

# DETERMINING THE OPINION OF BANK PERSONNEL REGARDING THEIR CONSUMER SATISFACTION

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**Abstract:** *Providing satisfaction for bank consumers is vital for the business success. Primarily is very important to know what is the opinion of bank personnel regarding the main aspects of their services that counts for their consumers satisfaction. This paper present the results of a qualitative research developed to see the consumers satisfaction through the "organization lentils".*

The essential spot of measuring the consumer's satisfaction is represented by an organization of some exploratory researches in order to identify the basic aspects taken into consideration by the consumers when they declare themselves satisfied or unsatisfied with a banking service.

With a view to improving one's knowledge concerning the researched phenomenon and for identifying to what extend the bank's management and staff knows the consumer's demands and the importance to guarantee their satisfaction was organized a qualitative research at bank CEC S.A. Alba, consisting of 6 semi-structured in depth interviews realized among them.

The qualitative research program's elaboration and implementation pursue the following stages:

## **(1) Identifying the problem and defining the propose of the research**

The decisional problem is represented by wording the main action ways for improving bank services consumer's satisfaction at CEC S.A. .

The research's purpose is represented by knowing the vision that bank's management staff has on consumer's satisfaction and it's importance for keeping the clients.

## **(2) Deciding upon the research's objectives**

The objectives of the research were highly connected to its purpose and are the following:

- identifying the questioned subjects' opinion concerning the aspects linked to bank services which they consider important in forming the consumers' satisfaction;
- identifying the questioned subjects' opinion concerning the main reasons for consumers' dissatisfaction;
- identifying to which level the questioned subjects' are familiar with the importance of bank client's satisfaction.
- identifying to which level the questioned subjects' are familiar with the consequences that client's dissatisfaction can involve.

## **(3) Choosing the sources of information and ways of gathering those**

There were used primary sources of information, meaning persons within the branch, agencies and different departments from CEC S.A from Alba Iulia.

The selected and used way in which the information were gathered was the semi-structured in depth interview. Within this type of interview, the respondent is allowed to answer freely, the interview operator intervening for maximizing the gathering of relevant information. This type of interview may focus on a specific interest area.

Thus, in the matter of participants selection there were identified and selected, using a theoretic sample method, 6 persons within the branch and bank's agencies: the CEC S.A. Alba branch manager, the branch sales manager, a banking account manager, a credit analyst, a credit manager, and a responsible with retail banking. It was followed that the selected persons came from different hierarchic levels, to have different activities within the bank, and not all to have, according to the held position, direct and permanent contact with the clients.

The questioned subjects were contact in personal in order to request their attendance at the interview and to communicate them the discussion topic and the information importance that they can provide for achieving the purpose and objectives of the research.

#### **(4) Preparing the conditions for realization (???) the information gathering stage**

In this stage, at first, were established the details concerning the date, the hour and the where the interview takes place with every participant, according to their program and availability. For all the participants the place of the interview was the same, respectively the Board Room of the branch, so that we can avoid the eventual interrupts.

The gathering data instrument was the interview guide, which comprises the main themes that were to be debated, established according to the research's objectives, so as:

- banking services aspects that contribute to the formation of client's satisfaction;
- the main reasons for which the bank's clients are dissatisfied with its services;
- the of satisfying the clients;
- knowing the consequences that result from client's dissatisfaction.

From a technical point of view, for data gathering was used a recorder and a note book.

#### **(5) Collecting data**

The interviews took place according to the initial planning and in all cases they lasted nearly 30 minutes.

The start of the interview consisted in a brief introduction, in which was described the purpose for which the information were gathered, and was tackled at a general level the problem of satisfaction.

As the interviews were consuming the questioned subjects were allowed to speak freely, intervening only for bringing in discussion the themes we wanted to touch through the objectives of the research.

#### **(6) Processing, analyzing and interpreting (!!!), the information**

After we copied entirely the interviews, we appeal to content analysis, as a gathered information analysis. The interview's texts were decomposed in analysis units, meaning phrases concerning to closed situations or concepts. Further those were regrouped with the help of a general scale so that we can obtain the most relevant and significant categories for the purpose of the research. Thus, we appeal to quantification, in order to evaluate the frequency of every analysis unit appearance.

The conclusions drawn as a result of the information's analysis are presented below.

From the questioned subjects' perspective the most important aspects that contribute to the formation of bank's client satisfaction are connected to:

- the staff's behavior and its promptness, kindness, the information given to clients, availability, operability. In the majority of the interviews there were touched this topics.
- the services offered – from the staff's point of view, the variety of services that the bank offers represents an important factor that contributes to forming consumer's satisfaction. Questioned subjects also refer to the “quality of the services”. Being asked to relate in detail what represents the quality of the services for them, there were enumerated other topics that could be taken into consideration such as transaction rapidity, services transparency, safety, and intercross sales.

- the actual interests and commissions were specified by all questioned subjects.

Concerning the second objective of the research, the opinions that the 6 questioned subjects had were quite different. So, between the main reasons for client's dissatisfaction were:

- waiting too long for a transaction to unfold (to happen, to take place);
- relatively small place (in the case of the agencies);
- the lack of diversity of the services, compared to other banks' offer;
- the high level of commissions.

Concerning the last two objectives of the qualitative research we can conclude that all questioned subjects are aware both of the importance of client's satisfaction and the consequences that client's dissatisfaction involves. They believe that a satisfied client “will come back and will bring other clients too”, “will appeal again to the bank's services”, “will spread the word”. On the contrary, if the client is dissatisfied, he “will make negative advertising“, “he will give up to the bank's services”, “he will leave angry”, and “will certain avoid the bank”. From the discussions held during the interview, resulted that the bank's staff knows and it's sure of the effects that satisfaction has on keeping consumers and on economic efficiency of the organization.

Comparing the consumer's demands, determined previously through critical incidents method, with the obtained results as an outcome of the semi-structured interviews with the bank's representatives, we can see that there is a certain similarity between them. Bank's management, as well as the staff that has direct contact with the clients somehow knows the needs and important aspects for them. The held information is obtained rather as a result of direct contact with clients, and not from the results of previous researches, realized in this purpose.

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