other reasons for conducting survey is to have probability sampling (Saunders, *et al.*, 2003). A questionnaire was developed drawing upon mainly existing research instruments. Suitable sampling frame based on the research question(s) or objectives was identified. Effort was made to make the sample more representative of the population of the study; Saunders *et al.*, 2003). This study used the survey strategy because it is cross-sectional in nature and cross-sectional studies usually employ the survey strategy (Estherby-Smith, Thorpe, & Lowe, 2002; Robson, 1993). The choice for this research design therefore became necessary not only due to the exploratory nature of the study but also because it has been found to be suitable for analyzing a phenomenon, situation, problem, attitude or issues by considering a cross-section of the population at one point in time (Robson, 1993). Again the suitability of using the survey strategy in this study is to help the researcher identify and explain statistically, the factors that explain customer expectations, experiences and perceptions of service quality in the banking industry in Ghana. The choice of quantitative methodology can also be justified based on the fact that it is concise, it describes and examines relationships, and determines causality among variables, where possible, sample is usually representative of a large population, reliability and validity of the instruments are crucial, and also provides an accurate account of characteristics of particular individuals, situations, or groups. The next section covers the data collection for this research.

#### **3.2 Population and Sampling**

This section gives a general overview of the target population, and sampling techniques that was employed in the study

##### *3.2.1 Target Population*

The target population for the study was customers of Ghana Commercial Bank in the Accra Metropolis.

##### *3.2.2 Sample Frame*

The list of elements in the population of interest from which the sample is actually drawn from three (3) branches of Ghana Commercial Bank which include Legon, Madina and Adenta respectively.

##### *3.2.3 Sample Size*

The sample size is defined as the number of people who were sampled for the study. For the purpose of conducting this study, one hundred and twenty (120) customers of Ghana Commercial Bank (GCB) were given questionnaires for the study. This included forty customers (40) each, purposively selected from three branches of Ghana Commercial Bank, specifically, Madina, Legon and Adenta branch to constitute a final sample size for the current study. These branches were selected due to the fact that they were the busiest and nearness branches to the researchers and had majority of customers visiting the bank for transactions day in and day out.

##### *3.2.4 Sampling Technique*

Purposive sampling technique as a non-probability sampling was used as the technique for the research. This method was selected to enable the researchers to elicit vital and quality information from respondents who have reasonable knowledge about the issues under investigation and were in position to provide the information needed for the study.

### **3.3 Instrumentation**

The instrument employed in the study was questionnaires. It was adopted from literature and modified to fit the current study. The questionnaires were administered to consumers of Ghana Commercial Bank to ascertain the effect of service quality on customer satisfaction in the banking industry. The instrument was in four sections (demographic profile of respondents, customer expectations, perceptions and rating of service quality dimensions of Ghana Commercial Bank). Section A collects data regarding demographic profile of respondents in respect of their age, gender, and the number of years of doing business with Ghana Commercial Bank. Section B relates to the expectations of service delivery of customers. Section C also relates to customers' perceptions of service delivery by Ghana Commercial Bank while Section D rated the service quality dimensions of Ghana Commercial Bank. The items on section B, and C were measured using a Likert scale in a five response pattern with 1=strongly agree to 5=strongly disagree and Section D is also rated from very good to poor.

#### *3.3.1 Data Sources*

Both secondary data and primary data sources were used. Secondary data, collected previously for a similar project such as journals, books, archives of GCB (internet) newsletter and conference were used. Primary data were sourced from the sampled customers through questionnaire.

##### *3.3.1.1 Primary data Collection*

The research team designed only one set of questionnaire for customers of the sampled Ghana Commercial Branches in the Accra metropolis. The nature of the study was explained to respondents, and respondents' confidentiality of any information provided was also assured. Respondents were also provided with detailed instructions as to how the questionnaires would be completed and returned. The close-ended questions were developed on a five point Likert scale.

##### *3.3.1.2 Secondary Data Collection*

Secondary sources of data collection were obtained for additional information. The study relied on both unpublished and published data such as, articles from journals and the archives of Ghana Commercial Bank which were related to the topic. Sources of all secondary data were duly acknowledged at the reference section of the research.

### **3.4 Analysis of Data**

#### *3.4.1 Descriptive Statistical Analysis*

Descriptive statistics allow the researchers to present the data acquired in a structured, accurate and summarized manner (Huysamen, 1994). The researchers employed the descriptive statistics such as frequency distribution in order to assess the demographic profile of the respondents. The researchers carried out a quantitative research and this involved some quantitative analyses with the use of statistical tools (descriptive). There are several software packages for the analysis of quantitative data, some of which are broader in scope and user friendly like the SPSS. The research team unanimously agreed to use the Statistical Product for Social Solutions (SPSS) version 20 for the analysis of data since descriptive statistics mainly involve the mean, and standard deviation in the data analysis. The mean is the average of the sum of all values which is representative of a distribution with several distinct variables that cannot be activated exclusively. Standard deviation seeks to measure the average amount of variability in a set of scores between values and measures. Microsoft Excel was also used in presenting findings from the study in the form of pie charts, bar graphs, line graphs and scatter diagrams that is easily understood.

### **3.5 Validity and Reliability**

The measure of reliability and validity are concerns on the quality of the measures that are employed to tap the concepts in which the researcher is interested. In our study, both validity and reliability are tested. The test for reliability was high overall of which some dimensions of the SERVQUAL model had a significant reliability meaning they were cohesive in terms of measurement of service quality in the banking industry. However, most of the measures used were good to tap service quality. The validity was tested through the use of gap model and it was proven that the SERVQUAL model is a good measure of service quality in the service industry. The replicability of a research which is the likelihood that a similar research on the same population at another time will give the same results is very likely in cross sectional design to the degree that the procedure for carrying out the research were spelled out like respondents, administration of research instruments and analysis of data which are most often specified in quantitative research that is based on cross sectional designs. In our case, we think if



this study is carried out again, the same results will be collected because the methodology used was good in terms of collecting trustworthy data from respondents. It is therefore possible that results collected later could change because expectations and perceptions of consumers are always changing.

## RESULTS AND DISCUSSION

### 4.0 Introduction

This chapter discusses the empirical results of the effects of service quality on customer satisfaction in the banking industry. It also analyses data obtained from the field. The data obtained is presented in the form of charts, bar graph and tables with the aid of Statistical Product for Social Solutions (SPSS). One set of questionnaire was analyzed with focus on customers of GCB specifically Madina branch, Legon branch, and Adenta branch which concentrated on the expectations and perceptions of customers about the service quality delivery of GCB based on the SERVQUAL scale model which is categorized into five main dimensions and also the rating of the service quality dimensions by the respondents.

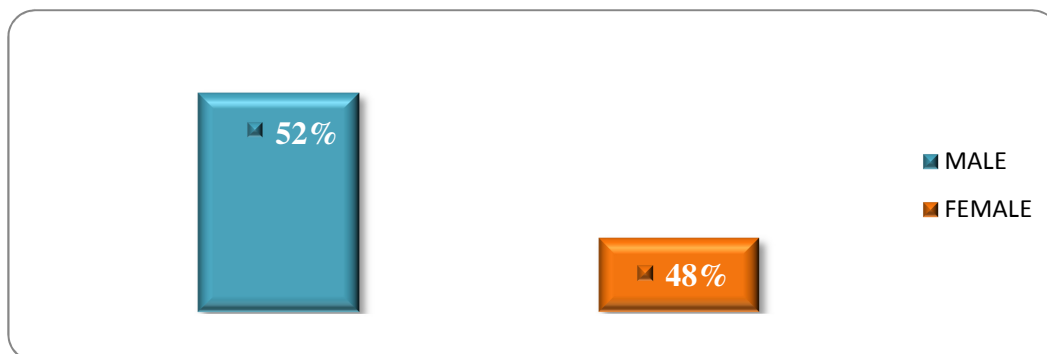
### 4.1 Results

This section of the study designates the results of the study. It therefore covers demographic profile of respondents in terms of their age, gender, and how long they have done business with Ghana Commercial Bank. It also covers descriptive statistical analysis of customers' expectations and perceptions of service delivery by GCB.

#### 4.1.1 Demographic profile of Respondents

This part of the chapter showed the demographic features of the respondents included in the study. These include gender, age and number of years respondents have been patronizing the services of Ghana Commercial Bank. Figure 4.1, table 2 and table 3 illustrate the summary of profile of respondents who participated in this study.

**Figure 4.1: Gender of Respondents**



*Source: Survey data, January, 2015*

The gender of the respondents is composed of both male and female customers of GCB. It can be seen in Figure 4.1 that 52% were males; representing 62 of the total sample, while the remaining 48% representing 58 of the sample were females. This inequality between the gender populations was due to the fact that as at the time the questionnaires were being administered, the male group was mostly seen transacting business with GCB. However, the researchers ensured that there was a full participation between both sexes hence an inclusion of females. It must also be noted that, sample selection of purposive sampling was adhered to, and was used to select all the respondents for the study.

**Table 2: Age of Respondents**

Age	Freq.	%
18-25 years	72	60
26-33 years	17	14.2
34-43 years	13	10.8
44 and above years	18	15.0
<b>Total</b>	<b>120</b>	<b>100</b>

*Source: Survey data, January, 2015*

Table 2 indicates the age distribution of the respondents included in the study. The research team administered questionnaires to elicit response from one hundred and twenty (120) sampled GCB customers from three different branches. Results from the questionnaires unveiled that, seventy two (72) of the respondents representing 60.0% were within the ages of 18-25 years. Eighteen (18) of the respondents representing 15.0% fell within 44 years and above. Also seventeen of the respondents (17) representing 14.2% indicated 26-33 years as the age group they found themselves. And finally thirteen respondents (13) representing 10.8% were between 34-43 years. From the table above, it could be concluded that majority of the respondents were within the range of 18-25 years making most of them very youthful.

**Table 3: How Long Have You Done Business with GCB**

Years	Freq.	%
1-5 years	74	61.7
6-10 years	16	13.3
11-15 years	18	15.0
15 and above years	12	10.0
<b>Total</b>	<b>120</b>	<b>100</b>

*Source: Survey data, January, 2015*

From the side of the customers, as clearly shown in table 3 majority of them (61.7%) have done business with the GCB for 1 – 5 years, which is followed by those who have a working relationship of 11 – 15 years and represents 15.0%, which is also followed by 6 – 10 years and forms 13.3%, whereas those who have had longer transaction period with GCB constitute the lesser percentage of the population sample of 10.0% for 15 years and above. This shows that all levels of customers were captured in the study.

## 4.2 Discussions

### 4.2.1 Examining the Effect of Service Quality Dimensions on Customer Satisfaction

**Table 4: Mean and Gap Scores of Customer Expectations and Perceptions of GCB**

<b>EXPECTATIONS</b>				
<b>RELIABILITY</b>	<b>RESPONSIVENESS</b>	<b>ASSURANCE</b>	<b>EMPATY</b>	<b>TANGIBLES</b>
2.883	2.7500	2.4250	2.7167	2.6500
2.9250	2.6000	2.6583	2.7333	2.6333
2.8750	2.7917	2.5833	2.9167	2.333
				2.5417
<b>2.8750</b>	<b>8.1417</b>	<b>7.666</b>	<b>8.3667</b>	<b>10.1583</b>
<b>PERCEPTION</b>				
2.7417	2.6917	2.2917	2.7000	2.5167
2.8583	2.5167	2.5500	2.5583	2.3167
2.8667	2.7167	2.2583	2.7167	2.3167
				2.3917
<b>8.4667</b>	<b>7.9251</b>	<b>7.1</b>	<b>7.975</b>	<b>9.7334</b>
<b>GAP SCORE (PERCEPTION-EXPECTATION)</b>				
<b>-0.2163</b>	<b>-0.2166</b>	<b>-0.5666</b>	<b>-0.3917</b>	<b>-0.4249</b>

Source: Survey data, January, 2015

**Table 5: Extent of Customer Expectation and Perception of Service delivery of GCB**

<b>Dimensions</b>	<b>Expectation</b>			<b>Perceptions</b>	
	<b>M</b>	<b>SD</b>	<b>F</b>	<b>M</b>	<b>SD</b>
Reliability	8.683	3.68835	120	8.4667	3.07375
Responsiveness	8.1417	3.30654	120	7.9251	3.051
Assurance	7.6666	3.13231	120	7.1	2.58088
Empathy	8.3667	3.34035	120	7.975	3.179
Tangibility	10.1583	4.26412	120	9.7334	3.96321
<b>Total</b>	<b>43.0163</b>	<b>17.73167</b>	<b>120</b>	<b>41.2002</b>	<b>15.84784</b>

Source: Survey data, January, 2015

The researchers measured both expectations and perceptions using the 5-point Likert scale [(1 = Strongly Agree (SA), 2 = Agree (A), 3 = Neutral (N), 4 = Disagree (DA) And 5 = Strongly Disagree (SDA)] whereby the 1 indicated higher level of expectation or perception whereas 5 indicated the lowest. In general, consumer expectation exceeded the perceived level of service shown by the perception scores. This resulted in a negative gap score (perception – expectation). According to (Parasuraman *et al.*, 1988) it is however common for consumer’s expectation to exceed the actual service perceived and this signifies that there is always the need for improvement. From the responses gathered from the study, the highest differences were found in the assurance dimension (0.56) and the tangible dimension (0.42). This means that the customers do not think that GCB is reliable enough when it comes to acting on their promises of a better service delivery and should concentrate on improving service performance in those areas. The result also showed that the average score of total expectations are 8.6 and the overall perception score is 8.24. The score shows a -0.36 difference. That means that the expectations are higher than the perceived service quality. The customers included in the study have the highest expectations about the physical aspects of GCB (tangibility) at an average point of 10.15. Tangibles are followed by the ability to provide good service at the time it is promised (reliability) 8.683, the third was how GCB gives individual attention to customers (empathy) 3.44. Responsiveness and assurance recorded the least numbers for the expectation dimensions representing 8.1417 and 7.666 respectively. When it comes to perceptions, the research team found that, the tangible dimension has the highest score with 9.7334. Reliability had the second highest score with 8.4667. They are followed by empathy 7.975, responsiveness 7.9251 and the dimension that had the lowest perceptions is assurance with a score of 7.1. The big difference that can be seen is that tangibles

have large importance when it comes to expectations and also tangibles is the dimension that received the highest perceived service quality. The gap scores therefore depicts the difference between the perception and expectation scores and these gap scores measure service quality and hence customer satisfaction. The more perceptions are close to expectations, the higher the perceived level of quality. The largest gaps scores were, assurance (- 0.5666) and tangibility (-0.4249), this was followed by empathy, responsiveness and reliability with gap scores of -0.3917, 0.2166 and -0.2163 respectively.

#### *4.2.1.1 Reliability*

Reliability is the ability to perform the promised service dependably, accurately and consistently (Hinson, 2006). This means that the firm performs the service right the first time. It also means that the firm honours its promises. Reliability of service designates the bank's capability to supply the promised output at the stated level. The customers showed overall expectations in this dimension at a mean of 8.683. Their perceptions showed a mean of 8.4667. It can be concluded from the results obtained that, customers of GCB do not think that their overall expectations are fulfilled within this dimension.

#### *4.2.1.2 Responsiveness*

Johnston (1997) describes responsiveness as the speed and timeliness of service delivery. This includes the speed of throughput and the ability of the service to respond promptly to customer service requests, with minimal waiting and queuing time. Fitzsimmons and Fitzsimmons (2001) argue that when the customer is kept waiting for no apparent reason creates unnecessary negative perceptions of quality. Conversely, the ability for the bank to recover quickly when service fails and exhibit professionalism will also create very positive perceptions of quality. This dimension touched on subjects as information about the request by customers being authorized promptly, communication of new products to customers and handling of customer professionally. Findings from the study indicated that, GCB customers showed overall expectations in this dimension at a mean of 8.1417 while their perceptions showed a mean of 7.9251. Again, the results indicated that, GCB customers do not think that their overall expectations are fulfilled within this dimension.

#### *4.2.1.3 Assurance*

The knowledge and courtesy of employees and their ability to inspire trust and confidence include competence, courtesy, credibility and security to the customers. Service assurance relates to the seller's capability to deliver the output, specifically in terms of the knowledge, politeness and trustworthiness of the employees to the customer of the service firm. This dimension is about the behaviour and ability of the employees to instil confidence, secure transactions, courtesy of the employees and the knowledge of the employees to answer questions from customers. The customers of GCB showed an overall expectation in this dimension at a mean of 7.6666 while their perceptions showed a mean of 7.1. This implies that, the customers do not think that their overall expectations are fulfilled within this dimension. The results thus concluded that, customers have a negative perception towards courteous and friendly nature of the employee towards service delivery as well as the confidence level exhibited by the staffs of GCB.

#### *4.2.1.4 Empathy*

The caring individualized attention that the firm provides its customers including access ability, communication and understanding the customer. Service empathy characterizes both the seller's willingness and capability to respond to individual customer desires. This means putting one's self in the 'shoes' of the customer. In his study, (Zaim, 2010) find out that tangibility, reliability and empathy are important factors for customer satisfaction, but on the contrary (Kumar, Mani, Mahalingam, & Vanjikovan, 2010; Lai, 2004) found that assurance, empathy and tangibles are the most important factors of customer satisfaction. The customers show overall expectations in this dimension at a mean of 8.3667 while their perceptions showed 7.975 mean. The result obtained designates that, customers of GCB do not think their overall expectations are fulfilled within this dimension. This means, customers see the opposite when it come to the bank putting them at the center of everything they do and also when it comes to the ambience of the bank being in line with modern technology.

#### *4.2.1.5 Tangibility*

Tangibles are about physical facilities, equipment, personnel and communication materials of a service delivery organization. Grönroos, (2007) mentioned that service quality can be divided into two parts, functional quality and technical quality. Tangibles can be connected to the functional quality (Grönroos, 2007). Customers of GCB showed overall expectations in this dimension at a mean of 10.1583. At the same time their perception about this dimension also showed a mean of 9.7334. This depicts that, the customers do not think that GCB fulfil their expectations about their use of efficient computer system in their operations, modern looking equipment, and the appearance of the employees. From results obtained, it is seen that consumers perceive service quality as poor in all dimensions meaning their expectations were higher than what they experienced at GCB. In this regard, consumers are not satisfied with any dimension of service quality. All the dimensions show a gap between

expectations and perceptions of service delivery and this therefore means that GCB need to make improvements in all dimensions in order to close gaps that could lead to increased customer satisfaction.

#### 4.3: Rating in Order of Importance the Customer Service Issues that need to be improved to Increase Customer Satisfaction.

**Table 6: Rating of GCB's Reliability**

Response	Freq.	%
Very Good	18	15
Good	38	31.6
Fair	44	36.7
Poor	20	16.7
<b>Total</b>	<b>120</b>	<b>100</b>

Source: Survey data, January, 2015

In rating GCB's reliability, the research team found out that, majority of the respondents representing 36.70 % rated it as fair. This was followed by 31.60% of another set of respondents indicating their rating level of GCB's reliability as good. On the other hand only 16.70% of the respondents poorly rated the level of GCB's reliability when it comes to their service delivery. Interestingly, just a few numbers, thus 15.0% of the respondents indicated very good as their rating level of GCB's reliability dimension.

**Table 7: Rating GCB's Responsiveness**

Response	Frequency	%
Very Good	10	8.3
Good	47	39.2
Fair	43	35.8
Poor	18	16.7
<b>Total</b>	<b>120</b>	<b>100</b>

Source: Survey data, January, 2015

In eliciting response regarding how customer of GCB see the responsiveness level of their bank when it comes to their service delivery, responses obtained from the questionnaires administered showed that, majority of the respondents representing 39.2% opted for good. This was followed by 35.8% of the respondents indicating that, to them GCB's responsiveness level towards their service delivery was fair. 16.7% of the respondents included in the study indicated poor as their answer whiles at the same time 8.3% strongly testified for the issue on board.

**Table 8: Rating of GCB's Empathy**

Response	Frequency	%
Very Good	16	13.3
Good	44	36.7
Fair	37	30.8
Poor	23	19.2
<b>Total</b>	<b>120</b>	<b>100</b>

Source: Survey data, January, 2015

Clearly from Table 8 above, the result depicts that some of the customers were not much intrigued about the empathy dimension of the GCB of which 30.8% rated fair and 19.2% opting for poor. Nonetheless, 36.7% of customers generally agreed on the empathy dimension of GCB to be good. Furthermore, 13.3% of the respondents were delighted and rated the empathy level of GCB to be very good.



**Table 9: Rating of GCB's Assurance**

Response	Frequency	%
Very Good	12	10
Good	54	45
Fair	35	29.2
Poor	19	15.8
<b>Total</b>	<b>120</b>	<b>100</b>

Source: Survey data, January, 2015

From the results obtained from the study, majority representing 45% of the customers rated the service delivery under the assurance dimension as good with 29.2% indicating it as fair. 15.8 % of another set of respondents opted for poor while 10% indicated that the assurance level of GCB was very good to them.

**Table 10: Rating of GCB's Tangibility**

Response	Frequency	%
Very Good	19	15.8
Good	52	43.3
Fair	32	26.7
Poor	17	14.2
<b>Total</b>	<b>120</b>	<b>100</b>

Source: Survey data, January, 2015

From table 10, it can be seen that 43.30% of the respondents rated GCB's tangibility as good and a section of the respondent, representing 26.70%, also rated it as fair. Not all respondent were happy about GCB's tangibles, hence 14.20% rated it as poor. In as much as a huge number of respondents were not fascinated, 15.80% of the respondents seem happy with GCB in terms of tangibility and as such rated it as very good.

**Table 11: Customers rating of the Overall Quality of Relationship with GCB (Considering all their Experience)**

Response	Frequency	%
Very Good	15	12.5
Good	52	43.3
Fair	31	25.8
Poor	22	18.3
<b>Total</b>	<b>120</b>	<b>100</b>

Source: Survey data, January, 2015

On the general rating of Ghana Commercial Bank's quality of relationship with customers (considering all their experience), fifty two customers (52) which represents 43.30% rated the overall quality of relationship with GCB as good, thirty one (31) which constitutes 25.80% of the customers believe that their overall quality of relationship with GCB is fair. Also twenty two (22) which represents 18.3% of the respondents rated poor quality relationship while fifteen (15) which corresponds to 12.50% indicates that they have a very good quality relationship with GCB bank. This shows that, majority of GCB's customers have good quality relationship with the bank.

## SUMMARY, CONCLUSION AND RECOMMENDATIONS

### 5.0 Introduction

This chapter summarizes the findings of the study and the conclusions drawn from them. The study mainly examined the effect of service quality on customer satisfaction in the banking industry with specific focus on Ghana Commercial Bank. The study specifically examined the effect of service quality dimensions on customer satisfaction as well as rated in order of importance the customer service issues that need to be improved to increase customer satisfaction from the customers' point of view.

### 5.1 Summary

The research study was organized in five chapters capturing specific areas of relevance in the study. The study sought to find out the effect of service quality on customer satisfaction in the banking industry. Relevant literatures, both empirical and theoretical relating to the subject matter were reviewed to form the basis for the study. The study is therefore an empirical study conducted in a field setting with specific focus on Ghana Commercial Bank. In trying to achieve the objectives of the study, quantitative methods were employed. The quantitative method employed the computation of mean for each of the service quality dimension. Data was collected through questionnaires from one twenty (120) respondents of GCB with major focus on Madina, Adenta and Legon branch, using purposive sampling. The questionnaires were pre-tested to ensure validity. Data was analyzed using the Statistical Product and Software Solutions (SPSS) version 20 and Microsoft Excel, and results presented by the use of tables, graphs, and charts.

### 5.2 Conclusion

The results of the study as presented in chapter four reveals a number of interesting findings. To begin with, the demographic result showed that more males participated than females, that is 52% and 48% for males and females respectively. Seventy two (72) of the respondents representing 60.0% were within the age group of 18-25 years, the smallest age group representing 15.0% were 44 years and above. The information gathered on how long respondents have done business with GCB indicated that, majority of the respondents (74) amounting to 61.7% have done business with GCB for 1-5 years, and the least number of years is 15 years and above representing 10.0%.

Findings from the study were therefore revealed as follows:

- The researchers found out that, the dimension that had the highest expectations was tangibility. And showed a top average score at 10.1583 while the highest perception average score was 9.7334 in the tangible dimension as related to physical evidence and appearance of the personnel of GCB.
- The researchers also found out that, the expectations of customers with all the dimensions investigated into were higher than what they perceived. From the results obtained, the first dimension (reliability) showed a difference of -0.2163, responsiveness showed a difference of -0.2166, similarly assurance showed a difference that is -0.5666, empathy shows a difference that is -0.3917 and tangibility shows a difference that is -0.4249. The highest difference was found in the assurance dimension.
- In trying to find out how customers rated the service quality dimensions performed by GCB which needs to be improved to increase customer satisfaction, the results showed that, reliability was highly rated by 53.4%. This was followed by responsiveness which was also rated by 52.5% and empathy being 50.0%. Assurance and tangibility were the fourth and fifth rated by 45.0% and 40.9% respectively regarding to the issue on board. Generally, among all the one twenty (120) respondents, 52 rated their overall quality of relationship with Ghana Commercial Bank considering all their experiences as good which represents 43.3%.

To conclude, the study found that, a link between service quality and satisfaction level can be established following the discussions from the analysis made that, customers' satisfaction is influenced by the level of total service quality. However, it was revealed that certain service quality dimensions fell short of customer's expectation as their perceived service quality was less than their expectations. GCB implements all the five service quality dimensions (Empathy, Assurance, Tangibility, Reliability, and Responsiveness), which is to say that the bank strives to be at its best when it comes to quality.

### 5.3 Recommendations

Based on the analysis and the findings, the following are recommended to help improve service quality of Ghana Commercial Bank.

The result of the findings established that Ghana Commercial Bank has not been given much attention to reliability and responsiveness under the SERVQUAL model since the study revealed that its service is at its best when measured in terms of the quality dimensions mentioned.

GCB needs to pay more attention to reliability issues such as providing excellent service to their customers, resolving complaints promptly, and delivering to customers as to when and how they need their services. However, on the responsiveness, the significance of the gap might be due to high expectation rankings of customers, but management should keep an eye on staffs handling customers professionally and also communicating new changes in service to them. Authorities in charge of the GCB need to intensify training of staff on excellent service delivery. The research team also recommends that, service providing organizations such as GCB must strive to know what their customers think about their service so that failures can be avoided and improvements can be made.

Management of the GCB need to know which attributes to measure and which factors that can be taken from different tools to identify customer satisfaction. Time and costs also affects customer satisfaction, a quick response can be crucial for satisfying the customer and policies must be drawn and implemented to meet the exact time services as promised to be delivered to customers. Finally the research team recommends that, in the face of high levels of competition among the various banks must necessitate the adoption of different customer service techniques to satisfy and retain the customer.

### 5.4 Limitations of the Study

The finding of this study is limited only to the banking industry, specifically GCB. This may not reflect the true situations in the other banking industries in Ghana and other part of the world since it focused only on GCB. Also, the geographical location of this study may limit the findings of the study and may not be applied to other banking industries in the world.

Finally, the use of non-probability sampling technique specifically purposive sampling may limit the generalization of the findings of this current study. Financial and time constraints limit the study to some extent.

### 5.5 Further Study

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

- The effect of service quality on customer satisfaction in the manufacturing industries.
- An analysis of effect of staff motivation on customer satisfaction in the banking industry.
- The impact of employee empowerment on quality service delivery.

### REFERENCES

- Aaker, D., & Jacobson, R. (1994). Study shows brand-building pays off for stockholders. (18), pp.143 - 154.
- Adams, B. S., Yan, D., Martin, D., & Robert, H. S. (2004). Linkages between customer service, customer satisfaction and performance in the airline industry: Investigation of non-linearities and moderating effects. 27.
- Amoako, G. K. (2012, April 1). Improving Customer Service in the Banking Industry-Case of Ghana. *International Business Research*, Vol. 5, 134. doi:doi:10.5539/ibr.v5n4p134
- Andaleeb, S., & Conway, C. (2006). Customer satisfaction in the restaurant industry: An examination of the transaction-specific model. *Journal of Services Marketing*(1), 3-11.
- Anderson, E., & Mittal, V. (n.d.). Strengthening the Satisfaction-Profit Chain. *Journal of ServiceResearch*, Vol. 3, pp. 107 - 120.
- Asubonteng, P., McCleary, K. J., & Swan, J. E. (1996). SERVQUAL revisited: a critical review of service quality. *The Journal of Services Marketing*(6), p.62-81.
- Booms, B., & Bitner, M. J. (1981). Marketing Strategies and Organization Structures for Services Firms. *Marketing of Services. J. Donnelly and W. George*, 47-51.
- Boshoff, C., & Gray, B. (2004). The Relationships between Service Quality, Customer Satisfaction and Buying Intentions in the Private Hospital Industry. *South African Journal of Business Management*(35(4)), Page 27-37.
- Boulding, K., & Zeithaml, V. (1993). A dynamic process model of service quality: form expectations to behavioral intentions. *Journal of Marketing Research*, 30, 7-27.
- Brandy, M. K., & Robertson, C. J. (2001). Searching for a Consensus on the Antecedent Role of Service Quality and Satisfaction : An Exploratory Cross – National Study. *Journal of*(51 (1)), 53 – 61.
- Bryman, A., & Bell, E. (2007). *Business Research Methods* (2nd ed.). New York: Oxford University Press, Inc.

- Carman, J. M., & Langeard, E. (1980). *Growth strategies for service firms* (Vol. 1). doi:10.1002/smj.4250010103
- Caruana, A. (2002). Service loyalty: The effects of service quality and the mediating role of customer satisfaction. *European Journal of Marketing*, 36(7/8), 811 - 828. doi:10.1108/03090560210430818
- Chang, C.-h., & Lin, J. T. (1991). Data Flow Model of A Total Service Quality Management System. (1-4), 11-121.
- Chatura, R., & Andy, N. (2003). Some moderating effects on the service quality-customer retention link. *International Journal of Operations & Production Management*, Vol. 23(2), 1-19. Retrieved from <http://www.emeraldinsight.com/0144-3577.htm>
- Cronin, J. J., & Taylor, S. A. (1992). Measuring Service Quality: A Re – Examination and Extension. *Journal of Marketing*, Vol 56, Page 55 – 68.
- Duncan, E., & Elliot, G. (2002). Customer Service Quality and Financial Performance among Australian Retail Financial Institutions. *Journal of Financial Services Marketing*(7(1)), 25 – 41.
- Edvardsson, B. O. (1998). Service quality to service loyalty: A relationship which goes beyond customer services. *Total Quality Management*, 8(2), 142-149.
- Ehigie, B. O. (2006). Correlates of Customer Loyalty to their Bank: A Case Study in Nigeria. *International Journal of Bank Marketing*(24(7)), 494 – 508.
- Eshghi, A., Roy, S. K., & Ganguli, S. (2008). Service quality and customer satisfaction: An empirical investigation in Indian mobile Telecommunications services. *Marketing Management Journal*, Vol 18(2), p. 119-144.
- Estherby-Smith, M., Thorpe, R., & Lowe, A. (2002). *Management Research: An Introduction* (2nd edn ed.). London: Sage.
- Fisher, A. (2001). Winning the Battle for Customers. *Journal of Financial Services Marketing*(6 (2)), 77-83.
- Fitzsimmons, J. A., & Fitzsimmons, M. J. (2001). *Service Management: operations, strategy, and information technology*. New York: McGraw Hill Inc.
- Fowler, F. J. (1988). Survey Research Methods. *Applied Social Research Methods Series, Volume 1*.
- Ghauri, P., & Gronhaug, K. (2010). *Research Methods in Business Studies* (4th Edition ed.). Essex, Harlow: Pearson.
- Grönroos, C. (2007). *Service Management and Marketing: Customer Management in Service Competition*. Wiley Higher Education.
- Hinson, R. A., & Mensah, R. (2006). Determinants of Ghanaian bank service quality in a universal banking dispensation. *Banks Bank Syst*(1(2)), 69-81.
- Hinson, R., Mohammed, A., & Mensah, R. (2006). Determinants of Ghanaian Bank Service Quality in a Universal Banking Dispensation. *International Journal of Bank Marketing*(2).
- Huysamen, G. K. (1994). *Methodology for the social and behavioural Sciences*. Pretoria: Sigma Press.
- Johnston, R. (1997). Identifying the Critical Determinant of Service Quality in Retail Banking: Importance and Effect. *International Journal of bank marketing*, Vol.15(No.4), pp. 111-116.
- Jones, M. A., & Suh, J. (2000). Transaction-specific satisfaction and overall satisfaction: an empirical analysis. *Journal of Services Marketing*, (14(2)), 147–159.
- Kandampully, J. (1998). Service Quality to Service Loyalty: A relationship which goes beyond customer services. *Total Quality Management*, 9, p. 431- 443.
- Kano, N., Seraku, N., Takahashi, F., & Tsuji, S. (1984, April). Attractive quality and must -be quality. *Hinshitsu, The Journal of the Japanese Society for Quality Control*, pp.39-48.
- Kheng, L. L., Mahamad, O., Ramayah, T. M., & Rahim, M. R. (2010). The impact of service quality on customer loyalty: a study of banks in Penang. *Malaysia International Journal of Marketing Studies*(2(2)), 57 -66.
- Kish, J. (2000). Before Your Customers Leave. *Bank Marketing*(32 (2)), 30.
- Kotler, P., & Keller, K. L. (2009). *Marketing management* (13th end ed.). New Jersey: Pearson Education Inc.
- Kotler, P., Armstrong, G., & Saunders, J. W. (2002). *Principle of Marketing* (3rd ed.). Prentice Hall Europe.
- Kristensen, K., Dahlgaard, J. J., & Kanji, G. K. (1992). On Measurement of customer satisfaction. *Total Quality Management*, 3(2), 123-8.
- Kumar, S. A., Mani, B. T., Mahalingam, S., & Vanjikovan, M. (2010). Influence of Service Quality on Attitudinal Loyalty in Private Retail Banking: an empirical study. *IUP Journal of Management Research*(9(4)), 21-38.
- Lai, T. L. (2004). Service Quality and perceived value's impact on satisfaction, Intention and usage of short message service (SMS). *Information Systems Frontiers*, 353-368.
- Lovelock, C. H., Patterson, P. G., & Walker, R. (2001). *Services Marketing*.
- McCull-Kennedy, & Schneider, U. (2000). Measuring customer satisfaction: why, what and how. *Total Quality Management*(77), 1-7.
- Money, A. H., & Berthon, P. R. (2000). Service Quality and Satisfaction - the Moderating Role of Value. *European Journal of Marketing*(34 (11/12)), 1338 – 1352.
- Newman, K. (2001). Interrogating SERVQUAL: A Critical Assessment of Service Quality Measurement in a High Street Retail Bank. *International Journal of Bank Marketing*(19, 3), 126 – 39.

- Ojo, O. (2010). The Relationship Between Service Quality and Customer Satisfaction in the Telecommunication Industry: Evidence From Nigeria. *BRAND. Broad Research in Accounting, Negotiation, and Distribution, Volume 1*(Issue 1), 88.
- Oliver, R. (1981). Measurement and evaluation of satisfaction process in retail setting. *Journal of Retailing*, 25-48.
- Oliver, R. L. (1980). A Cognitive Model for the Antecedents and Consequences of Satisfaction. *Journal of Marketing Research*((17:4)), pp. 460-469.
- Parasuraman, A., Berry, L. L., & Zeithaml, V. A. (1991). Refinement and Reassessment of the SERVQUAL Scale. *Journal of Retailing*, 67(4).
- Parasuraman, A., Berry, L., & Zeithaml. (1985). A Conceptual Model of Service Quality and its Implication for Future Research. *Journal of Marketing*, 46(4), 41-50.
- Parasuraman, A., Z. V., & Berry, L. (1988). SERVQUAL A Multiple Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 46, 12 – 40.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64, 12-40.
- Philip, K. (2003). Marketing Management.
- Portela, M., & Thanassoulis, E. (2005). Profitability of a sample of Portuguese bank branches and its decomposition into technical and allocative components. *European Journal of Operational Research*, 162(3), 850-866.
- Prof, D. M., Basharat, N., & Zoune, A. (2011, December). Impact of Perceived Service Quality on Banking Customer's Loyalty. *International Journal of Contemporary Research in Business*, 3(8), 1-645.
- Rahaman, M. M., Abdullah, M., & Rahman, D. A. (2011, July). Measuring Service Quality using SERVQUAL Model: A Study on PCBs (Private Commercial Banks) in Bangladesh. *Business Management Dynamics*, pp.01-11.
- Robson, C. (1993). *Real World Research: A Resource for Social Scientists and Practitioners-Researchers*. Oxford: Blackwell Publishers.
- Sackey, A. R., Adebayo, S., Oppong, M. A., Mensah, A. E., & Annor, L. (2012). The Effect of Quality Service on Customer Satisfaction, Loyalty and Retention in The Ghanaian Banking Industry (A case of Barclays Bank Ghana Limited-BBGL). 1-89.
- Saghier, E. N., & Demyana, N. (2013). Service Quality Dimension sand Customers' Satisfactions of Banks in Egypt. *Proceedings of 20th International Business Research Conference*. Dubai, UAE.
- Saunders, Lewis, Mark, Philip, & Thornhill, A. (2003). *Research Methods for Business Students* (3rd ed.). Harlow.
- Seyyed, H. R. (2010). *International Journal of Innovation, Management and Technology* (Vol. Vol.3). Singapore: IACSIT Press.
- Solomon, M. R. (2009). *Consumer behavior, Buying, Having and Being* (8th Edition ed.). Pearson education, inc.
- Szymanski, D. M., & Henard, D. (2001). Customer satisfaction: A meta-analysis of the empirical evidence. *Academy of Marketing Science Journal*(29(1)), Page 16-35.
- Ward, T., & Tracey S. Dagger. (2007). The complexity of relationship marketing for service customers. *Journal of Services Marketing*, 21(4), 281 - 290. doi:10.1108/08876040710758586
- Yi, Y., & La, S. (2004). What Influences the Relationship between Customer Satisfaction and Repurchase Intention? Investigating the Effects of Adjusted Expectations and Customer Loyalty. *Psychology & Marketing*(21(5)), 351-373.
- Zaim. (2010). Interrelationship Between Service Quality Attributes, Customer Satisfaction and Loyalty in the Retail Banking Sectoring in Bangladesh. *International Trade & Research Conference (ITARC)*. London: Buckinghamshire New University.
- Zeithaml, A., Berry, V. L., & Parasuraman, A. (2006). Delivering Quality Service.
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioural consequences of service quality. *Journal of Marketing Management*, 31-46.
- Zeithaml, V., Parasuraman, A., & Berry, L. L. (1990). Delivering Quality Service- Balancing Customer Perceptions and Expectations.



The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:

<http://www.iiste.org>

## CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

**Prospective authors of journals can find the submission instruction on the following page:** <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

## MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Academic conference: <http://www.iiste.org/conference/upcoming-conferences-call-for-paper/>

## IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

