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**THE EFFECT OF CUSTOMER SERVICE ON CUSTOMER SATIS-
FACTION**

**CASE STUDY: AZIRE COOPERATIVE CREDIT UNION LIMITED
(AZiCCUL)**

Thesis

CENTRIA UNIVERSITY OF APPLIED SCIENCES

Business Management

May 2018

ABSTRACT

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Degree programme Business Management		
Name of thesis The Effect of Customer Service on Customer Satisfaction Case Study: Azire Cooperative Credit Union Limited (Aziccul)		
Instructor Birgitta Niemi	Pages 20+2	
Supervisor Birgitta Niemi		
<p>In a competitive marketing place, understanding customer needs is very crucial, therefore, companies and banks in this case have moved from a product-centric to a customer- centric position. Customer satisfaction is influenced by the type of service provided. High level of customer satisfaction brings about several positive aspects of the company. Any company that has satisfied customers is bound to increase customer base and hence profitability. It is therefore important that service industries provide quality service to customers to satisfy them, make them loyal and retain them at the end.</p> <p>customer service is the critical factor for success in a business and must be better than its competitors if your business is to attract and retain customers. In the simplest way, customer service means going out of your way for the customer, doing everything possible to satisfy the customer and making decisions that benefits the customer, sometimes even at the expense of the business. Customer satisfaction is therefore, the customer’s perception that his or her expectations have been met or surpassed.</p> <p>Providing good services such as education on product, staff attitude, more staff to enhance fast work and turnaround time etc. are strategies the bank can use to improve it service quality as a greater percentage of customer’s satisfaction solely depends on it. However, the researcher’s main findings were centered around know the relationship each variable holds with the other and how it can be enhanced.</p>		

Key word.
Customer satisfaction, Customer service, Relationship, Service quality and Measurement.

ABSTRACT

CONTENTS

Table of Contents

1 INTRODUCTION	1
2 THEORY ON CUSTOMER SERVICE AND SATISFACTION.....	3
2.1 Features of Customer Satisfaction.....	4
2.2 How Customer Satisfaction Can Be Measured.....	6
3 PRESENTATION OF CASE COMPANY	9
4 DATA PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS	10
4.1 Identification of Respondents	10
4.2 Data Collection and Analysis.....	11
4.3 Response from Staff.....	16
5 CONCLUSION.....	21

LIST OF TABLES:

TABLE 1	10
TABLE 2	10
TABLE 3	11
TABLE 4	12
TABLE 5	12
TABLE 6	13
TABLE 7	13
TABLE 8	14
TABLE 9	14
TABLE 10.....	15
TABLE 11.....	16
TABLE 12.....	17
TABLE 13.....	17
TABLE 14.....	17

List of Appendix

Appendix 1: Questionnaire

1 INTRODUCTION

It is such an amazing feeling when customers get what they want and when they want it. Human characters keep changing so that it is not only difficult but also sometimes impossible to be able to predict or forecast what a customer will want or will be happy. The word happiness is relative and varying and this is one of the reasons why it can be such a nerve-breaking task to an organization to make her customers happy. Some customers can be actively satisfied while others just are passively satisfied. An organization with more passively satisfied customers face more difficulties because even the customers themselves cannot explicitly explain the reason or what makes them happy and or satisfied.

People have different attitudes, temperaments and ways of reasoning such that the service of an organization to its customers may be as varied as its employees who have sole responsibility to interact and satisfy their customer needs. Some scholars may be of different opinion that these differences in the behaviour and attitude of employees can be things such as differences in culture, linguistic differences and personality traits. It can be more interesting if we have to go deeper to know why these differences do exist and where they come from some cultural experts will agree that cultural diversity makes life more interesting and fascinating, but how true is this in an organisation with a diverse workforce working to ensure the satisfaction of her customers and a diverse customer base all wanting to be satisfied by the organization? It is not doubt that minds can be changed and cultured, but even those cultured or changed minds will always disagree or differ when it comes to things related to happiness, for what make some customers happy might sometimes or never work or make others happy. Organizations in the 21st century are therefore fast and rapidly embarrassing the concept of customer relations management with most of them having separate department for this aimed at ensuring that customers are satisfied. The main question which they might have to answer is what is satisfaction to every customer? How they want to be served to be happy? If these questions are carefully examined and answered appropriately, then everyone involved with ensuring that customers are satisfied can conveniently credit the writings of Sir David Orr “I always want to keep a close eye on the customers. If the business is not continually adjusting to what the customers require, then trouble is probably around the corner. To avoid any unknown trouble around the corner.”

Bowen and Chen (2001) said that just satisfying customers is not enough, there has to be extremely satisfied customers. The reasoning is that, customer satisfaction must lead to customer loyalty. Bansel and Gupta (2001), further stressed on the point that building customer loyalty is not a choice any longer with businesses: it is the only way of building sustainable competitive advantage. However, it can

be argued that customer satisfaction is not an accurate indicator of loyalty. Satisfaction is necessary but not a sufficient condition of loyalty. In other words, we can have satisfaction without loyalty, but it is to have loyalty without satisfaction. Bowen and Chen (2001) pointed out that there is a positive correlation between customer loyalty and profitability. Today, marketers are seeking information on how to build customer loyalty. The increased profit comes from reduced marketing cost. Again, loyal customers cost less to serve because they know the product and it requires less information. They also carry out marketing and advertisement of a company and her products through word of mouth and recommendations which not only prove their loyalty to the company but is evident of satisfaction derived. This work will provide information regarding excellent customer service and its effects on customer satisfaction in the Cameroonian context. This piece will be available to the bank being researched for the management to know the perception of their customers on service being provided to them and to help improve on the service quality. It will also benefit other business service providers to make informed decisions as far as service is concerned. Educational institution, corporate entities, business policy makers and other researchers will also benefit from this research in making informed decisions when it comes to quality customer service to satisfy the customer.

Due to competition in recent times in the banking sector, the study covers who are always in contact with the customers and the difficulties they face in delivering their service as well as the experiences with the employees.

The main aim of the thesis is to examine the effect of customer service on customer satisfaction in case company AZiCCUL. This is because research has shown that customers are the primary concern and the center of all banking activities and their satisfaction is a paramount key of the growth of any financial institution. Therefore, the degree of customer satisfaction is measured by the quality performance of services offered by the service provider. Customer satisfaction can be used as a standard to test a bank's service quality. Service standard must start from the demands of customers and end with the satisfaction of customers.

Both qualitative and quantitative method is used in data collection to analyze and get accurate result and information.



2 THEORY ON CUSTOMER SERVICE AND SATISFACTION

It been argued that customer satisfaction is not an accurate indicator of loyalty. Satisfaction is necessarily but not a sufficient condition of loyalty. In other words, we can have satisfaction without loyalty, but it is hard to have loyalty without satisfaction. Bowen and Chen (2001) agree that it is commonly known that there is a positive relationship between customer loyalty and profitability. Today, marketers are seeking information on how to increase customer loyalty. The increased profit comes from reduced marketing cost, increased sales and reduced operational cost. Again, loyal customer cost less to serve in part because they know the product and require less information. They even serve as part-time employees. Therefore, loyal customers not only require less information themselves, they also serve as an information source for other customers". For organization to ensure that there is customer loyalty, organisation must be able to anticipate the need of their customers (Kandampully & Duffy, 1999).

According to Kandampully and Duffy 1999, a customer's interest in maintaining a loyal relationship is depending on the firm's ability to anticipate customers' future needs and offering them before anyone else does. Parasuraman et al., (1985, 1988) proposed service quality model for the first time and they said service quality can be measured through functional quality dimension which has five components (tangibility, reliability, responsiveness, assurance, empathy). These models identify the gaps service quality of the service organization which describes five gaps during service expectation till the actual service delivery. The first gap is the service. Provider does not know what the expectation of the customers about the service. The second gap is the service provider does not recognize the standard of service that a customer expects. The third is specification of the service and delivery of service, the forth is related with delivery of service. The last and final gap is the customers' expectation about the service and the perceived service.

After that, Cronin and Taylor (1992) argue that unweighted performance based SERVPERF metric, which takes in to consideration only customer 'Perception' as the basis is a better measure of service quality. They also developed different models called performance only model to measure the service quality. They claimed that SERVPERF (service performance) is more suitable and accurate than SERVQUAL (service quality). They also claimed that SERPERF needs fewer items than SERVQUAL to measure the service quality of any company and better service quality influence customer satisfaction.

According to Parasuraman (1985) the direction of gap between customer perception and expectation as measured by SERVQUAL affects quality. Accordingly, customers will have 'Perception' of high service quality to the extent that their 'Expectation' is lower than perceived service performance.

In addition, Teas (1993) raised the question about appropriateness of the conventional disconfirmation model and they proposed evaluated performance and normed quality model. Teas argued that in SERVQUAL. (Parasuraman et al., 1988) model the conceptual definition is not very clear, theoretical justification of expectation to measure the service quality is not appropriate. In spite of that theory, Berkley and Gupta (1994) developed IT (Information Technology) alignment model for service firm where they used IT to provide service to the customers.

Perceived service quality and satisfaction model is developed by Spreng and Mackoy (1996). This model is suitable to find the construct of service quality and customer satisfaction. Perceived service quality and satisfaction model is the modification model of service quality and service satisfaction model (Oliver 1993). This model is measure through ten important attributes of advertising and that helps to measure service quality and customer satisfaction of service organization.

2.1 Features of Customer Satisfaction.

Customer satisfaction is as sophisticated and complex as human behavior is. Two principal features, which can be identified in every satisfied customer's story. These two main features are loyalty and trust.

2.1.1 Loyalty

Loyalty in simple terms can be considered as the act of being faithful to one's oath. Nevertheless, is there really an oath between a customer and an organization? I wonder if there is in a social context and considering the nature of information technological advancements available for business to use making it possible for a successful business to take place without the customer meeting any sales staff personally. There may as well be an oath based on the definition and attributes given to the word oath.

Hill and Alexander (2006) said loyalty refers to the preference of a consumer for a product wherein the choice of the said product is based on feelings and emotions. Some customers may be so loyal that they are even ready to accept unpleasant products or bare some unsatisfying conditions because of their positive attitude to a product an organization. Loyalty as a feeling, can be cultured and or developed over a given period or after a series of interactions between a customer and an organization.

The conclusion from the research clearly demonstrated that partly satisfied customers do have a choice to make thereby implying that it does not only suffice making a customer loyal as a customer could be termed as loyal only when they are completely loyal. There however seem to be an interrelationship between satisfaction and loyalty as customer satisfaction is one of the foundations for a prolonged relationship and a first step for a customer to become loyal (Zaire, 2000).

There has however been an increasing rate of criticisms of the positive relationship between customer loyalty and customer satisfaction. Szwarc (2005) argues that customer satisfaction does not guarantee customer loyalty, but it is rather a prerequisite for customer loyalty.

2.1.2 Trust

I think trust can be established after a completed transaction or a couple of transactions between the customer and the organization that gives the customer a certain degree of reliability on the organization and in their mission or goals and portrays the organizations ability to be truthful in meeting to her obligations and in making commitments.

In building trust, there must first be Customer satisfaction, which paves the way for reliability where in the customer can be confident that his or her expectations and actual results from the company were good. After satisfying the customer and building reliability, then the company can be viewed and considered as competent.

It is only when the organization is viewed by the customer as competent, then trust can develop. Trust and customer relationship could each be a predecessor to the other but to some extents. Customer satisfaction will most likely appear to be a foundation for trust.

2.2 How Customer Satisfaction Can Be Measured

Customer satisfaction is the degree of satisfaction provided by the goods and services of the organization as measured by the number of repeat customers. Customers perceive service in terms of quality, but how satisfied they are with the overall experience is what defines their satisfaction. Whether the customer is satisfied after purchase depends on the offer performance or customer service in relation to the customer expectation. However, according to Zeithaml et al (2010) although service quality and customer satisfaction are used interchangeably, there is indeed a distinction. Customer satisfaction is when the outcome of services matches the expectation of the service. Measuring customers satisfaction is quite challenging as customer derive satisfaction differently while others seem not to get satisfied at all with the service quality. Different financial institutions have different ways of measuring customer satisfaction.

It is the interest of every financial institution (AZiCCUL inclusive) to increase their customer base because they are of the organizations assets. Customer acquisition is not much of a problem but how easy it is to retain a customer poses a big question mark. Organizations both big and small give preference to customers because they are the direct consumers of their product and services. They are reasons for their existence and without them it is bad business. This explains why financial institutions take interest to know to which extent are their customers satisfied and possible improvements to their service quality just to keep them satisfied and comfortable though not every customer can be satisfied at the same time and in the same way.

Measuring customer satisfaction involves analyzing and collecting data to get an accurate result. Richard F. Gerson (1988) proposed workshop (seminars) and remote location training as ways of measuring customer satisfaction. It has brought to the table of discussion by many scholars and organizations on how to measure customer satisfaction though there is not a platform as different companies use different measuring strategies.

It is very true that when you eat good food at a restaurant, you will want to go there again and have a meal. This is because of positive evaluation results in increased customer satisfaction, which lead to improved customer loyalty. The one major question is how we can then measure customer satisfaction

to know when people are satisfied with our goods and or services? There have been many strategies trying to explain this fact. However, for this research, we will use a simple measurement technique.

Firstly, we have overall satisfaction, which indicates how the customer generally feels after purchasing a product. Every company wants to have its customers make statements such as 'I made a good choice in buying this' and 'I feel so happy to have paid for what I got'. This can be realized when the customers' needs are fully fulfilled.

Secondly, customer satisfaction can be measured by means of a series of attributes such as the taste of the product which must do with both cognitive and affective judgements of the people. This may include things such as taste.

We also have the measurement of customer satisfaction through behavioral measures, whereby we can judge the level of satisfaction of a customer from their behavior. Will they be willing to get the product again? How happy are the customers when they come to get the product? These are some questions that can be answered by the customer service team from the behavior of their customers and will be able to know if they are satisfied or not.

Furthermore, customer satisfaction can be judged from both affective and behavioral measure through customer loyalty. Loyal customers prove that they are happier than the others. However, there are a few dimensions to measure customer satisfaction like the speed of service (i.e. how quick the service is rendered or delivered), the service quality (how good or bad d service is), pricing etc. There are five service quality dimensions which are;

Reliability is the ability to meet any promise made by the service provider to customers. Customers wish to have some reliable personnel to count on in every situation and whose words are trust worthy.

Responsiveness is the willingness to give a quick response. Service providers should be in the state of providing an immediate response to their clients or customers when their service or help is needed. That is responding fast to phone calls and emails. Customers appreciate it when they are being attended to in no time. Communication should not only rely on email if the communication be done one on one.

Assurance is a guarantee of a positive promise. In other words, it means trust, confidence. Assurance as a service quality entails an employee having a mastery of his job, skilled and efficient. It is of great

importance for an employee to build this aspect of trust and confidence to customers because it goes a long way in satisfying them and thus creating customer loyalty.

Empathy is the ability to deliver a service to customers with much care and with keen attention. Customers are kings and should be treated as such therefore an organization should do its maximum best to meet the demands of their customers to retain them.

Tangibility since services are tangible, customers derive their perception of service quality by comparing the tangible associated with these services provided it is the appearance of the physical facilities, equipment, personnel and communication materials.

3 PRESENTATION OF CASE COMPANY

AZiCCUL is a microfinance institution which started in 1967 within a group called the Meta Welfare Union. It was started by some Meta people resident in Bamenda. They assembled together and in unity they mobilized themselves funds for the main aim of building capital to meet up with challenges of children's education.

On the 2nd of February 1967, discussions about the formation of AZiCCUL started with Mr. Mosi Marcus Ngwe and then the manager of Bamenda cooperative Association Ltd champion the discussions. A few members of the Meta Welfare Union who heeded to the position outcome of the discussion held their first meeting which included thirteen members. At their pioneer meeting, much education on credit union was imparted and immediately, they resolved on a registration fee of 500 FCFA and a monthly contribution of 500 FCFA per month. They agreed to hold their meetings forth nightly and they elected a five-man execution committee to run their affair through the president, vice president, secretary, treasurer and financial secretary.

News about credit union philosophy spread amongst the inhabitants of Bamenda town and more people registered with the credit union group. In August 1968, AZiCCUL received its certificate of registration from the Registrar of Co-operative service Buea. Later it registered with Cameroon Cooperative Credit Union League Limited (CamCCUL) ltd with a total membership of eighty-eight and savings of two hundred and forty-five thousand nine hundred and fifty (245,950) FCFA at the time.

In 1970, Azire credit union held its first annual general meeting (AGM) and the need for a permanent staff was expressed and in 1971, the services of a full-time manager to operate business daily were expressed and their second AGM. The second board was said set which included a president, vice president and a treasurer. In December 1985, AZiCCUL attained its first 10 digits (a billion) in the presentation of its account (balance sheet). In 1987, the sum of five thousand FCFA was debited from each member saving account to realize the construction of the three-floor multipurpose office building which was at the decision of the 1989, General Assembly. In April 1989, the plot of the present head office was acquired.

4 DATA PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS

This chapter covers data presentation and analysis. Data collected is presented and analysed to fulfil the aim with which the project was conceived. Data was collected using a questionnaire administered to 80 people with the use of tables and results explained.

4.1 Identification of Respondents

TABLE 1. Gender identification of respondents

Gender	Frequency	Percentage
Male	55	68.75
Female	25	31.25
Total	80	100

Source: field survey 2016

From table 1, it can be read that, out of 80 respondents who took part in the study both employees and customers of AZiCCUL, 55 were males and 25 were females giving a percentage of 68.75 % and 31.25 % respectively.

TABLE 2. Age of respondents

Age range	Frequency	Percentage
20-30	2	2.5
31-40	34	42.5
41-50	27	33.75
51 and above	17	21.25
Total	80	100

Source: field survey 2016

The age respondents range from 20 to 51 years and above. The highest number of response came from the respondent age group of between 31 and 40 with a frequency of 34 out of 80 and a percentage of

34.44 and the least number of responses came from the age group of 51 and above with a frequency of 17 out of 80 and a percentage of 16.67.

4.2 Data Collection and Analysis

The researcher uses questionnaires and interviews as tools in collecting data for the study. The structure of the questionnaire issued were both open ended and close ended. With the interview method, the researcher assisted the respondents in the process of discussion to have qualitative information.

How satisfied a customer is depends on the quality of service received by the customer. The sample size used is 80. Some 80 questionnaires were administered and all the 80 were answered. 70 of which were customers and 10 were staff of AZiCCUL Bamenda branch

TABLE 3. Do you enjoy customer relationship management in AZiCCUL?

Response	Frequency	Percentage
Yes	52	74.3
No	11	15.7
Do not know	7	10
Total	70	100

Source: field survey 2016

In TABLE 3, 74.3 % of respondents said they have relationship managers, implying the bank to a large degree is delivering on its service promises. Of the rest of 18 respondents, 11 said they do not have a relationship manager and 7 said they do not know if they have or not. Though this number is lowest compared to those who said they have a relationship manager, it is still critical to a bank that aims at retaining customers. This is because It is less costly retaining an existing customer that prospecting a new customer.

TABLE 4. On what quality do you rank the staff of AZiCCUL with regards to their performance?

Staff performance	Frequency	Percentage
Excellent	33	47.1
Very good	16	22.9
Good	9	12.9
Satisfactory	12	17.1
Poor	0	0
Total	70	100

Source: field survey 2016

TABLE 4 presents how customers rank the staff of AZiCCUL in terms of general performance. The result shows that there was no customer who said they perform poorly and about 83 % rank them as good, very good or excellent which suggests that the customer service staff perform their duties to the satisfaction of the customers. 17.1 % are just satisfied with the staff performance. Their satisfaction may be attributed to their perceived quality and this reflects in TABLE 7.

TABLE 5. Does customer service affect satisfaction?

Response	Frequency	Percentage
Yes	68	97.1
No	2	2.9
I don't know	0	0
Total	70	100

Source: field survey 2016

TABLE5 presents how customers of AZiCCUL talk about the satisfaction being affected by customer service. The results show that no customer knows if customer service affects customer satisfaction and

about 97.1 % of customer said customer service affects their satisfaction and 2.9 % are just satisfied with customer service.

TABLE 6. What do you like about AZiCCUL?

Likes	Frequency	Valid percentage
Staff attitude	61	87.1
Short turnaround time	4	5.7
Information on products	3	4.3
Others	2	2.9
Total	70	100

Source: field survey 2016

As much as 87.1 % of respondents said what they like about the bank is the staff attitude, customer service can be seen in the attitude of the staff towards the customer. If customers are satisfied with the way they are handled and perceive that as quality, then they will be satisfied and become loyal to the bank. The percentage that like the short turnaround time and information on products might mean much is not done in that area. It may also mean that what they perceive as customer service is attitude, rather than time spent in the bank or information about products in the bank.

TABLE 7. Do you intend to continue banking with AZiCCUL?

Response	Frequency	Percentage
Yes	45	64.3
No	2	2.8
Can't tell	23	32.9
Total	70	100

Source: Field survey 2016

Perhaps those who cannot tell are the new entrant to the bank and may need time to decide. Some 45 out of 70 intend to continue banking with AZiCCUL. A past research shows that satisfaction is a reliable predictor of repurchase intention. Maximization of customer loyalty is a priority for most industries. It can be said from the table that 64.3 % are satisfied.

TABLE 8. What will you like the bank to do to meet customers need?

	Frequency	Percentage
Provide more tellers	37	52.8
Provide more chairs of waiting	27	38.6
Visit or call regularly	3	4.3
Extended banking hours	3	4.3
Total	70	100

Source: field survey 2016.

Customers were asked to mention activities that if the bank undergoes will meet their needs. The subjective assessment of the actual service experiences is the customer perceived service quality and what satisfies one customer may not satisfy the other. It is certain from TABLE 10 that, 52.8 % of respondents will like more tellers to be provided and about 39 % will like more chairs to be provided for waiting. If more tellers are provided and turnaround time is shorter, then there will be no need for more chairs to be provided. In any case, if provision of more chairs will increase the satisfaction level of customers, then it should be looked at.

TABLE 9. What other things can the bank do to make customers more satisfied?

	Frequency	Percentage
No response	0	0
Avoid delays in transfer	10	14.2
Charges on interim statement must be stopped	16	22.8
Continue with good work	11	15.7
Delay in visa card application	13	18.5
Internet banking	20	28.5

Total	70	100
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Source: field survey 2016

Out of 70 respondents, 12 wants internet banking which means either they do not have either access to or they cannot use it. 8 of the respondents will like parking space provided for customers. A few of them talked of the number of tellers and how fast they must be. It is certain that most of what respondents wants are tangible items that they want to see.

TABLE 10. Do you recommend UBA to others?

	Frequency	Percentage
Yes	51	72.9
No	19	27.1
Total	70	100

Source: field survey 2016

51 recommendations out of 70 respondents are not very bad as indicated in TABLE 12. It could be a positive sign that customers see something good about the bank. Remember one of the easiest and common ways to advertise a company is through word of mouth. So, if the customers are recommending the bank to others, then there is a bright future for the bank.

4.3 Response from Staff

As much as companies want to satisfy through quality customer service, there are barriers to customer service delivery and for that matter, satisfied customers. Barriers usually are from management, system processes or the individual providing the service.

From literature, some factors that can serve as barriers to customer satisfaction include overworked staff which can result in staff losing energy quickly and since they will have many clients to serve, steps will be skipped, staff and customer will become frustrated and client will have received insufficient attention to their issues. From TABLE 12, out of 10 service personnel that were contacted 7 said they serve about 100 customers every day. And this could be burdensome. Looking at the large number of customers and the need not to keep them waiting so long in the queue, the attention and patience that should be given to make the customer feel like a queen or king might not be present. This can be

interfered, from TABLE 13, which suggest that the average turnaround time for each customer is between 0-10 minutes.

From the results, AZiCCUL has a customer service goal which is to meet customer expectations and hence, delighting the customers. This is the very reason why they put strategies in place to satisfy and retain the customers.

TABLE 11. What other factor within the setup can aid the bank to improve upon its current service level?

	Frequency	Percentage
Attend to customers on time	2	20
Employ staff with good customer service	2	20
Maintaining good customer service.	1	10
More technological aid e.g. visa, internet banking	4	40
Motivation	1	10
Total	10	100

Source: field survey 2016

The employees contacted had different views about what else can be done to improve the quality service in AZiCCUL. 4 out of the 10 respondents said they needed more technological aids, example is the internet banking which will eventually reduce the number of customer to the banking hall and make their work faster and efficient, 2 of them from table 13 says employees with good customer relations must be employed. This might mean there are some customer service personnel who do not have good customer relations. One of the staff also said they needed to maintain good customer service, which can be inferred that there is good customer service which needed to be Source: field survey 2016 maintained.

Another 2 said they needed to attend to customers on time, which is one of the pillars of customer service delivery in AZiCCUL. No customer wants to wait in queue in the banking hall for long. One em-

ployee felt motivation of the employees and the customer service personnel in this case will aid the bank to improve upon its customer service level.

TABLE 12. On the average, what number of customers do you serve in a day?

	Frequency	Percentage
0-10	2	20
11-20	1	10
41 and above	7	70
Total	10	100

TABLE 13. What is the average turnaround time?

	Frequency	Percentage
1-10mins	8	80
11-20mins	1	10
31-40mins	1	10
Total	10	100

Source: field survey 2016

TABLE 14. What is your opinion on the assertion that customer service affects customer satisfaction in AZiCCUL?

	Frequency	Percentage
Strongly disagree	1	10
Disagree	2	20
Agree	3	30
Strongly agree	4	40
Total	10	100

Source: field survey 2016

From the above data collection in TABLE 3, it is analyzed that there is a good relationship between both the customers and the bank as up to 74.1 % attests to that. This creates a friendly atmosphere for any business transaction giving a positive remark on staff attitude.

Results from TABLE 4 shows a good public image of the bank as majority of the customers agree that in a scale of one hundred 47.1 % appreciates and rank it excellent and only 12.9 % gave just good. 97.1 % of customers in TABLE 5 says customer service affects satisfaction and 2.9 % says customer service does not affect the satisfaction of a customer. Perhaps because their satisfaction may not actually be in services rendered but the feeling of belonging to a reputable bank.

A greater proportion of AZiCCUL customers says the attitude of the staff is what they like most, with short turnaround time, information on product and many others having a lesser percentage. Therefore, AZiCCUL has got to do some adjustment as regard those area because 12.9 % of the customers are not comfortable and the bank cannot stand the chance of losing a customer based on that. 12.9 % may appear small compared to the rest of the 87.1 % because it's even more difficult getting an old customer back if left (TABLE 6).

In TABLE 7, 64.3 % will still like to continue banking with AZiCCUL their reasoning may be because there is a good customer relationship management and majority like the attitude of the staff which also explains why most of them ticked excellent in ranking AZiCCUL as seen in the above tables.

However, most of the customers will not only like to continue banking but will also recommend the bank to others and the crown with the overall statement of strongly agreeing that customer service affects customer satisfaction.

5 CONCLUSION

A critical analysis of this thesis gives a deep understanding of the inverse relationship between customer service and customer satisfaction and the undisputed fact that says customers play an important role in every organization cannot be over emphasized. Keeping that in mind, financial institutions (AZiCCUL inclusive) put in every bit of effort to retain their customers and this is done by implementing measures to improve their service delivery so that customers get their maximum satisfaction though not in the same magnitude. It is therefore important to know the exact needs and wants of every customer to keep a long-term relationship. A satisfied customer is a happy customer and once a company achieves this, its customer base will increase leading to an increase in the profit margin.

Writing this thesis, the researcher faced lots of challenges but was able to push through as both qualitative and quantitative method of data analyses was used to provide valuable and accurate information. Various methods needed to be applied to fully analyze the co-relation between customer service and satisfaction, together with their effects having customer satisfaction as the dependent variable to the independent customer service variable. Losing a customer, low profit margin and lack of trust are some of the highlighted effects of an institution not being able to meet up to a certain degree of providing satisfaction to its customers.

However, should a company be able to manage the situation and prove its capability of handling these two important variables then everything being equal will be able to operate on a successful lane since satisfaction of customer greatly depends on the quality of service rendered by the service provided.

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APPENDIX 1

I am CHUALAC PETRA NANGA, a student of Central University of Applied Sciences Kokkola and I am writing my thesis on the topic “The Effects of customer Service on Customer Satisfaction” the case of Azire Cooperative Credit Union Limited. To analyze facts, your cooperation will be needed. Kindly respond to the following as your feedback will profoundly help in this research work, thanks.

1. How long have you been a customer of AZiCCUL?

- 0-1 year
- 2-3 years
- Above 3 years

2. Why did you choose to AZiCCUL?

- It a reputable bank.
- A friend recommended it to me
- Trust worthiness.

3. What is your opinion about their services and product offer to your needs?

- Good
- Average
- Excellent
- Poor.

4. Are you satisfied with the services provided by the union?

- Yes
- No
- Sometimes.

5. Would you recommend AZiCCUL to others?

- Yes
- No.

6. Does customer service affect customer satisfaction?

- Yes
- No
- I don't know.

7. Exactly what should AZiCCUL improve on?

- Provide more and fast tellers
- Improve on network internet banking
- Stop interim charges on statements
- Parking space for customers.

8. How would you rate AZiCCUL?

- Excellent
- Very good
- Good
- Satisfactory
- Poor.

9. Do you intend to continue banking with AZiCCUL?

- Yes
- No
- Can't tell.

10. If you will like to share any additional experience or concern, please enter them below.

