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An Analysis of Customer Service Delivery Levels in Selected Zimbabwean Financial Institutions

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Abstract: *The study is focused on analysing service delivery levels offered by commercial banks in Zimbabwe taking the FBC Bank as a case study company. While the situation of queues, shortages and other customer complaints are common in many service firms, the FBC problem was mainly on long queues and overcrowded banking halls. The study on FBC's service quality levels became imperative since its problems are a threat to its future viability in terms of low market share, high customer complaints, reduced customer base, negative word of mouth and reduced long term profitability. The study used a positivist approach to collect, analyse and report the research findings. A cross sectional survey with 101 respondents established using quota sampling was applied. The complexity of services marketing, use of a smaller sample size of 101, limited time and resources posed as major study limitations. Service quality delivery was highly rated poor in the areas of bank charges and interest rates, poor communication with customers, inaccessible and unfriendly banking services and employees who are not friendly or helpful. The major causes of poor services delivery include lack of management commitment, failure by the bank to engage customers in designing bank processes and products, lack of adequate skills in employees and poor economic conditions. The bank should have control over most of the above factors so as to address them. The major effects of poor service delivery have tangible evidence which includes low market share, lost brand, low profits, reduced customer base and finally the possible closure of the bank. Training employees on service delivery issues, encouraging management commitment to customers, technological linkages with other banks, researching on customer needs, flexible and responsive customer service departments were rated as key strategies for rescuing the poor long queue problem. The study recommends FBC to increase their service quality levels by engaging its customers and make them a part of the solution through consultations on products and processes. The bank should also educate customers on the use of technology, for example, internet and mobile banking systems and not assume that all customers are technologically savvy. The study recommends FBC to improvise a "name based" queuing system where people can visit the bank when their turn comes up depending on their name. For example all people with names starting with 'A' can come on Monday and those with names starting with 'B's can visit the bank on Tuesday.*.

Key words- *Service, Customer Service, Quality Service, Banking Industry.*

I. Introduction

The study's thrust was on analysing service delivery levels by commercial banks in Zimbabwe taking FBC Bank as a case study company. Kumar (et al (2009) postulates that if the quality of service is adorable there is likely to be high conversion rate thus increasing customer loyalty The same sentiments are echoed by Caruana (2000) when they say servqual leads to satisfaction and loyalty which are the purposes of marketing and hence they are linked. In this theory Caruana (2000) clearly highlighted the relationship between services and loyalty as a result of a satisfied customer. His research in Malta was carried out in retail banks Excellent service delivery involves needs identification, delivering the promise and customer value addition which includes before, during as well as the after service customer requirements. Kolter (2000) highlights that in orderfor services organisations to succeed they must remain consistent and reliable as compared to competitors, thus going beyond the promise

In the yesteryears banking was known for borrowing as well as lending to clients. Today the banking sector:s aim is to satisfy the individual needs and even the would be customers so as to improve the banking experience. Customers now demand a variety of products from banks and they easily switch if they feel their needs are not being met.

In Zimbabwe until recently people have been forced to migrate to the use of e-commerce due to unavailability of cash. This has not been without its problems as the banks themselves have not been able to facilitate a smooth transition to the use of paperless money. Problems include the turnaround time that it takes for a customer to have an ATM card, systems availability, system performance, query resolution and proper education of customers on the use of e-products.

Some banks take up to five working days before they can avail an ATM card to their customers. This is rather inconveniencing because without an ATM card a customer can only do a limited number of transactions. Another challenge that banks currently face is system availability on their e-channels. This could be due to overloading of the systems as they have not been upgraded to deal with the high volumes. Overloading of systems then leads to system malperformance where customer transactions are not properly processed for example a customer can have double deductions for a single transaction. This can be frustrating as the process to have such queries resolved can be a nightmare. There can also be instances when one does not realise that the system has malfunctioned and in the end it is the customer who suffers. Sadly most banks do not provide proper training to their customers on the use of their e-channels. This has led to continuous queues at most banks as people demand cash because they are not aware of how e-commerce works.

FBC bank was established in 1997 as First Banking Corporation and in 2004 changed its name to FBC Bank after its acquisition by FBC Holdings. The service nature of the banking industry makes it possible for banks to copy each other’s products and innovations. Competition is stiff in the industry with each bank trying to out-do the other in order to maintain market share and tap into competitor markets.

II. Research Context And Problem Statement

The Zimbabwean banking sector is currently facing customer complaints in terms of poor customer handling by front office personnel, long queues, exorbitant pricing on bank products, inaccessible banking services, rigid banking hours, system failures and lack communication by banks. These customer complaints are in the newspapers and some articles on the internet and have become of great concern to FBC Bank. There is the need to know from time to time how customers feel about the servqual that is offered by bankers. This study therefore focuses on finding the level of service delivery quality, reason for under performance in service delivery affects servqual delivery and strategies of dealing with poor service delivery.

More details were availed for improving understanding of service quality theory, queuing theory and characteristics of services. The Gap theory, Servqual models and other service quality models might be upgraded emanating from the study. The research results might equip bank employees, bank managers and consultants to remove service quality hindrances and help them increase service quality levels. A general culture of service excellence will be developed in the bank across all departments and authority levels.

Generally good customer service took a knock in Zimbabwe since the economic recession that can trace its roots to 1997 when the Zimbabwean dollar lost 50% of its value on the 14th of November now famously referred to as The Black Friday. The banking sector plays an important and vital role of moulding the economy of Zimbabwe in the economics of the nation and a recession in this industry can lead to the recession of the economy. Findings from this study will act as guidelines on the implementation of policies that are in line with improving service quality.

This study will not only be of paramount importance to FBC Bank alone but will add to the vast literature on service quality in the whole of the Zimbabwean banking sector. The outcome of this study will emphasise the need for banks to continuously improve the quality of their customer service delivery in terms of their products, technology, staff customer contacts and speed of service. The study will also give a brief picture of the quality of service and the level of satisfaction customers perceive they are receiving from the services provided by their banks.

III. Brief Literature Review

Customer Satisfaction

As it emanates from the services offered by financial institutions and commercial banks in particular. In essence, researchers believe that banking services which are reliable excite the customer and promotes repeat buying. Nabi (2012) argues that satisfying the customer should be the ultimate goal of every bank. Sureshchandar et al. (2000:363) states that customer satisfaction occurs at many different levels and it can be multidimensional. From the moment the customer enters the bank to the time of their exit, customer happiness and satisfaction has to be the ultimate goal of the service provider. Parasuraman et al., (1985) points out that when the service is excellent, the level of customer satisfaction increases as well. This means the quality of the service has to be perfected in order to meet and satisfy customer needs and wants. Saravana and Rao, (2007) note that for customer satisfaction to be guaranteed, customer needs and wants have to be anticipated. The service provider should devote a certain time and resource for studying and understanding what the customer needs and making sure such needs are met timeously.

Customer Happiness

Negi (2009) states that the linkage of the servqual and client satisfaction has been at play over a long period of time. Fen and Liam (2005) posit that customer happiness and servqual has a positive effect through repeat buying This is because both customer satisfaction and service quality are co-dependent and therefore work together for the best results and to boost the operations of a business. Magi and Julander, (2009:33-41) state that there tends to be perceived customer satisfaction in banking institutions that are associated with service quality.

Service Quality

There is however a school of thought that postulates that service quality dictates customer satisfaction, (Bitner 1990). They proffer an argument that satisfy customers to become an antidote of service quality (Bolton and Drew, 1991; Carman, 1990). Following this reasoning the authors debated that customer delight or happiness may have a positive impact on attitude and their perceptions about service quality. Therefore, customer satisfaction with a specific deal may result in positive global assessment of service quality (Holjevac, Markovic, and Raspor, 2013). Brink and Berndt (2008) support this notion by reverting back to the definition of service quality which states that service quality is the ability of an organisation to determine customer expectations correctly and to deliver the service exactly as the customer wants it.

Customer Expectations

The traditional view of servqual have seen great researcher have conceptualised it as the expectations of what has been received and what customers have perceived before is provided (Gronroos 2001) Hence it becomes very difficult to define quality (Lagrosen 2004). Nevertheless, a clear vision has been proffered by ISO 9000.2000 where quality is understood as a scale which measure internal features. Further to that , all things perceived as important by clients remain the characteristics of quality (Clernes, Gan Kao and Choong ,2008). In this regard,if the client or customer needs and wants are met this can can be called positive perception. Thus quality creativity on the mind of customers (Tuan (2012).

Customer Feelings

Factors such as the feelings of the customers therefore determine the quality of the service to such an extent that if the service provider is not empathetic they can lose the customer. Empathy plays a key role in the provision of quality services. If the customer is affected by a certain aspect of the service provided by the bank, personnel at that bank need to demonstrate that they understand how that customer feels and are working hard to make sure the situation is alleviated. Small issues like a faculty bank card or a loan that is taking too long to mature can upset the customer. If it is a faculty bank card the institution may have to take into consideration that the fault is on them and they need to rectify that problem speedily. Katrina (2009) argues that solving the problem does not demonstrate empathy but effectiveness, what matters most is what the service provider says or does during the waiting phase.

IV. CONCEPTUAL FRAMEWORK

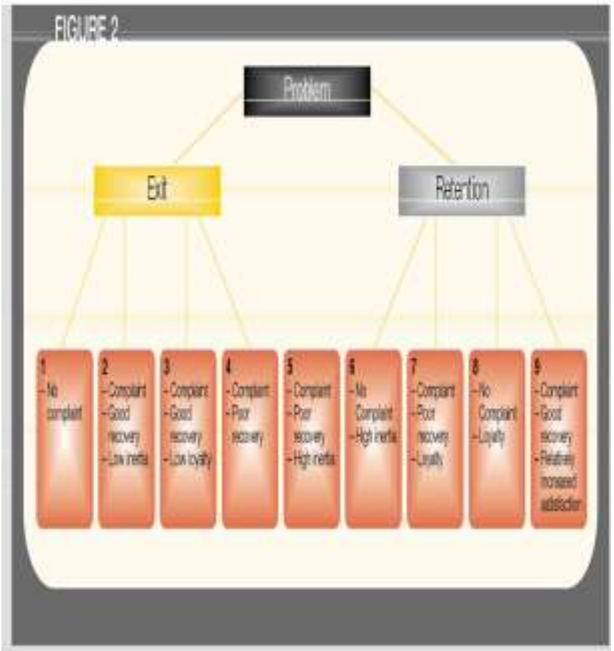

Figure 2.1: Banks "Knowledge And Understanding Of Customer Expectations"

Adapted from Zeithaml, Bitner, and Gremler (2006)

V. Research Methodology

This research study was conducted through a descriptive case study approach. The descriptive research design according to Shiu, Hair, Bush and Ortinau (2014) strives to identify meaningful relationships, determine whether true differences exist, or verify the validity of relationships within an identified object of study. It can be used to identify or classify certain characteristics of an object of study. There are certain parallels between this type of research and the exploratory research paradigm because the researchers has to appreciate the problem at hand in order to effectively conduct the research while clearly bringing out all details related to the study. The case study method according to Saunders (2013) describes a phenomenon where an identified object of research is investigated according to set questions within a given academic context. O' Leary (2014) describes a case study as a method of studying some elements through comprehensive description and analysis of a single situation. To yield the maximum benefits of both approaches, the researchers used both qualitative and quantitative research approaches. Data collection tools are the instruments which are used to collect the necessary information needed to serve or prove some facts. Primary and secondary data sources were used in this study. The sample size was arrived at according to Shui et al.; (2014) who asserts that for a mass market research, a sample of between 30 and 500 is adequate.

Table 3.1 Sample Structure

Customer	**n**
One account with FBC Bank	50
Several accounts with other banks as well	51
Sample Size (sum)	**N = 101**

Source: Field Survey 2017

Sampling involves selecting a sub-set of the total population in order to interview them (Jobber, 2010). It involves the selection of units for study. Sampling involves all attempts to statistically represent a population, especially where random and probability methods are available (Seale, 2006). Specific sampling methods were used for establishing the samples given above and their choice was based on various reasons which include; cost effectiveness, timeliness, accuracy, practicability among others. These sampling methods are drawn from either the probability approaches or the non-probability approaches.

As there was an estimated 10 000 customers for FBC Ban within the Harare central business district, it was deemed practically impossible to examine the whole population of interest due to time and financial resources constraints. One hundred and one (101) questionnaires were prepared and distributed to customers. The main advantages for a convenience sample is that it is less time consuming and cost effective thus suits well into the researcher's needs. The disadvantage is that it contains an element of bias, as respondents are not selected at random.

The main type of data collected for the current research is primary data which is any material gathered directly from the field of interest to meet research objective and answer research questions. In the research the researchers used survey questionnaires to obtain information from bank customers in Harare as data collection instruments.

VI. Research Results

Of the 110 questionnaires distributed, 101 were completed in full and returned. This represented a response high rate of 91.8%.

Table 4.1 Response Rate

	Number	**Percentage (%)**
Responded	101	91.8%
Non-responded	8	8.2%
Total	**110**	**100%**

Source: Survey Data, 2017

This shows that bank customers were enthusiastic in participating in the survey although they had to complete the questionnaire while they were doing their transactions at the banking hall. This response rate was so high that the survey was deemed largely successful. According to Kerlinger and Lee (2000), a response rate of 80% and above is adequate and large enough to proceed with any statistical analysis on the responses.

4.1.2 Gender of Respondents

Table 4.2 Gender Of Respondents

		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Male	50	49.5	49.5	49.5
	Female	51	50.5	50.5	100.0
	Total	101	100.0	100.0	

Source: Survey Data, 2017

The results indicate that 49.5% were male and 50.5% were female. This could show that more women now use banking services just like their male counterparts. Women are emotional by nature and as such, their responses tend to be emotionally charged as well. For example responses on queue management with regards to pregnant women and women with babies. A gender balanced sample was used in the study.

4.3 Age Of Respondents

Table 4.3 Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30 and below	20	19.8	19.8	19.8
	31 – 45	64	63.4	63.4	83.2
	46 - 60	11	10.9	10.9	94.1
	61 and above	6	5.9	5.9	100.0
	Total	101	100.00		

Source: Survey Data, 2017

There was 19.8% people in the “30 and below” age group and 63.4% in the “31 to 45” age group. This is in line or consistent with views that these age groups are the active and working ages in any community. The “40 to 60” age group constituted 10.9% and the “above 61” has 5.9%. The “above 61” age group may represent pensioners and retired people who may also be getting money from their children.

4.1.4 Marital Status

Table 4.4 Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single (Unmarried)	16	15.8	15.8	15.8
	Married	54	53.5	53.5	69.3
	Single (Parent)	31	30.7	30.7	100.00
	Total	101	100.00	100.00	

Source: Survey Data, 2017

A relatively large percentage of 54% of the respondents indicated that they were married. Single parents were at 31% and only 16% indicated that they were single and unmarried. The marital status of a respondent can determine type of services that they require at a bank for married people and single parents may be paying fees for their children and hence may require loans every now and then.

4.1.5 Occupation of Respondents

Table 4.5 Occupation of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top Management	5	5.0	5.0	5.0
	Self Employed	27	26.7	26.7	31.7
	Supervisory Level	44	43.6	43.6	75.2
	Line Employees	25	24.8	24.8	100.00
	Total	101	100.00	100.00	

Source: Survey Data, 2017

Of the bank customers who participated in the survey, 43.6% indicated that they were formally employed at supervisory levels while 26.7% indicated they were self-employed and this can be attributed to current economic conditions where the government is calling for empowerment and indigenisation. Those who were line employees made up 24.8% of the sampled respondents and top management had 5%. Non managers could be using FBC Bank as ordinary depositors and customers and top management may require specialist services for example prestige banking and corporate banking service.

4.1.6 Number of Dependants

Table 4.6 Number of Dependants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3 and below	31	30.7	30.7	30.7
	4 – 6	57	56.4	56.4	87.1
	7 & below	13	12.9	12.9	100.00
Total		101	100.00	100.00	

Source: Survey Data, 2017

Of the total sampled respondents 56.4% indicated that they had between 4 to 6 dependents and 30.7% indicated they had below 3 dependents. Only 12.9% indicated they had 3 and below dependents, People with more dependents demand cheaper services so that they have more to save.

4.1.7 Income levels Per Month

Table 4.7 Income Levels Per Month

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	$500 and below	5	5.0	5.0	5.0
	$501 - $1000	59	58.4	58.4	63.4
	$1001 - $1500	20	19.8	19.8	83.2
	$1501 and above	17	16.8	16.8	100.00
Total		101	100.00	100.00	

Source: Survey Data, 2017

The income levels of respondents had a strong effect on researches to do with customer service and satisfaction in banks. It might be expected that more affluent customers are given good treatment and better services while lower income customers are given generic service aspects.

4.1.8 Experience In Dealing With A Bank

Table 4.8 Experience In Dealing With A Bank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	48	47.5	47.5	47.5
	5 – 9 years	31	30.7	30.7	78.2
	10 – 14 years	10	9.9	9.9	88.1
	15 years and above	12	11.9	11.9	100.00
	Total	101	100.00	100.00	

Source: Survey Data, 2017

The experience of a person dealing with a bank might represent exposure to the banking culture, services and products in the past period. Only 11.9% indicated they had been with the bank for over 15 years. A total of 47.5 % indicated they had been with the bank less than 5 years and 30.7 indicated 5 to 9 years. Only 9.9% indicated they had been with the bank for 10 to 14 years.

4.1.9 Educational Levels

Table 4.9 Educational Levels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters and above	23	22.8	22.8	22.8
	First Degree	25	24.8	24.8	47.5
	Diploma/Certificate	52	51.5	51.5	99.0
	A-Levels and Below	1	1.0	1.0	100.00
	Total	101	100.00	100.00	

Source: Survey Data, 2017

The level of education of a respondent was of great importance as it determined the quality of responses. It was anticipated that more learned people would give more thoughtful and analytical responses as some might have studied aspects of customer services quality during their studies.

4.1.10 Area Of Residence

Table 4.10 Area Of Residence

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Urban	56	55.4	55.4	55.4
	Peri – Urban	23	22.8	22.8	78.2
	Rural	22	21.8	21.8	100.00
	Total	101	100.00	100.00	

Source: Survey Data, 2017

Frequency of patronage may be higher from urban dwellers compared to rural consumers who may have limited access to getting into town. Residential area is a market segmentation variable that banks might exploit by decentralizing their services (Kotler and Armstrong, 2008).

4.2.3 Hypothesis Testing: One – Sampling T-Test

H1: Service delivery quality by FBC Bank is satisfactory

H0: mean $\geq$ 3.00

Ha: mean < 3.00

Data shows some overall service quality delivery variables that might influence customer satisfaction levels with FBC Bank's operations. The population mean is assumed to be 3.00 as directed from the 1-5 Likert scale mid-point. Using a test value of 3.00, at 95% confidence interval, the researchers carried out a thorough one sample T-Test in SPSS and produced the following test results (see table 4.13 a and b).

Tables 4.13 (a) One – Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
SDQ	7	2.8929	0.26386	0.09973

Tables 4.13 (b) One Sample Test Results

	Test Value = 3					
	t	df	Sig. (2 – tailed)	Mean Difference	95% Confidence Interval of the Difference Lower	Upper
SQD	-1.075	6	.032	-.10750	-.3522	.1372

Source: Survey Data, 2017

VII. Conclusion

The test, done at 0.05 level of significance and sought to reject H0 if p-value is less than 0.05. Since the p-value was 0.032 and being less than 0.05, we reject H0 and conclude that service delivery quality offered by FBC Bank is not satisfactory to its customers. This might mean that bank management have to redesign their banking services marketing mix so as to meet the trends and tastes of its customers. Specifically the banking services prices in the form of monthly services fees, exchange rates, loan interests might need to be reviewed in line with customer expectations.

4.3 Possible Causes Of Poor Service Delivery In The Banking Sector

The study also sought to ascertain the causes of poor service delivery and responses were sought on statements pertaining to possible causes of service delivery in banks.

4.3.1 Analysis and Discussion of Results on Causes of Poor Service Delivery

- **Poor Economic Conditions (Mean=4.24)**

A significantly large proportion (83.2%) of the respondents agreed that poor economic conditions play a major role in poor service delivery. Only 7% disagreed and 9.9% were not sure if indeed poor economic conditions contributed to poor service delivery in the banks. In times of poor economic conditions, banks suffer poor financial performance and as such, bank customers end up having to endure poor service by banks.

Failure To Engage Customers In Designing Bank Processes/Products (Mean=4.19)

A total of 83.2% of the respondents agreed that FBC Bank was not engaging its customers in designing bank processes and products. Customers feel they should have a say in what the bank offers. ATM cards should be produced instantly so that customers have access to their funds rather than having to wait for a couple of days before they have an ATM card.

- **Lack Of Support From The Central Bank (RBZ) (Mean=3.88)**

Respondents also generally admitted that the RBZ was not providing adequate support to FBC Bank as 80.2% agreed. Customers feel it is the duty of the Central Bank to provide hard cash to banks rather than leaving banks to rely on deposits. There is no adequate cash circulating with everyone turning to plastic money hence businesses are also not taking back cash to banks.

Lack Of Management Commitment (Mean=3.50)

More than half (58.4%) of the respondents affirmed that there was no management commitment in FBC Bank and 30.7% were not sure if management were committed or not. Management commitment means that management should come up with strategies that have customers in mind and probably get feedback from customers so as to know what their expectations are.

Motivation Of Employees (Mean=3.38)

A total of 47.5% of respondents were not sure and 42.6% agreed that low motivation of employees was a cause of poor service delivery. Demotivation is contagious and as such a demotivated employee can contaminate the whole team. There are a number of factors that bring about demotivation which include lack of appreciation, too much work, lack of clarity in work, favouritism, mistrust and miscommunication.

Lack Of Adequate Skills Of Employees (Mean=3.29)

A total of 52.5% of respondents agreed that lack of adequate skills of employees was a contributing factor for causes of poor service delivery. It is generally accepted that a bank employee should have various skills, for example loan administration, management, public relations, credit appraisal and various deposit investment schemes.

Other Causes

Too much expectations from customers and failure of customers to use technology were both not favourably rated as 59.4% of respondents argued that as customers they did not have overly high expectations from their bankers. Poor service delivery occurs when banks try too hard to meet customer expectations only that the expectations are not correct.

4.3.2 Inter-Item Correlation Matrix: Causes Of Poor Service Delivery At FBC Bank

The research also sought to establish the existence of any strong correlations between causes of poor service delivery at FBC and as such bivariate correlation analysis was run in SPSS using the Pearson product coefficient.

Among the causes of poor service delivery, significant positive correlations were obtained for such items as “lack of management commitment” and “failure to engage customers in designing bank processes and products” ($r=0.565$, $p\text{-value}<0.05$) as well as between “lack of adequate skills if employees” and “poor economic conditions” ($r=0.489$, $p\text{-value}<0.05$). This shows the strong link between lack of commitment from management and how customers are subsequently neglected in the design of bank products and processes. The result shows that management’s lack of commitment has also a direct impact in the design of bank processes. Likewise lack of adequate skills had strong links to poor economic conditions. This may be a result of the knock –on effect of poor bank services leading to economic .down turns and subsequently, the loss of skilled human capital as they seek green pastures abroad. Other correlations however were either too large or not statistically significant.

4.3.3 Hypothesis Testing: One-Sample T-Test

H2: There are significant causes of poor service delivery in FBC

H0: mean $\leq$ 3.00

Ha: mean > 3.00

Data shows some causes of poor service delivery at FBC Bank from the standpoint of customers. The population mean is assumed to be 3.00 as directed from the 1-5 Likert scale mid-point. Using a test value of 3.00, at 95% confidence interval, the researchers carried out a one sample T-Test in SPSS and produced the following test results.

Tables 4.16 (a) One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
PS	8	3.4876	.59125	.20904

Tables 4.16 (b) One Sample Test Results

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference Lower Lower	 Upper
PS	2.333	7	.042	.48761	-.0067	.9819

Source: Survey Data, 2017

Conclusion: The test was carried out at 0.05 level of significance and sought to reject H0 if p-value was less than 0.05. Since the p-value was 0.042 and being less than 0.05, we reject H0 and conclude that there are significant causes of poor service delivery levels according to customers. This might mean that the bank management have to take initiatives towards solving the causes of service delivery in banks. This might also mean that other Zimbabwean commercial banks might be having their service delivery affected by the aforementioned causes.

4.4.3 Hypothesis Testing: One-Sample T-Test

H1: There are significant effects of poor service delivery in FBC Bank

H0: mean $\leq$ 3.00

Ha: mean > 3.00

Data shows some overall effects of poor service delivery at FBC Bank from the customers perspective. The population mean is assumed to be 3.00 as directed from the 1-5 Likert scale mid-point. Using a test value of 3.00, at 95% confidence interval, the researcher carried out a one sample T-Test in SPSS and produced the following test results.

Tables 4.19 (a) One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
EP	9	3.4367	.83714	.27905

Tables 4.19 (b) One Sample Test Results

	Test Value=3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
EP	1.565	8	.016	.43679	-.2067	1.0802

Conclusion: The test was done at 0.05 level of significance and sought to accept H0 if p-value was less than 0.05. Since the p-value was 0.016 and being less than 0.05, we accept H0 at and conclude that there are significant effects of poor service delivery offered by FBC Bank. This result means that the customers are feeling the effects of poor service delivery from FBC Bank.

4.5 Strategies for Improving Service Delivery

In the investigation on customer service delivery in the banking industry, it was also imperative to identify solutions to poor service delivery. Pursuant to this, responses on strategies towards improving service delivery were sought and the results are as follows;

Technological Linkages With Other Banks (Mean=4.53)

Respondents claim that technological linkage between banks is necessary in improving service delivery as shown by 83.1% of respondents agreeing. Linkages between banks occurs when all banks are electronically connected and funds can be transferred between customers of different banks with great ease.. FBC Bank is on the Zipit platform which links most banks together although there are about 4 banks that are not on the platform.

Use Of Name Based Queuing By Customers (Mean=3.53)

The use of name based queuing by customers entails having a system which selects names from the database of customers and those customers get notifications so that they can visit the bank on particular days. This system is better than the current haphazard queuing system that is currently being used where everyone comes to the bank all at once and it becomes difficult to manage the queues.

Encouraging Management Commitment To Customers (Mean=4.22)

Encouraging management commitment to customers was acknowledged by 73.2% of respondents as an initiative that helps to make service delivery better while 10.9% disagreed and 15.8% were not sure. Management commitment is important in that these are the people who craft strategies for organisations, if the management team is not committed enough to customers then they will produce strategies that do not have customers in mind.

- **Flexible And Responsive Customer Service Departments (Mean=4.13)**

Most organisations now have 24 hour help departments as customers tend to get frustrated when they so much need the help of their bank. Many respondents (74.2%) alluded to this theory while 10.9% disagreed. Help should be available at a click of a button and it should not be a difficult process. FBC Bank should also invest on help kiosks which customers can access any time of the day.

Researching On Customer Needs (Mean= 3.93)

This is key to knowing what customers really want. The gap in customer services occurs when customers and services providers have different expectations and at the end of the day, both the customers and service providers are frustrated. A significantly large proportion of respondents (86.2%) agreed that banks need to research on customer needs, 10.9% disagreed and only 3% were not sure. Research and development should be a continuous process where the bank is always striving to understand the customer and have a picture of customer expectations.

- **Investing In New Technology (Mean=3.65%)**

Investing in new technology was acknowledged by 74.3% of respondents who agreed that there was need for investing in new technologies. For example, in developed countries, a deposit can be done on the ATM yet we still require that people visit the bank to make deposits. The country needs new innovations so as to minimise incidences of poor service delivery.

- **Educating Clients On Technology (Mean=2.8.3)**

The majority of respondents (86.1%) agreed that training customers on the use of technology was critical. The challenge that may be faced is when banks blame customers for their inability to use e-channels yet the banks have not taken time to educate them. It is therefore imperative that FBC Bank fully equips customers so that they are able to transact independently.

- **Other Strategies**

There was a general consensus among respondents that allowing for feedback and suggestions would not change or improve service delivery. Of the total respondents, only 15.6% agreed that allowing for feedback and suggestions would bring help in improving service delivery while 77.3% of the respondents disagreed. Employees need to be trained and retrained on customer service delivery so that there is constant and superior service delivery. Every employee should undergo this training including the management.

VIII. Summary, Conclusions And Recommendations

The study concludes that the major causes of poor service delivery include lack of management commitment, failure to engage customers in designing bank processes and products, lack of support from RBZ, failure of customers to use technology, lack of adequate skills of employees and poor economic conditions. The conclusion was that the bank needs to work on improving its systems in line with customer expectations so as to improve service delivery levels. The researchers also concluded that the effects of poor service delivery included low market share, low employee morale, low profits in the future, negative word of mouth and the possible closure of a bank. Correlation analysis findings also revealed a significant positive correlation between such items as “low market share” and “lost brand image” ($r=0.564$, $p\text{-value}<0.05$) as well as between “low market share” and “low profits in the future” ($r=0.590$. $p\text{-value}<0.05$). The results indicate that a banks’ market share falls when its brand image is falling and that low market share corresponds with low profits in the future. Based on the study findings and conclusions, the researchers recommend that FBC Bank can employ pricing strategies that give value to customers such that they do not feel short-changed. The nature of services makes it fairly easy to benchmark services and copy what competition is doing better and therefore FBC Bank can copy how other banks managed to make their services user friendly and accessible. FBC Bank can also make improvements on communication by continually updating their customer records so that if for example messages are sent as text everyone gets the messages. The bank should also communicate using more than one communication channel like text messages, whatsapp messages, TV and radio messages and maybe banners so as to increase chances of a customer getting the message. As a way of improving service delivery, the researchers recommended the use of name based queuing by customers, technological linkages with other banks, technological linkages with businesses and service providers, encouraging management commitment, researching on customer needs am flexible and responsive customer service departments. FBC Bank should also embark on customer training programs where customers are taught on how to use various customer interfaces. Employees need to be trained and retrained to allow for more effective in their jobs. Since poor service delivery has negative effects on banking operations. Key solutions include employing customer relationship management styles that help improve customer relationships which foster loyalty. Effective strategies need to be employed to help improve service delivery in FBC Bank. There has to be efficient and effective strategy implementation where management and employees work together to ensure success.

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