





















complaints were poorly handled. The complaints were about long queues; most customers complained that there were certain times when they were subjected to long queues on the ATMs especially during paid days because of few ATMs.

Charges: customers complained about being charged highly especially when withdrawing from inside the bank.

Mode of getting notification; many customers would like to get messages or notices from ZANACO management of any transactions through mobile banking. Most of customers say that they are almost 100% guaranteed that one would see and read the messages on the phone, and it is not everyone that listens to the radio or watches television or read newspapers.

**Table 10.** Customer Complaints

<b>Complaints Handled</b>	<b># of Complaints</b>	<b>Percentage (%)</b>
Successfully	72	60
unsuccessfully	12	10
Fairly	36	23.3
Poorly	Nil	-
Total number of Complaints	120	100

### Summary

The chapter has presented and discussed the findings of the study. Insights unveiled that ZANACO handled successfully 60% of customer complaints, with 23.3% fairly handled and 10% unsuccessfully handled. ZANACO competitive advantages depend on the services it offers which are relatively good.

On Its credibility to customers, 20% strongly agreed that ZANACO credible and 50% simply agreed of its credibility. 87% of ZANACO subscribers say communication to its customers to keep them well informed is good and the courtesy level are at 83.3% to its customers. Subsequently satisfaction to customers is at 85% same level as fairness and qualification of its workers.

### Results, Discussion, And Recommendations

The main purpose of the research was to find out the importance of quality customer service in the banking industry, a case study of ZANACO.

To accomplish the objectives, the study obtained secondary data from the internet, textbooks, and publications about customer value satisfaction and retention in a service

industry. This information formed the research background in chapter one and the literature review, theoretical and conceptual framework as a basis for arriving at research design. After operationalizing the above, dependent and predictor variables, qualitative and quantitative data on ZANACO marketing strategies, customer value satisfaction, customer retention, customer quality of banking services delivered by ZANACO and customer complaints from ZANACO services. Preferences were collected as primary data from respondents of Ndola ZANACO branch. The primary data was then analyzed using descriptive statistical in tables and percentages scored which were then presented in pie charts.

### Results of the Study

#### Findings of the Study

Chapter four has presented and discussed the findings of the study. The main features of the findings are as follows:

The approach by ZANACO towards customer satisfaction has been effective as seen through their quality services. A fair number of customers are happy with ZANACOs affordable charges.

However, further insights reveal that ZANACO scored highly on courtesy level and credibility.

### **Customer Satisfaction with ZANACO**

The study revealed that about 85% of the respondents agreed that they were satisfied with the services of ZANACO whereas 7% did not agree nor disagree, 8% disagreed. However, 85% of the respondents agreed that ZANACO was equally fair in handling its customers.

### **Customer Getting Value for Their Money**

Customer value for their money was another variable investigated. The findings were that people were happy with the services offered by ZANACO 93.5% of the respondents had various complaints but 60% were successfully handled and 10% fairly handled. This is coupled by ZANACO relatively competitive advantage qualities; it has highly qualified workers as proved by the respondents that it has 80% of its manpower in order to serve its customers properly. It has a high level of openness to customers and good communication.

### **Problems Faced by Customers**

With regards to problems faced by customers due to services offered by ZANACO, the study's findings were that most that customers complained about such as being subjected to long queues when accessing services at ZANACO branches especially during pay days due to limited number of ATMs per branch (those which are functioning). Customers complained about being charged high withdraw charges when withdrawing from inside the bank and the duration to process the loans being too long.

### **Discussion**

Based on the findings above, not only were the research objectives achieved, but the research questions were also answered. In summary, the study made the following conclusions. The business world is very dynamic, attracting and keeping customers is

becoming more challenging. Some organizations are working very hard to increase their customer base and this of course is very commendable but hopefully they could do enough to cultivate and inspire loyalty in the heart of their loyal customers as they are invaluable and unique; they should be set apart from customers who are willing to do business with you simply because of good incentives you are offering them. Loyal customers will stand by you through thick and thin even when a competitor comes along providing what seem to be better services than yours [17].

Since Loyal customers result from good customer care, employers will do well to invest in training the personnel so that they end up with a work force that possess the knowledge, capacity and determination of the trust, confidence, and loyalty of customers. Also, employers should help their employees understand the link between their job securities. And the way they treat their customer. Satisfied customers provide a stable base which is essential to the long-term profitability of a firm. A pattern of one-time buyers is a worrying sign that customers' expectations are not being met. This could be due in part to the inconsistency of the service and or reflect a poor corporate image to the potential customers.

### **Recommendations**

With due regard to the study, the following recommendations should be done to improve the levels of customer satisfaction and retention at ZANACO. ZANACO should work on credibility and its openness.

ZANACO should involve customers by listening to their complaints. Thus, can be done by promising an open-door policy for customers and have a dedicated customer line to handle customer complaints. It should further do much more on courtesy. It should employ more qualified or train its staff on customer service.

### **Conclusion**

The greatest achievement of any service quality program implemented by a bank can only

be evaluated through creation and retention of customers who are satisfied. The role of customer-contact personnel in achieving these goals is very important. However, in their efforts to deliver high quality services to their customers, commercial banks should not ignore the specific needs of their employees. Even though the findings show that a good number of customers are satisfied with the services offered by ZANACO, there is need to improve in some areas raised in the research. For example, most customers complained about such as being subjected to long queues when accessing services at ZANACO branches especially during pay days due to limited number of ATMs per branch (those which are functioning). Customers complained also about being charged high withdraw charges when withdrawing from inside the bank and the duration to process the loans being too long. This may sound simple, but it has negative effects on the business. Overtime, customers will start drifting to other banks who

put their customers first.

## Acknowledgement

This work would not have been a success without the support and assistance of a great number of people. To them all I say thank you. I also thank my Student Mentors for the guidance, encouragement, and patience showed to me during the period of my study. To TEXILA management, I give you kudos for bearing with me when I faced financial challenges, and you were there to provide support. To Akamunwa Musole, brother Oliver Chilufya, brother Leonard M. Mulwila, and indeed my wife, Esther, I say thank you for providing spiritual and financial support during my studies.

## Conflict of Interest Statement

The author certifies that he has no conflict of interest to disclose with respect to the research, authorship, and publication of this manuscript.

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