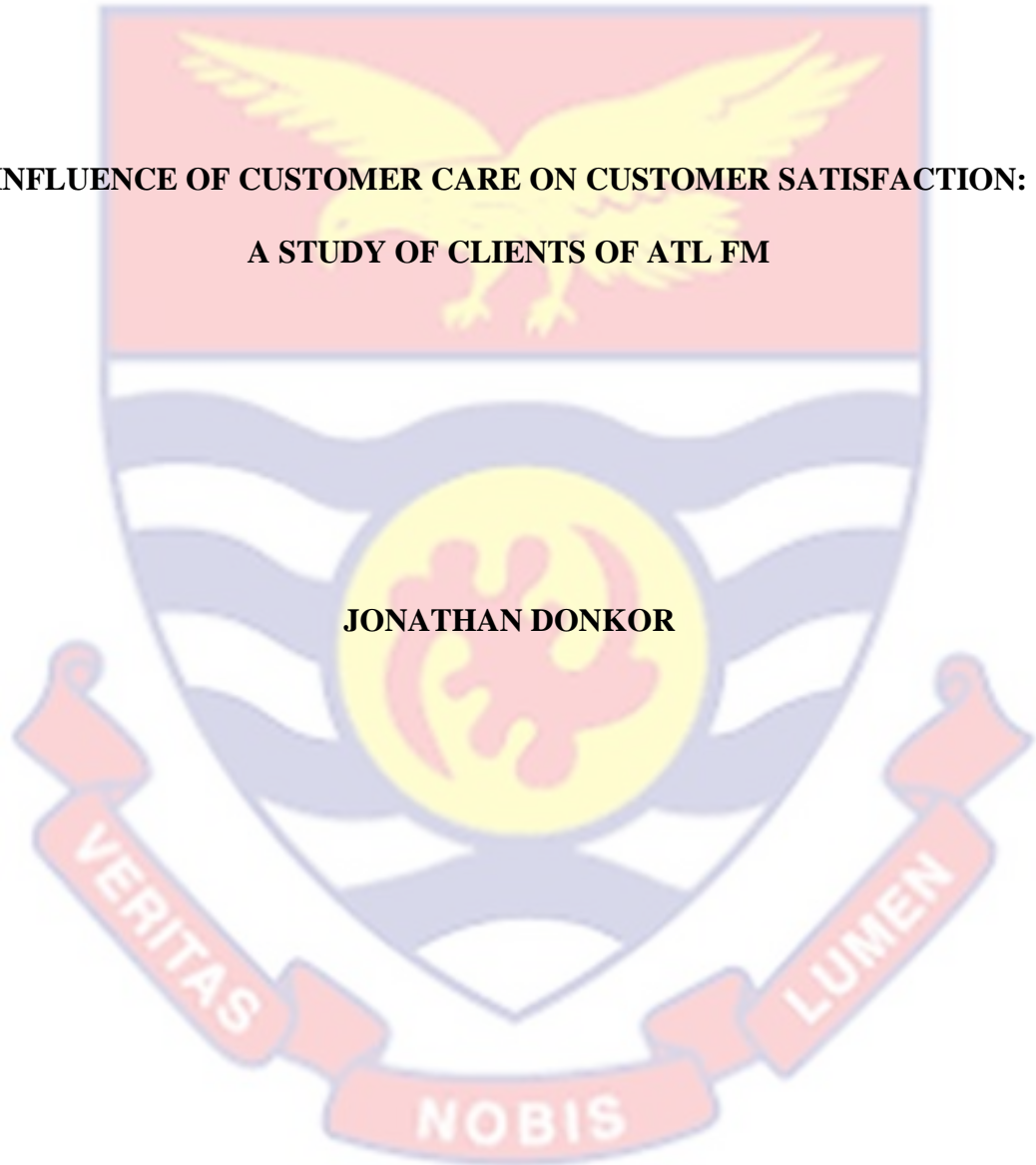


UNIVERSITY OF CAPE COAST

**INFLUENCE OF CUSTOMER CARE ON CUSTOMER SATISFACTION:
A STUDY OF CLIENTS OF ATL FM**

JONATHAN DONKOR



2021

UNIVERSITY OF CAPE COAST

INFLUENCE OF CUSTOMER CARE ON CUSTOMER SATISFACTION: A
STUDY OF CLIENTS OF ATL FM

BY
JONATHAN DONKOR

A Dissertation submitted to the Department of Marketing and Supply Chain
Management of the School of Business, College of Humanities and Legal Studies,
University of Cape Coast in partial fulfilment of the requirements for the ward of
Master of Business Administration degree in Marketing

JULY, 2021

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature..... Date.....

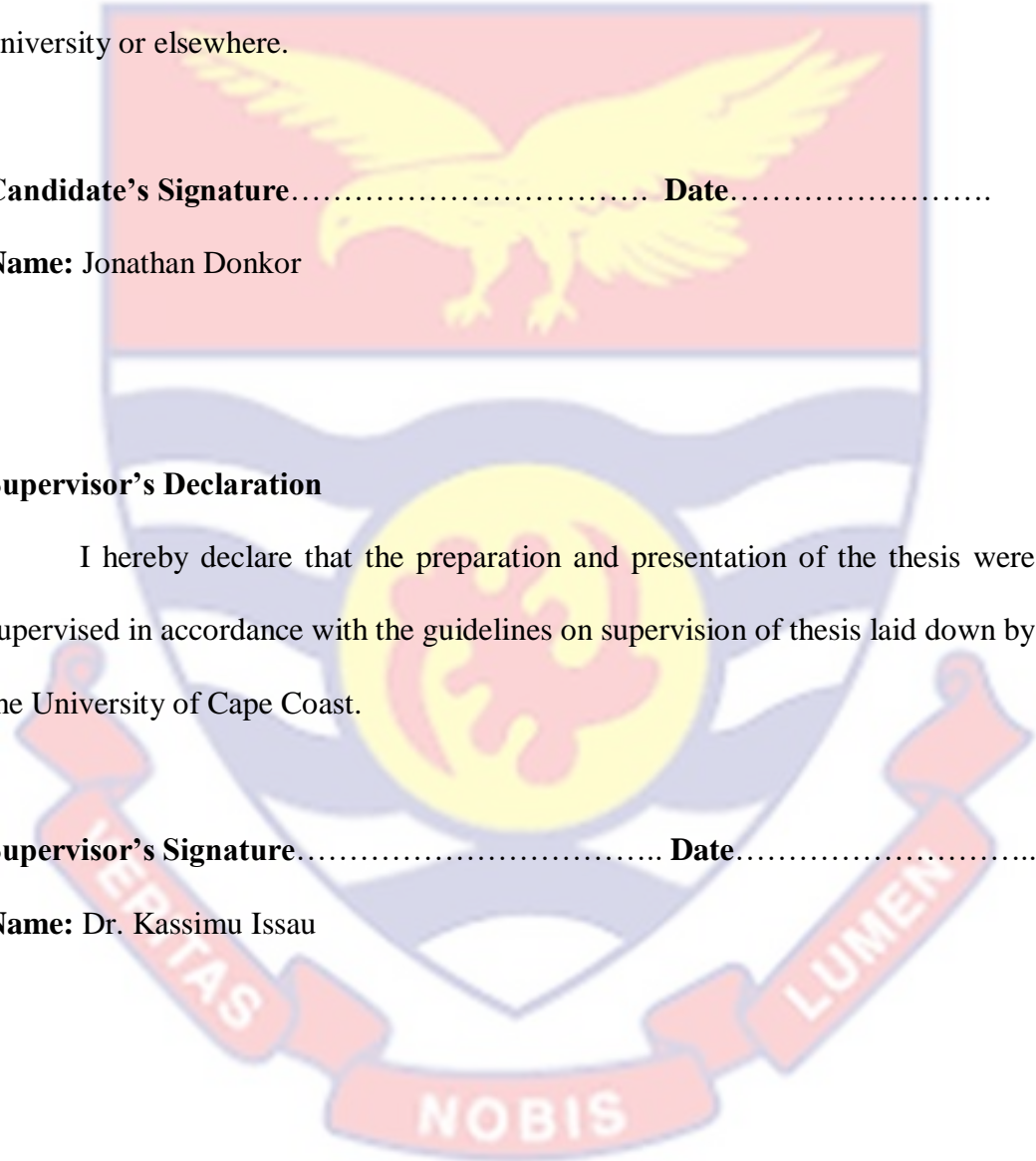
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Supervisor's Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Supervisor's Signature..... Date.....

Name: Dr. Kassimu Issau



ABSTRACT

The study sought to examine the influence customer care elements have on customer satisfaction at ATL FM. The study employed a quantitative research approach using explorative factor analysis in assessing customer care influence on customer satisfaction. Data was collected from the various customers of the FM station with the help of the station's marketing department. The responses were analysed using descriptive statistics, correlation, regression and exploratory factor analysis. The study found that customers perceive communication skills and customer service culture skill as the most influential factors in achieving customer satisfaction. The study also found that customer care activities or initiatives were relevant in satisfying customer needs of clients of ATL FM. The study recommends that to effectively undertake customer care initiatives, corporations or media firms need to prioritize customer needs, request and manage continuous feedback, effectively handle customer complaints, ensure rapid employee responses and train friendly and sympathetic customer care personnel. Also, the study recommended instituting a work culture that promotes a customer service culture in order to achieve customer satisfaction, a relevant element in boosting firm performance.

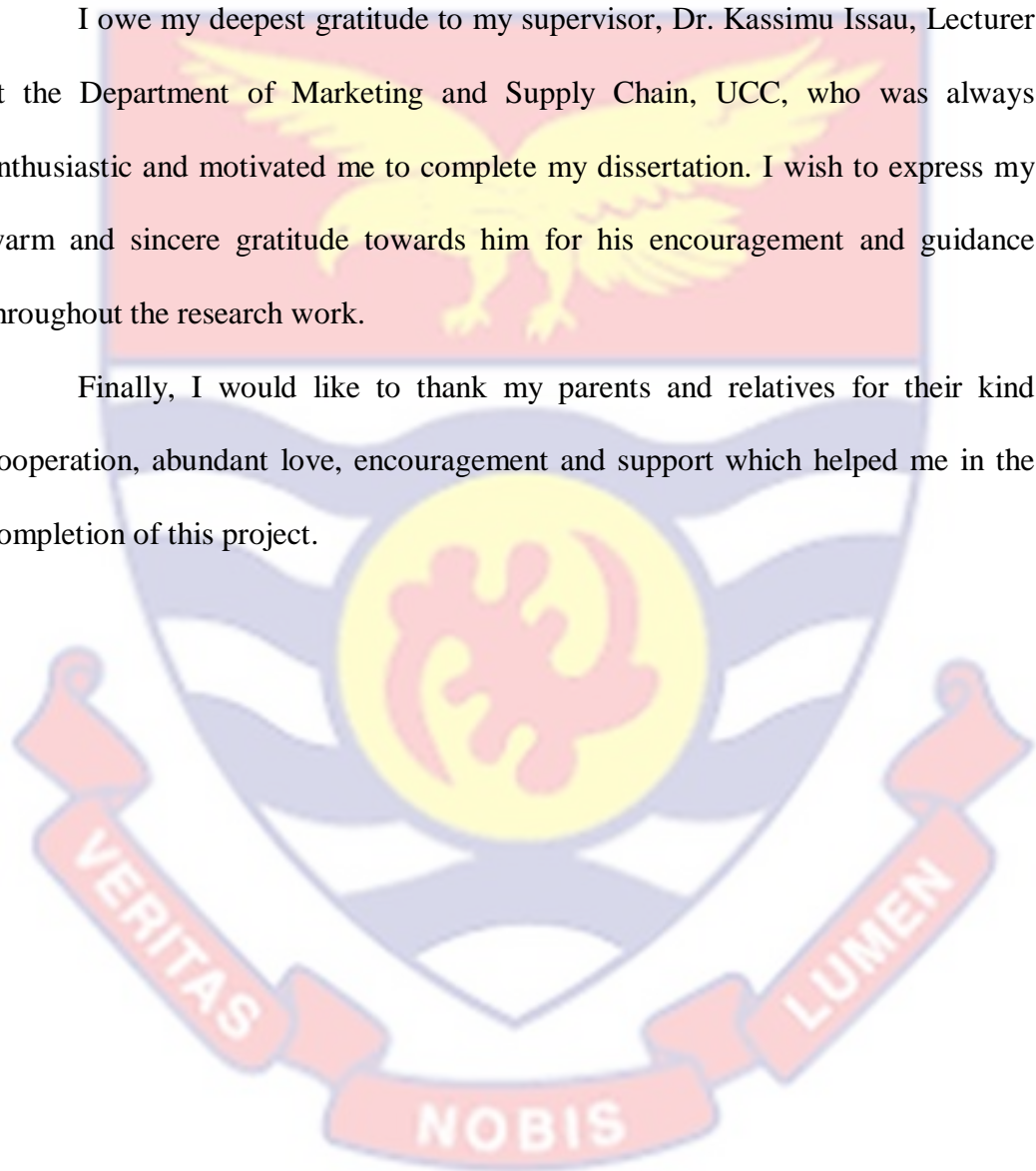
Keywords: Customer Care, Customer Satisfaction, Communication Skills, Customer Service Culture, Reputation Building Skills,

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Finally, I would like to thank my parents and relatives for their kind cooperation, abundant love, encouragement and support which helped me in the completion of this project.



DEDICATION

To the almighty God for bringing me this far, to my beloved wife, Mrs Veronica Konadu Donkor, without whose caring support, it would not have been possible and also to my son, Philip Konadu Donkor.



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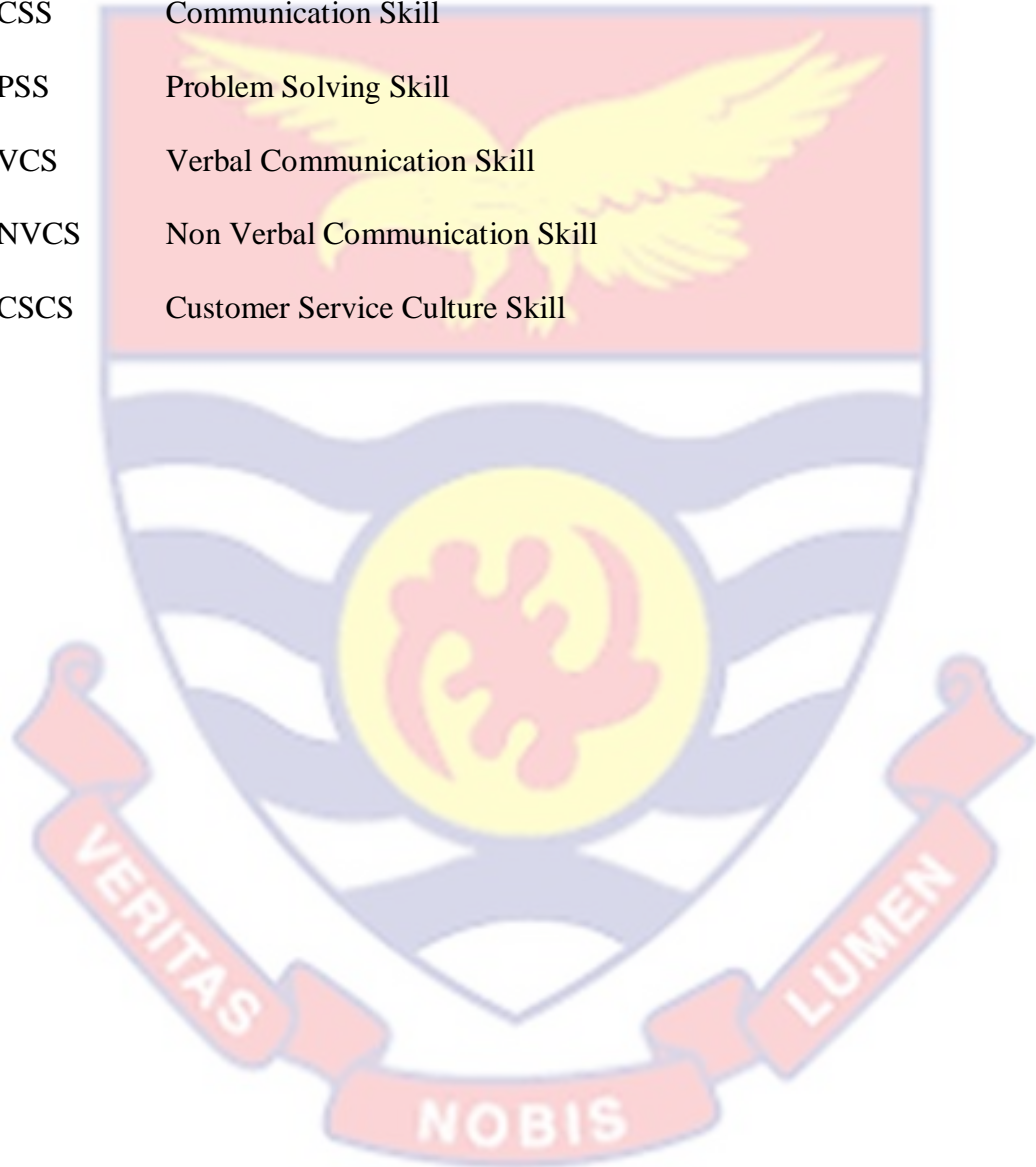
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LIST OF ACRONYMS

CC	Customer Care
CS	Customer Satisfaction
RPS	Reputation Skill
CSS	Communication Skill
PSS	Problem Solving Skill
VCS	Verbal Communication Skill
NVCS	Non Verbal Communication Skill
CSCS	Customer Service Culture Skill



CHAPTER ONE

INTRODUCTION

As the service sector continues to expand, organisations are confronted with the need to provide satisfactory and exceptional customer care services to enhance the manner in which service is delivered to the customer. When it comes to service, the individual providing the service cannot be separated from the service being delivered. There is therefore the need for service organisations to consciously plan and establish a customer friendly environment. How customers' orders and complaints are handled can impact the degree of customer satisfaction. Radio stations are equally expected to pay attention to their customer care service environment so far as they have the expectation of enhancing customer satisfaction. The purpose of this research is to determine the effect of customer care on the satisfaction of ATL FM's customers. This chapter offers an overview of the research background, research issue, problem statement, research objectives, research goals, and research questions. This chapter also addresses the significance of research, its design, and research planning, and it ends with a glossary of terminology used in the study.

Background to the Study

As customers have grown more quality-conscious, their expectations for higher-quality service have risen internationally (Mcdougall and Levesque, 2000). Businesses in the service industry, such as telecommunications and media, must

consistently give high levels of service to their clients in order to maintain a competitive edge. Because of its intangible nature, diversity, inseparability, and perishability, it is difficult to assess a company's service quality. Despite the importance of these traits, service providers have difficulty judging quality (Yu, Wu, Chiao and Tai, 2005). Any company should aim for a long-term strategy. A variety of things influence an organization's success. Strong organizations are not usually those that create a lot of income, since revenue creation is just one of an organization's responsibilities. An organization's ability to keep in touch with all of its stakeholders is important to its success and effectiveness. The client is often regarded as the most essential stakeholder in a firm. In order to thrive in today's market, businesses must focus on both retaining and recruiting new consumers. Quality is acknowledged as the most important factor in influencing customer satisfaction in both production and service quality (Iqbal, Zia, Bashir, Shahzad & Aslam, 2008).

The issue of globalisation, coupled with technological shift have laid a demand on businesses to seek ways not only to survive but to differentiate itself in its environment (Wilson, Zeithaml, Bitner & Gremler, 2016). One of the strategies that can be capitalized by a firm in satisfying and retaining today's customers is customer care (Xu, Liu, Guo, Sinha & Akkiraju, 2017). The provision of assistance to customers before, during, and after a transaction is known as customer care. Service-focused organizations have identified the customer as the most critical voice in assessing customer satisfaction (Gnewuch, Morana & Maedche, 2017). Shire, Holtgrewe and Kerst (2017) explain that those who are successful in

customer care place their clients as the most important thing to them. According to Gabriel, Cheshin, Moran and Kleef (2016), Customer care goes beyond providing products but also making your clients feel truly cared for.

According to Wong, Lai, Cheng and Lun (2015) customer care is determined by customer-centred policies / programs set by the service provider, employee conditions and ultimately training provided to employees. Wilson, Zeithaml, Bitner and Gremler (2016) argue that customer care could be considered "a process that consists of several steps to satisfy customer needs". Wilson et.al (2016) further stated that customer care is possible on site (as well as when a sales employee helps a customer find something they want or answers a question), or by telephone or online. Goodman (2019) argues that customer care can be used as a competitive tool for competitors. He also pointed out that it is important for a company to know what customers want and how they do not perceive a company offer. The company's customer perspective and the company's customer perceptions and ideas are key to building a cohesive strategy and marketing strategy. Customer care can be expressed through verbal communication, problem solving, reputation building and cultural customer service skills that bring customer satisfaction (Piccoli, Lui & Grün, 2017).

Consumer satisfaction is a metric that indicates how well a company's goods and services meet or surpass customer expectations (Nguyen, Nguyen, Nguyen, & Phan, 2018). According to Nguli (2016), measuring consumer satisfaction is not possible without determining the key aspects of customer satisfaction. Chalikias, Drosos, Skordoulis, and Tsotsolas (2016) note that for many retailers and consumer

surveys throughout the last 40 years, customer happiness has been regarded as one of the most critical and effective problems. Customer satisfaction is a broad evaluation of a business organization's performance in respect to the expectations formed via different interactions between customers and the firm (Vasi, Kilibarda, and Kaurin, 2019).

Customer satisfaction is a priority at ATL FM, since one may not have the chance to redesign the service if the consumer deems the information unacceptable (Gatari, 2016). According to Narteh and Kuada (2014), businesses can only offer acceptable customer services if pre- and post-procurement services are adequately controlled. Customers who are satisfied with the purchased FM product will re-purchase the same product, more often, and will recommend it to others (Magasi, 2016). In service organizations such as ATL FM, customer satisfaction is often related to two basic structures, namely customer judgment on service capabilities and evaluation of the contact information they have made with the service provider (Lee & Wong, 2016). They go on to say that this approach tends to treat customers as users of information systems, and focuses more on user satisfaction with service packages.

Furthermore, because the service environment was intangible, it was impossible to establish a link between customer pleasure and customer care quality (Santouridis & Veraki, 2017). Because of the unpredictability of the service environment, it is difficult for businesses to assess how customers perceive and evaluate the desired outcomes of a service (Izogo & Ogba, 2015). As the customer assesses their level of satisfaction by trying the service and experience of receiving

such services, the assurance or assurance of expectations may result in customer loyalty or loss of customer management (Dauda & Lee, 2016).

In addition, ATL FM customers always aim to achieve maximum satisfaction not only with the products they purchase but also in the way they are treated before and after the sale (ATL FM Bulletin, 2017). No matter where ATL FM is, customer care plays an important role in customer satisfaction and customer ethical goals. When customers are dissatisfied with services, service providers may not be able to keep customers unhappy (Díaz, 2017). Bringing high-quality customer care is a necessary requirement for ATL FM's success and survival in the current business environment. High-level customer care services require the acquisition of specific skills and competencies at each level and should be available to all ATL FM employees in order to improve service satisfaction (Dauda & Lee, 2016).

Statement of the Problem

Providing a high-quality service is crucial for all organizations, but it is especially important in the radio industry. Customer satisfaction may decide a company's success or failure. To stay competitive in the radio industry, an industry's primary purpose should be to gratify its customers. A high level of service would ensure a substantial market share and a good profit. As a consequence, radio providers must understand the criteria that consumers use to assess service quality and endeavour to enhance service quality. With the growth of the service sector and the increasing competition within the service industry, the type and quality of service are major factors in the performance of service delivery (Belás & Gabčová,

2016). Many radio stations are now aware of the critical nature of communication between employees and their customers. One specific aspect of collaboration between employees and customers is simultaneous production, product use and staff participation in building quality in service product and these help to improve customer care systems, often as a means of achieving competitive advantage (Sharma, 2017).

ATL FM being a campus radio station in the central region has couched a niche for itself as a station for discerning listeners and serves a myriad of customers. However, the Station does not have appropriate customer care systems that can be used to attract and retain clients. Most of its clients after conducting business for a period of time leaves to other networks because of the quality of customer service. The employees' sense of customer relations is below par as interactions with customers indicate that staff do not know how to interact with them to know their needs and wants. This has led to the termination of certain contracts that the organization had with some of its clients because these customers believe that some of the radio operators have been mistreated. Additionally, customer recommendations at the radio station have been found to fall short of the high standards set by those who often conduct business with the Station (ATL FM Internal Report, 2018).

It is important that customer care is reflected in the context of the organization as a whole and not just in terms of internal marketing (Bandaru, Gaur, Deb, Khare, Chougule and Bandyopadhyay, 2015; Chu, Vasquez-Parraga & Ma, 2018). Examination of previous research existing literature on assurance for quality

has been conducted by Howcroft (2000). Patterson and Spreng (1997) explored the linkages between quality systems and service quality on service providers' perspectives. The results show that employee perceptions of service quality are related to operations performance. However, there is little empirical evidence to explore how client's perceives customer satisfaction. Studies done on customer satisfaction by Miriti (2011), Mwaniki (2011), Njoroge (2010) and Thiong'o (2011), asserts that developing a much deeper insight into the marketing constructs such as service quality, customer perceived value, corporate image, and customer loyalty is of vital importance to the radio industry. A study conducted by Njoroge (2010) indicated that service quality has uncertain or even negative effects on customer satisfaction.

Mwaniki (2011) indicated that achieving high service quality and pursuing successful customer satisfaction level are highly dependent on top management support. However, Miriti (2011) reported that there is no association between top management support for quality and customer perceived value achieved. Thiong'o (2011) indicated that a 90% improvement rate in customer relations, operating procedures and financial performance is achieved due to customer satisfaction. Most of these research conducted are outside Ghana and little is known in the radio sector (Belás & Gabčová, 2016; Dauda & Lee, 2016; Lee & Wong, 2016; and Veraki, 2017; Sharma, 2017), hence this study to know the satisfaction levels of clients of ATL FM, a campus-based radio station in the Central Region of Ghana.

Purpose of the Study

The purpose of this research was to determine the effect of customer service on customer satisfaction at the ATL FM.

Objectives of the Study

To realize the study's goal, research objectives were established. The study's objective is to:

1. examine the perception of clients on the variables of customer care at ATL FM,
2. examine the relationship between the variables of customer care and customer satisfaction at ATL FM,
3. assess the effect of the variables of customer care on customer satisfaction at ATL FM.

Research Questions

To accomplish the study's goals, the following research questions were developed:

1. What is the perception of clients on the variables (reputation building skills problem solving skills, customer service skills) of customer care at ATL FM?
2. How do the variables (reputation building skills problem solving skills, customer service skills) of customer care relate to customer satisfaction?
3. What is the effect of the variables (reputation building skills problem solving skills, customer service skills) of customer care on customer satisfaction at ATL FM?

Significance of the Study

Many businesses leverage customer loyalty to gain a competitive edge. The contemporary era's globalized, industrialized, and competitive markets amplify this. As previously said, any company's success is dependent on the loyalty of its consumers, and telecoms is no different. The study brings to light a comprehensive discourse on the service quality and customer satisfaction of clients of ATL FM. This will aid in the development of responsive ways by management of the station in the form of policy-measures to address the concerns of its customers. Again, to the management of ATL FM, the findings and outcomes of this study will give a more trustworthy scientific assessment and viewpoint for assessing and evaluating overall consumer satisfaction with the services they provide. Management of the station will have more knowledge on what makes customers satisfied or dissatisfied. The information acquired will allow them to gain a competitive edge and give superior service to their clients. This might result in cost savings and the implementation of improved approaches. It will specifically highlight the business's challenges, reveal its deficiencies, and explain how they influence the quality of service delivery and customer satisfaction.

Finally, the study will provide recommendations to help improve the use of customer service quality as a competitive tool that stakeholders such as employees and customers of the station will use to provide invaluable information that will allow them to provide useful suggestions for better service delivery. It will also contribute to the vast body of literature and academic works as far as satisfaction of customers is concerned in the radio industry. It therefore provides the framework

and sets the stage for further empirical studies to be conducted into the radio industry in Ghana.

Delimitation of the Study

The research was to examine the influence of customer care on customer satisfaction at ATL FM. The researcher delimited study by including customers having experience of customer satisfaction. An underlying assumption in this study was that participants would be truthful and willing to provide the required information helpful for this study. Given the case study nature of this investigation, results of findings may be specific only to ATL FM and may not be generalised to other radio station in the central region and the whole country. However, management of the station could use the outcomes of the research study to revisit its current customer care strategy and in particular focus on addressing the needs of its current and potential customers. Due to the fact that the census sample was used, the findings were generalised and therefore would be low in external validity. The sample was selected from the client base of the station who in one way conduct business with the station. The study employed the quantitative approach and one hundred and five clients of the station used in the study. Time constraints, subjectivity, and external environment were also potential limitations to this study, hence the use of questionnaires.

Limitations of the Study

The study was confined to ATL FM because to time constraints, and as a result, no large-scale research was possible. Furthermore, the study only looked at one radio station, whereas comparisons of multiple radio stations or coverage areas

would have been more useful. Furthermore, the study's findings may be difficult to replicate in other places due to the people in the learning environment's diverse cultural backgrounds. One drawback is that the whole set of questions submitted for analysis could not be accessed.

Definition of Terms

Customer Care: Customer care is the practice of attending to clients in order to maximize their satisfaction and enjoyment of the business's products, commodities, and services (Terziev, Banabakova & Georgeiv, 2018).

Customer Satisfaction: Customer satisfaction is seen as a comprehensive assessment based on the experience of the purchase and full use of goods or services over a period of time (Fornell, Johnson, Anderson, Cha & Bryant, 1996 as stated by Khadka & Maharjan, 2017).

Organization of the Study

The study has been organised into five chapters. The first chapter gives a summary of the study's background, which served as the study's foundation. A problem statement, objectives, and research objectives, as well as research questions, followed. The chapter concluded with the importance and classification of research. Chapter Two focuses on revision of the accompanying texts. Discusses logical, research-related theories. In this chapter the subjects for royalty will also be discussed. The third chapter deals with the process, outlining the structure of the research that will be used to conduct the research. It also looks at sample processes, data collection tools, its performance and reliability, and finally, mathematical tools for data analysis.

The results of data analysis gathered during field operations are reported in Chapter 4. This is followed by a discussion of the findings, which includes studies that back up the conclusions of the current study. Chapter five focuses on research summaries, key findings, conclusions and recommendations.



CHAPTER TWO

LITERATURE REVIEW

Introduction

The researcher examines the influence of customer care on customer satisfaction at ATL FM. This chapter provides an analysis of scholarly ideas and, in addition, discusses related research on all topics and variables important to the study. It also includes a methodological analysis, a theoretical review, an empiric review and a conceptual context, as well as an overview of the literature review and an indicator of the literature difference.

Theoretical Review

The research was conducted in accordance with the Theory of Reasoned Action.

The Theory of Reasoned Action (TRA)

Consumer attitudes are shaped by product brand beliefs. Hill (1981) explained that various ideas are offered in an effort to use attitude as one of the behavioural symbols. In 1975, Fishbein and Ajzen's perspective of reasonable action rose to prominence in this field and "gained proper acceptance as a key paradigm of public action" (Bagozzy, 1992, p. 178). Ajzen and Fishbein (1980) detailed how they came up with their theory of human behaviour prediction and comprehension. The TRA provides a model with potential benefits for predicting the intention to perform a behaviour based on an individual's attitudinal and

normative beliefs (Southey, 2011). Researchers widely use TRA to interpret social behaviours at the level of individual decision making (Gordin, 1994). Consumer attitude influences consumer purchase behaviour. In line with the TRA, behaviour is determined by intentions, which also influence attitudes and subjective norms. Loyalty refers to the disposition of consumers to shop repeatedly in a given store while brand loyalty is simply consumer response over time to favour one particular brand over other alternatives (Sirgy & Samli, 1985). Yeng and Mat (2012) associated customer loyalty with relationship between relative attitude and repeated patronage in highly competitive business environment using the TRA. For this study, the TRA is useful for analysing attitudes, subjective norms, and perceived behavioural control, to predict intention with relatively high accuracy. Furthermore, TRA concept assumes human behaviour as under voluntary control of the individual and a person's intention, when combined with perceived behavioural control help to predict behaviour with greater accuracy.

Each person has a large number of beliefs about any object or behaviour. According to Fishbein and Ajzen (1975), beliefs represent the information that person has about the object (p.12). The authors defined beliefs in terms of probability that a given object is related to some attribute (p. 28). Most important beliefs, which the authors called "salient" influence the person's attitude. The authors emphasized that in order to find the link between salient beliefs and attitudes toward the behaviour, it is important to ensure "correspondence in action, target, context, and time elements" (Ajzen & Fishbein, 1980, p. 64). The brand loyalty of the customers improves with the positive movements of the TRA

components (Wilbanks, 2005) and movement of these components generally follow same direction. This theory explains that a consumer attitude and subjective norms determines the behaviour (Vlontzos & Duquenne, 2014).

The TRA model is selected in the research framework for two key reasons. First, it was assumed that people wish to behave in ways that permit them to achieve favourable outcomes and to fulfil the expectations of other people. That is, people do not do only what they want to do, rather, they also take into account the opinions of other people who they are close to, especially those consumers who come from a collective culture. To state it more openly, individuals do not behave only according to their personal choices; rather, their social surroundings have an effect on their behaviours. Perceived behavioral control plays an important part in the theory of planned behavior. In fact, the theory of planned behavior differs from the theory of reasoned action in its addition of perceived behavioral control (Ajzen, 1991). Consistent with an emphasis on factors that are directly linked to a particular behavior, perceived behavioral control refers to people's perception of the ease or difficulty of performing the behavior of interest. Whereas locus of control is a generalized expectancy that remains stable across situations and forms of action, perceived behavioral control can, and usually does, vary across situations and actions. The theory of planned behavior places the construct of self-efficacy belief or perceived behavioral control within a more general framework of the relations among beliefs, attitudes, intentions, and behavior. The second reason for expecting a direct link between perceived behavioral control and behavioral achievement is that perceived behavioral control can often be used as a substitute for a measure of

actual control. The theory of planned behavior traces attitudes, subjective norms, and perceived behavioral control to an underlying foundation of beliefs about the behaviour. (Ajzen, 1991). For instance, if ATL FM customers create a positive attitude with its products or services, that will be considered higher and vice versa. In this case the attitude built into the products predicts a behaviour i.e., acquisition or non-acquisition. This in turn contributes to customer satisfaction with ATL FM services. Satisfied customers come back and buy more, and tell other people about their experience. Customers form a positive or negative attitude toward the products or services offered by organizations.

Julianto (2009) revealed that customer satisfaction variable is significant to purchase intention. According to Bloemer, de Ruyter and Peeters (1998) in Julianto (2009), customer satisfaction will affect the purchase intentions as consumer satisfaction connects the quality of service and purchase intentions. Higher consumer satisfaction will encourage intention to make product purchases. Thus it can be concluded that the intention to make a purchase of the product is determined from the satisfaction felt by consumers. In literature, satisfaction is described in many ways; it rotates among the few areas which describes all the components of satisfaction, like an outcome or response from a customer, the response of expectations, or a response after the use of the product many times (Giese & Cote, 2002). Purchase intentions are significantly focused by the consumer's attitude rather than the other tools like demographics or factors of economy (Ferrell and McIntosh 1992). Theory of Planned Behavior (TPB) was proposed by (Ajzen 1991) which was the extension of its own work in 1975 presented Theory of Reasoned

Action (TRA). In TRA it was proposed that behavior comes out by an individual's intention and that comes out of the attitude and subjective norms, both are the function of beliefs (i.e. social influences) (Sherrel, Bloch, & Ridway, 1986). Consumer intentions are directly affected by the values, and indirectly by the consumers' attitudes, intentions and purchase behavior (Woodside and Pitts, 1984).

In TRA, it was proposed that behaviour comes out by an individual's intention and that comes out of the attitude and subjective norms, both are the function of beliefs (i.e. social influences). The term customer satisfaction has been conceptualized in various ways along the different related situation (Gon, Woo, & Soojin, 2007). Arshad, (2014) revealed that there is a positive relationship or impact of purchase intention on satisfaction.

The Concept of Customer Care

In the early days of service planning, there was a perception that business success depended solely on low prices. However, customer care has proven to be an important factor in the process of service planning (Aleksin, Kocharlakota, Babyak, Fylypenko, Gatto, Kingston & Yeggoni, 2015). Service delivery is critical, with customers looking for quality services such as accurate and timely transactions, personal attention to emails and inquiries (Pizam, Shapoval & Ellis, 2016). Therefore, service organizations must keep in mind that their platforms must meet the expectations of end users (Ngo & Nguyen, 2016). Customer care is what a company does to satisfy its customers (Mauro & Raman, 2018).

According to Hu, Xu, Liu, You, Guo, Sinha and Akkiraju (2018), customer care includes many services, such as secretarial service selection and support,

troubleshooting, answers to frequently asked questions via email and other channels, distribution of desired information credit and transaction payments. In addition, customer care services include service utilization, ease of access, and communication quality (D'silva, Thakare, More & Kuriakose, 2017). Among service organizations, customer care and practices are required at each level and in all units in the organization reported that after-purchase customer support is critical to customer satisfaction (Ruddick, 2015). Specifically, the success and survival of service management firms is influenced by activities such as speedy response to customer inquiries, access to the service, and recognition of the quality of service obtained (Hu et.al, 2018).

The Concept of Customer Satisfaction

Customer satisfaction is a measure of a person's joy or discontent with a product's apparent performance (or outcome) in comparison to what the customer desires (Agnihotri, Dingus, Hu & Krush, 2016). Therefore, satisfaction is closely related to customer expectations. Customer satisfaction is clearly higher when the gap between customer expectations and actual service product performance is narrowed (Saeidi, Sofian, Saeidi, & Saeidi, 2015). Customer satisfaction is defined as the expected performance and uncertainty arising from comparisons of expected and visible performance (Hussain, Al Nasser & Hussain, 2015). Therefore, satisfaction is the result of the assurance or positive assurance of customer expectations, and dissatisfaction results from the expected uncertainty of customer expectations. It is also possible that customers expecting to receive a bad service may actually feel as dissatisfied as those who originally expected a good

service (Amin, 2016). It is expected, however, that many customers will be dissatisfied if there is a poor service (Ngo & Nguyen, 2016).

Contentment may refer to the pleasure gained by using another person's or group of people's products or services, or it can refer to a feeling of ecstasy (Pizam, Shapoval & Ellis, 2016). Contentment varies from person to person because it helps. Client satisfaction has always been the most crucial component in every firm, and it is an indicator of customer pleasure (Hussain, Nasser & Hussain, 2015). Customer satisfaction can be the person's response to assessing perceived discrepancies between the expected or actual performance of a product or service of a company as seen after its use (Kasiri, Cheng, Sambasivan & Sidin, 2017). Some academics argue that there is no one definition of customer happiness, thus they define it as feedback (understanding or touch) connected to a certain topic (e.g. purchase information and/or product related) that occurs over time (e.g. after purchase, post-purchase use). Some authors agree with this theory, believing that a customer's degree of happiness is decided by his or her overall performance when engaging with a supplier (Ali, 2016). Of course, there is no one-size-fits-all definition of customer happiness because many authors have come up with different explanations over time. Another source defines customer satisfaction as the degree to which a product's apparent performance matches consumer expectations (Mouwen, 2015).

Customer Care Variables

This section of the study reviewed literature on the variables of customer care. The most commonly used model of customer variables is the SERVQUAL

model in which the service quality and thereby customer satisfaction is defined as differences between the customer's expectations and experiences (Parasuraman *et al.* 1985; 1988). In the model, the customer's expectations form a certain standard according to which the customer evaluates the experience on the services received. The customer is satisfied when the experience exceeds the standard (*positively disconfirmed*) and dissatisfied when his/her experiences of the service quality are below standard (*negatively disconfirmation*). The latter may also be described as the level in which the quality observed by the customer no longer corresponds with the customer's expectations. Since customer service skills are a multi-dimensional construct, five broad behavioural components were drawn up for this study. These are reputation building skills, problem solving skills, verbal communication skills, non-verbal communication skills, and customer service culture skills. For an organization to maximise its long-term performance in such aspects as customer satisfaction, customer loyalty, trust, profitability, return on sales and return on investment, it must have superior customer service skills and provide superior customer services to its target buyers, especially in service industries

Reputation Building Skills

A service company's reputation is one of its most distinguishing features. When it comes to delivering concrete answers to problems created by various service components, the corporate image is a critical component of service quality (Dumont, 2018). There is compelling evidence that a company's image performs best when minor issues arise as a result of substandard functional or technical quality, and that it is one of the most unique marketing assets and skills that

contribute to corporate success (Chung, Yu, Choi & Shin, 2015). According to Bataineh (2015), the primary consideration for consumers when choosing a service provider is the company's reputation. Creating a positive company image demands organizational commitment and consistent customer service excellence. According to Chung et al. (2015), building a brand is about more than having a name, logo, or design work; it is about how a business conducts its activities in order to attract a large number of customers.

According to Punjaisri and Wilson (2017), branding is a vital tool for overcoming challenges posed by many aspects of services. They discovered that the company as a product, as well as in-house training, were the most effective ways of communicating the brand's values to both customers and staff, guaranteeing that service delivery constantly exceeded customer expectations. Business reputation has a significant impact on the firm's ability to improve its financial performance (Rindell, Santos, & de Lima, 2015). One of the key themes of the well-known books is that one of the basic talents a corporate customer service function should have and apply while working with clients is the ability to develop a sound image in the market, particularly in the thoughts of customers. The ability to build a reputation for customer service is an essential element of an organization and actually affects customer satisfaction, loyalty and overall organization performance (Mostafa, Lages, Shabirir & Thwaites, 2015). Our basic argument is that as a crucial aspect of establishing an organization's reputation, customer service representatives should have a variety of reputation-building abilities. Staff responsiveness to customer demands, creating customer trust, employee skills and

commitment, as well as staff flexibility and customer engagement are all required for reputation building skills (Kissel & Büttgen, 2015).

Problem Solving Skills

Problem solving, according to Bone, Fombelle, Ray, and Lemon (2015), is an effective solution to a difficult circumstance. Worley and Doolen (2015) argue that being able to solve customer problems effectively is important. The goals of the company and the goals of the client may differ, and they may even be at odds. Building on a win-win solution is the greatest method to tackle a problem (Bone, et.al, 2015). As client complaints are escalated to the next level in the business. Raman and Koka (2015) ensure that the price of the service rises. Problem solving is something that most people avoid. It necessitates innovation in order to produce the best results for clients. In order to increase problem-solving abilities in a highly efficient manner, problem-solving skills require access to, policy interpretation, and adherence (Prior, 2016). It also necessitates the application of a variety of staff abilities, including introspection, negotiation, personal communication, and follow-up solutions (Arnold & Walsh, 2015). Customer complaints are viewed as business opportunities and an important customer response mechanism by employee support organizations, resulting in the formation of a learning organization (Worley & Doolen, 2015). Furthermore, there is considerable evidence that problem-solving abilities have a significant impact on customer happiness, loyalty, and performance (Oliveri, Lawless and Molloy, 2017). In order to recognize and comprehend client problems, as well as to discover and deliver the best solutions based on winning

conditions, problem-solving skills necessitate a large number of staff skills and expertise.

Verbal Communication Skills

Communication, according to Finne and Grönroos (2017), is the exchange of information, ideas, and understanding between two or more people. The exchange of information, ideas, and understanding between two or more people is referred to as communication (Finne & Grönroos, 2017). Communication is a critical component of successful customer service strategies and procedures, according to a number of studies published in the customer service literature. When interacting with customers through the many conventional and non-traditional means accessible, communication is naturally classified as verbal and non-verbal (Ihtiyar & Ahmad, 2015; Ibrahim, Hamid, Babiker & Ali, 2015; Alawni, Yusoff, Al-Swidi & Al-Matari, 2015). Verbal communication abilities significantly affect the client's position throughout the customer-to-service procedure. Words, punctuation, grammar, syntactic norms, respect, optimism, appropriate use of words and titles, and business respect are all examples of oral communication abilities (Ishii & Markman, 2016).

Listening abilities such as making another person hear, honoring customer inquiries, staying cool and focused in the face of disagreement or difficulties, anticipating client needs, maintaining peace and a clear voice, honest communication, and confession should be taught to clients (Eger & Mičik, 2017; Waseem-Ul-Hameed, Azeem, Aljumah & Adeyemi, 2018; Marino & Lo Presti, 2019). Furthermore, there is substantial evidence that verbal communication skills

improve consumer attitudes and satisfaction. (Balaji, Khong & Chong, 2016; Chung, Ko, Joung & Kim, 2018; Rossmann, Wilke & Stei, 2017), as well as in the company image and and customer retention and future purchasing purposes.

Non-Verbal Communication Skills

Another crucial aspect of customer care is nonverbal communication. It's all just words, according to Kim and Jon (2015). According to studies, nonverbal communication accounts for two-thirds of the message, whereas verbal communication accounts for one-third. A mixed communication usually comprises two meanings in a single link; one, positive spoken word, and often non-verbal, contradicting. People have a tendency to believe in non-verbal communication. (Bum & Lee, 2016). The message contains 55% speechless signals, 38% voice tone and 7% of the words we use. Thus, 93% of all conversations are translated into body language (Claramita, Tuah, Riskione, Prabandari & Effendy, 2016).

Among the many nonverbal communication channels are elements of body language (e.g. voice tone, movements of the eyes, posture, gesture, and facial expressions) and of the literal languages of the body (open and warmth, confidence, anxiety, infidelity, self-defense, and respect) (Henderson & Byrne, 2016; Park & Ko, 2016). These non-verbal expressions are quicker, more natural than verbal ones and are more unrestrained. The impact of non-verbal communication skills on customer satisfaction and attitudes seems to be well researched in the customer service literature (De Carolis, de Gemmis, Lops & Palestra, 2017; Ax-Fultz, Eshbach, Loomis & Miller, 2016) (Alhelalat, Ma'moun & Twaissi, 2017) and customer retention and future purchase intentions. As a result, understanding body

language, movements, and gestures; ubuntu; customer clothing, facial expression, and loyalty in customer service necessitates numerous abilities.

Customer Service Culture Skills

The goal of all customer interaction techniques is to produce a happy client (Wang, 2016). Customer advice is a set of beliefs that prioritizes the demands of customers above those of owners, managers, and workers (Chang & Ma, 2015). Customer attention and continual supply of high value and added value to clients with tailored offers based on customer needs are becoming more important (Choudhury, 2015). As a result, service businesses must take a customer-focused approach to providing efficient customer service (Lau, Tong, Lien, Hsu, & Chong, 2017). A customer service tradition includes putting the client first, prioritizing their needs, asking for input, keeping employees accessible, responding quickly to concerns, and overall satisfaction.

Empirical Review

Muyeed, (2012) show service quality is not developed yet that happens because in developing countries the services are in low quality due to different reason like lack of modern equipment. On this study author based on primary data which collected through questionnaire use. This questionnaire distributed to the sample size of 250 chosen from four banks two from public sector and two from private sector. The result from these questionnaire show customer perception has reached to the bad position because of lowest service and poor equipment. On the conclusion both public sector and private sector banks appear to be providing services to the satisfaction of customers so is customer oriented. The study indicates

that customers' perception vary according to the nature of service. This relate with my studies because poor service show how people can have poor perception due to low service quality. Authors try to show the reason for the occurrence of low service quality like modern equipment.

Finn and Lamb (1991), for example, in a study of retailing, concluded that their results did not support Berry et al.'s (1985) belief that the instrument could be used to assess quality in a wide range of service firms. They found that the model's five dimensions were insufficient to cover quality in a retailing setting. They questioned particularly whether the five dimensions are generic and suggested that much development and refinement was needed. Cronin and Taylor (1992), in their research into service quality in banks, pest control, dry cleaning and fast food, also found little support for the five dimensions. They stated: our results suggest that the 5-component structure proposed by Parasuraman et al. (1988) for their SERVQUAL scale is not confirmed in any of the research samples. Tran (2020) investigated the interaction between the service quality, experience value and intention of behaviour and quality relationships. He found that service quality influences the purchase intention, together with the experience values and relationship quality. Ali and Raza (2015) studied how the customer is satisfied with the quality of service provided using the modified SERVQUAL model. Based on their findings, they concluded that the service quality multidimensional scale is positively and significantly related to the customer satisfaction unidimensional scale. The study further throws insight into understanding the behavioural traits of the Islamic bank customer. The study also finds that customers of Islamic banks are happy because these banks are complying with the

shariah principles. Baber (2019) uses the modified e-SERVQUAL model to examine the perception of Islamic bank customer toward Islamic banking. It confirmed that ease of the usage of services, shariah compliance, trust and security have a positive and significant association with the performance of the Islamic bank.

The perception of service “convenience” may affect customers’ overall evaluation of the service, including, satisfaction with the service and perceived service quality and fairness. Dabholkar, Thorpe and Rentz (2000) in their study of retail service quality proposed that service quality is a multi-level construct rather than a multi-dimensional construct. Under the multi-level model, it is believed that customers do not only evaluate the factors that influence service quality, but also form distinct evaluation of service quality which is not necessarily the aggregation of the evaluation of the factors that influence to service quality. Ueltschy, Laroche, Eggert and Bindl, (2007) revealed while comparing US and Japan in context that high performance will lead towards high expectations which will eventually yield high customer satisfaction and high perceived service quality. Omachonu, Johnson and Onyeaso, (2008) explained that according to the American Customer Satisfaction Index (ACSI), customer expectations are evaluated by asking the customer to recall the level of quality they expected on the basis of their knowledge about service or goods and actual experience with a goods or services. The gap between expectation and perceived service quality (PSQ) is related to the consumer satisfaction/dissatisfaction. This then bring to fore the relationship between the variables of customer care and customer.

Customer satisfaction and loyalty represent a top priority of the company's success and profit. Laroche, Kalamas, Cheikhrouhou and Cezard (2004) made an assessment of the dimensionality of should and will service expectations. They used a survey measuring customers' post encounter expectations and vis-à-vis a well-known airline with a sample of 363 and examined the existence of hypothesized functional and technical dimensions of should and will expectations and determined the casual relationships between two types of expectations and hypothesized dimensions. They tested their dimensions in the context of the turbulent airline industry. This study measured service quality with other service quality dimensions such as technical and functional dimensions proposed by Grönross (1982). Hence it was proven that the SERVQUAL model must not be used in evaluating service quality in all organizations. This could mean that; different industries might require different measurements for service quality. Superior product quality (Besio & Pronzini, 2010; Knudsen, 2010) lead to good reputation of firms (YenKuandKung-Don, 2009) hence, great number of CEOs establish strategic goals for quality improvement and performance monitoring to improve product quality (Joanna, Lockee, & Bass, 2008). Therefore, taking corrective actions to improve customer perception of quality changes is of paramount importance because the strategies motivate consumer behaviours to incremental revenue acquisitions (Iyer & Kuksov, 2010). Herrington and Weaven (2009) echoed Feigenbaum (1991) findings and argued for the introduction of quality control and high-quality production to appraise product safety that leads consumer satisfactions. The postulation of Herrington and Weaven (2009) contain a range of diversified knowledge of quality

product and services, such as total quality control, buyer's profile, quality responsibility, system approach to quality, quality assurance inspection, modern quality-control equipment, and product reliability.

Pantouvakis and Bouranta (2013) found that satisfied employees exhibit positive behaviours that lead to better customer service. Evanschitzky, Groening, Mittal and Wunderlich (2011) found that employee satisfaction improves customer satisfaction and helps strengthen the effect customer satisfaction has on customer repurchase intentions. Improved customer repurchase intentions should lead to improved financial performance, but this is not necessarily the case. Some researchers found no link at all between employee satisfaction and financial performance (Evanschitzky et al., 2012). Customer satisfaction provides a crucial link between employee satisfaction and business performance. For example, Chougule, Khare, and Pattada, (2013) found that product quality affects customer satisfaction by as much as 40%. Similarly, Azad and Darabi (2013) asserted that relationship management operation did not have a notable influence on the quality of service, customer complaints, or improved revenues. It is hard to assess the impact of relationship management on customer satisfaction. Regardless of the impact of relationship management, the majority of the literature suggests that higher levels of customer satisfaction lead to improved financial performance (Steven, Dong, & 20 Dresner, 2012). The question of how customer relationship management influences customer satisfaction, and overall business performance remains unanswered.

Mushi (2013) observe the influence of service quality on customer satisfaction in transport service industry, Dar Express passengers in Tanzania. Methods used in collecting required information for the study were questionnaires, interview and observation were employed and data was analyzed by using descriptive, correlation and regression analysis. As a result passengers are satisfied with the transport services provision with Dar Express Bus. Responsiveness, assurance and tangibles dimensions played a significant effect on passengers' satisfaction. In other words these dimensions were found to be good predictors of customer satisfaction.

Tanzania Telecommunications Company Limited (2013) assess customer satisfaction and service quality using SERVQUAL model within TTCL. The study evaluates customer satisfaction and service quality by using SERVQUAL model. Convenience sampling was used to collect data through questionnaire for TTCL customers. The analysis shows the overall service quality perceived by customers was not acceptable; means customers vision exceeded perceptions. Also analysis revealed that TTCL Customer Care, Network Coverage, voucher availability, handsets flexibility and air time charges are the critical factors that hinder satisfaction. The findings reveals that SERVQUAL model is not the best tool to use in measuring service quality for TTCL because the dimensions were negative gap whereby the study contributes to the already existing studies examining service quality within TTCL using SERVQUAL model.

Minh, Ha, Anh, and Matsui (2015) examined the connection between customer care and customer satisfaction in the hotel industry using Hotel Hyatt as

a case study. The study's objectives were to investigate Hotel Hyatt's customer service procedures, ascertain the quality of service, and quantify the connection between customer care services and customer satisfaction. To accomplish the aforementioned objectives, primary and secondary data were gathered. We used descriptive analysis and SPSS to analyze a sample of 100 respondents, 50 hotel customers, and 50 Sheraton hotel staff selected using intentional examples and simple random methods. According to study results, Hotel Hyatt's customer care and services are usually excellent. Customer satisfaction is enhanced via amenities such as parking, security, front desk assistance, hotel guides, and customer attention. According to the results, there is a direct correlation between customer service and client happiness.

Andaleeb, Rashid, and Rahman (2016) found in their banking research that when a service issue or customer complaint is not handled properly, it has a substantial influence on the customer's impression of the service provider. However, there was no evidence that excellent customer service leads to consumer satisfaction, according to the research. They said that when a problem is successfully addressed, the degree of customer satisfaction is the same as if the problem never occurred. Hallencreutz and Parmler (2019) studied customer satisfaction with 100 companies in more than 30 sectors in Sweden, and they discovered that customer satisfaction benefits include the following: clients that are very pleased.

Using the SERVQUAL technique, Peng and Moghavvemi (2015) analyzed the quality of service, expectations, and perceptions of international customers on

Malaysian public services. The most significant aspect, according to research, is tangible. It also has a low level of creativity. The service quality disparity, on the other hand, is neither too small nor too large. Finally, these international clients have the highest expectations of Malaysian government services. With an emphasis on the Mobile Telecommunication Network (MTN) in Nigeria, Ojo (2010) investigated the connection between service quality and customer happiness in the telecommunications industry. A total of 230 people took part in the survey. In order to analyze the data, regression and Pearson analysis of the product of equilibrium integration were used. According to studies, there is a link between service quality and client satisfaction. As a result, the researcher recommended that businesses place a greater emphasis on service quality because of its impact on consumer satisfaction. To ensure high levels of customer satisfaction, businesses must first understand what customers anticipate and how they can meet those expectations. It has been discovered that the expense of recruiting new consumers far outweighs the cost of keeping existing clients. In this regard, Moghavvemi, Lee, and Lee (2018) show that there is a direct impact on satisfaction when it comes to customer service quality, which in turn has a direct impact on positive ethical intents.

Conceptual Framework

The conceptual framework for this study is presented in this section which relates to the variables being studied. According to Kelley and Knowles (2016), a conceptual framework is a structure of ideas compiled as a case study to show the relationship between research variability. The framework elucidates the connection between independent (customer care components) and dependent variables

(customer satisfaction). Independent factors include reputation management, verbal and nonverbal communication, issue resolution, and customer service cultural (Akroush, Abu-ElSamen, Al-Shibly & Al-Khawaldeh, 2010). Figure 1 illustrates the conceptual framework of the study.

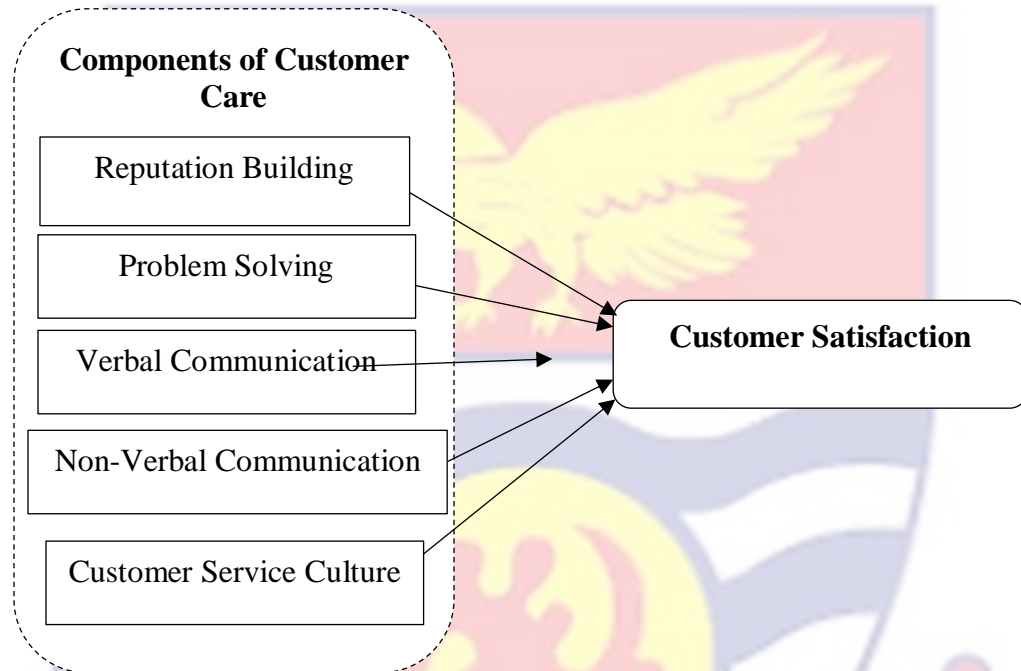


Figure 1: Conceptual framework for the study proposed by the researcher

Source: Author's own construct, Jonathan (2020)

The conceptual framework of the study is based on factors derived from the literature review. Figure 1 indicates that customer satisfaction at ATL FM is influenced by Problem Solving, Verbal Communication, Reputation Building Customer Service Culture and Non-Verbal Communication. It is believed that when customer service culture is non-existent, clients of ATL FM will not be satisfied. This is because customer service culture is an environment where employees are obsessed with providing superior customer service to clients (Grönroos, 2007). This means going above and beyond the call of duty to ensure

the people paying for your goods and services are delighted. Not only does this make good business sense, it is an excellent way to help your organization stand out in a crowded marketplace. Customer satisfaction is dependent on the ability of the company to meet and even exceed customer expectations. Every customer expects a certain approach. When customer expectations are met or exceeded, customers will perceive service quality as high, whereas when expectations are not met, customers will perceive service quality as low. Customer service is not an add-on to their job; it is their job and part of their organization's culture (Zeithaml, Bitner & Gremler, 2009). Customers have a choice where they decide to spend their money or get service. Customer service can be the deal-breaker or the deal-maker.

Conceptually, effective management of quality in problem situations is easier than in execution. Among other things, it requires educating the customer on how to be an effective partner in problem-solving, and it requires having a well-trained staff who are authorized to take actions to solve problems on the first contact with the customer. The crux for service providers is how best to allocate people and resources in order to make the problem management process as efficient and effective as possible (Saad, Al-Ashaab, Maksimovic, Zhu, Shehab, Ewers & Kassam, 2013). An ability to establish the types and frequency of key customer problems to determine their impact on customer satisfaction and dissatisfaction, and to use this information to set priorities for managerial action is critical in this regard (Dent, 2013).

Thus, the idea to solve problems brings about reputation building. Sandberg (2002) viewed reputation as a socially shared impression and a consensus about

how firm will behave in any given situation. Organizations always keep perspectives of all stakeholders in the centre in its decision making. Gray and Balmer (1998) stated that in today's competitive environment, the firms' ultimate survival depends upon building and maintaining a good corporate reputation. Building strong corporate is more important in the context of service organizations who are not offering tangible products to customers. Therefore, service providing organizations uses corporate reputation as a tool to mould consumer behaviour for repetitive purchases from the organizations (Tang & Weiwei, 2007). Customers who are satisfied with the performance of a company, are more likely to engage in positive word-of-mouth, thus positively reinforcing the company's reputation (Hennig-Thurau Gwinner and Gremler, 2002).

Summary of Review of Literature

This chapter reviewed literature on theoretical and conceptual issues relating to customer care, customer satisfaction and the components of customer care. The review further proves beneficial in the methods, analysis, presentation of findings, discussions, conclusions as well as recommendations. The next chapter centres on the research methods of the study.

CHAPTER THREE

RESEARCH METHODS

Introduction

The chapter addressed the analytical methods used in this study to accomplish its aims of investigating the influence of customer care on customer satisfaction at ATL FM. It provides a summary of the literature that addresses the approaches and the motives for following the methodological approach used in the dissertation, why those methods are selected over others, and the basis for the choices made. This includes setting out the underlying principles that drive the analysis process and explaining what has been done and why. The research design of the analysis was therefore defined in this section. The research field, population, sampling and sampling methods, statistical techniques and measuring instruments were also discussed. In addition, the methods for gathering and reviewing data as well as the ethical problems considered in the analysis were discussed.

Research Design

A research design is the procedures for collecting, analyzing, interpreting and reporting data in research studies (Creswell & Plano Clark, 2007). It is the overall plan for connecting the conceptual research problems with the pertinent (and achievable) empirical research. In other words, the research design sets the procedure on the required data, the methods to be applied to collect and analyse this data, and how all of this is going to answer the research question (Grey, 2014). As

explained by Robson (2002), there are three possible forms of research design: exploratory, descriptive and explanatory. His base of classification relies on the purpose of the research area as each design serves a different end purpose. For instance, the purpose of a descriptive study is to provide a picture of a situation, person or event or show how things are related to each other and as it naturally occurs (Blumberg, Cooper and Schindler, 2005).

The quantitative exploratory descriptive research approach method was adopted for this study. The aim of this descriptive research approach was to gather exact and detailed information about an existing thing. It can assist elicit favourable replies from a wide range of people, produce good mathematical results, and be utilized with great confidence in asking specific questions of interest (Kothari, 2004). The exploratory approach is supported by Nieswiadomy (2008), as the method to use when there is limited knowledge in the topic. This research also utilised a descriptive approach which is best suited when there is limited existing information available on a topic. The choice is supported by Bickman, Rog and Hedrick (1998), who state that the descriptive approach is used when the researcher is attempting to answer 'what is' or 'what was' questions. This research sought to answer the one central 'what are' questions. Through using a comparative context, the research objectives were to describe the 'what were' component.

Whilst descriptive research has its limitations, in that it cannot, as Bowling (2000) says, be used to identify a cause and effect relationship, it does however, play an important role in highlighting a phenomenon of interest that is unknown. Steinberg (2004) referred to descriptive research "as corrective experiences

precisely because they help us correct our perceptions, which are too often inaccurate, if only because we rarely have the chance to see a picture in total” (p.48).

Research Approach

Creswell and Creswell (2014) revealed that, there are major three (3) approaches to a study: quantitative, qualitative and mixed approaches. Creswell and Creswell (2017), argues that, the quantitative approach functions by developing testable hypothesis as well as theories which can be generalised. The measurement method is based on numerical information, which is why the purpose of research is to provide guidance on how to use it. In view of this, the study adopted the quantitative research approach since numerical analysis was employed in presenting the findings. The quantitative method was chosen to make it easy for conversion of information obtained into statistical models for general analyses to be made and the research questions to be answered base on the statistical models and the qualitative method was chosen to be used for in-depth information.

Population

The study population of this survey consisted of all customers coming to seek various services at the ATL FM. ATL FM transmits on the frequency 100.5MHZ situated in the University of Cape Coast and serves Cape Coast, Elmina, Assin Fosu, Mankessim and Apam. Respondents were sampled from the service points of the radio station and were asked for their consent before questionnaire was administered to them. Inclusion and exclusion criteria for this study were the following:

Inclusion Criteria

In this study, inclusion of the participants was based on those who have been using ATL FM services for at least 6 months prior to the day of the survey.

Exclusion Criteria

Participants who have not been using ATL FM services for at least 6 months prior to the day of the survey were not included in this study.

Sampling Procedures

Sampling is the process of selecting a sufficient number of elements called sample from a given population in such a way that by studying the sample, and by understanding the properties or characteristics of the sample subjects, it would be possible to generalise the properties or characteristics of the population (Cavana, Delahaye & Sekaran, 2001). Sample is thus the segment of the population that is selected for investigation (Bryman & Bell, 2007). A sample, according to Fink (2001) is a portion or subset of a larger group. It is a representative of the population if important characteristics (e.g., age, gender, status) are distributed proportionately in both groups. According to Patton (1990), deciding on a sample size for descriptive survey can be even more difficult than quantitative survey because there are no definite rules to be followed. It depends on what the researcher wants to know, the purpose of the inquiry, what is at stake, what will be useful, what will have credibility and what can be done with available time and resources. With fixed resources which are always the case, one can choose to study one specific phenomenon in depth with a smaller sample size or a bigger sample size.

A sample of 105 clients of ATL FM were selected for the study. Therefore, the sample size was arrived at, by employing the sample size table provided by Krejcie and Morgan (1970). For a population of 142 clients, using the table, the sample size estimated from the total population was 105. According to Malhotra and Birks (2007), for conclusive research such as descriptive surveys, larger numbers are required. Creswell (2014) argues that most used approach for determining the sample in a descriptive study is to specify the precision the precision of estimation desired and then to determine the sample size necessary to ensure it.

The researcher employed the use of the random sampling technique by adopting the lottery method to select participants who are mainly clients of the station. The clients range from, small business, medium-sized businesses, corporations, schools and the University of Cape Coast community. This resulted in 105 participants out of a population of 142 client list base of the station. According to Creswell (2008), the random sampling method gives room for equal chances of selection without bias for the final sampling. The justification for this procedure was to provide each participant chance of being selected.

Data Collection Instrument

Collection of data will be carried out using the survey questionnaire in order to ascertain the influence of customer care on customer satisfaction at ATL FM. The main instrument used for data collection was the questionnaire. A questionnaire is a formalised framework consisting of a set of questions and scales designed to generate primary raw data (Hair et al, 2003). According to Hair et al

(2003), the questionnaire is the most common type of instruments used in survey research. Again, the questionnaire, on its part is effective when considering a large number of respondents and guarantees respondents' anonymity (Hair Black, Babin, Anderson and Tatham, 2006). The merit of using the questionnaire as a data collecting instrument is that of its affordability, less time consuming and also, it gives the assurance of no interview bias as compared to other forms of data collecting instrument. According to Mouton (1996), data collection from a survey approach using questionnaire allows the researcher to gather information from large sample groups and it can be administered with ease.

The questionnaire began with an introductory statement, which specified the purpose of the research as purely for academic purpose. Respondents were encouraged to give frank responses by assuring them of confidentiality of their responses. The questionnaire was divided into two parts. The first part had questions on respondents' demographic data such as gender, age, level of education, and years of doing business with ATL FM. The second part was subdivided into two (2) main sections (B-C). Section B dealt with components of customer care while Section C dwelt on customer satisfaction.

The likert scale was used as a form of measure for the responses. Tuckman (1994) asserts that Likert-type scales are used to register the extent of agreement or disagreement with a particular statement of attitude, beliefs, or judgement. The Likert-type response alternative of five point gradation was used to measure responses (1 being "least agreed" and 5 being "strongly agreed").

Operationalization and Measurement of Variables

Customer care was operationalized using the five (5) components of the customer care scale proposed by Akroush et al. (2010).

Reputation building skills. It requires staff responsiveness to customer needs, established customer trust, employee skills and commitment, as well as staff flexibility and customer engagement.

Problem Solving Skills: Problem solving skills require access to, policy interpretation and adherence in order to develop problem-solving in a highly efficient manner.

Voice Communication Skills: Verbal communication abilities need staff response, descriptive relations and problem-solving with clients, as well as consumer empathy.

Non-Verbal Communication Skills. Understanding body language, motions, and gestures, as well as client clothing, facial expression, and loyalty in customer service, requires many talents.

Customer Service Skills. Employee commitment to customer satisfaction, putting the customer at the center of the business, making customer needs a priority in the organization, continuously soliciting customer feedback, easy access to staff, prompt customer complaints, and customer satisfaction are all examples of customer service culture. Customer satisfaction was ten (10) items changed from quality related books (Hussain et al. 2015; Azman & Norashyikin 2009; Izogo & Ogba 2015; Rao Kondasani & Panda 2015). The bulk used to measure customer

satisfaction was treatment, communication and expectations. Likert Scaling with 5 points used from 1 = "Slightly agree" to 5 = "Strongly agree"

Date Collection Procedure

An introductory letter was obtained from the Department of Marketing and Supply Chain Management of the School of Business School, University of Cape Coast prior to the data collection process, and it was then delivered to the management of ATL FM. This was done in order to gain approval from the appropriate authorities to proceed with the data collection task. Following approval, the respondents' questions were answered.

However, the experiment has met significant hurdles, including some respondents' reluctance to participate in the work for a variety of reasons, including privacy concerns and fixed schedules. In addition, some respondents refused to engage in the initiative by establishing clear organizational policy indicators and a code of behaviour. The challenges were overcome by reassuring the participants that the activity was solely for educational purposes. Respondents who have requested that a list of questions be completed in their cases are also permitted to do so. These measures are designed to encourage respondents to participate in this activity as their participation is key to informing the outcome of the study. The data collection work was done in June 2020 and took about one month and two weeks to complete. Respondents were contacted at their various places and also those who came to the offices of ATL FM were given the questionnaire to fill before leaving the office.

Reliability and Validity of Instrument

The Cronbach's alpha was used to evaluate the quality of the research instrument. The effect of a dependability coefficient of 0.70 or above was regarded acceptable (Cohen 2008), and it is discussed in Chapter 4. Performance, on the other hand, is a qualitative factor that influences how well data approaches measure what they're supposed to measure. The interviewer's interview, anticipated review, and peer review all contributed to the study's efficacy.

Data Processing and Analysis

The data collected from research becomes meaningful only when it is organised, summarized and observations explained in order to determine its essential causes, statistical relationships, pattern and trends (Dane, 2011). The process requires the researcher to analyse the data that have been collected (Leary, 2004). The Statistical Package for Social Sciences (SPSS) version 20 was used as a statistics application to analyze and interpret results. Prior to this, copies of the questionnaire were coded for the data analysis. The coding ranged from 001–105. Descriptive statistical statistics such as frequencies and percentages were used to evaluate demographic data throughout the questionnaire, where data was arranged through frequency counts and translated into percentages and methods and standard deviations were used for investigation.

Ethical Considerations

Voluntary involvement, the right to privacy, anonymity, and information anonymity are the primary ethical problems addressed in this work. As a result, every attempt was made to address all of these behavioural issues. By using

voluntary participation, for example, only those who decided to engage in the study were included. By allowing respondents to answer questions on their own and alerting them to leave vague remarks unanswered for further explanations, potential privacy risks were also highlighted. Respondents were not allowed to provide their names or phone numbers on the survey, which alleviated the issue of non-disclosure. By assuring respondents that all information was kept private, the research ensured the confidentiality of the information provided. Finally, all of the necessary documents discovered throughout this inquiry were properly cited to avoid ethical problems.

Summary of Research Methods

The research methodologies utilized to attain the study's goal are described in this chapter. This chapter specifically addresses key parts of the study's research methodologies, such as research, composition, study region, population, modeling process, data gathering tool, data collection processes, data processing, and analysis. The use of a multidisciplinary research approach and descriptive research design was clearly justified in this study. The chapter explained how descriptive and arbitrary mathematical techniques like percentages, waves, adjustments, and regression were utilized to analyze data in SPSS (v.25) for the aim of addressing research questions.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The findings of the study were addressed in this chapter in light of the research objectives. The chapter focused on the comments of respondents when it came to assessing the impact of customer service components on customer satisfaction at ATL FM. The study's participants were ATL FM clients. Frequency distributions, percentages, standard deviations, and means were used to analyze the data. The first section of this chapter discusses the demographic characteristics of respondents as well as the study's primary conclusions.

Analysis of Demographic Information of Participants

The demographic characteristics of clients of ATL FM were discussed under this section. The section specifically focused on the sex, age, level of qualification and years of doing business with ATL. The results were presented in Table 1 below.

Table 1: Demographic Information

Variables	Frequency	Percentage
Sex		
Male	71	67.6
Female	34	32.4
Total	105	100
Age		
20-24 years	9	8.6
25-29 years	16	15.2
30-34 years	25	23.9

35-39 years	9	8.6
40-44 years	11	10.5
45-49 years	16	15.2
50-54 years	8	7.6
55-59 years	6	5.7
60-64 years	5	4.7
Total	105	100.0
Level of Education		
SSCE/GCE	11	10.5
Diploma	16	15.2
Degree	40	38.1
PhD	29	27.6
Postdoctoral	9	8.5
Total	105	100.0
Years of doing business		
1-5years	71	67.6
6-10years	25	23.8
11-15years	8	7.6
16-20years	1	1.0
Total	105	100.0

Source: Field Survey (2020)

The demographic variables of respondents are presented in Table 1. All the 105 clients used in the study responded to the questionnaire on the influence of customer care on customer satisfaction. The response rate was 100% and it took an average of five minutes to answer the questions. The client base of the Station include students, schools, churches, organizations, individuals and the University of Cape Coast Community. It can be shown from the table that 71 of the respondents are males, representing 67.6%, and 34 are females, representing 32.4%. This

suggests that there are more male employees than female at the FM station. This could be associated with the perception of society on gender jobs because most roles such as disc jockey, studio management and radio shows such as sports within the FM station are mostly occupied by males.

With respect to the ages of respondents, 9 of the respondents representing 8.6% are 20-24 years of age, 16 of the respondents representing 15.2% are 25-29 years of age, 24 of the respondents representing 22.9% are 30-34 years of age, 9 of the respondents representing 8.6% are 35-39 years of age, 11 of the respondents representing 10.5% are 40-44 years of age. There were a further 16 respondents representing 15.2% who were 45-49 years of age, 8 respondents representing 7.6% who were 50-54 years of age and 6 respondents representing 5.7% who were 55-59 years with 6 respondents between the ages of 60-64 years representing the remaining 5.7% of total respondents. Majority of respondents fell between the youth ages indicating a youthful environment and focus. Considering ATL FM was set up to serve the university populace- majority of which were youths, it could be implied that their programmes and shows are inclined towards a youthful audience hence the need to involve more youth experience and ideas. This also reflects their desire for customer satisfaction.

With reference to the level of education of the respondents, 40 of the respondents representing 38.1% were holders of the degree certificate; 9 of the respondents representing 8.5% were holders of postdoctoral certificate. This indicated that the station employed more first degree holders especially into their entry level roles because of their association to the university community.

With respect to the number of years working with ATL FM, 71 of the respondents representing 67.6% spent 1-5 years with ATL FM; 1 of the respondents representing 1.0 % spent 16-20 years with ATL FM. This indicated that majority of the respondents are recent employees with less number of experience who will require adequate training and supervision to be able to carry out tasks as requested. Employees with more experience will have to assigned supervisory roles to ensure services are delivered to suit customer expectations for the FM station. A substantial number of employees recorded 6-20 years' experience which should be sufficient for training purposes.

Analysis and Results of the Research Questions

This section deals with the discussion of the data from the field to address the research objectives that were formulated to guide the study. The questionnaire that was administered was analysed using mean of means and standard deviations. Furthermore, the discussions are presented based on the research questions that were formulated to guide the study.

Reputation Building Skill

Reputation has grown to be a critical component of service companies. The organizational image is described as a critical component of service quality since it serves as a visual signal for resolving issues brought about by various service characteristics. Establishing a business reputation involves dedication on the part of the organization and continuous customer service performance. Corporate reputation has a significant effect on an organization's ability to enhance financial performance. Using the mean scores and standard deviation the study revealed how

customers or clients perceive the reputation building skill of ATL FM. The result is presented in Table 2.

Table 2: Reputation Building Skill

	N	Mean	Std. Deviation	Mean Ranking
Employees' commitment to customers	105	5.86	1.212	1
Employee's ability to understand relevance of customers	105	5.78	1.201	2
Employees' focus on credibility and trust with customers	105	5.63	1.295	3

Source: Field Survey (2020)

According to clients evident from the results in Table 2, employees showed great commitment to providing best benefits and services (MS= 5.86; SD= 1.212) to enhance customer satisfaction. Employees within the FM station were committed to providing top notch services which implies either sufficient motivation or training and supervision to this effect. Management of the FM station are well aware of the impact negative reputation could have on the performance of the station hence must have prioritize the desire to provide quality services in their recruitment and training and employees. Their retaining mature but experienced employees seem to serve this role too effectively.

Table 2 further showed that workers understood the value of consumers for the company's future (MS= 5.78; SD= 1.201). Employee's ability to understand the

needs of the station stems out of their understanding of company objectives, strategies and their role for its implementation. It can be implied that ATL FM took deliberate measures to sensitize employees on its goals and action plans which mostly involves customer satisfaction initiatives.

Table 2 showed workers focused on establishing credibility and trust with consumers (MS= 5.63; SD=1.295). Working in a media setting means building credibility for every information you broadcast. The worst thing that could happen to a media station is to lose credibility and trust with its audience or stakeholders. Clients were confident in the services provided by the station and trusted the information they received. It could also be implied from the results that ATL FM created an environment where employees were conscious of building credibility and instilling trust in their customer relations in order to ensure customer satisfaction.

Problem Solving Skills

The capacity to address issues is a key component of today's customer service success. Problem solving is a good method to cope with adversity. The goals of the company and the goals of the client may differ, and they may even be at odds. Building a win-win solution is the greatest method to tackle a problem. In order to build problem-solving abilities in a highly efficient manner, problem-solving skills require access to, policy interpretation, and adherence. It also necessitates the application of a variety of staff abilities, including introspection, negotiation, personal contact, and follow-up. Using the mean scores and standard deviation the

study revealed how customer care employees go about problem solving at ATL FM. The results are presented in Table 3.

Table 3: Problem Solving Skills

	Mean	Std. Deviation	Mean Ranking
Selecting best solutions	5.69	1.303	1
Identifying possible solutions	5.68	1.139	2
Employee knowledge and ability to deal with different customer types.	5.66	1.108	3
Defining requirements of possible solutions	5.56	1.208	4

Source: Field Survey, Donkor (2020)

Clients were confident that the solutions recommended by customer care employees were the best and most appropriate to satisfy their unique needs (MS= 5.69; SD= 1.303). Hence, their ranking of this quality as first in the problem solving skill construct. Management likely selected or trained employees that had the ability to select solution that provide the greatest utility to customers. This is likely to invoke customer loyalty and satisfaction to ensure the station is positively placed with its customer base.

Table 3 also showed that workers attempt to find potential solutions to my problems (MS= 5.68; SD= 1.139). To be able to make good recommendations to challenges faced by customers, customer care employees need to be able to identify potential measures or actions that will remedy the challenge posed to customers.

From the results, it could be implied that employees are able to provide the best solution to challenges because they are able to brainstorm several possible solutions to meet customers' needs. This is a desirable quality that should be sought for by all employers in recruiting customer care employees.

Table 3 shows that employees' knowledge and skills to deal with various client types are important (MS= 5.66; SD= 1.108). As a media station, ATL is exposed to different groups of audience aside the student and faculty groups within the university community. The ability to identify the varying needs and solutions to the diverse group of customers is essential in improving customer satisfaction evident from the results displayed in Table 3. Finally, it was discovered that employees set the criteria for potential solutions to my issue (MS= 5.56; SD= 1.208). Defining the requirements of possible solutions to problems helps to set a basis for choosing a particular course of action. The results show that employees usually define the scope of proposed solutions and help customers select the most appropriate solution given available resources. This skill is essential to effective customer care activities.

Verbal Communication Skill

Communication is the exchange of information, ideas, and understanding between two or more individuals. Client's communication skills should be acquired by training to improve the ability to be an effective listener, such as treating others with respect, keeping calm and focused in the face of conflict or challenge, acknowledging customer concerns, anticipating client needs, preserving peace and good voice, telling the truth, and having the ability to be open and honest. The study

examined how customer service perceives verbal communication skills at ATL FM using mean scores and standard deviation. Table 4 summarizes the findings.

Table 4: Verbal Communication Skill

	Mean	Std. Deviation	Mean Ranking
Employees are careful not to interrupt customers	5.98	1.263	1
Employees are careful to give adequate time to customers	5.95	1.361	2
Employees share positive comments with customers	5.86	1.204	3
Employees show sympathy and respect to customers' problems	5.80	1.220	4

Source: Field Survey, Donkor (2020)

In relation to verbal communication skills, the results show employees are careful not to interrupt customers while they are explaining their problems (MS= 5.98; SD= 1.236). Customers find it disrespectful when they are interrupted while trying to communicate their challenges to customer care personnel. This shows a total disregard for customer priority and this seems to be avoided in the service provision at ATL FM. Customers were allowed to completely explain their problems regardless of how relevant it was in order to extend to them some sense of their worth to the organization. Customer care employees demonstrated this quality according to the outcome of the study which will subsequently contribute

to the level of customer satisfaction with the station. Participants felt that engaging employees by actively listening to them and requesting their ideas will increase engagement. According to Kang and Sung (2017), effective internal communication strengthens employee bonds, which boosts productivity. When managers provide continuous communication and guidance, employees joyfully perform at the needed level (Tomer, 2016). According to respondents, leadership styles had an effect on how managers interacted with direct reports. Inadequate management feedback and communication contribute to employee disengagement (Mehrzi & Singh, 2016).

It was also revealed in Table 4 that Employees are careful to give customers enough time to explain their problems even if they are busy (MS= 5.95; SD= 1.361). FM stations are usually bombarded with lots of request and complaints from their audience especially for stations with large audiences hence there is difficulty in apportioning time for most customers. Stations that are able to manage this situation are likely going to gain favourable ratings from customers. ATL FM seems to face such favourable situation with the results shown in Table 4. Managers who effectively communicate the organization's strategy encourage employees to meet performance goals (Zerfass & Vietmann, 2016). A transformational leader is proactive in listening and engaging in novel modes of participation (Wang, 2014). Direct contact is desired by transformational leaders (Wang, 2014).

Furthermore, Table 4 indicated that employees share positive comments with me while discussing my problem (MS= 5.86; SD= 1.204 Feedback is the most important element in communication and the ability to deliver it conveniently and

effectively could earn an organization lots of customers and good brand positioning. The results showed that the customer care personnel at ATL FM were good at giving positive feedback or comments to customers which should translate in their listening rate or audience numbers.

Finally, it was indicated in Table 4 employees have enough sympathy and respect for my problems when they occur (MS= 5.80; SD= 1.220). Customers feel catered for when organizations that deal with show concern, respect and sympathy to their challenging plights. Some challenges that customers face may be as a result of their own decisions but the study show that the station still paid heed to their plight, shown concern and helped them tackle their challenges respectfully.

Non-Verbal Communication Skill

Another essential aspect of customer success is an understanding of nonverbal communication. Body language, motions, and gestures; customer attire, facial expression, and loyalty in customer service are all abilities that need to be understood. Nonverbal expressions, particularly those which are quick, spontaneous, and instinctive, are much quicker, more natural, and more unpredictable than verbal ones. Because of the significant impact nonverbal communication skills have on customer satisfaction, retention, company image, and future buying decisions, customer service delivery showcases proof of excellent understanding of the relationship between nonverbal abilities and these effects. Using the mean scores and standard deviation the study revealed how customer care perceive non-verbal communication skill at ATL FM.

Table 5: *Non-Verbal Communication Skill*

	Mean	Std. Deviation	Mean Ranking
Understanding customer personality from voice volume and cues	5.59	1.174	3
Understanding customer personality from appearance and behaviour	5.55	1.193	2
Understanding customer facial expressions and impressions	5.55	1.301	1

Source: Field Survey, Donkor (2020)

Employees' ability to identify client personality via voice loudness and signals was favourable in nonverbal communication (MS= 5.59; SD= 1.174). Employees demonstrated great ability at discerning customers' personality through the volume of their voice and cues they picked up while talking to them. One key element to satisfying customer's expectations is knowing the customer and this could be done by noticing their temperament and picking cues from the way they communicate through voice. Media employees are especially trained in this area because their entire role revolve around information and communication. The station ensures that this training reflects in their interactions with customers.

Further, it was shown in Table 5 that employees' ability to discern client personality from their look and their behaviour in the waiting room was satisfactory (MS= 5.55; SD= 1.193). Next to their high sense in recognition of customers' personality, employees were able to judge from appearance the potential personality of customers before they even talk to them in order to know the approach to take with them in ensuring their needs are well met. It was also indicated in Table 4 that ability of employees to understand my facial expressions

and impressions was also good (MS= 5.55; SD= 1.301). Non-verbal communication which forms a vital part of every communication includes body expressions and impressions. The findings was consistent with the assertions of Varca (2004) that non-verbal communication skills dimension to be an important predictor of customer satisfaction. This relationship is expected due to the documented literature on effect of non-verbal communication skills on customer satisfaction and attitudes

Employees at ATL FM also demonstrated good ability at reading customers' facial expression and impression in order to acquire adequate feedback in rendering appropriate customer care services. This again is in consonance with Tsai and Huang (2018) who says combining different non-verbal cues leads to the effect of becoming even greater. This coupled with the skill from verbal communication should boost the firm's understanding of customer expectations and help create customer satisfying services.

Customer Service Culture Skill

A well-defined customer advisory strategy promotes long-term profitability by placing the demands of customers above all others, including the company's owners, managers, and workers. Culture that centers on customer happiness, puts customers at the heart of the company, focuses on customer requirements, keeps customers in the loop, welcomes complaints, and puts customers at the center are all ways to say customer service culture. Using the mean scores and standard deviation the study revealed how clients perceive customer service culture skill at ATL FM.

Table 6: Customer Service Culture Skill

	Mean	Std. Deviation	Mean Ranking
Employee understanding of company's product and services	6.15	1.223	3
The company considers customers most important in business	6.09	1.475	1
Employees try to do things right the first time	6.02	1.160	5
Employees aim to resolve customer complaints quickly	5.90	1.073	6
Serving customers' needs is prioritize over meeting internal needs	5.87	1.201	4
Employees are committed to customer satisfaction	5.82	1.321	2

Source: Field Survey, Donkor (2020)

In relation to customer service culture skill, employees have a solid grasp of the company's goods and services. Results for this item was ranked 'high' because it had a mean score of 6.15 which is between 5 and 7. The standard deviation of 1.223 indicated that the data points are gathered closely around the mean score value confirming it as a greater value. It could be deduced that the station's policy required that all employees are conversant with company product and services in order to be able to educate customers on it and make recommendations when asked. Considering that the results indicated that managers consider customers to be the most important element in doing business (MS= 6.09; SD= 1.475), the firm's policy is likely to be customer focused. The results also reveal that employees are made to prioritize total quality management hence try to

do everything right at the first attempt (MS= 6.02; SD= 1.160). Customers do not have the luxury of try and error and firms need customers to trust in them and the solutions they provide hence the prioritizing o getting things done right the first time.

Management of ATL understand that for media firms gaining competitive advantage comes from engagement with media audiences and speed of delivering media services to meet desired outcomes. The results from Table 5 indicates that employees are motivated to handle customer complaints with urgency (MS= 5.90; SD= 1.073) and priority over the station's internal needs (MS= 5.87; SD= 1.20). This further proves that the firm's strategic plans prioritize customer satisfaction hence the investment in customer care activities. Employees are also given great autonomy to take all actions necessary to ensure that customers are satisfied with the firm's services (MS= 5.82; 1.321). ATL FM's management trained their customer care personnel to have great autonomy in carrying out their activities are imbued in them the commitment to go an extra mile in ensuring customers are satisfied.

Customer Satisfaction

Customer satisfaction is described as the feeling of enjoyment or dissatisfaction of an individual arising from contrasting the expected results or outcome of a product with his / her expectations. Customer satisfaction is becoming one of the most critical targets regarded as the top priority for any organization pursuing long-term customer relationships. The customer's view of service efficiency is one of the key elements that defines customer satisfaction. Customer

satisfaction is described as the product of a measure of the preferences of the consumers and their subsequent perceived service quality performance. Using the mean scores and standard deviation the study revealed how clients perceive customer satisfaction at ATL FM.

Table 7: Customer Satisfaction

	Mean	Std. Deviation	Mean Ranking
Courtesy and professionalism	6.37	1.146	5
Having the needed knowledge and expertise	6.19	1.102	8
Quality of work	6.17	1.274	3
Providing clear, complete, and accurate information	6.10	1.117	6
Behaviour and mannerism of staff	6.04	1.109	7
Listening carefully and being responsive	6.01	1.070	10
Conduct and communication	5.99	1.173	4
Timeliness of feedback	5.97	1.087	9
Fairness of pricing	5.88	1.284	2
Availability and quality of brochures and sales material	5.05	1.318	1

Source: Field Survey, Donkor (2020)

Clients considered the courtesy and professionalism of ATL FM employees as the most important element that provided them with customer satisfaction (MS= 6.37; SD= 1.146). Clients, from the results, indicated that they were satisfied with the level of professionalism demonstrated by the firm agents they interacted with and the courtesy showed them during those interactions were adequate as was the needed knowledge and expertise demonstrated by them (MS= 6.19; SD= 1.02). Employees showed they had adequate knowledge of what was required of them and that was demonstrated in the way they handle marketing activities on behalf of clients. This greatly contributed to customers' satisfaction of the outcome of marketing activities because quality work was done (MS= 6.17; SD= 1.274).

Customers, though they prioritized their feel of the interactions they had showed they are also concerned for the quality of work or service provided by ATL FM and were quite satisfied in that arena. Employees providing clear, complete, and accurate information did not place as high (MS= 6.10; SD= 1.117) but was equally considered relevant to customer satisfaction at the station. Again, Table 6 indicated that behaviour and mannerism of staff was an important element to customer satisfaction (MS= 6.04; SD= 1.109). Clients trust employees or organizations with well-behaved employees and couth mannerism. Clients also prioritize employees' ability to listen carefully and respond to customer request as vital to customer satisfaction (MS= 6.01; SD= 1.070). Employee conduct and communication was also ranked high for its contribution to customer satisfaction (MS= 5.99; SD= 1.173) as was timeliness of feedback to clients (MS= 5.97; SD= 1.087).

As established earlier, effective communication is vital in a media set up hence it is only appropriate that for customers to be satisfied with media services, effective communication that includes timely feedback is prioritized by both parties. Customers or clients also perceived that the pricing of ATL FM was quite fair or reasonable given industry average or price of competitors (MS= 5.88; SD= 1.284). Customers' objectives are to always get the best utility at the lowest price possible hence any firm that seeks to maximize customer experience and satisfaction must take on pricing activities strategically as is implied at ATL FM by the results from Table 7. The availability and quality of brochures and sales material was ranked last but no less significant to customer satisfaction with mean score values of 5.05 and a standard deviation of 1.318.

Overall Means of the Components of Customer Care and Customer Satisfaction at ATL FM

This was done, first by computing the mean of means for each of the construct using the transformed option in SPSS; and ultimately with descriptive statistic function (mean). The results were presented in Table 8.

Table 8: Components of Customer Care and Customer Satisfaction at ATL FM

	Mean	Mean Ranking
Customer Service Culture Skill	5.9730	1
Verbal Communication Skill	5.8976	2
Reputation Building Skill	5.7556	3
Problem Solving Skill	5.6452	4
Non-verbal Communication Skill	5.5651	5
Customer Satisfaction	5.9770	1

Source: Field Survey, Donkor (2020)

Table 8 shows the mean and mean ranking of the components of customer care and customer satisfaction at ATL FM. Six variables, reputation management skill, problem solving skill, verbal communication skill, non-verbal communication, customer service culture skill and customer satisfaction. To prioritize the components of customer care at ATL FM. The first preference was given to customer service culture skill when it comes to the customer care at ATL FM. This was extracted from the average score of 5.9771 that was assigned to this factor, when it comes to the components of customer care at ATL FM. The clients considered customer service culture skill to be the second contributing factor to customer care at ATL FM. For this factor, the mean was 5.9730.

The third contributing factor to customer care at ATL FM was considered to be verbal communication skill. Verbal communication skill had a mean score of 5.8976 on average. Reputation building skill have been classified as the fourth contributing factor to customer care at ATL FM. The average mean score was

5.7556 for this factor. The fifth contributing factor to customer care at ATL FM was considered to be problem solving skill. Problem solving skill had an average mean score of 5.6452. Non-verbal communication skill was considered to be the least contributing factor to customer care at ATL FM. It had an average mean score of 5.5651.

Customer satisfaction is described as a consumer's reaction to assessing the apparent discrepancy between anticipated and actual performance of a product or service after use. (Kasiri, Cheng, Sambasivan & Sidin, 2017). According to Felix (2017), banks with a better ambiance enhance client happiness more effectively. Ali and Raza looked at the relationship between the magnitude of service quality and client happiness (2017). They found an important relationship between service reliability at the level of customer satisfaction. Customary customer service capability was a second contributing factor because all customer engagement processes must begin and end from a customer perspective to create a satisfied customer (Wang, 2016). Customer advice can be defined as a system of beliefs that prioritize the customer's needs over all others, including owners, managers, and employees, in order to support a profitable long-term organization (Chang & Ma, 2015). Customer attention and continual supply of high value and added value to clients with tailored offers based on customer needs are becoming more important (Choudhury, 2015). As a result, service businesses must adopt a customer-centric approach to provide effective customer service (Lau, Tong, Lien, Hsu, & Chong) (2017).

The third most important factor was the ability to communicate verbally because oral communication skills should be targeted at clients by acquiring listening skills such as making someone else feel comfortable, respecting customer queries, remaining calm and focused despite conflict or challenge, understanding someone else's point of view, anticipating honest and free communication by admitting err A fourth element that contributes to reputation development is that it has evolved into one of the most important assets in service companies. The corporate image is described as a key component of service quality in the development of practical solutions to issues created by various elements of services (Dumont, 2018). According to Bataineh (2015), the most significant criteria for which consumers select a service business is its reputation. Developing a business image requires organizational dedication as well as continuous customer service performance.

Because Bone, Fombelle, Ray, and Lemon (2015) argued that issue solving is an effective approach to a hard scenario, the fifth factor was problem solving skills. Knowing how to solve client concerns professionally and fairly, according to Worley and Doolen (2015), is critical. The goals of the company and the goals of the client may differ, and they may even be at odds. Building on a win-win solution is the greatest method to tackle a problem (Bone, et.al, 2015). Customer satisfaction, loyalty, and performance are all influenced by problem-solving skills, according to strong evidence (Oliveri, Lawless and Molloy, 2017). The ability to communicate verbally is the one that has the least impact because unused references are much faster, more natural and more uncontrollable than verbal communication.

Factor Analysis on the Components of Customer Care

The customer care components were assessed using Principal Component Analysis (PCA). This was necessary to provide an understanding of how clients use ATL FM customer care components. Prior to conducting the PCA, it was important to investigate the appropriateness of the data for this analysis. This was done using the Kaiser - Meyer - Olkin (KMO) measurement for sample sufficiency. The KMO test result as shown in Table 8 supported the use of the key analysis for a sufficiency of 0.938 which is higher than the acceptable value of 0.7 recommended by Pallant (2011).

Table 9: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.938
	Approx. Chi-Square	1660.099
Bartlett's Test of Sphericity	Df	190
	Sig.	.000

Source: Field Survey, Donkor (2020)

In addition, Table 8 revealed that Bartlett's analysis of the scope ($\chi^2 = 1660.099$; $df = 190$) showed that the p value was 0.000, meaning that the population was not a matrix for proprietary identification. These two trials supported the use of key analysis in investigating customer care components at ATL FM by its clients (Pallant, 2011). The total variance described in Table 9 revealed that 20 customer care items were reduced to 2 parts by 65.172% as defined collections for the total variance. These 2 items came as a result of benchmark eigenvalue 1, meaning that all items with the eigenvalue value below this sign were ignored. The first half had

11.51 eigenvalue with 57.55% variation, the second half with 1.53 eigenvalue and 7.627% variation.



Table 10: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.509	57.545	57.545	11.509	57.545	57.545	7.297	36.487	36.487
2	1.525	7.627	65.172	1.525	7.627	65.172	5.737	28.685	65.172
3	.998	4.991	70.163						
4	.769	3.847	74.009						
5	.674	3.368	77.378						
6	.510	2.551	79.929						
7	.474	2.371	82.300						
8	.452	2.258	84.558						
9	.442	2.211	86.769						

10	.403	2.016	88.785
11	.351	1.755	90.539
12	.314	1.571	92.111
13	.278	1.389	93.500
14	.264	1.319	94.819
15	.225	1.123	95.942
16	.198	.988	96.930
17	.188	.942	97.872
18	.158	.790	98.662
19	.138	.692	99.353
20	.129	.647	100.000

Extraction Method: Principal Component Analysis.

Source: Field Survey, Donkor (2020)

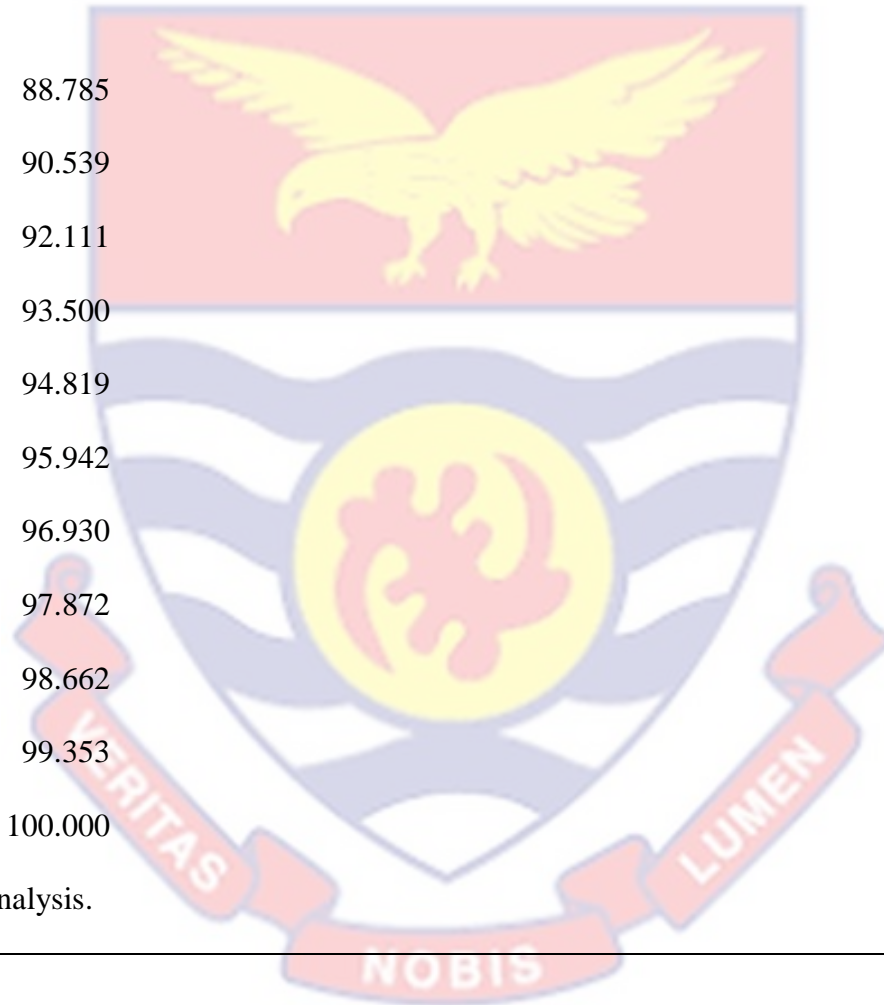


Table 10a: Rotated Component Matrix^a

	Component	
	Communication Skills	Customer Service Culture Skills
Credibility and building trust with customers	.730	
Ability to understand the importance of customers for the company's future and continuity	.751	
Commitment to provide best benefits and services for customers		.734
Knowledge and ability to deal with different customer types.	.692	
Define the requirements of my problem possible solutions.	.696	
Identify the possible solutions for my problems	.783	
Select the best solution for my problems	.697	
Careful not to interrupt me while explaining my problem.	.704	
Careful to give me enough time to explain my problem even if they are busy	.649	
Share positive comments with me while discussing my problem.		.680

Enough sympathy and respect for my problems when they occur	.667
Ability of employees to understand my facial expressions and impressions	.694
Ability to understand my personality from appearance and the way I behave in the waiting area	.781
Ability to understand my personality through my voice volume and while talking to them	.754
Committed to do whatever it takes to create satisfied customers.	.583
Try to do things right the first time	.764
Company considers the customer to be the most important element in doing business	.835
Serving customers' needs takes priority over meeting internal needs in the company	.740
Aim to resolve customer complaints quickly	.754
Good understanding of the company's products and services	.609

Source: Field Survey, Donkor (2020)

Table 10 presented in the customer care rotation matrix of customer care items. The sixth rule was that only loads of goods with a value of not less than 0.4 are kept in this table. Varimax rotation was used because the variables were not related, and this orthogonal rotation method helps to increase the relationship between the variables, and the distribution between the loads (Gorsuch, 1983). Features with high total values are considered to have a significant impact on the output saved. With this, the objective of the key analysis was achieved by dividing and reducing 20 indicators into 2 parts. The elements of the two elements are labelled as communication skills and cultural capabilities for customer service.

The first section explained a 57.55 percent difference in communication abilities. We were not surprised by the quantity and kind of variables submitted to this feature, as seen in Table 10. Honesty and establishing customer trust; knowledge and capacity to deal with a variety of clients; ability to manage customer complaints; and paying attention to customer issues are all essential aspects of successful communication abilities. These results supported the premise that effective communication necessitates staff responsiveness, friendliness in explaining and discussing issues with consumers, and empathy with customers (Balaji, Khong & Chong, 2016; Rossmann, Wilke & Stei, 2017; Chung, Ko, Joung & Kim, 2018).

The second section dealt with customer service's cultural skills. This section discussed the 7.627 percent difference. The loading features under this feature were a commitment to providing the best benefits and services to customers, sharing positive comments with me while discussing my problem, the company considers

the customer to be the most important thing in doing business, serving customer needs is more important than meeting the company's internal needs, and the company considers the customer to be the most important thing in doing business, and the company considers the customer to be the most important thing in doing business. These results backed up the idea that a customer-centric workplace has a greater potential for customer attention and continuous delivery of higher and more value to consumers via customized solutions based on their requirements (Choudhury, 2015). As a consequence, service companies must take a customer-centric strategy to be successful in customer service. (Chong, Lau, Tong, Lien, Hsu, & Lau) (2017).

Reliability Test

The reliability coefficients of the new study variables were analysed in this section of chapter four. The reliability of the instrument was tested using the Cronbach's alpha. Variables with Cronbach alpha greater than .7 was considered reliable (Cohen, 2008). The result was presented in Table 11.

Table 11: Reliability Test

Variable	Number of Items	Cronbach's Alpha
Communication Skills	12	.948
Customer Service Culture Skill	7	.907
Customer Satisfaction	10	.919

Source: Field Survey, Donkor (2020)

The reliability coefficients of the study's variables that generated from the principal component analysis were presented in Table 11. The rule of thumb was

that none of the variables should have a Cronbach alpha less than 0.7. Communication skills had a Cronbach alpha of .948, Customer Service Culture Skill had a Cronbach alpha of 0.907 and Customer Satisfaction had a Cronbach alpha of 0.919. All of the Cronbach alphas variables were all over the 0.7 benchmark. It was revealed that the instrument was reliable since the Cronbach alphas of all the variables were greater than the benchmark value of 0.7.

Relationship among the Components of Customer Care and Customer Satisfaction at ATL FM

For the second research question, states that, what is the relationship among the components of customer care at ATL FM. The second question was to analyse the relationship among the components of customer care at ATL FM. The Pearson's Product Moment Correlation was used to complete the analysis. The Pearson's Product Moment was used because it measures the strength and direction of relationship that exist among the components of customer care at ATL FM. The result was presented in Table 12.

Table 12: Correlation Analysis

	Customer Service Culture Skills	Communication Skills	Customer Satisfaction
Customer Service Culture Skills	1		
Communication Skills	.781**	1	
Customer Satisfaction	.860**	.694**	1
	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, Donkor (2020)

The main goal of Table 12 Statistics was to provide a test of the relationship between communication skills, customer service competence, and customer happiness on ATL FM. The general approach is to assess if the test is significant (= 0.01); if $p < 0.01$, the test is significant; and if $p > 0.01$, the test is not significant. Table 12 shows that there is a favourable connection between the two components of customer service and customer satisfaction at ATL FM. The connection between conventional customer service abilities and customer satisfaction is statistically shown as $r = .860, p < .01$. This demonstrates that there is a favourable connection

between customer service culture and customer satisfaction. The correlation between communication abilities and customer satisfaction is $r = .694$, $p = .01$. This demonstrates a favourable connection between communication skills and customer happiness, which is consistent with the results of Andaleeb, Rashid, and Rahman (2016) in their marketing bank research. They conclude that if a service issue or customer complaint is not handled correctly, the client's attitude toward the service provider would suffer significantly. It has also been shown that there is a significant link between customer service and consumer satisfaction (Minh, Ha, Anh and Matsui, 2015).

Effects of Customer Care Components on Customer Satisfaction at ATL FM

This section presents the third study topic, which is concerned with the impact of customer care items and customer happiness on ATL FM. The understanding of the connection was significantly based on Cohen's (1988) suggestions. According to Cohen (1988), $r = .10$ to $.29$ denotes a very weak connection, $r = .30$ to $.49$ denotes a weak relationship, $r = .50$ to $.69$ denotes a balanced relationship, and $r = .70$ to $.99$ denotes a strong link between / between variables.

When using linear regression to analyze data, Customer Care Computers (CCC) are independent variables, while Customer Satisfaction (CS) must be flexible based on the alternative. The retrospective study was interpreted using three tables that included the model summary, ANOVA, and coefficient information. The regression model was evaluated for the determination of the R-square determination (R^2). This is the number of variables that are dependent on

variables computed using the sequence of independent variables (Cohen, 1992). The output model is summarized in Table 13.

Table 13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861 ^a	.741	.736	.45806

a. Predictors: (Constant), Communication Skills, Customer Service Culture Skills
 Source: Field Survey, Donkor (2020)

Table 13 is shown with R, Double R, Double R, and standard error. R is Pearson's product integration partner that demonstrates the power and direction of a direct relationship between dependent variables (customer satisfaction- CS) and independent variability that was the ability to communicate (CSK) and customer competency (CSCS). Therefore, from Table 13, the CCC and CSK are well integrated, and the strength of the relationship is strong in .861. These findings were based on the R result. The square of R stands for the degree of stability to determine the value of the variable variables that are defined by the regression model. Thus, approximately 74.1% of variance in customer satisfaction is explained by customer care items. This result shows that the two components of customer care strongly influence customer satisfaction on ATL FM.

The ANOVA results represent the evaluation of the value of R and R square using F. The F values are calculated by dividing the square that means backwards by the mean square that is left over. F statistics suggest that independent variables (customer care components) perform well in predicting variability dependent

dependencies (customer satisfaction) when the value of the value is less than 0.01. The result is in Table 13.

Table 14: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	61.104	2	30.552	145.614	.000 ^b
	Residual	21.401	102	.210		
	Total	82.505	104			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Communication Skills, Customer Service Culture Skills

Source: Field Survey (2020)

The ANOVA results in Table 13 indicated there was a significance value less than 0.01 meaning, the components of customer care do well in explaining the variation in customer satisfaction. These further advocate that the R and R-square between the components of customer care and customer satisfaction is statistically significant, hence the components of customer care can significantly influence on customer satisfaction.

The coefficient table is the last part for the regression analysis. This Table 14 presents on the unstandardized coefficient which encompasses the variable column and coefficient column (B). The Table 14 also contains the significance value of each of the variable. The independent variables were communication skill (CSK) and customer service culture skill (CSCS)

Table 15: Coefficients

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.323	.285		4.647	.000
	CSCS	.733	.073	.815	10.099	.000
	CSK	.052	.073	.057	.712	.478

a. Dependent Variable: Customer Satisfaction

Source: Field Survey (2020)

The constant value 1.323 in Table 14 represents the slope or gradient of the regression equation. Mathematically, the regression equation is as follows:

$$Y = b1X1 + b2X2 + \dots + A$$

Therefore: $CS = 1.323 + .733CSCS + .052CSK + \xi$.

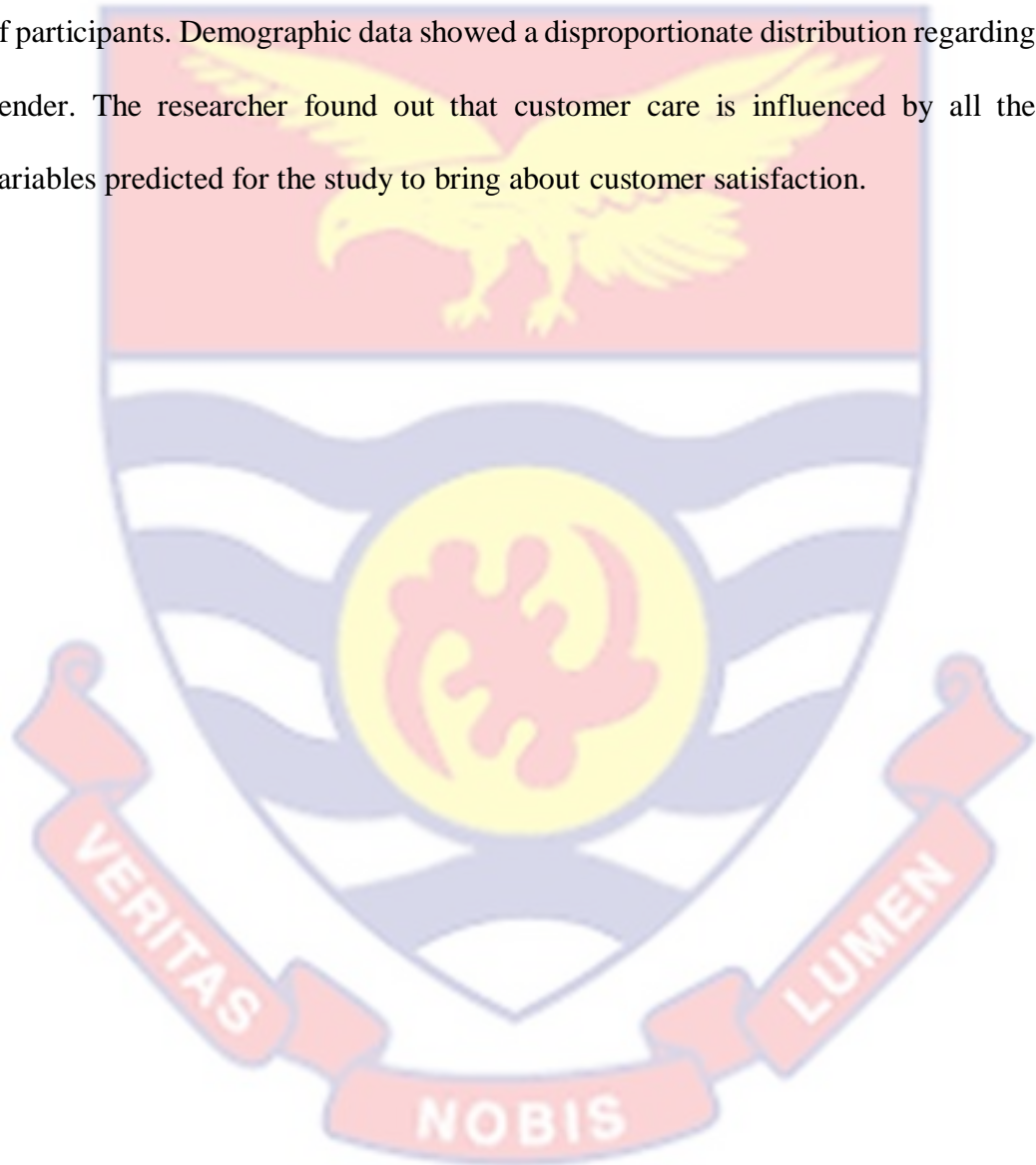
The regression equation represents the relationship and magnitude of influence between customer satisfaction and the elements of customer care (CS and CSCS). In the regression equation, customer service culture skills have a positive relationship and customer satisfaction. This is reduced to a beta coefficient 0.733, which always represents the magnitude of the cultural impact of customer service capabilities on customer satisfaction. Relationships were important from $\rho < .01$. A beta coefficient of 0.733 suggests that when the cultural capabilities of customer's increase by 1%, customer satisfaction will increase by 73.3%. This suggests that the traditional ability of customer service has a positive impact on customer

satisfaction. These conclusions were based on study conducted by Lau, Tong, Lien, Hsu, and Chong (2017), which found that for efficient customer service, service businesses need to have a customer-focused corporate culture. The capacity of customer guidance is at the heart of a strong customer service culture that enables a service organization to give maximum customer happiness, according to the texts studied. Employee commitment to customer satisfaction, putting the customer at the heart of the business, making customer needs a priority in the organization, continuously soliciting customer feedback, easy access to staff, prompt customer complaints, and customer satisfaction are all examples of customer service culture.

Also, the regression equation also shows the relationship between communication skills and customer satisfaction. The beta coefficient was .052, indicating a positive correlation between communication ability and customer satisfaction. This suggests that a 1% increase in communication skills will lead to a 5.2% increase in customer satisfaction. The relationship between the ability to communicate and customer satisfaction was not significant from $\rho > 0.01$. These findings contradict the studies of Balaji, Khong and Chong (2016), Chung, Ko, Joung and Kim (2018) and Rossmann, Wilke and Stei (2017) which showed that verbal communication skills positively impact customers' attitudes, customer satisfaction and corporate image and customer retention and future purchasing purposes. Therefore, verbal communication skills require staff responsiveness, friendliness to explain and discuss problems with customers, and to be empathetic with customers.

Summary of Results and Discussion

This chapter presented the analysis, interpretation and discussion of results. This was done in league with the research questions and hypotheses. In all, the chapter was divided into two main parts. The first part discussed demographic data of participants. Demographic data showed a disproportionate distribution regarding gender. The researcher found out that customer care is influenced by all the variables predicted for the study to bring about customer satisfaction.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

Chapter four addressed a summary of the findings of the study, its conclusions and recommendations. This was essential in order to provide information that influenced decision making as well as policy making and further research.

The study sought to examine the influence of the components of customer care on the customer satisfaction at ATL FM. The study specifically sought to:

1. examine the perception of clients on the components of customer care at ATL FM,
2. examine the relationship between the components of customer care and customer satisfaction at ATL FM, and
3. assess the effect of the components of customer care on customer satisfaction at ATL FM.

The study employed the descriptive research design. A quantitative research approach was used in the study. The study used a sample of 105 clients of ATL FM. The data collection instrument was a closed ended structured questionnaire. There was a 100% response rate from the respondents. Responses from the questionnaire were coded and entered into the Statistical Package for Social Sciences software for processing. Descriptive and inferential statistics were used.

Precisely, percentages, frequencies, means, factor analysis, correlation and regression were used as the data analytical tool.

Summary of Key Findings

The study had the following key findings.

The first research objective was to examine the perception of clients on the components of customer care at ATL FM. From the descriptive statistics analysis point of view customer service culture skill was perceived by the clients to be the first contributing factor to customer care at ATL FM. The second contributing factor to customer care at ATL FM was verbal communication skill. Reputation building skill was perceived by clients to be the third contributing factor to components of customer care at ATL FM. But from the exploratory factor analysis point of view the components of customer care were reduced into two main categories namely communication skills and customer service culture skill. Communication skills and customer service culture skill were viewed as the two main contributing factors to customer care at ATL FM.

The second study's goal was to look at the relationship between customer care components and customer happiness at ATL FM. The findings revealed a positive relationship between customer care components and customer satisfaction. The correlation between traditional customer service capabilities and customer satisfaction is statistically significant, with $r = .860$, $p < .01$. This demonstrates that there is a strong link between customer service culture and customer satisfaction. Customer satisfaction and communication skills have a significant correlation of r

=.694, $p < .01$. This has shown that there is a fairly balanced relationship between communication skills and customer satisfaction.

Regarding the third objective of the study on the effect of customer care items on customer satisfaction on ATL FM. Research has found that traditional customer service capabilities have a positive impact on customer satisfaction. Statistically, $p < .01$; and a beta coefficient of 0.733 suggests that when traditional customer service skills increase by 1%, customer satisfaction will increase by 73.3%. In addition, communication skills have had a positive impact on customer satisfaction but the result is not significant because it is $p > 0.01$. A beta coefficient of .052, indicating a positive relationship between communication skills and customer satisfaction suggests that a 1% increase in communication skills will lead to a 5.2% increase in customer satisfaction.

Conclusions

The research provided relevant texts on a wide range of subjects in the study. In addition, interviews were presented on a variety of research findings. The information presented in the study can help and inform ATL FM executives and stakeholders to know the quality of services provided to clients and can enable them to make decisions about customer care staff through their training and education to provide quality services to ATL FM clients. Based on the findings of the study, the following conclusions were drawn:

In terms of the original purpose of the study, the study concluded that staff communication skills and customer experience skills are key factors in customer care at ATL FM. The excellent customer service on ATL FM was a communication

function. Even if it passes, demonstrating to customers that ATL FM listens to them and values their responses, as well as the capacity to express clear information with warmth and empathy, will improve the customer experience. Making customers feel comfortable, listening intently, and understanding when to apologize are all basic ideas that can make a difference and are highly crucial in making consumers feel important. In addition, great customer care at ATL FM starts with a customer-focused mind set. Businesses that bring a different service know that their customers want the best experience that leads to long-term relationships. These products provide time to build a strong culture that underpins this vision, making service an integral part of their overall product strategy.

In the case of the second objective, it is concluded that there is a positive relationship between the components of customer care (communication skills and customer's ability) and customer satisfaction on ATL FM. A company with good customer service will be able to handle complaints and be able to improve with the suggestions provided. In this way, it makes the customer feel heard and appreciated. Customers have a lot of power over the brand name. With good customer service, any business company can prevent any customer from being dissatisfied.

Finally, with regard to the ultimate goal, it has been concluded that the communication skills and cultural capabilities of customer service positively influence customer satisfaction on ATL FM. Customer happiness is crucial to the long-term relationship between a service organization and its consumers, and day-to-day relationship marketing is currently regarded the most important aspect in achieving it. Special care is used to create solid relationships, just as it is in the FM

services business. This study also supports the idea that buyers build long-term relationships with products when they feel appreciated. As a result, when customer service is good enough to make consumers feel important in the company and that the organization cares about them, all of this can contribute to a better product image and, eventually, improved customer satisfaction.

Recommendations

Based on the findings of the study, the following recommendations were made to ATL FM and other service organizations:

For customer care to take place in the organization, employees must put the customer at the heart of the business, make customer needs a priority in the organization, continuously soliciting customer feedback, prompt customer feedback, staff responsiveness, friendliness to explain and discuss customer problems, and empathy with customers.

Showing customers that ATL FM listens to them and appreciates their response, combined with the ability to convey clear messages with warmth and empathy will improve consumer awareness.

Customer satisfaction can be enhanced by establishing a work culture that promotes a culture of customer service. All customer engagement methods should start and end with a customer perspective to create a satisfied customer.

Implications for Industry

The findings of this study have the following implications for industry practice:

1. Customer relationship management usage allows organisations to improve customer relationships through cause-related marketing (Jeong, Paek, & Lee, 2013). Therefore business managers can increase their customer relationship management usage and contact with customers by engaging in cause-related marketing. Engaging in cause-related marketing through a customer relationship management system allows the company to maximize the utilization of an existing investment, increase customer contact, find new potential revenue opportunities, and build stronger relationships with their customers.
2. Customer satisfaction can be improved by removing the factors having a negative effect on customer satisfaction. Management with direct reports must spend in employee engagement to sustain the competitive edge in order to stay relevant. Management with direct reports may increase their awareness of the reasons of engagement and disengagement, as well as what internal communication might lead to disengagement, and how engagement techniques can yield beneficial societal change. The findings of this research might help managers better understand how to increase productivity and organizational success via employee engagement techniques.
3. Customers' impressions of the overall quality of the services provided by service providers should be improved, as should the perceived value of those services to the customer. Furthermore, a primary goal of the company should be to persuade clients that they are receiving excellent value from

the company. Costs are an important factor for customers when evaluating the value of a product or service. Customers' perceptions of perceived value are influenced by price rivalry in competitive contexts, therefore managers should not only concentrate on service quality but also pay attention to price competition.

Contribution to Knowledge

The research has established the fact that customer care leads to customer satisfaction in the service sector, particularly at ATL FM. It has also unearthed the variables that are peculiar to customer satisfaction in the radio industry. These variables impede the customer satisfaction. It has also contributed to knowledge in the area of customer satisfaction in the country.

Chapter Summary

The chapter presented an overview of the study which focused on the purpose and research methodology employed in the study. It also summarised briefly the major research findings which were followed by conclusions to the study. Recommendations in connection with the key findings were projected

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APPENDICES

APPENDIX A

QUESTIONNAIRE ON INFLUENCE OF CUSTOMER CARE ON
CUSTOMER SATISFACTION AT ATL FM

Dear Sir/Madam

This questionnaire seeks to solicit information from clients to aid a final year student of University of Cape Coast, to complete his thesis on the topic; **“Influence of Customer Care on Customer Satisfaction at ATL FM”**, in pursuance of a Master’s in Business Administration. This exercise is solely for academic purposes and therefore guided by all relevant ethical standards of research. Your views are very much important to the study. Every information you provide would be 100% confidential. Thanks for accepting to participate in the study.

PART A: DEMOGRAPHICS

Please indicate your response by ticking (√) in the applicable box for each question.

1. **Gender:**

Male []

Female []

2. **Age:**

20 - 24years []

25 - 29 years []

30 - 34 years []

35 - 39 years []

40-44years []

45-49years []

50-54years []

55-59years []

60-64years []

65years and above []

3. What is your current level of education?

SSCE/GCE []

Diploma []

Bachelors []

Masters []

PhD []

Postdoctoral []

Others (specify)

4. Number of years you have been doing business with ATL FM?

1 - 5 years []

6 - 10years []

11 - 15years []

16 - 20years []

21 years and above []

PART B: COMPONENTS OF CUSTOMER CARE

This section provides statements on the components of customer care. Please tick

(√) appropriately, **from 1 (least agree) to 5 (Strongly agreed).**

	1	2	3	4	5
Reputation Building Skill					
Employees focus on credibility and building trust with customers.					
Employees' ability to understand the importance of customers for the company's future and continuity.					
Employees commitment to provide best benefits and services for customers.					
Problem Solving Skill					
Employees knowledge and ability to deal with different customer types.					
Employees define the requirements of my problem possible solutions.					
Employees seek to identify the possible solutions for my problems.					
Employees seek to select the best solution for my problems.					
Verbal Communication Skill					
Employees are careful not to interrupt me while explaining my problem.					
Employees are careful to give me enough time to explain my problem even if they are busy.					

Employees share positive comments with me while discussing my problem.					
Employees have enough sympathy and respect for my problems when they occur.					
Non-verbal Communication Skill					
Ability of employees to understand my facial expressions and impressions.					
Ability of employees to understand my personality from appearance and the way I behave in the waiting area.					
Ability of employees to understand my personality through my voice volume and cues while talking to them.					
Customer Service Culture Skill					
Employees are committed to do whatever it takes to create satisfied customers.					
Employees try to do things right the first time.					
The company considers the customer to be the most important element in doing business.					
Serving customers' needs takes priority over meeting internal needs in the company.					
Employees aim to resolve customer complaints quickly.					

Employees have a good understanding of the company's products and services.					
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PART C: CUSTOMER SATISFACTION

This section provides a ten (10) itemized statement on the assessment of customer satisfaction at ATL FM. Please tick (✓) appropriately, **from 1 (Least satisfied) to 5 (Highly satisfied).**

	1	2	3	4	5
Courtesy and professionalism					
Timeliness of feedback					
Listening carefully and being responsive					
Having the needed knowledge and expertise					
Providing clear, complete, and accurate information					
Fairness of pricing					
Quality of work					
Availability and quality of brochures and sales material					
Conduct and communication					
Behaviour and mannerism of staff					