
Service Quality and Customer Satisfaction in the Retail Industry in Sunyani Municipality of Ghana

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Abstract: The study examines the Service Quality and Customer Satisfaction in the Retail Industry in Sunyani Municipality of Ghana. The cross-sectional descriptive statistical analysis was adopted with an accidental sampling technique. Kothari's formula was used to obtain a sample size of 384 respondents. To collect primary data, questionnaires were administered in one-to-one interviews with respondents and the analysis was done by using means, descriptive analysis, and correlation analysis. The findings of the analysis were presented in tables, which show that the quality of service perceived by customers is not very satisfactory, meaning that some of the customers' expectations are not met. Though customers are okay with some of the factors such as product quality and environment, they are highly dissatisfied with employee behaviors and the lack of diversification of supplies and ask for improvement at these levels. This study contributes to the existing gap in retail industry research and provides empirical results that guide other retail industries, on service quality and customer satisfaction. Some recommendations have been done and include that, organizations should develop a strategy that will assist them to capture customer's perceptions of demand and, a good customer satisfaction strategy to help the organization to capture their performances towards customers' standards and internal processes. Moreover, Managers should provide more training through workshops and seminars about service quality, emphasizing how staff are supposed to serve and handle customers' complaints.

Keywords: Customer satisfaction, service quality, retail industry, Ghana

1. INTRODUCTION

Customer happiness is essential to a business' success in the cutthroat business environment of today. In order to satisfy customers, businesses must focus on improving the quality of their services in order to match their requirements and expectations. Providing high-quality services is a crucial part of gaining customer satisfaction. In the realm of marketing, there is a lot of research on service quality and customer satisfaction, and many studies have looked into the correlation between these two factors.

The degree and direction of the discrepancy between consumers' perceptions and expectations of the service offered is what Parasuraman, Zeithaml, and Berry (1985) define as service quality. A few ways to gauge service quality in the context of supermarkets include the design of the store, cleanliness, product quality, personnel service, and convenience (Kim, Lee, & Yoon, 2009). The configuration of the store's merchandise, shelves, and aisles is referred to as its layout. A well-designed layout can make it easier for customers to find what they are looking for and navigate the store more efficiently. Cleanliness is also essential to a positive shopping experience, as customers are more likely

to feel comfortable and safe in a clean environment. Product quality is another critical factor, as customers expect high-quality products that meet their needs and expectations. Staff service is also essential, as friendly and helpful staff can make the shopping experience more pleasant and can help customers find what they need. Finally, convenience is an important factor, as customers expect a convenient location and hours of operation, that fit their schedules. Consumer satisfaction is a term used to describe how a consumer feels about their total interaction with a good or service (Oliver, 1980). Customer happiness in the context of supermarkets can be impacted by a number of variables, including the level of service, the caliber of the goods, the cost, the ease of use, and the entire shopping experience. According to research, service quality significantly and directly affects customer satisfaction, which in turn significantly affects customer loyalty (Wong & Zhou, 2007).

The importance of customer happiness and service quality in the retail industry cannot be overstated. In today's cutthroat economy, consumers have a wide range of options when it comes to purchasing goods and services. Therefore, businesses must differentiate themselves by providing excellent services that meet the needs and expectations of their customers. In the retail industry, maintaining customers and fostering brand loyalty require high levels of customer satisfaction and service. A supermarket is a self-service store that provides a broad selection of foods, drinks, and household goods in different areas. While this type of store is bigger and has a wider variety of products than older grocery stores, it is smaller and offers a smaller selection of goods than a hypermarket or big-box market. Nevertheless, "grocery store" is frequently mistaken for "supermarket". This sector's growth in Ghana is inextricably linked to the country's sociopolitical development and economy, which preceded periods of significant changes that had an immediate impact on the supermarket retail chain sector. In Ghana's thriving supermarket business, six significant players serve as important competitive forces. Only Sunyani will be included in the study.

Melcom Group is the largest supermarket chain of retail department stores consisting of about forty-two shops spread all-over Ghana including one of them located at Sunyani city, with the mission of being the omni-channel shopping destination across Ghana by providing outstanding values. The second one is Pribet shopping mart that operates as a subsidiary under Pribet Group of companies and is based in Sunyani city as well. They offer a range of products, including groceries, clothing, electronics, and home appliances. As with other supermarkets, service quality and customer satisfaction are critical to their success. In the highly competitive retail industry, supermarkets must provide high-quality service to retain customers and build loyalty.

Researchers and professionals in the fields of marketing and management have been particularly interested in service quality and customer satisfaction. Understanding the elements that affect consumer satisfaction and service quality in the context of supermarkets is essential to enhancing the overall shopping experience.

There is a gap in the literature on this subject, particularly with relation to the Ghanaian setting, despite the significance of service quality and customer satisfaction in the retail industry. There is little research on the retail sector in developing countries and the majority of the literature on service quality and customer satisfaction is centered on industrialized nations and the hospitality sector. The majority of the literature has also concentrated on specific elements that affect customer satisfaction and service quality, such as customer expectations, service quality dimensions, and customer loyalty. However, little is known about how these characteristics combined affect consumer satisfaction and service quality in the retail sector.

First, retail businesses struggle to identify the factors that contribute to service quality and customer satisfaction in order to improve their services. Secondly, policymakers do not have enough materials to develop informed policies and regulations that promote high-quality services in the retail industry. Lastly, researchers do not have a sufficient literature base to conduct further research on service quality and customer satisfaction in the retail industry.

2. METHODOLOGY

Study Area

Sunyani is the capital of the Bono Region in Ghana and is located in the central part of the country. In reference to the Ghana Statistical Service, Sunyani city has a population of approximately 136,022 people, making it the third largest

city in the Bono Region (Ghana Statistical Service, 2021). The city of Sunyani is known for its thriving commercial activities, with a variety of shops, markets, and supermarkets serving the local population. Sunyani has a diverse range of supermarkets and grocery stores, with both local and international chains represented. The city of Sunyani is primarily an agricultural area, with the production of cash crops such as cocoa, yam, and maize being major contributors to the local economy. The city is also home to a number of educational institutions, including the Catholic University College of Ghana, which attracts students from all over the country. Overall, the study area of Sunyani provides a unique context for examining the relationship between service quality and customer satisfaction in the context of a rapidly evolving retail environment. The mix of local and international supermarkets, combined with the city's diverse population and thriving economy, makes Sunyani an ideal location for studying the factors that influence customer satisfaction and loyalty.

Study Type and research design

A quantitative study design was used for the investigation into customer satisfaction and service quality at Melcom and Pribet supermarkets in Sunyani, Ghana. This research design was chosen because it enables the gathering of data that can be statistically examined to determine the relationship between service quality and customer happiness. Creswell (2014) asserts that quantitative research is especially helpful when a researcher wishes to test hypotheses or address certain research issues, which is the case in this study. Additionally, the utilization of quantitative data enables a more impartial and trustworthy interpretation of the gathered data.

The study design was a survey that was distributed to customers of both Melcom and Pribet supermarkets in Sunyani. The survey consisted of questions related to customer satisfaction, service quality, and other factors that may influence a customer's decision to shop at either store. A standardized questionnaire comprising mostly closed-ended and a few open-ended questions was used to conduct the survey. Descriptive analysis and correlation analysis are just a few of the statistical techniques that was used to assess the quantitative data that was gathered from the questionnaire. The choice of survey as the study design is supported by the work of Dillman, Smyth, and Christian (2014), who suggest that surveys are an effective method of data collection for quantitative research because they allow for the collection of data from a large sample size and can be administered quickly and efficiently.

The data collected through the survey was analyzed using SPSS (Statistical Package for Social Sciences) Version 26 software. Inferential statistics, such as correlation analysis and cross-sectional descriptive analysis, were used to test the research hypotheses and answer the research questions. In summary, the choice of a quantitative research design and the use of a survey as the study design is supported by the research objectives and the need for a reliable and objective analysis of the data. The use of SPSS software for data analysis also allows for a rigorous analysis of the data collected.

Study Population

The population of the study is all the customers of Melcom and Pribet supermarkets in Sunyani, Ghana. The customers of these two supermarkets were the target population for this study because they are the primary users of the services offered by these stores, but the management of both supermarkets, were also interviewed for further understanding and analysis of the variables. The customers of Melcom and Pribet supermarkets in Sunyani, Ghana, represent a diverse population, including individuals from different age groups, socio-economic backgrounds, and cultural backgrounds. The study aimed to include a representative sample of the population to ensure that the findings of the study were applicable to the entire customer base of both supermarkets. The population was unknown and could not be estimated at that point.

Sample and sampling techniques

According to Kothari (2009), when the target population is more than 10,000 participants, Selection of respondents for the study was based on the accidental sampling technique, where 192 participants per group (Melcom and Pribet) was required to achieve the total of 384. Due to the unavailability of specific data and an unwillingness to provide needed data from of Melcom and Pribet supermarkets, the sample size for this study was at least 384 participants, which was determined using Kothari (2009) sample size formula detailed above, to ensure that the sample size is sufficient to

produce statistically significant results as it has been used in many similar cases before. This sample size is in line with previous studies that have investigated service quality and customer satisfaction in the retail industry. For example, a study by Akroush et al. (2020) on service quality in the Jordanian retail banking sector used a sample size of 384, while a study by Al-Dmour et al. (2021) on customer satisfaction in the Jordanian fast-food industry used a sample size of 311. The participants were approached by the researcher or research assistant on site, and were informed about the study and given the option to participate or decline.

Data collection Method

A questionnaire, which consist of a list of questions used to gather data from respondents about their attitudes, experiences or opinion, was the instrument for this research. It was developed based on the research questions, and was pre-tested with a small sample of participants to ensure that the questions are clear and easy to understand. The questionnaire was then administered to the participants (customers) by in-person interviews. On the other hand, a face-to-face interview was conducted with each manager to respond to a specific questionnaire. The data collection process was carried out over a period of three weeks to ensure that the sample size is obtained. Research assistants in data collection went through 2 hours training on interviews and response reporting before the starting period.

Data Analysis

Based on the research questions and the type of data to be collected, a possible data analysis framework for this study could include the following steps: Data cleaning and preparation: This step involves checking the data for completeness and accuracy, and making any necessary adjustments or corrections. It also involves recoding, categorizing or transforming variables as required. Cross sectional descriptive statistics: This step involves calculating descriptive statistics for key variables, such as customer satisfaction, service quality, and demographic characteristics of customers with the assistance of the Statistical Package for Social Sciences (SPSS 26.0). Correlation analysis: This step involves determining the relationship between service quality and customer satisfaction based on key variables. Interpretation and reporting: In this step, the data analysis results are interpreted in light of the study questions and hypotheses. Tables, charts, and graphs that are relevant are used to explain the findings in a clear and succinct manner. The findings' implications for Melcom and Pribet supermarkets are explored, and suggestions for enhancing consumer happiness and service quality are given.

3. RESULTS

Table 1: Demographic Data.

Table 1.a: Supermarkets * Gender Crosstabulation

		Gender		Total
		Male	Female	
Supermarkets	Melcom	95	97	192
	Pribet	75	117	192
Total		170	214	384

Table 1.b: Supermarkets * Age Crosstabulation

		Age				
		From 18-24 years	From 25-34 years	From 35-44 years	Above 45 years	Total
Supermarkets	Melcom	80	79	23	10	192
	Pribet	88	64	29	11	192
Total		168	143	52	21	384

Table 1.c: Supermarkets * Marital Status Crosstabulation

		Marital Status				
		Single	Married	Divorced	Widowed	Total
Supermarkets	Melcom	142	46	2	2	192
	Pribet	127	44	19	2	192
Total		269	90	21	4	384

Table 1.d: Supermarkets * Education Crosstabulation

		Education				
		Less than high school	High school	Graduate	Post graduate	Total
Supermarkets	Melcom	3	34	116	39	192
	Pribet	4	36	99	53	192
Total		7	70	215	92	384

Table 1.e: Supermarkets * Monthly Income Crosstabulation

		Monthly Income					
		Less than 500GHC	Between 500- 1000ghc	Between 1000-2000ghc	Between 2000-5000ghc	More than 5000ghc	Total
Supermarkets	Melcom	45	58	54	28	7	192
	Pribet	36	42	45	44	25	192
Total		81	100	99	72	32	384

Table 1.f: Supermarkets * How many times do you shop there within a month? Crosstabulation

		How many times do you shop there within a month?				Total
		Once	Twice	Three times	four or more times	
Supermarkets	Melcom	81	63	32	16	192
	Pribet	49	56	52	35	192
Total		130	119	84	51	384

Table 1.a shows the demographic data of the 384 respondents. Over a total of 192 respondents for each supermarket, 95 (49.48%) males and 97 (50.52%) females responded for melcom. on the other side 75 (39%) males and 117 (61%) females responded for pribet, which makes a total of 170 males (44.27%) and 214 females (55.73%) for the study. Table 1.b shows the different age of respondents. For melcom, 80 (41.67%) respondents were between the age of 18-24, 79 (41.15%) respondents were between 25-34, 23 (11.98%) respondents were between 35-44 and 10 (5.21%) respondents were above 45 years old. For Pribet, 88 (45.83) respondents were between 18-24, 64 (33.33) were between 25-34, 29 (15.10%) were between 35-44 and 11(5.73%) were above 45 years old. Therefore, there is a total of 43.75% respondents between 18-24, 37.24% respondents between 25-34, 13.54% respondents between 35-44 and 5.47% of respondents above 45years old.

Table 1.c shows the marital status of respondents with a total of 269 (70%) respondents are single, 90 (23.44%) are married, 21 (5.47%) are divorced and 4 (1%) are widowed. Table 1.d shows the level of education of respondents with 7 (1.82%) of respondents with less than high school level, 70 (18.23%) with high school level, 215 (55.99%) that are graduate and 90 (23.44%) that are post graduate.

Table 1.e shows the monthly income of respondents such as 81 (21%) respondents getting less than 500GHC, 100 (26%) respondents getting between 500-1000GHC, 99 (25.78%) respondents getting between 1000-2000GHC, 72 (18.75%) respondents getting between 2000-5000GHC and 32 (8.33%) respondents getting above 5000GHC.

Table 1.f shows the frequency of shopping of respondents at the supermarkets Melcom and Pribet. So, 130 (33.85%) respondents shop once a month, 119 (30.99%) respondents shop twice a month, 84 (21.88%) respondents shop three times within a month and 51 (13.28%) respondents shop four times and above within a month.

		Highly Important (5)		Important (4)		Neutral (3)		Less Important (2)		Not Important (1)		Total	Total Score
STATEMENT		Melcom	Pribet	Melcom	Pribet	Melcom	Pribet	Melcom	Pribet	Melcom	Pribet		
1	Up-to-date equipment	90	75	60	84	31	21	6	9	5	3	384	1580
2	Employees dress up	51	50	82	91	34	25	15	18	10	8	384	1458
3	Physical Environment	75	63	57	79	30	26	17	13	13	11	384	1486
4	Interest in solving Customer's problems	74	71	49	65	36	22	18	21	15	13	384	1461
5	Promptness of service to customer	61	60	61	73	42	36	13	16	15	7	384	1455
6	Easy accessibility of information needed	48	66	77	71	46	32	11	13	10	10	384	1464
7	Willingness of employees to help	72	65	50	68	38	32	19	16	13	11	384	1461
8	Effective attendance of customer's request	56	71	66	55	34	35	20	21	16	10	384	1434
9	Courtesy of employees	58	62	61	78	34	24	21	15	18	13	384	1433
10	Individual attention to each customer	37	53	71	73	47	36	20	14	17	16	384	1376
11	Convenience of operating hours	64	61	62	75	38	33	19	13	9	10	384	1469
12	Understanding of the customer specific need	65	66	58	58	39	46	22	15	8	7	384	1463
13	Availability of a variety of product	72	69	61	64	31	35	17	15	11	9	384	1485
14	High quality product	82	77	58	66	26	24	15	21	11	4	384	1528
15	The knowledgeable team work	50	59	72	70	36	34	22	17	12	12	384	1425

Table 2: Priority factors of service quality's Data

The table below, based on five scale evaluation which are respectively Highly important, Important, Neutral, less important and not important, shows the priority factors consider by customers when it comes to shop either at Melcom or Pribet. From the above, based on the total scored by each dimension and in respect to

the criteria, we can determine the scale as follow: The factors with total scores falling within the top quartile and that can be categorized as highly important in this case, are 1. Up-to-date with a score of 1580 and 14. High quality product with a score of 1528. Having the highest scores, they can be classified as highly important.

The factors with total scores falling within the second quartile and that can be considered important are, 3. Physical environment with a score of 1486 and 13. Availability of variety of products with 1485. More over 11, 6, and 12 can also be taken into consideration. fall within this quartile, and be classified as important.

The factors with total scores falling within the third quartile and that can be categorized as neutral are 4. Interest in solving customer's problems with a total score of 1461 and, 7. Willingness of employees to help with a score of 1461 as the previous. The factors with total scores falling within the fourth quartile that can be considered less important are 8. Effective attendance of customer request with a score of 1434 and 9. Courtesy of employee with a score of 1433. The individual attention towards customers is then falling into the fifth category and, since it scored lesser than others did, it is considered as not important factor.

Table 3: Dimensions of service quality's data

	STATEMENT	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Totally Disagree (1)		Total	Total Score
		Melcom	Pribet	Melcom	Pribet	Melcom	Pribet	Melcom	Pribet	Melcom	Pribet		
1	The Melcom or Pribet's product are of high quality	61	67	77	77	32	18	15	19	7	11	384	1492
2	The service provided at Melcom or Pribet is impressive	45	27	73	100	46	40	20	18	8	7	384	1401
3	The staff of Melcom or Pribet respond promptly to my requests	29	43	83	73	44	39	23	31	13	6	384	1360
4	The staff at Melcom or Pribet instill confidence	37	35	54	70	62	52	24	22	15	13	384	1318
5	Melcom or Pribet has the customer best interest at heart	42	40	72	78	40	42	17	19	21	13	384	1362
6	The checkout process at Melcom or Pribet is safe and reasonable	56	58	72	79	35	30	20	13	9	12	384	1456
7	The waiting time in queue at Melcom or Pribet is short	28	32	73	80	41	41	42	31	8	8	384	1320
8	The overall atmosphere at Melcom or Pribet is welcoming and pleasant	48	30	69	81	32	44	33	22	10	15	384	1353
9	The manager pay attention when I make complaint at Melcom or Pribet	30	30	61	61	58	62	30	28	13	11	384	1288
10	As regular and faithful customer, I receive discount card from Melcom or Pribet	35	34	48	60	58	53	36	58	15	17	384	1330
11	The product at Melcom or Pribet is worth the price paid	28	31	60	78	62	51	32	21	10	11	384	1313

12	The employees at Melcom or Pribet are professional	31	33	59	79	63	48	24	23	15	9	384	1323
13	I receive guaranties of products from Melcom or Pribet	24	29	64	69	56	50	37	28	11	16	384	1272
14	I would recommend Melcom or Pribet to my friends	39	35	64	73	53	40	19	32	16	13	384	1328
15	I'm likely to replace Melcom or Pribet with another supermarket	23	25	50	64	55	55	42	28	23	19	384	1208

In this table, and in respect to the following scale, highly agree, agree, neutral, disagree and strongly disagree, it is question of the ten dimensions of service quality. Here are the findings: The dimension with the highest agreement is 1. The high-quality product provided by the supermarkets with a total score of 1492. The agreed dimensions on regards to the table are 6. The checkout process with a score of 1456 and 2. The impressive service provided. Considered as neutral, there are dimension 5. Melcom or Pribet supermarket has the customer best interest in heart with a score of 1362 and 7. The waiting time in the queue with 1320. Dimensions 8 and 13 can also fall under this category. The disagreements are in relation to these dimensions, 9. Management paying attention when customers complaints with a score of 1288 and 10. A discount card is given to regular customers, with a score of 1330. Dimensions 11 and 12 can also fall into this category. The dimension 15. Likely to replace Melcom or Pribet with another supermarket which scored 1208 and the dimension 4. The staff from either supermarket instil confidence which scored 1318 are considered as strongest disagreement.

Table 4: Customer Satisfaction's data

	STATEMENT	Very satisfied (5)		Satisfied (4)		Neutral (3)		Dissatisfied (2)		Not Satisfied (1)		Total	Total Score
		Melcom	Pribet	Melcom	Pribet	Melcom	Pribet	Melcom	Pribet	Melcom	Pribet		
1	Professionalism of staff Melcom or Pribet 'supermarket	43	58	70	67	37	33	22	20	20	14	384	1381
2	The fairness of pricing at Melcom or Pribet	31	42	82	73	41	35	22	26	16	16	384	1341
3	The expertise and listening to customer at Melcom or Pribet	23	43	76	66	55	46	22	24	16	13	384	1322

4	The facilities and equipment at Melcom or Pribet	35	39	74	75	60	42	13	25	11	10	384	1369
5	Clarity of information provided at Melcom or Pribet	34	39	80	83	58	36	14	23	6	11	384	1390
6	The service delivery at Melcom or Pribet	28	38	83	70	52	49	19	19	10	16	384	1349
7	The availability and quality of product at Melcom or Pribet	34	43	81	67	46	46	22	19	9	17	384	1509
8	The communication and conduct at Melcom or Pribet	36	42	66	72	48	36	20	24	22	18	384	1322
9	The Behavior and mannerism at Melcom or Pribet	34	46	83	71	36	40	22	23	17	12	384	1363
10	The quality product at Melcom or Pribet	51	44	68	74	45	39	18	20	10	15	384	1396
11	The online presence at Melcom or Pribet	22	27	58	51	60	62	35	35	17	17	384	1221
12	The usual purchase experience at Melcom or Pribet	31	44	73	63	58	42	18	27	12	16	384	1337
13	The clarity of price at Melcom or Pribet	35	35	71	72	44	43	30	29	12	13	384	1326
14	The value for money of product	31	31	72	69	50	47	21	22	18	23	384	1292

	at Melcom or Pribet												
15	Feeling satisfaction as a customer Melcom or Pribet	30	29	74	62	47	49	21	27	20	25	384	1268

The table focuses on the customer satisfaction with some key variables that have been evaluated from the customer side concerning their experience with both supermarkets. The strongest satisfaction comes from the variable 7. The availability of product, with a score of 1509. The satisfaction is demonstrated through variables 10. The quality product with 1396 scored and, 5. The clarity of information provided by both supermarket with a score of 1390. The first variable can also fall into this category. Variable 4. Facilities and equipment and variable 9. The behaviour and mannerism at both supermarkets are classified as neutral. The variables 2 and 6 can also fall into this category.

In contrast, the disagreement is shown through the variable 3. Expertise and listening to customers with a score of 1322 and the variable 8. The communication and conduct at both supermarkets with a score of 1322. It is shown further through variables 12 and 13 also. The strongest disagreement comes from variable 15. The feeling satisfaction, which scored 1268, and variable 14. The value for money of product at both supermarkets which scored 1292. The variables 11 also fall under this category. For a better improvement of the structure, it has been asked to customers what they like the best about shopping at the both supermarkets, and the good environment was the most liked with 76 (19.8%) followed by quality product which is 53 (13.8%) compared to the lowest that is employee professionalism with only 20 (5.21%).

Table 5.b: Supermarkets * What do you like least about shopping at Melcom or Pribet supermarket? Crosstabulation

		What do you like least about shopping at Melcom or Pribet supermarket?										Total
		High prices	Employee behavior	Bad environment	Lower quality products	Long queue	Technical issues	Bad customer relationship	Frequent run-out of stock	Non-diversity of products	Bad organisation	
Supermarkets	Melcom	14	28	18	19	30	24	13	11	15	20	192
	Pribet	14	24	16	18	37	19	12	20	17	15	192
Total		28	52	34	37	67	43	25	31	32	35	384

About what is liked, the least by customers there is the long queue with 67 (17.45%) followed by the employee behaviour with 52 (13.54%). The least is the high price with only 28 (7.3%), in such case we can believe that as customers give attention to high quality product, they are likely to pay according to.

Table 5.c: Supermarkets * How do you think Melcom or Pribet supermarket can improve its services? Crosstabulation

		How do you think Melcom or Pribet supermarket can improve its services?										Total
		Effective online service	Effective delivery	Strategic communication	Training employees	Diversification of products	Extension of closing hours	Improvement of discounts	Improvement of supply management	Improvement of price tagging	Improvement of employee behavior	
Supermarkets	Melcom	14	28	17	21	37	20	9	18	14	14	192
	Pribet	15	25	19	22	33	23	12	16	19	8	192
Total		29	20	36	43	70	43	21	34	33	55	384

Source: Field data

Here are some suggestions of the customers how both supermarkets can improve them services. The most important point here is the diversification of products with 70 (18.23%) followed by the improvement of employee behavior with 55 (14.32%). Of-course the least one is the effective delivery, since it's a service not yet well established with 20 (5.21%).

Table 6: Relationship between service quality and customer satisfaction.

		cu	se
cu	Pearson Correlation	1	.816**
	Sig. (2-tailed)		.000
	N	384	384
se	Pearson Correlation	.816**	1
	Sig. (2-tailed)	.000	
	N	384	384

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

Note CU for customer satisfaction

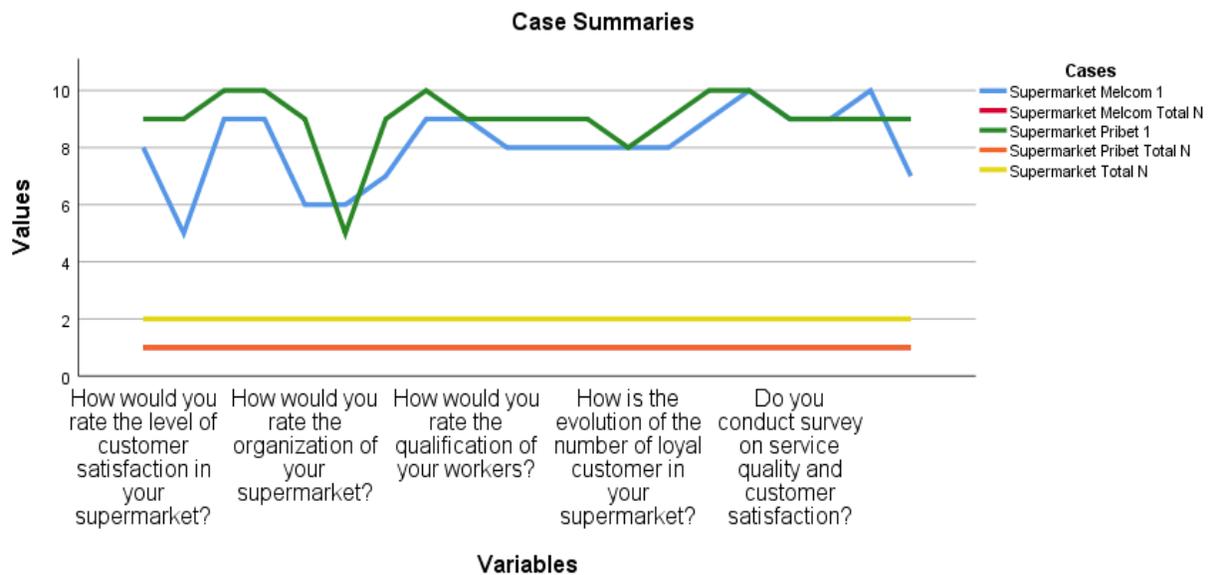
Note SE service quality

With a level of 81.6%, there is a strong correlation between service quality and customer satisfaction.

Presentation of management data

The management of both, Melcom and Pribet were interviewed, to get more understanding of the study from their side and balance the outcomes of the research. Graphs are used for the findings

Table 7: Rates from management about their own service quality factors and the satisfaction of their customers. 1 being the lowest and 10 the highest.



Based on the above result from the management of respectively Melcom and Pribet super market, the service rendered is great. According to the findings, the level of satisfaction of their customers is high with a means of 8.5/10 for both supermarkets. Though Pribet supermarket agree on the issues reported by customers more than Melcom supermarket, the quality of product still high as well as the organization of the structures. Further, the two supermarkets confirm the low competitiveness of their prices compared with other supermarkets. The delivery's speed is also great as well as all the other factors rated around 8, 9 and 10/10 for the both supermarket indicating a high service rendered by their teamwork and a high satisfaction from the customer side.

4. DISCUSSION

Hypothesis testing 1: Positive significance between service quality and customer satisfaction in Melcom and Pribet.

Hypothesis 1 states that there is a significant positive relationship between service quality and customer satisfaction. The test result on Pearson correlation between the service quality and the satisfaction shows that there is a positive correlation with a value of 81.6%. This means the better the service quality provided, and then the customers will be more satisfied.

Hypothesis 2: Customer loyalty mediates the relationship between service quality and customer satisfaction in Melcom and Pribet supermarket.

The hypothesis 2 states that the level of customer loyalty significantly mediates the relationship between service quality and customer satisfaction. Based on the findings, the ongoing emotional relationship between both supermarkets and their customers, by how willing a customer is to engage with them and repeatedly purchase from them versus their competition depends significantly on the satisfaction of customer with the service quality rendered both supermarkets.

Each respondent was asked to rate the degree to which they agreed with statements about what they value most (Priority factors) at the supermarkets based on ten dimensions of service quality in order to determine the Priority factors of service quality in Melcom and Pribet supermarkets. Each responder was asked to score their level of agreement with the service quality they received at the two supermarkets (Service Quality Dimensions). Moreover, it has been asked to rate some statements based on how satisfy they are with the service rendered by the both supermarkets and finally, for an efficient improvement, three opened -ended questions have been asked to know and understand what customer like the most, the least, and what they would improve for the service to meet their expectation levels, basically, the challenges associated with providing quality service at Melcom and Pribet supermarkets.

The first objective was to identify the priority factors at Melcom and Pribet supermarket contributing to service quality and customer satisfaction. Ten dimensions were used to measure the priority factors of service quality and with the help of weighted score model, the first and high important ones are the up-to-date equipment and the high-quality product at both supermarkets. It respectively refers to, the tangibles and reliability dimensions in regards to the physical appearance, equipment, facilities and the high level of quality product always available at both supermarkets, which is chosen by customers to be their prior look-up when it comes to supermarket. Customers assessed and determined the physical environment and the availability of a variety of product to be important. The both dimensions also fall under Tangibles and reliability. Interest in solving customer problem and the willingness of employees to help revealed to be neutral and do not really matter for customers. Moreover, the effective attendance of customer and courtesy is seemed to be the less important dimension, concerning a dimension, which deals with the attitude of service provider. Considered as not important, the individual attention towards customer refers to empathy dimension of the service quality.

The succeeding objective was to assess customer satisfaction level in Melcom and Pribet supermarket and here are the findings obtained. The strongest satisfaction comes from the availability of product and refers to the reliability of the service of both supermarkets. Customers are also satisfied with the quality of product and the clarity of information provided, which refers to the reliability and communication dimensions. Nevertheless, the facilities, equipment and the behavior at both supermarkets fall under a neutral satisfaction.

The disagreement is shown trough expertise and listening to the customer and trough the communication and conduct of employees. In relation to competence and communication, it reveals a problem. Further, the respondents strongly disagree with their satisfaction feeling after shopping and with the value of money for product.

The third goal looks at the connection between customer satisfaction and service quality. Customer satisfaction and service quality characteristics significantly positively correlate, as shown by statistics table 6. Additionally, there is a strong positive association between overall service quality and client satisfaction. It is important to note that every association is significant at a level of significance of 0.01%. This result is in line with that of past investigations (Krishnan, 2013; Cronin and Taylor, 1992), according to those studies.

The fourth objective tell how to improve the customer satisfaction. By trying to understand what customer like the most, the findings reveal that the good environment is the most liked with 76 (19.8%) followed by quality product which is 53 (13.8%) compared to the lowest that is employee professionalism with only 20 (5.21%), a sector that of course need to be improved. Further, what the customer as if the least is the long queue with 67 (17.45%) followed by the employee behaviour with 52 (13.54%). The least is the high price with only 28 (7.3%), in such case we can believe that customers give attention to high quality product, they are likely to pay. However, as for the long queue and the employee behaviour, it needs to be highly improved for a better customer satisfaction. It was asked respondents to make suggestions about what they would like the supermarket Melcom and Pribet to improve and the most important point stated here is more diversification of products with 70 (18.23%) followed once again by the improvement of employee

behavior with 55 (14.32%). Of-course the least one is the effective delivery, since it is a service not yet well established with 20 (5.21%).

5. CONCLUSION

This study had the main objective to examine the relationship between service quality and customer satisfaction in the retail industry, with a focus on Melcom and Pribet supermarkets in Sunyani, Ghana. The study identified that, three main dimensions of service quality, respectively Tangibles, reliability and communication, appear to be stronger determinant to the satisfaction level of customers. Nevertheless, for better customer satisfaction, customer would like an improvement of employee's behaviors and competence, understanding the customer and the responsiveness of employees. So, overall analysis, the service rendered by both supermarkets impact the level of satisfaction of customers and indicate then, a strong relationship between the two variables even though the management still not capture the total expectations of their customers in order to meet their needs clearly and being able to satisfy all of them.

6. RECOMMENDATIONS

First, service quality has long been recognized as a basic marketing tool in creating competitive advantage; organizations should not only rely on profit margins as good indicator of business performance but should rather develop strategies that will assist them to capture customer's perception of demand. Additionally, a good customer satisfaction strategy would be better to help organizations to capture their performances against customer's standards and internal processes and finally identify opportunities for improvement.

Moreover, managers should provide more trainings trough workshop and seminar about service quality emphasizing how staffs are supposed to serve and handle customer's complaints, and getting customers to have a better feeling towards the organization because it has a direct impact on customers' expectations. More emphasis also on, reliability, empathy and understanding the customer.

7. SUGGESTIONS FOR FURTHER STUDIES

More study should be performed to improve knowledge of the notion of service quality and customer happiness, specifically how they are measured, as they are critical for service organization in terms of growth and profitability. A bigger sample size might be used for similar study, allowing the results to be generalized to a larger population.

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