

Analysis of customer satisfaction: a case study of the banking sector in South Africa

Khathutshelo Mushavhanamadi and Joy Hope Mavimbela

Department of Quality and Operations Management

Faculty of Engineering and the Built Environment

University of Johannesburg, PO BOX, 524, Auckland Park, 2006

South Africa

kmushavhanamadi@uj.ac.za

Abstract

Standard Bank Limited is a scheduled Bank under private sector established under the ambit of bank Company Act, 1991 and incorporated as a Public Limited Company under Companies Act, 1994. The Bank started commercial banking operations effective from June 03, 1999. The Bank had been widely acclaimed by the business community, from small entrepreneur to large traders and industrial conglomerates, including the top rated corporate borrowers for forward-looking business outlook and innovative financing solutions. Thus, within this very short period of time it has been able to create an image for itself and has earned significant reputation in the country's banking sector as setting a new standard in banking. The various programs undertaken by the Bank to enrich the quality of human resource are mainly aimed at increasing professional knowledge and skill levels of employees through training and development, in order form a well-equipped work force for providing superlative services to the customers. In preparation of this digest both secondary and primary data sources have been used. The primary data were mainly collected while conducting the survey on customer satisfaction. The secondary data sources were the company website, the annual reports and other publicized documents of the company as well as from other books. The report will mainly focus on what criteria Standard Bank Limited of Bangladesh is maintaining for satisfying the customers in different sectors like investment, deposit scheme, loan sanction, remittance.

Keywords

Mining industry, challenges, Sustainability, Supply Chain Management, SADC.

I. Introduction

Customer dissatisfaction is the degree to which the products and services offered by an organization fail to meet customers' expertise. Customer dissatisfaction can be described as the unhappiness or disappointment a customer experiences when comparing the Percival performance of the outcomes to the expectations they had in mind. For when customers are not satisfied with the services or products they receive in a certain company, they tend to complain and usually leave with immediate effect. Customers are considered as the primary stakeholders of any successful organization. Customer satisfaction is important because it is the major indicator measuring the likelihood of a customer in making repeat purchases because it is also considered to a point of differentiation in a way that it assist the organization to strive for success and provide all possible means of keeping their customers happy. By so doing, customer churn decreases through measuring as well as tracing customer satisfaction through the provision of customer service quality, which lead to customer period value increment, simply because customer satisfaction is an important factor concerning the amount of revenue a satisfied customer produces for the organization, through decreasing the level of negative word of mouth and keeping an eye on satisfaction changing trends. It is therefore financially easier for an organization to keep a regular customer rather than to recruit an exclusive one. Many organizations strive to have satisfied and happy employees in order to achieve the competitive advantage and customer satisfaction. Those that fail to do so, they usually have a room filled with complaints from their customers about the poor service quality they receive from their employees.

The banking industry is definitely the most auspicious industry in a country. In general, the word 'Bank' brings an understanding that this organization deals with capital .There are various types of banks, namely: agricultural bank,

commercial bank, savings bank, industrial bank, as well as exchange Bank. When this term 'Bank' is used with no prefix, it basically refers to commercial Bank. Commercial banks are the fundamental sponsors to the generation of economy of a country. For they assist in terms of the flowing of funds from excess unit to arrears unit, and therefore facilitates the effective allocation of the needed resources and augmented economic growth. In addition, banks are playing an essential role in when it comes to the economic development of a country. This is because the economy currency is absolutely one of the most significant and indispensable elements which can be compared with the blood in a human body, where the financial institutions like banks act as blood vessels of the economy. The banking organizations inhabits a vital room in the country's economy, simply because of their intermediate role of ensuring allocation and saves up the momentum of the economic accomplishments. The South African economy has been suffering a swift growth ever since the 90's. The changes in Urbanization not to mention the standard of living, synchronized with the economic development actually increased the demand for banking products as well as services. From way back in the ancient days to nowadays, the banking organizations are playing a vital role in the economy of our country. When it comes to the local community, banking organizations offer funding access and financial services to both local business and citizens, as well as the money banks invest back into the community over business investments employee payroll, and taxes. Firstly, banking organizations provide the necessities of the society by means of wiping up deposits in dissimilar forms such as FD, savings, MSS, SND and other alternatives, at rational rates. Likewise, banking organizations deliver credit capability to great end investors for enormous projects in the industrial, service sectors and infrastructure. Similarly, the SME sector get credit capability from financial organizations to launch exclusive businesses and expanding their current businesses. This therefore means that financial organizations serves as an arbitrator that receive capital from excess units and distribute the capital to the debit units - hence it has been proved that without financial organizations, a lot of students could not attain appropriate education, lot of families could not afford to purchase their own houses to live at, industries could not develop and governments could not deliver public services to mass citizens. The contemporary central banks are organizations that are accountable not only for the maintenance of economic stability, but also for performing a diversity of developmental as well as promotional functions of a country's economy. South Africa follows a substantial market economy. Standard Bank Limited (SBL) was incorporated as a Public Limited Company on May 11, 1999 under the Companies Act, 1994. SBL attained an adequate progress from its viable procedures on June 03, 1999. It has presented several original products on credit as well as deposit systems. It also goes for corporate, retail banking, etc. SBL also partook in fund syndication with other Banking organizations. Through all these countless activities, SBL has generated a constructive influence in the Market.

I.1 Industry Analysis

The banking Industry is definitely one of the significant industries in our country. The prominence of this sector is discovered over its influence in the economic growth of our country. This sector speed up economic growth through activating funds from excess units to debit units. The banking sector is stirring towards quick changes attributable to technological innovation as well as varied needs of its customers. Commercial banks accepts deposits from the public as well as loan them mostly to commerce for diminutive periods. As they finance mostly deal with commerce, they are called commercial banks. They are as well called deposit banks, because they accept deposit from the public and loan them for diminutive and extensive periods.

I.2 Banking Sector in South Africa

The banking sector has a crucial role to play in the economic accomplishments and development of our country. This industry is much more imperative in a developing country like South Africa. The entire situation of the economy of a certain country can be determined by inspecting the condition of the banking industry. In SA, the banking industry governs the financial industry, and macroeconomic management mainly depends on the performance of the banking industry. The Banking industry nurtured predominantly in the public sector with foremost emphasis on reformation of the financial scheme and establishment requirements of the war-torn economy with ongoing liberalization in consequent years. It was progressively recommended that banking organizations should be permitted in the private sector to provide a stimulus to the improvement process on the base of private wits. During the 1980's for the first time, several banking organizations in the private sector were tolerated. Consequently, in the mid 1990's some other banks in private sector also began their operations. Finally, in 1999, the third generation of private sector banks allowed to operate. Thus, while up to 1980's public sector banking organizations dominated the financial sector, banks in the private sector were given plenty of responsibility with the passageway of time. The banking sector of South Africa is divided into four groups of scheduled banks. There are six state owned commercial banks, two state owned development financial organization which were recognized for explicit objectives such as agricultural and industrial development, thirty-five private commercial banks which are majorly owned by the private entities and nine foreign

commercial banks which are operating their businesses in South Africa but are merged out of the country. There are currently fifty-six scheduled banks in South Africa functioning under the management of African Bank that has been authorized through African Bank Order, 1972 and Bank Company Act, 1991.

II. Literature review

Customer satisfaction serves as the major core concept of the survival and success of any commercial bank. A satisfied customer is willing to pay more than what is expected and confidently advertise the bank to recruit new customers and stays loyal to the bank. Consequently, if a customer is dissatisfied, they do not hesitate to spread a negative word of mouth and then leave the bank for a better one (Bilan, 2013). In the banking sector, customer satisfaction is an aspect that is not easy to achieve, because each and every customer has their own perceptions and expectations. The current inconsistency between customer dissatisfaction and the willingness of customers to call again for visit repetition is unmaintainable (Krawcheck, 2012). Brush, Dangol, and O'Brien (2012), further confirms that the capability of a bank to increase its revenue is totally dependent on the degree to which the measure of its customer service can be increased through keeping loyal customers and recruiting new customers.

To date, In the banking sector, employee satisfaction and service quality are the major influences of customer satisfaction. According to Yee et.al (2008), employee satisfaction is magnificently related to service quality and customer satisfaction, which therefore influences the profitability of an organization. Although Boundreau (2004), explains that the significance of employee attitude, satisfaction, commitment and performance has mostly been neglected in the literature of operations management, Heim and Sinha (2001); Balasubramanian et., al (2003), and Ryan (2005), indicated that many research in operations management that have been conducted to study the correlation between quality, performance and customer satisfaction, indicate that the research on effect of employee satisfaction on operational performance is very scarce. This is because there are limited studies that actually evaluated the relationship between attributes of employees and the quality of service that they produce (Hartline et. al, 2000; Singh and Sirdeshmukh, 2000). However, Roth and Jackson (2005), revealed that the organizational knowledge that employees have is the principal element of greater service quality that influence the performance of the organization. The purpose of this study is to address the following research question: Is employee satisfaction and service quality the major influences of customer satisfaction in the banking sector in South Africa? Fundamentally, employee satisfaction is the degree to which employees are fulfilled with their jobs. Satisfied employees tend to be respective and accountable, and committed to their jobs (Becker and Huselid, 1998; Camps and Luna- Arocas, 2009; Schneider and Bowen, 1993). This, therefore, means that these employees strive to render a good quality service to their customers in a polite and delightful manner, insuring that the customers are satisfied, through making sure that they have all the required information and resources to assist the customers with any query they may have, in order to build a strong relationship of the customers with the organization, to create loyalty and positive contribution in the mission and strategy of the organization and also yield good profitability through good performance feedback (Goodman, 2009). Since services are intangible, customers have a tendency to measure the service quality offered by the employees through observing and experiencing the attitudes as well as behaviors of the employees during the moment which the services are rendered (Schneider and Bowen, 1993). SERVQUAL Method has been used to measure the gap between the customer perception and expectation. According to the knowledge of the authors, there is none that have determined the cognitive dissonances between the job performance expectation of employees as well as the perceptions in the banking sector.

Service quality plays a significant role for banks in terms of competitive advantage and customer satisfaction (Stafford, 1996). An organization with high quality service usually outcompete its competitors and increase customer retention as well as revenue, not to mention the market share of the organization (Bennett & Higgins, 1988; Bowen & Hedges, 1993). Perceived quality is usually used as a tool to compare the banking sector's overall performance (Hossain & Leo, 2009). Berndt (2009), further explains that as a result of the rapid increase of competition as well as variation of customer demands, customer satisfaction can be measured by perceived service quality and it is thus important for banks to analyze perceived service quality thoroughly. This is because service quality has a straight correlation with financial performance, customer retention, as well as customer satisfaction (Ali et al. , 2012; Aslam et al. , 2011; Al-Hawari, 2008). Service quality is essential for the success of an organization (Parauraman, 1988), hence it is extensively used to assess the banking service performances, frankly because customer loyalty can only be achieved through rendering better quality service than the competitors (Dawes and Swailes, 1999). This, therefore increases profitability and market share of the banking organization. It has been suggested for banks to practice the SERVQUAL model as a basic competitive strategy to increase customer satisfaction (Chaoprasert and Elsey, 2004). In simple terms, customer satisfaction is a vital predictor of knowing the purchase tendency of a customer through exploring the

interests of a customer towards a product or service. For example, if a customer is satisfied with the products or services rendered, they make it easy for the organization to continue selling their products and services with no hesitation, which therefore, increases the chances of survival and expansion of the organization, as well as gaining strong competitive advantage to outmatch its competitors. For overall satisfaction is generally the total benefit relished throughout the consumption of a service or product (Hoffman & Bateson, 2001; Yu & Goulden, 2006). This basically displays that the decision of a customer to call again and to also remain loyal derives from customer satisfaction. According to the interviews conducted in the private sector as well as further education trainings, it was discovered that there is an empirical model to explain the effect of employee satisfaction on customer satisfaction and service quality (Voss et. al, 2005). Based on this literature, it is therefore hypothetical that customer satisfaction and service quality have a major influence on customer satisfaction.

This study investigates the following questions:

- ✓ What is the level of consistency of employee satisfaction when customers are satisfied and when customers are dissatisfied?
- ✓ What is the standard of service quality rendered when customers are satisfied and when customers are dissatisfied?

According to Meena and Dangayach (2012), when employees are satisfied, they care about the quality of the service they are rendering to customers, by delivering superior value to the customers, and engaging themselves to their work. In the banking sector, satisfied employees, especially the ones in the frontline, tend to behave well towards customers and ensure that they assist customers accordingly. This, therefore results in customers to be forcefully satisfied with the service they receive, stay loyal, repurchase and bring new customers to the bank through a positive word of mouth. Employees usually become satisfied with their jobs because of working in a good and comfortable workplace, receiving reasonable remunerations and incentives, continuously go for training to keep updated to the technology advancements, and considered as valuable assets of the organization by the top management. In addition, when employees are dissatisfied, usually because of receiving poor salary and wages, demotivation and lack of training, they tend to deliver poor service to customers impatiently and arrogantly, which definitely results to customer dissatisfaction and customer turnover. In simple terms, the level of employee satisfaction is high when customers are satisfied with the service quality the employees are delivering and low when customers are dissatisfied basically because the employees are also dissatisfied with their jobs.

Bellou and Adronikids (2008), indicated that in order to improve the service quality in an organization, the efficiency and effectiveness of employees must be improved. This is because most services do not deliver themselves but through employees. It is therefore important that there is harmony between employees, because they are internal customers to one another, striving for the services their delivering to be of good quality by the time the customers are ready to receive these services. In order for the level of the quality of services a certain bank is offering to be high, the employees delivering these services need to be satisfied in order for the customer to be satisfied. This basically means that when the level of service quality is low, employees are dissatisfied basically because of shortage of required resources or lack of knowledge, due to the organization not offering proper training to employees, which therefore leads to satisfied customers to become dissatisfied. A study in customer psychology has indicated that exposing customers to happy and satisfied employees make customers to have an optimistic attitude towards a product or service (Howard and Gengler, 2001). Similarly, a study in the theory of emotional contagion, it was discovered that there is a strong correlation between employee satisfaction and customer satisfaction (Sutton and Rafaeli, 1998; Hatfield et., al, 1991, 1992; Barsade, 2002). In addition, customer satisfaction improves customer loyalty as well as future repurchases (Stank et al, 1999; Verhoef, 2003).

II.1. SWOT Analysis

The researcher have used SWOT analysis as a strategy to analyze the customer service activities in SBL Ellies Park Branch.

A. *Strength*

- Swift service, consistent service, not to mention resilient and devoted officers
- Diverse kinds of services in relation to customer demand
- Robust management

- Service importance accountability
- B. Weakness**
- Shortage of service production knowledge
 - Technological complications
 - Shortage of employee engagement
 - Lack of time management in terms of problem notification
 - Absence of loyal customers
 - No precise instruction for customer service providers
 - Biasness during rendering different kinds of services
 - Shortage of skills in software execution
 - Restricted manpower
- C. Opportunity**
- Internet based banking service
 - Worldwide banking
 - Usage of technology advancements for better service
 - Can set innovative service quality objectives for better service
 - Can implement decentralization of every service in various departments
 - Can assemble skilled service providers at every service point.
- D. Threats**
- Number of contender is high
 - Some different banks have better administration bundles
 - Changing monetary condition
 - Customers are picked as far as administration parches

II.2. The Theoretical Framework

As shown in Figure 2.2, the SERVQUAL model is suitable for measuring service quality and customer satisfaction in TTCL offering telecommunication. The same dimensions used to measure both service quality and customer satisfaction because it assumed both are related (Parasuraman et al., 1988) and customer satisfaction is an antecedent of service quality (Negi, 2009). The SERVQUAL approach integrates the two constructs and suggests that perceived service quality is an antecedent to satisfaction (Negi, 2009, p.33). Therefore, in this research, the initial 20 items of SERVQUAL model (in the attached appendix) are modified to measure the perceived service quality and customer satisfaction in STBL. The model is a summary for the 20-items and researcher want to find out the overall service quality perceived by customers and which dimensions customers are satisfied with.

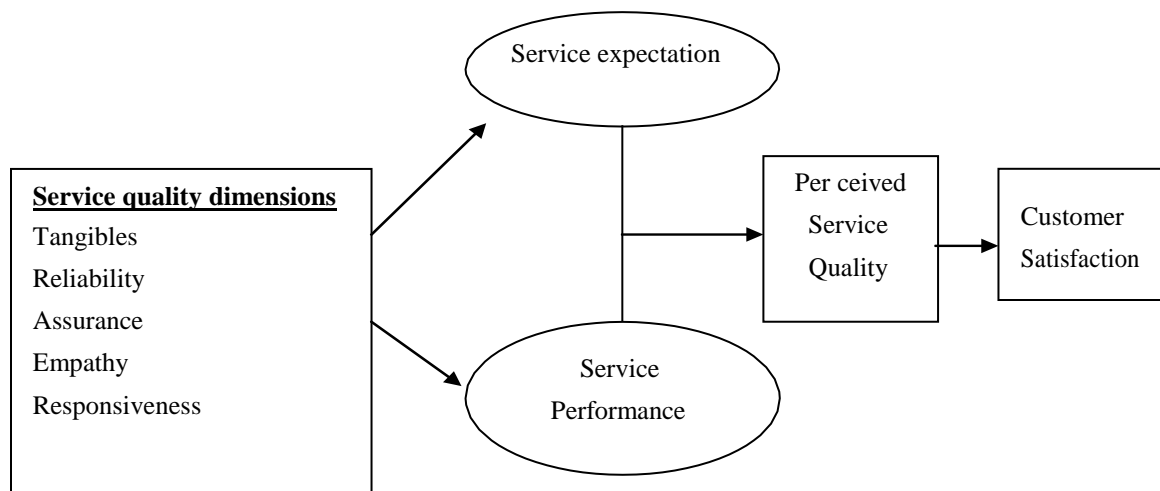


Figure 1: The conceptual framework

III. Methods

Both primary and secondary data sources have been used to answer investigate questions. Primary data was obtained through the regulated surveys. Survey is a general term used to incorporate all strategies of data gathering in which every individual made a request to react to a similar arrangement of inquiries in a foreordained request (deVaus, 2002). Specialist utilized self-directed and were manually circulated. Secondary data was gathered from the yearly report of Standard Bank Limited. Aside from this, supportive data was gathered from online assets. Observations were as well done by the researcher so as to get some solid writing and observational discoveries that connected so as to have a superior understanding of customer service quality and how the SERVQUAL model can be utilized to quantify it. At least a total of 178 valid responses were collected from the 1 90 questionnaires.

IV. Results

This part introduces and examines discoveries of information from the field on evaluating consumer loyalty and administration quality utilizing SERVQUAL show in SBL, The examination was gone for to decide general administration quality saw by customer, benefit quality measurements that brings fulfillment, factors preventing consumer loyalty in STBL and to figure out what ought to be done to enhance consumer loyalty. Information examination for this investigation was done in two stages, the preparatory investigation and the principle investigation. For preparatory investigation which includes for the most part engaging measurements to compress information, the statistic qualities of the respondents were sketched out with a specific end goal to disentangle the comprehension of the information. The fundamental examination included the whole score investigation whereby spellbinding measurements were connected to outline methods for discernments and desires of clients. We compute the observation less desire scores for everything and measurement with a specific end goal to recognize the administration quality holes.

IV.1. The Overall Service Quality as Perceived by Customers in SBSA

Table 1: Summary of Customer's Expectations and Gap Scores

Dimension	Statement	Expectation Score in Percentage	Perception Score in Percentage	Gap Score in Percentage	Overall Gap Score
Tangibles	TA1	4	2	-2	
	TA2	5	3	-2	
	TA3	5	3	-2	
	TA4	4	3	-1	-7
Reliability	RL1	4	3	-1	
	RL2	4	2	-1	
	RL3	5	4	-1	
	RL4	3	1	-2	
	RL5	2	1	-1	-9

Responsiveness	RN1	4	2	-2	
	RN2	4	3	-1	
	RN3	5	5	0	
	RN4	5	5	0	-3
Assurance	AS1	4	3	-1	
	AS2	5	4	-1	
	AS3	4	2	-1	
	AS4	6	1	-5	-8
Empathy	EM1	5	4	-1	
	EM2	5	3	-2	
	EM3	5	1	-4	
	EM4	5	4	-1	
	EM5	5	4	-1	-9

Perceptions and expectations were both measured utilizing the 5-point Likert scale whereby the higher numbers show more elevated amount of desire or observation. By and large, client desire surpassed the apparent level of administration appeared by the recognition scores. This brought about a negative hole score (perception– expectation). As indicated by Parasuraman et al., (1988, p.30) it is however normal for client's desire to surpass the real administration saw and this means there is constantly requirement for development. The items with the most elevated desire scores were SBSA have exceptional types of gear, physical offices are for all intents and purposes engaging, SBSA play out the administration right the first run through, workers are continually ready to help clients, and representatives are never excessively occupied with, making it impossible to react to clients demands, Clients feel safe in their exchanges with the workers, workers of SBSA have information to answer clients' inquiries, STBL give clients singular consideration, working hours of SBSA are advantageous to clients, workers of STBL give clients individual administration, SBSA have their clients' enthusiasm on a fundamental level and representatives of SBSA comprehend the particular needs of their clients. Be that as it may, these scores are not altogether different from scores of different things and this suggests for the most part, clients expect high from STBL. The things evaluated most elevated for genuine administration saw were, STBL play out the administration right the first run through, representatives are continually ready to help clients, workers are never excessively caught up with, making it impossible to react to clients' solicitations, workers of STBL have information to answer clients' inquiries, STBL give clients singular consideration, STBL have their clients' enthusiasm on a basic level and representatives of STBL comprehend the particular needs of their clients. There is no such a great amount of distinction between the scores of recognitions however are for the most part lower than expectations. The gap scores are the contrast between the perception and expectation scores, and these gap scores measure service quality and henceforth customer loyalty. The more observations are near expectation, the higher the apparent level of value. The biggest gaps scores were employees of STBL in terms of having knowledge

and skills to answer clients' inquiries and provide clients individual service. Summarily, general service quality is low (- 8.1) which means the level of service they get is lower than what they expect demonstrating dissatisfaction. Parasuraman et al., (1985) recommended that when seen service quality is high, at that point it will prompt increment in consumer loyalty. He supports the way that service quality prompts consumer loyalty and this is in accordance with Saravana and Rao, (2007, p.436) and Lee et al., (2000, p.226) recognize that consumer loyalty depends on the level of service quality gave by the service provider. This is a decent ground for stating whether clients are happy with service quality in STBL or not since the normal discernment score is low. A higher recognition likewise shows higher fulfillment as service quality and fulfillment are emphatically related (Fen and Lian, 2005, p.59-60). This could be a result of either the under conveying of administrations to clients or the over promising of STBL to clients on their administrations.

IV.2. Service Quality Dimensions that Brings Satisfaction in SBSA

Table 2: Average Gap Score on Expectations and Perceptions

Dimension	Statement	Expectation Score in Percentage	Perception Score in Percentage	Gap Score in Percentage	Overall Gap Score	Average Gap Score
Tangibles	TA1	4	2	-2		
	TA2	5	3	-2		
	TA3	5	3	-2		
	TA4	4	3	-1	-7	-1.75
Reliability	RL1	4	3	-1		
	RL2	4	2	-1		
	RL3	5	4	-1		
	RL4	3	1	-2		
	RL5	2	1	-1	-9	-1.8
Responsiveness	RS1	4	2	-2		
	RS2	4	3	-1		
	RS3	5	5	0		
	RS4	5	5	0	-3	-0.75
Assurance	AS1	4	3	-1		
	AS2	5	4	-1		
	AS3	4	2	-1		
	AS4	5	1	-4	-8	-2
Empathy	EM1	5	4	-1		
	EM2	5	3	-2		

	EM3	5	1	-4		
	EM4	5	4	-1		
	EM5	5	4	-1	-9	-1.8
						-8.1

The analysis of the gap score in table 2 allows us to discover how customers view service quality in SBSA and endeavor to recognize what measurements of service quality clients are happy with. Likewise table 4.3 is the expansion of table 4.2 which attempted to demonstrate the normal score for each administration quality measurements. As per Parasuraman et al., (1985, p.48) the higher (more positive) the recognition (P) short desire (E) score, the higher the apparent administration quality and in this way prompting a more elevated amount of consumer loyalty. In such manner, the gap scores were computed in light of the contrast between the clients' observations and desires of administrations offered by STBL. As a rule, it was discovered that, clients' view of service quality offered by STBL did not live up to their desires (all gaps scores the measurements are negative). Depictions of measurements detailed as takes after.

A. Responsiveness (RN)

Responsiveness acquired a gap score of (- 3) with a normal gap score of (0.75). customers expect more in SBSA on Employees make information effectively possible by clients, workers give incite services to clients, workers are continually eager to help clients and workers are never excessively occupied with, making it impossible to react to clients' solicitations.

B. Tangibles (TA)

Average customers are unsatisfied with the level of services offered by SBSA. It was accounted for to have most elevated general gap score which is (- 7) and average gap score of (1.75). Customers are not happy with s SBSA services, they ought to have the latest equipment and physical offices ought to for all intents and purposes engaging, workers ought to be dressed properly and look presentable and physical condition of the SBSA ought to be spotless.

C. Empathy (EM)

It had a gap score of (- 9) with littler average gape score of (- 1.8). To this degree SBL should give customers a singular consideration, working hours of SBL ought to be advantageous to customers. Employees of SBL should give customers an individual service and comprehend the particular needs of their customers.

D. Reliability (RL)

Reliability acquired gap score of (- 9) and it had a average of gap score of (1.8) which implies that SBL is required to be more dependable to fulfill the clients in; when they guarantee to accomplish something by a specific time, they do it, when client has an issue, they should demonstrate earnest enthusiasm for taking care of the issue, SBL play out the administration right the first run through, ought to give their administrations at the time they guarantee to do as such and keep their records precisely.

E. Assurance (AS)

Assurance got (- 8) gap score and average gap score of (- 2). The discoveries uncover that clients are not happy with the conduct of employees ingrain trust in clients, clients feel safe in their exchanges with the workers, workers ought to be pleasant to clients and representatives of SBL ought to have information to answer clients' inquiries. From the outcomes acquired in Table 2, it is seen that clients view service quality as poor in all measurements meaning their desires miss the mark concerning they involvement in SBL. In such manner, clients are not happy with any measurement of administration quality. Every one of the measurements demonstrate a gap between expected service and viewed service and this implies SBL need to make changes in all measurements keeping in mind the end goal to close holes that could prompt expanded consumer loyalty.

V. Conclusion and Recommendations

It is therefore crystal clear that service quality and employee satisfaction do have a major impact on customer satisfaction. For when employees are satisfied, they make sure to render a satisfactory service to customers and therefore generate customer satisfaction.

V.1 Findings of the study

V.2.1 Positive Findings

When analyzing customer service system of SBL the following issues were found-

- SBL dependably tries to fulfill their clients through service quality. Clients of the Bank seek after an incredible mentality about the Bank.
- SBL gives great banking condition to both the client and the financiers.

V.2.2 Negative Findings

- SBL client service charges are to some degree higher than other commercial Banks in South Africa. This charge framework ought to be diminished. or Else it can be a risk for the bank in future.
- The compensation bundle disappoints the financiers since it is less contrasted with their diligent work.
- There is some concealed cost in items or services which cause the client some trouble and in some cases the officers don't instruct it to the clients legitimately which over the long run can hamper their business. Officers should clear every paisa about the costing to the client obviously.

V.2.3 Some sectors where service officers need to have training:

- Software execution
- Product knowledge and skills
- New item presentation
- implement training on changed management
- Training on client support
- Forex service
- Professional ability

VI. Recommendations

From the data analysis and observation, the accompanying suggestions have been defined keeping in mind the end goal to smoothen operation of Managing an account Business and to make the A/C preparing more proficient

- Skilled labor in the line of Retail banking an account Operation must be expert through legitimate preparation, compensation and occupation fulfillment.
- Latest improvement in the business ought to be presented in an accepted manner.
- Since the entire procedure is to a great extent rely upon human ability, legitimately arranged preparing system ought to be orchestrated and executed for the change of specialized and applied aptitudes of the managing officers.
- The time necessities in the preparing of A/C must be limited.
- Steps ought to be taken to enhance the coordination between the officers engaged with the A/C issuing process
- Service charge should be decreased
 - ❖ Need to organize training on software programming execution
 - ❖ Need to evaluate the instructional session's feedback routinely
 - ❖ Should find a way to recruit potential clients.
 - ❖ Should lessen the misguidance with respect to data
 - ❖ Should have a base time farthest point to give per client service
 - ❖ There ought to present a feedback framework for clients
 - ❖ High expert should find a way to propel workers quickly

- ❖ Need to enhance internet banking
- ❖ Should lessen the regular changes in guidelines and controls.
- ❖ Branch development
- ❖ Improving ATM/Charge/MasterCard offices
- ❖ Advisement and advancement
- ❖ Improvement of the HRD
- ❖ Introduction of consistence management

References

- AdroniKids, B. a. (2008). The impact of international service quality on customer service behavior. *International journal of quality reliability management*, 943-954.
- Ahmad, W.M.A., Mohd Amin, W.A.A., Aleng, N.A., & Mohamed, N. (2012). Some practical Guidelines for effective sample-size determination in observational studies. *Aceh international journal of science and technology*, 1 (2): 51-53
- Al-hawari, M. (2008). The influence of traditional service quality factors on customer satisfaction: a practical study within the context of Australian banking. *The Business Review*, Cambridge, 11(2), 114-119.
- Ali, F., Khan, A., & Rehman, F. (2012). An assessment of the service quality using Gap Analysis: A study conducted at Chitral, Pakistan. *Interdisciplinary journal of contemporary research in business*, 4(3), 259-266.
- Aslam, H. D., Khan, M., Tanveer, A., & Amber, T. (2011). Perceived barriers towards adoption of internet banking among non-metropolitan internet users of Pakistan. *International Business & Economics Research Journal (IBER)*, 10 (4), 45-56.
- Awuor B. M. (2014). *Journal of service quality and customer satisfaction in the banking sector in Kenya*. School of Business. University of Nairobi. D61/75235/2009.
- Balasubramanian, S., Konana, P., Menon, N.M., 2003. Customer satisfaction in virtual environments: a study of online investing. *Management Science* 49 (7), 871–889.
- Becker, B.E. & Huselid, M.A. 1998. 'High performance work systems and firm performance: A synthesis of research and managerial implications', *Research in Personnel and Human Resources Management*, 16:53-101.
- Bennett, D., & Higgins, M. (1988). Quality means more than smiles. *ABA Banking journal*, 80(6), 46.
- Berndt, A. (2009). Investigating service quality dimensions in South African motor vehicle servicing. *African Journal of Marketing Management*, 1(1), 001-009.
- Bilan, Y. (2013), Sustainable development of a company: Building of new level relationship with the consumers of XXI century, *Amfiteatru Economic*, 15, 687-701.
- Bowen, J., & Hedges, R. (1993). Increasing service quality in retail banking. *Journal of Retail Banking*, 15, 21-21.
- Boudreau, J.W., 2004. Organizational behavior, strategy, performance, and design. *Management Science* 50 (11), 1463–1476.
- Brush, T. H., Dangol, R., O'Brien, J. (2012), Customer capabilities, switching costs, and bank performance, *Strategic Management Journal*, 33, pp. 1499-1515.
- Camps, J. & Luna-Arocas, R. 2009. 'High involvement work practices and firm performance', *International Journal of Human Resource Management*, 20(5): 1056-1077.

Chaoprasert, C., & Elsey, B. (2004). Service quality improvement in Thai retail banking and its management implications. *ABAC Journal*, 24(1), 47-66.

Chochol'a`kova` A, Bela`s L. G, Sipko J. (2015). Journal in bank customers' satisfaction, customer loyalty, and additional purchases of banking products and services: a case study from the Czech Republic. *Economics and sociology*. Vol. 8 no. 3, pp. 82-94.

Dawes, J., & Swailes, S. (1999). Retention sans frontieres: issues for financial service retailers. *International Journal of Bank Marketing*, 17(1), 36-43.

DeVaus, D. (2002). *Surveys in social Research*. (5th edn). London: Routledge.

Goodman Elisabeth (2009). Why is employee engagement such an important topic? Retrieved from <http://elisabethgoodman.wordpress.com/2012/03/25/why-isemployee-engagement-such-an-important-topic/>. Accessed on April 30, 2013.

Hartline, M.D., Maxham III, J.G., McKee, D.O., 2000. Corridors of influence in the dissemination of customer-oriented strategy to customer contact service employees. *Journal of Marketing* 64 (2), 35–50.

Heim, G.R., Sinha, K.K., 2001. Operational drivers of customer loyalty in electronics retailing: an empirical analysis of electronic food retailers. *Manufacturing and Service Operations Management* 3 (3), 264–271.

Hoffman, K.D. and Bateson, J.E.G. (2002). *Essentials of services marketing: Concept, strategies*

Hossain, M., & Leo, S. (2009). Customer perception on service quality in retail banking in Middle East: the case of Qatar. *International journal of Islamic and Middle Eastern finance and management*, 2(4), 338-350, as a predictor of customer satisfaction and service quality. *Scientific journal of logistics*. University of Kebangsaan, Malaysia. 2016, 12(4), 269-283.

Krawcheck, S. (2012), Four Ways to Fix Banks, *Harvard Business Review*, 90(9), pp. 19-28.

Marwan I. K & Serdar S. Banks employee satisfaction as a lead to customer satisfaction. *International Journal of Business and Social Sciences*. Vol. 5, no. 9(1); August 2014.

Mandal M.L. (2016). Customer service and satisfaction of Standard Bank Ltd. BRAC Business University.

Meena M. L, & Dangayach G. S. Analysis of employee satisfaction in the banking sector. *International journal of humanities and applied science*. Vol. 1. No. 2, 2012 ISSN 2277-4386.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL- a multiple-item scale for measuring consumer perceptions of service quality. *Journal of retailing*, 668 Royne Stafford, M. (1996). Demographic discriminators of service quality in the banking industry. *Journal of Services marketing*, 10(4), 6-22.

Rachel. W. Y Yee, Andy C. L Yeung, T. C. Edwin Cheng. The impact of employee satisfaction on service quality and profitability in high – contact service industries: *Journal of Operations Management* 26(2008) 654-688

Roth, A.V., Jackson III, W.E., 1995. Strategic determinants of service quality and performance: evidence from the banking industry. *Management Science* 41 (11), 1720–1733

Ryan, A.M., Schmit, M.J., Johnson, R., 1996. Attitudes and effectiveness: examining relationship at an organizational level. *Personnel Psychology* 49 (4), 853–882.

Stafford M. R, (1996). Demographic discrimination of service quality in the banking industry. *Journal of service marketing*. 10(4), 6-22.

Standard Bank Annual Report. (2015). www.standardbank.com/reporting.

Schneider, B., Bowen, D.E., 1985. Employee and customer perceptions of service in banks: replication and extension. *Journal of Applied Psychology* 70 (3), 423–433.

Schneider, B. & Bowen, D.E. 1993. 'The service organization: Human resources management is crucial'. *Organizational Dynamics*, 21(4): 39-52.

Singh J. 2000. Performance productivity and quality of frontline employees in service organizations, *Journal of Marketing*, 64: 15- 34.

Tay A, Lees C, & Lin Dar O. Job performance expectation and perception of retail employees: Cognitive dissonances between self-report and supervision-ratings. *South African Business Management*. 2016, 47(3).

Temba M.L (2013). The assessment of service quality and customer satisfaction using SERVQUAL MODEL: A case study of Tanzania Telecommunications Company Limited.

Voss, C., Tsikriktsis, N., Funk, B., Yarrow, D., Owen, J., 2005. Managerial choice and performance in service management—a comparison of private sector organizations with further education colleges. *Journal of Operations Management* 23 (2), 179–195.

Yu, L. and Goulden, M. (2006), "A Comparative analysis of international visitors' satisfaction in Mongolia," *Tourism Management*, Vol. 27, pp. 1331-1342.

Biography

Khathutshelo Mushavhanamadi is currently a lecturer in the department of Operations Management and conducting a PhD degree in Engineering Management in the Faculty of Engineering and the built environment of the University of Johannesburg. She holds both bachelor of technology degree and masters of technology degree in Operations Management from University of Johannesburg, South Africa. Hers research interests involve green supply chain management, operations management issues, impact of mining operations on environment, manufacturing processes.

Joy Hope Mavimbela is a graduate student in the department of Quality and Operations Management in the Faculty of Engineering and the built environment of the University of Johannesburg. She holds both bachelor of technology degree and national diploma in Operations Management from University of Johannesburg, South Africa. Hers research interests involve production and operations management issues.