



ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

DEPARTMENT OF MARKETING MANAGEMENT

**THE IMPACT OF NONVERBAL COMMUNICATION OF
EMPLOYEES ON CUSTOMER SATISFACTION; THE CASE OF
COMMERCIAL BANK OF ETHIOPIA**

BY

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Addis Ababa, Ethiopia



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EMPLOYEES ON CUSTOMER SATISFACTION; THE CASE OF
COMMERCIAL BANK OF ETHIOPIA**

**A thesis submitted to school of commerce, Addis Ababa University, in
partial fulfilment for degree of Master of Arts in marketing management**

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satisfaction; the case of Commercial Bank of Ethiopia**

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Declaration

I Abebe Endawoke, declare that this research entitled “**The impact of nonverbal communication of employees on customer satisfaction; the case of Commercial Bank of Ethiopia**”, is my original work and all sources of materials used for this study has been duly acknowledged. I further confirm that the thesis has not been submitted either in this university or any other higher learning institution for the purpose of earning any degree.

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Date _____

Letter of certification

This is to certify that Abebe Endawoke carried out his research on the topic entitled “**The impact of nonverbal communication of employees on customer satisfaction; the case of Commercial Bank of Ethiopia**”. It is original and suitable for the award of Master of Arts in Marketing Management.

Dr. Getie Andualem

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List of acronyms

NVC	Non Verbal Communication
CBE	Commercial Bank of Ethiopia
ATM	Automated Teller Machine
SWIFT	Society for Worldwide Interbank Financial Telecommunication
CS	Customer Satisfaction
K	kinesics
Para	paralanguage
Prox	proxemics
Ph	physical appearance
SPSS	Statistical Package for Social Science

Abstract

Customer satisfaction has become an essence of success in today's highly competitive world. In service industry communication is vital to determine customer satisfaction. The purpose of the study is to assess the impact of nonverbal communication of employees on customer satisfaction. Primary data like questionnaires and secondary data were used for this study. Convenience sampling technique was used to distribute and collect the questionnaire. Correlation and multiple regression analysis were implemented for presentation and interpretation of the findings. The total of 314 Commercial Bank of Ethiopia customers participated in this study. Four dimensions of nonverbal communication (kinesics, paralanguage, proxemics, and physical appearance) were identified. The results of the study showed that nonverbal communication has a positive and significant impact on customer satisfaction. The finding indicated that kinesics is the most important nonverbal communication dimension followed by paralanguage which have positive and significant impact on customer satisfaction. It is highly hoped that the information found from this study assist service providers to understand better about the importance of nonverbal communication and its impact on customer satisfaction. The organizations should give emphasis to nonverbal communications of employees to maintain and improve customer satisfaction.

Keywords: Nonverbal communication, dimensions of nonverbal communication, kinesics, paralanguage, proxemics, physical appearance, Customer Satisfaction

Chapter one

Introduction

1.1 Background of the study

It's well known that good communication is the foundation of any successful relationship, be it personal or professional. Communication plays an important role in customer service whether the communication is in speaking language, head nodding movement, facial expression, hand gesture, or other method of communication.

While communications often address explicitly or implicitly verbal communications in the interactions between employee and customer, service research indicates that non-verbal communications also have a vital effect on customer's perceptions of a service contact. It might make a huge difference whether a service employee smiles openly at the customer or grumbles while avoiding eye contact (Bruhn and Georgi, 2006). We communicate with much more than words: when we interact with someone, our body has a language of its own. The way we sit, the gestures we make, the way we talk, how much eye contact we make all of these are non-verbal ways of communicating that impact the messages our words are sending. It is important in the workplace which affects the work environment. What we communicate non-verbally can expose how we feel. If our nonverbal communications skills are poor, we might be communicating negatively and making our customers uncomfortable. Nonverbal behaviours fall into four categories: kinesics, proxemics, paralanguage and physical appearance. Nonverbal communication is crucial to service based businesses because service employees are directly involved in building relationships with its customers. As explained by the concept of emotional labour, service employees are often expected to put up positive display attitude through facial expressions, body language, or even tone of voice, together with a presentable appearance as part of their job requirement (Kueh and Bagul, 2013).

Albert Mehrabian, a pioneer researcher of body language in the 1950s, found that the total impact of a message is about 7% verbal (words only) and 38% vocal (including tone of voice, inflection and other sounds) and 55% body language. This indicates that non-verbal communication (93%) plays a great role on the overall interpersonal communication, while verbal communication (7%) has less significant than nonverbal communication.

Anthropologist Ray Birdwhistell pioneered the original study of non-verbal communication — what he called 'kinesics' like Mehrabian, he found that the verbal component of a face-to-face conversation is less than 35% and that over 65% of communication is done non-verbally cited in (Pease, A. &Pease, B., 2004).

Nonverbal behaviours can be amazingly quick and subtle or very explicit; they either support or contradict the verbal message being transmitted (Patrick W. Miller, 1988). When in doubt, people tend to believe nonverbal messages. By being aware that you constantly send nonverbal messages to others and that it is impossible for you to not communicate, a service provider can increase his effectiveness in customer encounters.

Women are far more perceptive than men, and this has given rise to what is commonly referred to as 'women's intuition'. Women have an innate ability to pick up and decipher non-verbal signals, as well as having an accurate eye for small details. This is why few husbands can lie to their wives and get away with it and why, conversely, most women can pull the wool over a man's eyes without his realising it (Pease, A. &Pease, B., 2004)

Effective non-verbal communications in customer service are the bedrock of understanding and customer satisfaction. This is especially true when dealing with people from different culture. Customer satisfaction has become an essence of success in today's highly competitive world. In service industry specifically in banks communication is vital to determine customer satisfaction. To win in today's marketplace, companies must be customer-centred - they must deliver superior value to their target customers. They must become adept in building customer relationships, not just building products. They must be skilful in market engineering, not just product engineering (Kotler et al. 1999). Nonverbal communication expressed by the employees has a direct and indirect effect on customer satisfaction. It is important to note that these nonverbal communications are all closely to the customers as a whole. When a customer service officer or other service provider is interacting with a customer these nonverbal communication signals can tell customers whether they are actually being listened to with the aim of understanding. An employee adept at this manner of communication will be more successful in managing relationship than someone who relies only on the spoken word.

The ultimate goal of the organizations' effort is customer satisfaction. Customer interests are expected to be put first in all situations, even (in some views, especially) where these appear

to conflict with other business opportunities. The roles played in the service encounter by service personnel and consumers contribute to satisfaction. In the same way that totally satisfied customers are hard to find, the totally dissatisfied customer is also an elusive creature. While one should understand the extent of customer satisfaction (i.e. how much customers are satisfied), it is perhaps more important to understand the underlying cause of the satisfaction/dissatisfaction. In general, the response to a satisfactory experience will contain both emotional and behavioural elements. So customer satisfaction will result in positive emotional states. These, in turn, mediate the response between customer satisfaction and behavioural responses – positive word of mouth, no complaint behaviour and repeat purchase (Mudie and Pirrie, 2006).

The organizations are not recognizing nonverbal communication unlike that of verbal communication especially during in face to face communications. In service situations where customers typically have encounters with different employees, they are likely to have a lasting impression that the firm and its employees are customer oriented if those employees greet the customers with a smile, with eye contact, with attractive physical appearance (Sarah Binti Sabir Ahmad et al. 2012). Understanding and knowing the impact of nonverbal communication on customer satisfaction will have good contribution for both the customer and service providers.

1.2 Background of the organization

The history of the Commercial Bank of Ethiopia (CBE) dates back to the establishment of the State Bank of Ethiopia in 1942. State Bank of Ethiopia commenced full operations on 15 April 1943 with two branches and 43 staff. It served both as Ethiopia's central bank with the power to issue banknotes and coins as the agent of the Ministry of Finance, and as the principal commercial bank in the country. In 1945 the Ethiopian government granted the bank the sole right of issuing currency. The first governor of the bank was an American, George Blowers. He inaugurated the new national currency, which owed its successful introduction to the United States. The United States provided the silver for 50 cent coins, whose intrinsic value ensured popular acceptance of the new paper money to a population used to the circulation of the silver Maria Theresa thaler. (<http://www.combanketh.et/aboutus/companyprofile.aspx>)

In the 1950s, State Bank of Ethiopia established a branch in Djibouti. In 1920, the Bank of Abyssinia was opened a transit office in Djibouti. At some point after its creation, the State Bank of Ethiopia reopened the transit office, which in time became a branch. In 1958, the State Bank of Ethiopia established a branch in Khartoum, Sudan, that the Sudanese government nationalized in 1970. In 1963, the Ethiopian government split the State Bank of Ethiopia into two banks, the National Bank of Ethiopia (the central bank), and the Commercial Bank of Ethiopia (CBE). In 1974, CBE merged with the privately owned Addis Ababa Bank. Since then, it has been playing significant roles in the development of the country (Ibid).

Commercial Bank of Ethiopia (CBE) is the largest commercial bank in Ethiopia which plays a catalytic role in the economic progress & development of the country. The leading African bank with assets of 485.7 billion Birr as on June 30th 2017. CBE has more than 1250 branches across the country and more **than 33000** employees. It is the Pioneer to introduce modern banking to the country. It is the first bank in Ethiopia to introduce ATM service for local users. Currently CBE has more than 15.9 million account holders and the number of Mobile and Internet Banking users also reached more than 1,650,000 as of June 30th 2017 (Ibid).

It has a strong correspondent relationship with more than 50 renowned foreign banks like Commerz Bank A.G., Royal Bank of Canada, City Bank, HSBC Bank,... and also has a SWIFT bilateral arrangement with more than 700 others banks across the world. It is Pioneer to introduce Western Union Money Transfer Services in Ethiopia in the early 1990s and currently working with other 20 money transfer agents like Money Gram, Atlantic International (Bole), Xpress Money, Dhabshiil, ...CBE has opened four branches in South Sudan and has been in the business since June 2009 (Ibid).

1.3 Statement of the problem

In today's marketplace business compete for customers; customer satisfaction is a key differentiator. Customer satisfaction provides a metric to business owners and marketers which can use it to improve their business. Satisfied customers are not only likely to purchase again but also have the potential to become brand advocates and share their great experiences with others. Customer satisfaction will be highly dependent on what happens in "real time,"

including actions of employees and the interactions between employees and customers. While one should understand the extent of customer satisfaction (i.e. how much customers are satisfied), it is perhaps more important to understand the underlying cause of the satisfaction/dissatisfaction (Mudie and Pirrie, 2006).

In business environment, verbal and non-verbal communication occurs daily. Every type of such interaction serves a unique purpose with unique outcomes where Interactions transpire through communication. Non-verbal communication supports active interaction between the sender and the receiver of a message (Sundaram & Webster, 2000). In the same sense, Chu and Lee (2013) argued that, if properly used in the service industry, non-verbal communication creates a chain effect of improving the image of the service provider and increasing the customers' satisfaction level.

Nonverbal communication reinforces verbal communication, such as gestures can help describe a space or shape that another person is unfamiliar with in ways that words alone cannot. Gestures also reinforce basic meaning—for example, pointing to the door when you tell someone to leave. Facial expressions reinforce the emotional states we convey through verbal communication. Nonverbal communication can convey much meaning when verbal communication isn't effective because of language barriers. Language barriers are present when a person hasn't yet learned to speak or loses the ability to speak. To successfully relate to other people, we must possess some skill at encoding and decoding nonverbal communication. The nonverbal messages we send and receive influence our relationships in positive and negative ways and can work to bring people together or push them apart. Nonverbal communication can also use to influence people in a variety of ways, but the most common way is through deception. While verbal communication is to blame for the content of the deception, nonverbal communication partners with the language through deceptive acts is to more convincing.

In daily operation employees use nonverbal communication when they interact with their customers which may have a role in determining customer satisfaction. If the nonverbal communication deliver correctly the customer understand what the service provider (employee) wants to say which create satisfaction of customers however if it is delivered incorrectly the customer may misunderstand what the employee wants to say which may create dissatisfaction.

In our country researches on nonverbal communication of employees and customer satisfaction specifically in bank industry were not conducted even though there are international researches. Earlier researchers focus on the other determinants of customer satisfaction such as the relationship between service quality and customer satisfaction. Nonverbal communication remains unexplored despite its importance. This leads to limited understanding on the relationship between nonverbal communication and customer satisfaction. Nonverbal communication remains unexplored despite its importance. Therefore this research tries to fill the gap by analysing the impact of nonverbal communication of employees on customer satisfaction in the case of Commercial Bank of Ethiopia.

1.4 Research question

- Does a nonverbal communication have an impact on customer satisfaction?
- Does kinesics have impact on customer satisfaction?
- Does paralanguage have impact on customer satisfaction?
- Does proxemics have impact on customer satisfaction?
- Does physical appearance have impact on customer satisfaction?
- Which nonverbal communication dimension is the most dominant to customer satisfaction?
- Are bank customers are satisfied?

1.5 Research objective

The general objective of this study is to investigate the impact of nonverbal communication of employees on customer satisfaction.

Specific objective:

- To identify the impact of kinesics on customer satisfaction
- To identify the impact of paralanguage on customer satisfaction
- To identify the impact of proxemics on customer satisfaction
- To identify the impact of physical appearance on customer satisfaction
- To identify the most dominant nonverbal communication dimension of employees towards customer satisfaction.
- To assess satisfaction of customer.

1.6 Significance of the study

Primarily the outcome of this study would help the service provider to understand customer perception on their nonverbal communication and also their customer satisfaction. Moreover, the result from this study would assist the managers to serve their customers and develop the employees' nonverbal communication to achieve the highest level of customer satisfaction. Additionally the result would give an insight for researchers who are interested to investigate the nonverbal communications for further study.

1.7 Scope of the study

Even though there are other banks in Addis Ababa (Ethiopia) the study only looks at commercial bank of Ethiopia. This study focused on the assessment of nonverbal communication of CBE employees on customer satisfaction. Four dimensions of nonverbal communication which are kinesics, paralanguage, proxemics and physical appearance were considered in this research. The sample frame is restricted to Addis Ababa CBE branches.

1.8 Limitation of the study

The study is geographically limited to Addis Ababa city branches. The sampling technique for this study is convenient sampling technique. The reason for the selection of this sampling technique is due to time to gather information from other outlying branch respondents and also it requires huge amount of money. Customers living in different culture may have different perception towards nonverbal communication. Thus such finding might not represent all the bank's customers' perception towards the nonverbal communication.

1.9 Definition of terms

Communication: is an on-going process of sending and receiving messages that enables humans to share knowledge, attitudes, and skills (Miller, 1988).

Nonverbal communications: are the part of human communications which do not use the conventional rules of language, but kinesics, paralanguage, proxemics and the physical appearance of communicator (Bruhn and Georgi, 2006)

Kinesics: refers to body movements, the general demeanour of the person (relaxed and open posture) eye contact, nodding, hand shaking, smiling.

Proxemics: refers to the distance and relative postures of the interaction partners. Touch plays an important role here.

Paralanguage: concerns vocal pitches, vocal loudness or amplitude, pitch variation, pauses, fluency

Physical appearance: refers to the outward look of a person and includes physical attractiveness, clothing, or hairstyle

Customer satisfaction: The extent to which a product's perceived performance matches a buyer's expectations. If the product's performance falls short of expectations, the buyer is dissatisfied. If performance matches or exceeds expectations, the buyer is satisfied or delighted (Kotler et al. 1999).

1.10 organization of the study

This study structured with five chapters. The first is introductory chapter which outlines background of the study, problem statement, research question, objective of the study, significance of the study, scope of the study, limitation of the study, and definition of terms. The next chapter is about review of available literature related with nonverbal communication and customer satisfaction. The third chapter is about research methodology. In the fourth chapter collected data would be analysed and the finding would be discussed. Finally in the fifth chapter the summary, conclusion, recommendation, and areas of future research would be suggested.

Chapter Two

Review of related literature

2.1 Introduction

This chapter consists of the theoretical, empirical and conceptual review on the nonverbal communication and customer satisfaction. Different concepts were discussed about the subject matter by reviewing documents prepared by different scholars. Specifically this chapter discussed overall communication, nonverbal communication, types of nonverbal communication, function of nonverbal communication, perception of NVC, customer expectation, customer satisfaction, and the conceptual framework of customer satisfaction and NVC. Each concept is discussed as follow.

2.2 Theoretical review of literature

2.2.1 Communication

Managing the customer–staff interface involves both verbal and non-verbal communication and interaction with people. It is a prerequisite for successful direction and implementation in ensuring everyone knows what is involved and each individual's role in the whole activity. Different means of communication with customers is beneficial so that they understand what the service product entails and how to use it. Communication at all levels in a service operation, from customers, front-line staff and management decision makers should be proactive and integrative so that a composite knowledge of customers' expectations and perceptions is developed. This allows managers to acquire insights and the ability to eliminate any perceived 'gaps' in the service delivery. Additionally, managers need to maintain dialogue with each other and with customers in order to eliminate misunderstanding and ensure customers have relevant and necessary information for using the service (Gilmore, 2003).

2.2.2 Nonverbal communication

Nonverbal communication is a process of generating meaning using behaviour other than words. Rather than thinking of nonverbal communication as the opposite of or as separate from verbal communication, it's more accurate to view them as operating side by side—as

part of the same system. Yet, as part of the same system, they still have important differences, including how the brain processes them (Nonverbal communication, 2012). It states that by citing Andersen (1999) this hemispheric distinction has been clearly evidenced, as people who suffer trauma to the right side of their brain lose the ability to recognize facial expressions but can still process verbal communication. Conversely, people whose left hemisphere of the brain is damaged lose the ability to speak, read, and understand language. Interestingly, a person with damage to the left hemisphere of the brain who loses the ability to speak can often still sing since the creation, but not the reading, of music is governed by the right brain.

While communications often address explicitly or implicitly verbal communications in the interactions between employee and customer, service research indicates that non-verbal communications also have a vital effect on customer's perceptions of a service contact. It might make a huge difference whether a service employee smiles openly at the customer or grumbles while avoiding eye contact. (Bruhn and Georgi, 2006)

2.2.3 Types of nonverbal communication

Different authors classify NVC differently. Hinde (eds.) (1972) states that man uses different kinds of NVC, and classifies those under ten headings. These are bodily contact, proximity, orientation, appearance, posture, head nods, facial expression, gestures, looking, and nonverbal aspect of speech. Each plays a distinctive role in social interaction. Burgoon (1994) grouped NVC into seven as (1) kinesics, (2) vocalics or paralanguage, (3) physical appearance, (4) haptics (use of touch), (5) proxemics, (6) chronemics (use of time as a message system, including such code elements as punctuality, waiting time, lead time, and amount of time spent with someone); and (7) artifacts (manipulable objects and environmental features that may convey messages from their designers or users). On the other hand Shapiro (2004) divided Nonverbal skills into two main areas: body language and paralanguage. Body language consists of gestures, eye contact, posture, facial expression, an awareness of physical distance (referred to as proxemics), and even physical appearance. Paralanguage consists of everything about the way an individual's communicate orally, except for their actual words. It includes voice tone, voice volume, voice inflection, accent, and any unusual articulation differences. On the other hand others grouped them as four as kinesics, proxemics, paralanguage, and physical appearance (Bruhn and Georgi, 2006, Kueh and Bagul, 2013; Nikian, 2017; Bum and Lee, 2016). These four major types (dimensions) of

NVC (kinesics, proxemics, paralanguage, and physical appearance) have been discussed from the point of view of different authors as follow.

I) Kinesics

According to Miller (1998) Kinesics refers to body movements and movements communicate meaning. Bodies elucidate true messages about feelings that cannot be masked. People communicate by the way they walk, stand, and sit. It is the study of non-linguistic body movement in relation to communication (Eunson, 2012). Kinesics includes gestures, facial expressions, trunk and limb movements, posture, gaze (eye contact), orientation, and others (Burgoon, 1994), (nonverbal communication, 2012)

A) Gesture

Scientists have noted that there are more nerve connections between the hands and the brain than between any other parts of the body, and so the gestures and positions we take with our hands give Powerful insights into our emotional state. Because our hands are usually held in front of our body, these signals are easy to see and most of us have several trademark hand positions we continually use (Pease & Pease, 2004). Hinde (eds.) (1972) describes as the hands are able to communicate a great deal: movements of head, feet another parts of the body may also be used, but are much less expressive than those of the hands. Some gestures may indicate general emotional arousal, which produce diffuse bodily activity, while others appear to be expression of particular emotional states. Gestures are also closely coordinated with speech and are made by a speaker to illustrate what he is saying, particularly when his verbal powers fail, or when objects of special shapes or sizes are being described. Hand (and head) movements may be closely coordinated with speech to indicate the internal structure of utterance, and to control the synchronizing of utterance.

B) Facial expression

People's facial expressions show how they feel. The way their faces look can tell you more than what they are saying. You can often tell whether a person is angry, sad, or happy, even if you can't hear her words (Shapiro 2004).Facial appearance including wrinkles, muscle tone, skin coloration, and eye color-offers enduring cues that reveal information about age, sex, race, ethnic origin, and status. A less permanent second set of facial cues including length of hair, hairstyle, cleanliness, and facial hair relate to an individual's idea of beauty. A third

group of facial markers are momentary expressions that signal the emotions. These expressions are registered by muscle movements that cause changes in the forehead, eyebrows, eyelids, cheeks, nose, lips, and chin, such as raising the eyebrows, wrinkling the brow, curling the lip. Some facial expressions are readily visible, while others are so fleeting as to go unnoticed (Miller, 1988).

As stated by Hinde (eds.) (1972) the face is a specialized communication area, which in non-human primates used to communicate inter-individual attitude and emotions. As expressed by Miller (1988) facial expressions may be involuntary or voluntary. People generally do not think about how to move facial muscles when truly frightened; therefore, the facial expression of fear is an example of an involuntary gesture. Facial expressions can also be voluntary, as when an individual wants deliberately to hide feelings. Such expressions are controlled for a number of reasons, but they are often dictated by societal or cultural standards, or are a product of family rules.

C) Posture

The fascinating thing is that the human animal is rarely aware that its postures, movements and gestures can tell one story while its voice may be telling another (Pease & Pease, 2004). Shapiro (2004) states that your body posture can tell a lot about the way you feel in a certain situation. Standing straight might mean you feel confident or want to show respect to the other person; it could also mean you are upset or nervous. If you are slouching, your posture might tell the other person that you really don't care about what he is saying. It could also mean that you are feeling very comfortable with the person or situation, and that's why you are sitting or standing in a relaxed position. Body postures and movements are frequently indicators of self-confidence, energy, fatigue, or status (Miller, 1988). Humans express attitudes toward themselves and others vividly through body motions and posture. Experimental findings indicate that postural relaxation of torso and limbs can denote status or strength in a relationship. Miller, 1988 cited (nonverbal communication, 1972) says People tend to be more relaxed with friends or when addressing those of lower status, and less relaxed with strangers or when addressing those of superior status. As stated by (--Nonverbal communication (2012) cited in Routledge (2011) there are four general human postures: standing, sitting, squatting, and lying down. Within each of these postures there are many variations, and when combined with particular gestures or other nonverbal cues they can

express many different meanings. Most of our communication occurs while we are standing or sitting. One interesting standing posture involves putting our hands on our hips and is a nonverbal cue that we use subconsciously to make us look bigger and show assertiveness.

D) Eye contact

Eyes, the 'portals of the soul', communicate fundamental messages, sometimes consciously, sometimes unconsciously (Eunson, 2012). When people meet for the first time they make a series of quick Judgements about each other, based largely on what they see. We found that the amount of eye contact in a typical conversation ranges from 25% to 100%, depending on who's talking and what culture they're from. When we talk we maintain 40 to 60% eye contact with an average of 80% eye contact when listening (Pease & Pease, 2004). As stated in (Nonverbal communication, 2012) the specific functions of eye contact:

- Regulate interaction and provide turn-taking signals
- Monitor communication by receiving nonverbal communication from others
- Signal cognitive activity (we look away when processing information)
- Express engagement (we show people we are listening with our eyes)
- Convey intimidation
- Express flirtation
- Establish rapport or connection

E) Head movement

A simple and seemingly minor signal is the head- nod, which play a very important role in connection with speech. It usually acts as reinforce, in that when a piece of A's behaviour is followed by a head nod from B; A tends to increase the frequency of that behaviour (Hinde (eds.) 1972).

Nodding the head is almost universally used to indicate 'yes' or affirmation. It appears to be a form of head lowering and is probably an inborn gesture because it's also used by people born blind. Shaking the head from side to side to indicate 'no' or negation is also universal and appears to be a gesture learned in infancy. When a baby has had enough milk, it turns its head from side to side to reject its mother's breast. When the young child has had enough to eat, he shakes his head from side to side to stop any attempt to spoon-feed him and, in this way; he quickly learns to use the head shaking gesture to show disagreement or a negative attitude.

The head-shaking gesture signals 'no' and owes its origin to breastfeeding. There are two powerful uses of the Head Nod. Body language is an unconscious outward reflection of inner feelings so, if you feel positive or affirmative, your head will begin to nod as you speak. Conversely, if you simply start nodding your head intentionally, you will begin to experience positive feelings. In other words, positive feelings cause the head to nod - and the reverse is also true: nodding the head causes positive feelings. It's cause and effect again (Pease and Pease, 2004).

F) Orientation

Orientation, or the attitude, inclination or body angle we adopt in relation to others, can send powerful nonverbal messages. If we are interested in someone, we tend to face him or her squarely. The less interested we are, whether through hostility or indifference, the more we tend to orientate ourselves away from the person (Eunson, 2012). Hinde (eds.) (1972) states that the normal range is from head-on to side-by-side and orientation can be assessed by asking a subject to meet a stooge or by asking two people to meet. Orientation has been found to vary with the nature of the situation of the situation- those who are in a cooperative situation or who are close friends adopt a side- by-side position; in a confrontation, bargaining or similar situation people tend to choose head-on; while in other situation 90° is most common in England and the USA (Ibid cited Sommer, 1965; cook, 1970).

II) Proxemics

Proxemics is use of interpersonal distance and spacing (Burgoon, 1994). Eunson (2012) define proxemics as the study of personal space or territoriality, or the way we create and cross spaces between ourselves and others. Like animals, human beings exist within an invisible 'bubble' of personal space or territory, where we feel secure. We tend to feel anxious if others invade this space; for example, by standing too close or by touching us. The four zones identified are: (Eunson, 2012), (Nonverbal communication, 2012).

1. **The intimate (up to 1.5 feet):** Within this zone we will be comfortable only with people we like and know very well. As we breach the invisible line that is 1.5 feet from our body, we enter the intimate zone, which is reserved for only the closest friends, family, and romantic/intimate partners. It is impossible to completely ignore people when they are in this space, even if we are trying to pretend that we're

ignoring them. A breach of this space can be comforting in some contexts and annoying or frightening in others. We need regular human contact that isn't just verbal but also physical

2. **The personal (1.5 – 4 feet):** Within this zone we will also be comfortable with people we know quite well. These zones are reserved for friends, close acquaintances, and significant others. Much of our communication occurs in the personal zone, which is what we typically think of as our “personal space bubble” and extends from 1.5 feet to 4 feet away from our body. Even though we are getting closer to the physical body of another person, we may use verbal communication at this point to signal that our presence in this zone is friendly and not intimate. Even people who know each other could be uncomfortable spending too much time in this zone unnecessarily.
3. **The social–consultative (4-12 feet):** Within this zone we will also be comfortable with people we know only moderately well. Communication that occurs in the social zone, which is four to twelve feet away from our body, is typically in the context of a professional or casual interaction, but not intimate or public. This distance is preferred in many professional settings because it reduces the suspicion of any impropriety. The expression “keep someone at an arm’s length” means that someone is kept out of the personal space and kept in the social/professional space. If two people held up their arms and stood so just the tips of their fingers were touching, they would be around four feet away from each other, which is perceived as a safe distance because the possibility for intentional or unintentional touching doesn’t exist. It is also possible to have people in the outer portion of our social zone but not feel obligated to interact with them, but when people come much closer than six feet to us then we often feel obligated to at least acknowledge their presence.
4. **The public (more than 12 feet):** Within this zone we will also be comfortable with people we know only slightly or not at all. Public and social zones refer to the space four or more feet away from our body, and the communication that typically occurs in these zones is formal and not intimate. Public space starts about twelve feet from a person and extends out from there. This is the least personal of the four zones and would typically be used when a person is engaging in a formal speech and is removed from the audience to allow the audience to see or when a high-profile or powerful person like a celebrity or executive maintains such a distance as a sign of power or for safety and security reasons. In terms of regular interaction, we are often not obligated

or expected to acknowledge or interact with people who enter our public zone. It would be difficult to have a deep conversation with someone at this level because you have to speak louder and don't have the physical closeness that is often needed to promote emotional closeness and/or establish rapport.

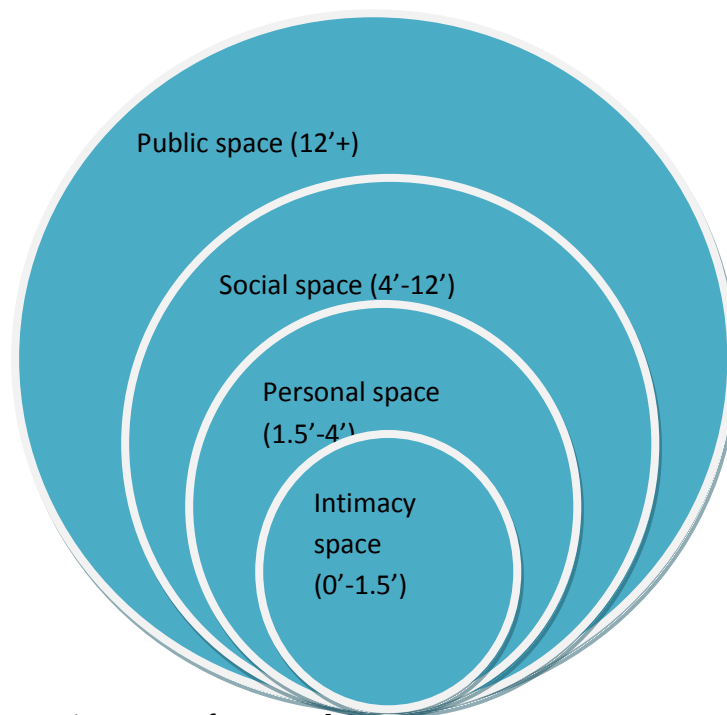


Figure 2.1 Proxemic Zones of Personal Space

(source: nonverbal communication, 2012)

Note, however, that this personal space bubble is relevant only to a middle-class North American of northern European heritage. Personal space varies between cultures and classes, and even between the sexes. For example, researchers have reached the following conclusions: (Eunson, 2012)

- Many males demand more personal space than many females.
- People from rural areas may have higher personal space needs than people from city areas.
- Intercultural conflict can arise if norms about space and touch are not understood

III) Paralanguage

Paralanguage is the use of vocal cues other than the words themselves, including such features as pitch, loudness, tempo, pauses, and inflection (Burgoon, 1994). Paralanguage consists of everything about the way persons communicate orally, except for their actual words. It includes voice tone, voice volume, voice inflection, accent, and any unusual articulation differences (Shapiro, 2004). According to (nonverbal communication, 2012) cited in (Andersen, 1999) Paralanguage refers to the vocalized but nonverbal parts of a message. Vocalic is the study of paralanguage, which includes the vocal qualities that go along with verbal messages, such as pitch, volume, rate, vocal quality, and verbal fillers

Pitch helps convey meaning, regulate conversational flow, and communicate the intensity of a message. Even babies recognize a sentence with a higher pitched ending as a question. We also learn that greetings have a rising emphasis and farewells have falling emphasis. Of course, no one ever tells us these things explicitly; we learn them through observation and practice. We do not pick up on some more subtle and/or complex patterns of paralanguage involving pitch until we are older.

Paralanguage provides important context for the verbal content of speech. For example, volume helps communicate intensity. A louder voice is usually thought of as more intense, although a soft voice combined with a certain tone and facial expression can be just as intense. We typically adjust our volume based on our setting, the distance between people, and the relationship.

Speaking rate refers to how fast or slow a person speaks and can lead others to form impressions about our emotional state, credibility, and intelligence. As with volume, variations in speaking rate can interfere with the ability of others to receive and understand verbal messages. A slow speaker could bore others and lead their attention to wander. A fast speaker may be difficult to follow, and the fast delivery can actually distract from the message.

Studies show that about 45% of communication comes through tone of voice (Tschol, 2011). Our tone of voice can be controlled somewhat with pitch, volume, and emphasis, but each voice has a distinct quality known as a vocal signature. Voices vary in terms of resonance, pitch, and tone, and some voices are more pleasing than others.

Verbal fillers are sounds that fill gaps in our speech as we think about what to say next. They are considered a part of nonverbal communication because they are not like typical words that stand in for a specific meaning or meanings. Verbal fillers such as “um,” “uh,” “like,” and “ah” are common in regular conversation and are not typically disruptive. The use of verbal fillers can help a person “keep the floor” during a conversation if they need to pause for a moment to think before continuing on with verbal communication. Verbal fillers in more formal settings, like a public speech, can hurt a speaker’s credibility.

The following is a review of the various communicative functions of vocalic:

- **Repetition:** Vocalic cues reinforce other verbal and nonverbal cues (e.g., saying “I’m not sure” with an uncertain tone).
- **Complementing:** Vocalic cues elaborate on or modify verbal and nonverbal meaning.
- **Accenting:** Vocalic cues allow us to emphasize particular parts of a message, which helps determine
- **Substitution:** Vocalic cues can take the place of other verbal or nonverbal cues (e.g., saying “uh huh” instead of “I am listening and understand what you’re saying”).
- **Regulating:** Vocalic cues help regulate the flow of conversations (e.g., falling pitch and slowing rate of speaking usually indicate the end of a speaking turn).
- **Contradicting:** Vocalic cues may contradict other verbal or nonverbal signals (e.g., a person could say “I’m fine” in a quick, short tone that indicates otherwise).

IV) Physical appearance

Physical appearance is about manipulable features such as clothing, hairstyle, cosmetics, fragrances, and adornments; non manipulable features such as physiognomy and height are excluded (Burgoon, 1994). Many aspect of personal appearance are under voluntary control- clothes, hair and skin, while other aspects are partly so physique and bodily condition furthermore much time, money and effort is put in to the control of appearance, and this can be regarded as a special kind of NVC. The main purpose of manipulating appearance seems to be self-presentation, i.e sending message about the self. Thus people send message about their social status, their occupation, or the social group they belong to, by wearing the

appropriate costume- bank managers do not dress up like hippies. Appearance also conveys information about personality and mood-euphoric extroverts do not wear dark suits with black ties. Appearance is meaningful only within a particular social setting where the significance of details of dressing, hair or cosmetics is generally understood. Within modern culture these fashions change extremely fast, so that simply being up to date becomes itself a main dimension of appearance (Hinde (eds.), 1972).

Tschohl (2011) states that our appearance greatly impacts the first impression of the people we deal with every day. Wearing appropriate clothing, smelling fresh and clean, having a well-kept hairstyle and figure nails, all contribute to a positive first impression.

2.2.4 Functions of nonverbal communication

According to Hinde (eds.) (1972) NVC has three functions: managing the immediate social situation, to support verbal communication, and to replace verbal communication.

1) Managing the immediate social situation

Interpersonal attitude: these are attitudes towards others present- the main dimensions are found to be inferior-superior, like-dislike. A superior attitude can be conveyed by posture (body erect, head raised), facial expression (unsmiling, haughty), tone of voice (loud, resonant, commanding), appearance (clothes indicating high status), and looking (staring the other down).

Emotional states: these can be distinguished from the interpersonal attitudes in that emotions are not directed towards others present, but are simply states of the individual. The common emotions are anger, depression, anxiety, joy, etc. Interactors may try to conceal their true emotional state, or to convey that they are in some different emotional conditions, but it is difficult to control all of these cues, and impossible to control the more autonomic ones.

Self-presentation: information can be sent about an interactor's status, group membership, occupation, personality, or sexual availability. A person might want to be seen as an eccentric, upper-class, inventor, or as an important, left wing, intellectual. This can be done by appearance (especially clothes), nonverbal aspect of speech (especially accent, loudness, speed), and general style of verbal and nonverbal performance.

2) Sustaining verbal communication

Speech plays a central role in most human social behaviour, but many linguists do not always appreciate the importance of the role played by NC in conversation

Vocal and kinesics which affects the meaning of utterance: a person would not be accepted as speaking language properly, indeed he would scarcely be understood, if he did not deliver his sentence in the pitch- pattern, stress pattern and temporal pattern of grouping and pausing, proper for that language. It has been founded that speech is accompanied by bodily movements; these are coordinated with speech in that sentence may be accompanied by related hand or head positions.

Floor apportionment: when two or more people are conversing, they take it in turns to speak, and usually manage to achieve a fairly smooth 'synchronising' sequence of utterance, without too many interruptions and silences. When people first meet, it is unlikely that their spontaneous style of speaking will fit together, and there is a period during which adjustments are made (one person has speak less, another has to speak faster and soon.)

Feedback: when someone is speaking he needs intermittent, but regular, feedback on how others are responding, so that he can modify his utterance accordingly. He needs to know whether the listeners understand, believe or disbelieve, surprised or bore, agree or disagree.

Signalling attentiveness: for conversation to be sustained, those involve must provide intermittent evidence that they are still attending to others if an interactors turns his back, falls asleep, the others will assume that he has withdrawn from the encounter. To signals attentiveness interactors use proximity, orientation, gaze, head nodes, posture bodily movements.

3) Replacing verbal communication

According to Hinde (eds.) (1972) the third function of NVC is replacing verbal communications. Verbal communication may be impossible, or fail to work, for one reason or another, in which case NVC may takeover.

Sign language: the deaf and dumb language is a well-known example. Simpler sign language have been developed in a number of other settings when speech is impossible e.g broadcasting, on racecourses, in noisy factories, and between under water swimming.

Neurotic symptoms: some clinicians believe that the symptoms of certain mental patients are kind of NVC, used when speech has failed

On the other hand functions of NVC stated in (nonverbal communication, 2012) are:

- Nonverbal Communication Conveys Meaning
- Nonverbal Communication Influences Others
- Nonverbal Communication Regulates Conversational Flow
- Nonverbal Communication Affects Relationships
- Nonverbal Communication Expresses Our Identities

a) Nonverbal Communication Conveys Meaning

Nonverbal communication conveys meaning by reinforcing, substituting for, or contradicting verbal communication. In terms of reinforcing verbal communication, gestures can help describe a space or shape that another person is unfamiliar with in ways that words alone cannot. Gestures also reinforce basic meaning—for example, pointing to the door when you tell someone to leave. Nonverbal communication can substitute for verbal communication in a variety of ways. Nonverbal communication can convey much meaning when verbal communication isn't effective because of language barriers. Language barriers are present when a person hasn't yet learned to speak or loses the ability to speak. Nonverbal communication is also useful in a quiet situation where verbal communication would be disturbing; for example, you may use a gesture to signal to a friend that you're ready to leave the library.

b) Nonverbal Communication Influences Others

Nonverbal communication can be used to influence people in a variety of ways, but the most common way is through deception. Deception is typically thought of as the intentional act of altering information to influence another person, which means that it extends beyond lying to include concealing, omitting, or exaggerating information. While verbal communication is to blame for the content of the deception, nonverbal communication partners with the language through deceptive acts to be more convincing. Since most of us intuitively believe that nonverbal communication is more credible than verbal communication, we often intentionally try to control our nonverbal communication when we are engaging in deception. Likewise, we try to evaluate other people's nonverbal communication to determine the

veracity of their messages. Deception obviously has negative connotations, but people engage in deception for many reasons, including excusing our own mistakes, to be polite to others, or to influence others' behaviours or perceptions.

c) Nonverbal Communication Regulates Conversational Flow

Conversational interaction has been likened to a dance, where each person has to make moves and take turns without stepping on the other's toes. Nonverbal communication helps us regulate our conversations so we don't end up constantly interrupting each other or waiting in awkward silences between speaker turns. Pitch, which is a part of vocalic, helps us cue others into our conversational intentions. A rising pitch typically indicates a question and a falling pitch indicates the end of a thought or the end of a conversational turn.

d) Nonverbal Communication Affects Relationships

To successfully relate to other people, we must possess some skill at encoding and decoding nonverbal communication. The nonverbal messages we send and receive influence our relationships in positive and negative ways and can work to bring people together or push them apart. Nonverbal communication in the form of tie signs, immediacy behaviours, and expressions of emotion are just three of many examples that illustrate how nonverbal communication affects our relationships.

e) Nonverbal Communication Expresses Our Identities

Nonverbal communication expresses who we are. Our identities (the groups to which we belong, our cultures, our hobbies and interests, etc.) are conveyed nonverbally through the way we set up our living and working spaces, the clothes we wear, the way we carry ourselves, and the accents and tones of our voices. Our physical bodies give others impressions about who we are, and some of these features are more under our control than others. Height, for example, has been shown to influence how people are treated and perceived in various contexts. Our level of attractiveness also influences our identities and how people perceive us. Although we can temporarily alter our height or looks—for example, with different shoes or different colour contact lenses—we can only permanently alter these features using more invasive and costly measures such as cosmetic surgery. We have more control over some other aspects of nonverbal communication in terms of how we

communicate our identities. For example, the way we carry and present ourselves through posture, eye contact, and tone of voice can be altered to present ourselves as warm or distant depending on the context.

2.2.5 The perception of NVC

According to Hinde (eds.), (1972) for NVC to have any effect it must be perceived, though it needs not to be consciously perceived. The term is used here to refer to more than the perception of size, brightness, etc and to include cognitive activities of interpretation. Research here is concerned with the perceptual and cognitive activities of the perceiver, rather than the signalling of the sender. There has been a great deal of experimental work on social perception, but little is known about perception during real social interaction. Another's NVC can be interpreted in at least four ways, which we will consider separately.

1) Interpretation of personality

Since different people need to be treated differently interactors try to categorise each other. They categorise one another in terms of age, sex, social class, occupation, and also in terms of personality traits. Individuals differ in the traits which they regard as important, and which will affect the way they treat other. Some people want to know primarily whether another is orthodox or a protestant, or Muslim, or how intelligent he is. All these categorizations are made on the basis of verbal and nonverbal cues, but NVC is of particular importance.

2) Interpretation as emotion

Information is needed on another's emotional state, and this can be inferred from his facial expression, tone of voice, and posture. Whether or not a smile, for example, will be interpreted as an emotional state depends on the situation, the usual state of the person observed, and how well the observer knows him

3) Interpretation as interpersonal attitude

Whether another person is friendly or hostile, or feels inferior or superior, can be judged from his posture, tone of voice, facial expression, etc. Hinde cited Tagiuri (1958) described as perception of liking-disliking were quite accurate- member of a group on the whole knew

who chose them as friends, though 4% of others who chose them were seen as rejecting, and 9% who in fact rejected were seen as choosing: the difference is probably because negative attitudes are often concealed.

4) Perception during on-going interaction

Each interactors needs intermittent information about other's reactions, both for feedback and to control floor appointment. The main cues are the other's shifts of gaze, head nodes, and small movements of the eyebrows and of other parts of the face. Most people are not consciously aware that they are receiving this information, but it is clear that they are making use of it from the lawful relationships found between these cues and other aspects of performance. This perceptual information is obtained mainly by means of intermittent visual scanning of other's face.

Any of the above kinds of interpretation involves inference from a number of cues. When the cues are contradictory the observer does not normally average them. But rather opts for one and reinterpret others. Individuals vary in the dimensions of personality they use, and in their sensitivity to various kinds of cues. While the recognition of emotional states is probably partly independent of specific experience, most of these perceptions depend on learning and they can be improved by quite brief training (Ibid).

2.2.6 Customer satisfaction

Consumers form judgements about the value of marketing offers and make their buying decisions based upon these judgements. Customer satisfaction with a purchase depends upon the product's performance relative to a buyer's expectations; A customer might experience various degrees of satisfaction (kotler et al. 1999). According to (kotler and keller, 2012) satisfaction is a person's feelings of pleasure or disappointment that result from comparing a product's perceived performance (or outcome) to expectations. If the performance falls short of expectations, the customer is dissatisfied. If it matches expectations, the customer is satisfied. If it exceeds expectations, the customer is highly satisfied or delighted.

Mudie and Pirrie (2006) states that before, during (if appropriate) and after consumption of a service two feelings are prominent, namely expectations and perceptions. Expectations are usually formed prior to usage of a service but may also occur where a customer is actively involved in the delivery of a service. They reflect inclinations or beliefs as to what will or

should happen. Perceptions can also develop during a service, but invariably materialize after usage. They represent the customer's evaluation of the service, particularly in relation to expectations. Where perceptions match or exceed expectations the customer is said to be satisfied in accordance with the first law of service:

$$\text{Satisfaction} = \text{Perception} - \text{Expectation}$$

Satisfaction can arise where perception exceeds a modest level of customer expectations. Where customers seek quality, expectations will be set much higher.

Measuring the customer's perception and expectations is vitally important. However, the following question must be asked of the service organization: 'What does it think of customer expectations and perceptions? To arrive at an answer, two variants of the original perceptions/expectations formula might be used. The objective is to determine whether or not any gaps exist between the customers' view and the service organization's perception of the customers' view. (Ibid)

The better we interact with our customer, and co-workers, the better we can serve their needs and work with them. Businesses need caring, dedicated employees to succeed in today's competitive environment. Good people work hard and strive to do their best. They want to win for themselves and others. They understand that making others happy leads to providing quality customer care (Tschohl, 2011).

2.2.7 Customer expectation

Satisfied customers make repeat purchases, and they tell others about their good experiences with the product. The key is to match customer expectations with company performance. Smart companies aim to delight customers by promising only what they can deliver, then delivering more than they promise. Expectations are based on the customer's past buying experiences, the opinions of friends and associates, and marketer and competitor information and promises. Marketers must be careful to set the right level of expectations. If they set expectations too low, they may satisfy those who buy, but fail to attract enough buyers. In contrast, if they raise expectations too high, buyers are likely to be disappointed (kotler et al., 1999).

According to (Mudie and Pirrie, 2006) there are five key factors that influence a customer's expectations: previous experience; personal recommendation; personal needs; marketing communications; and the level of involvement in the purchase. Research suggests that the most important of these factors in shaping expectations are the consumer's past experience of the service and what other people say about it. Customers tend to complain less about services than products even though they are more likely to be dissatisfied with services. One reason why they do not complain as much comes from the active part that they play in specifying the service. Prior to using a service, consumers may have in mind four different scenarios of the service that they might experience:

- The ideal
- The anticipated
- The deserved
- The minimum tolerable

Expectations shape satisfaction. If the 'minimum tolerable' is expected then this or anything better may lead to satisfaction. Equally, anyone expecting the 'ideal' will be dissatisfied with anything less.

Sometimes customers have a view about what they 'deserve', even if these are set at a low level. For instance, patients may believe that at the very least they 'deserve' to return from surgery alive. (This may also be the minimum tolerable.) If a customer has a strong idea of what he or she deserves, perhaps formed from a guarantee, or previous usage, then expectations will be set at that level. Expectations will be more firmly held and will probably result in greater levels of dissatisfaction if the service fails to deliver.

The 'deserved' outcome can also modify expectations downwards. What the customer believes he or she deserves may, however, still be lower than his or her 'anticipated' or expected outcome. If this arises then the customer will be dissatisfied.

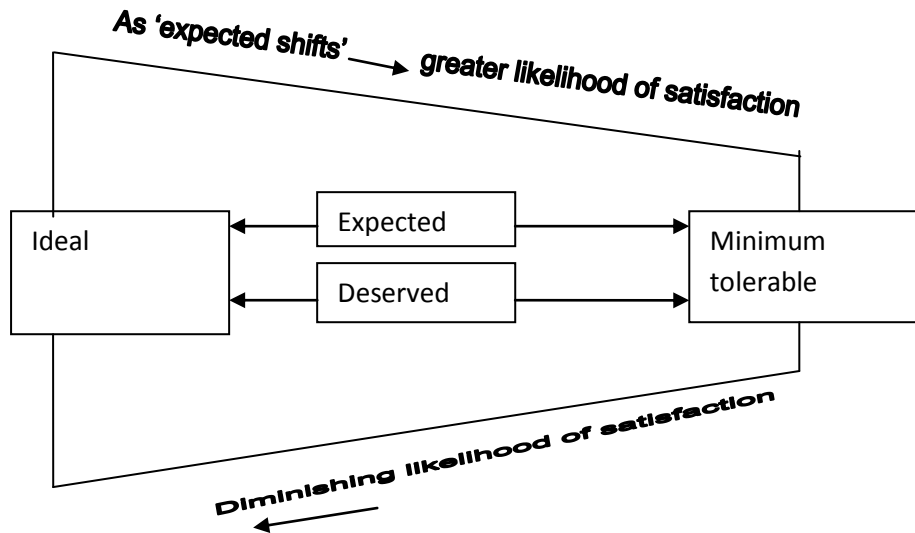


Figure 2.2 Impact of expectations on satisfaction

(source: Mudie and Pirrie, 2006)

According to Bruhn and Georgi (2006) an individual's expectations represent a psychological state that relates to future behavioural consequences for that person. The marketing literature has numerous interpretations of the concept of customer expectations, which can be classified into predictive and normative expectations. Predictive expectations have an anticipatory nature in that the customer states in advance the level of output foreseen which is taken for granted or considered likely to be delivered by the service provider. In contrast, normative expectations represent a demand for the service provider and characterise the output level required by the customer from the firm.

2.3 Empirical review

Nonverbal communication and customer satisfaction

Zahari, et al. (2016) said that in providing a service, service provider must have a good communication skill with the customer. Communication between them needs to be effective in order to satisfy customer needs. Besides, service provider needs to explain the detail on service that customer needs to know. Knowledge of the specific nature and the relationship between communication style and customer satisfaction not only can encourage service providers to know their communication style, but also helps them to identify communication styles that are appropriate for meeting services provided.

According to Nikian (2017) cited in (Jamal and naser, 2002) the customer's satisfaction is the customer's attitude after using a good or service. The customer's satisfaction degree depends on the actual performance of an organization and how it fulfils the expectation of customers. Researcher on non-verbal communication helps to understand better how service customers process employees' non-verbal communication. Regardless of whether or not service providers' non-verbal cues are in response to customer cues, service providers' non-verbal behavior is likely to have a significant impact on customers' affective state or feelings. Whether customers' affective state will be influenced in a positive or negative direction depends on the nature of the cues and on whether they receive the anticipated nonverbal cues (Sundaram and Webster, 2000).

According to Sundram and Webster (2000) in all service situations, the use of frequent eye contact accompanied by other complementary nonverbal cues will help enhance perceptions of trust, believability, and sincerity. On the other hand, service employees should never use nonverbal cues that communicate dominance, unconcern, and superiority, such as scant or piercing eye contact, finger pointing, and closed body posture as it will lead to dissatisfaction of customer to the services provided (Sarah Binti Sabir Ahmad et al., 2012).

Sarah Binti Sabir Ahmad et al. (2012) identified that among the four dimensions of non-verbal communication, three (i.e. kinesics, paralanguage and proxemics) contributed to students' satisfaction in the context of lecturers in UiTM Kedah. Students are customers of UiTM Kedah. It indicated that there was a significant relationship between all these independent variables to students' satisfaction.

Vanathas, Kalai and Matiah (2016) demonstrated that smiling is the most important facial expression for customer satisfaction followed by eye contact. This indicates a greater use of eye contact by service provider resulted in higher customer satisfaction with service provider and with service firm.

The study was formulated based on four major aspects of nonverbal communication, namely kinesics, proxemics, paralanguage and physical appearance. Variables of this research are kinesics, proxemics, paralanguage, physical appearance, and customer satisfaction. Kinesics, proxemics, paralanguage, and physical appearance are independent variables whereas customer satisfaction is dependent Variable.

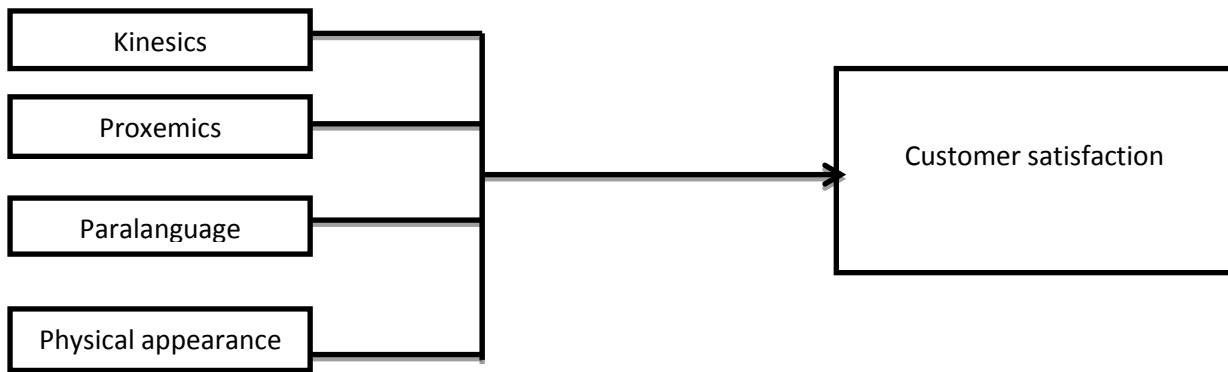


Figure 2.3: conceptual framework

(adopted from: Vanathas, Kalai and Matiah (2016), Zahari, et al, (2016), Sarah Binti Sabir Ahmad et al. (2012)).

Chapter three

Research methodology

3.1 Introduction

This chapter explains the research design and methodology employed for this study. This elaborate the research approach, research design, population and sample, data source and types, data collection procedures, ethical consideration and, data analysis.

3.2 Research approach

The study involves collecting and converting data into numerical form in which statistical calculations would be used to obtain the finding. So, this study primarily adopted quantitative research approach.

3.3 Research design

This research applied both descriptive and explanatory research design. It describes the general information of the respondents (customers) and seeks to describe and identify the causal relationship between nonverbal communication of employees and customer satisfaction which enables to understand the perception of customers on nonverbal communication and their satisfaction.

In order to achieve the objective of the study, statistical terms like mean score, correlation, and regression was used to assess the nonverbal communication of CBE employees and customer satisfaction.

3.4 Population

The target population of the study is customer of CBE in Addis Ababa. Even though CBE had more than 15.9 million customers, the study focuses on Addis Ababa due to its convenient and inexpensive to the researcher.

3.5 Sampling technique

The sampling technique used for this study is non-probability sampling technique. Not all members of the population have a chance of participating in the study. This is contrary to probability sampling, where each member of the population has a known, non-zero chance of being selected to participate in the study. And it is also Cost and time effectiveness compared to probability sampling. It involves selecting conveniently those cases that are easiest to obtain for the sample. According to Saunders, Lewis and Thornhill, (2009) the sample selection process is continued until the required sample size has been reached

3.6 Sample size

Even though the banks have more than 15.9 million customers it is difficult to know the exact number of customers. This is because of daily increase the number of customers and did not consider all customers who use service of CBE like local money transfer customers, foreign money transfer customers, foreign currency exchange customers, exchange of birr notes customers. The sample size for this study is 384 determined using unknown population formula of sample size determination.

$$n = \frac{z^2 \cdot p \cdot q}{e^2}$$

Where

n = the sample size

Z = standard error associated with the chosen level of confidence (For 95% confidence = 1.96)

e= acceptable sample error (0.05)

p = probability of success (assume it is 0.5)

q= 1-p

$$n = \frac{(1.96)^2 \cdot (0.5 \cdot 0.5)}{(0.05)^2}$$

$n = 0.9604/0.0025$

$n = 384$

3.7 Data source and types

Data was collected from both primary and secondary data sources. Primary data was collected through structure questionnaire (likert five point rating scale) to the respondent that would select from convenience sampling technique. Secondary data was collected through books, journals, website and related articles that are related to the study.

3.8 Data collection procedures

The primary data for this study was collected in the form of self-administered questionnaire. This data collection was selected because it is a quick method of data collection and less time consuming. In order to gather data about the perception of customers towards employee's nonverbal communication, a five-point Likert scale questionnaire of an English version and Amharic version was used. The questionnaire had three parts in which the first part includes basic personal information of the respondents. Part two of the questionnaire consists of items on nonverbal communication and the third part consists of customer satisfaction. A five-point Likert scale ranging from strongly disagree = 1 to strongly agree = 5 would be used to measure the items. The questionnaire was administered to the target population through personal contact by the researcher and other interested collaborators.

Before the main survey was conducted a sample of 15 respondents would select pilot survey for pre testing the questionnaire. Pre-testing the questionnaire is important to check the clarity and understandability of the questionnaire and to identify and modify the items which need modification.

3.9 Data analysis

The data collected from the respondents through self-administered questionnaire was analysed using SPSS. Statistical terms such as frequency, mean score, correlation, and regression were used in analysing of the data. Only questionnaires that are fully completed and returned were valid and used in the analysis. The Pearson correlation coefficient was used to analyse the strength of correlation between nonverbal communication of employees

and customer satisfaction. Multiple Regression analysis was used to identify the impact of nonverbal communication of employees on customer satisfaction. Multiple regression analysis was also used to identify the most important nonverbal communication dimensions which contribute to customer satisfaction. The summarised data were interpreted together with related literature of the study to arrive to the conclusion.

3.10 Ethical considerations

It is important to do the ethical research for the researcher to acquire the theoretical and practical knowledge about the subject matter. The researcher gives high value for honesty, objectivity, social responsibility, confidentiality, non-discrimination, accountability, and respect for intellectual property.

The research questionnaire was distributed to the respondent based on their willingness and consent which feels the respondent full of confidentiality. They were announced by the researcher about the objective of the research to fill the questions freely. Secondary sources are quoted to keep the right of ownership for the authors.

Chapter four

Data presentation and analysis

4.1 Introduction

This chapter presents the finding of the study based on the data collected through questionnaire which includes the demographic profile of the respondents, descriptive analysis, correlation and regression of nonverbal communication and customer satisfaction. By using SPSS software application findings would be presented and interpreted and the identified research question in chapter one will be answered in this chapter.

From the total 384 questionnaire distributed to the respondents 328 (85.42%) questionnaires were collected and the remaining 56 (14.58%) questionnaires were not collected due to lost from the respondent's. Out of 328 collected questionnaires 14 questionnaires were refusals to response all the questionnaire (incomplete). From the total questionnaire 314 (81.77%) were usable for analysis and the remaining 18.23% were discarded. According to Willimack et al. (2002) report response rates for questionnaire surveys of business ranging from 50 to 65 per cent are significant for further analysis (Saunders, Lewis and Thornhill, 2009). Therefore, response rate of 81.77% is significant for further analysis.

4.2 Validity and Reliability

Validity is the credibility or believability of the research. There are theoretical concepts related to the research and the questionnaire used for this study is adopted from earlier researches. Additionally the validity is verified by the advisor of this research who looks the appropriateness of the questions and scale of measurement. Discussion with friends was another way of checking the appropriateness of the questions

Cronbach's alpha is a coefficient of reliability used to measure the internal consistency of the test or scale. The result is between 0 and 1 in which result approaches to 1 is more internal consistency of the items. The result of the coefficient alpha for this study's instrument of kinesics (0.800), paralanguage (0.841), proxemics (0.765), and physical appearance (0.765) indicates the scale is acceptable for further analysis that measures the same variables.

Table 4.1 Reliability test for nonverbal communication dimensions

Variables	Cronbach's Alpha	N of Items
Kinesics	0.800	6
Paralanguage	0.841	6
Proxemics	0.765	4
Physical appearance	0.765	4
Customer satisfaction	0.828	4

Source: survey result (2018)

4.3 Demographic analysis of the respondents

This section discusses about the general characteristics of the respondents such as gender, age, education level, occupation, types of account, and years of service usage

Table 4.2 Participant's demographic profiles

		Frequency	Percent	Valid Percent	Cumulative Percent
Sex	Male	168	53.5	53.5	53.5
	Female	146	46.5	46.5	100.0
	Total	314	100	100	
Age	below 18	27	8.6	8.6	8.6
	18-24	73	23.2	23.2	31.8
	25-40	139	44.3	44.3	76.1
	41-60	48	15.3	15.3	91.4
	above 60	27	8.6	8.6	100.0
	Total	314	100	100	
Educational level	primary school	22	7	7	7
	secondary school	58	18.5	18.5	25.5
	diploma (level	68	21.7	21.7	47.1
	first degree	148	47.1	47.1	94.3
	masters and above	18	5.7	5.7	100.0
	Total	314	100	100	

Occupation	Gov. employee	156	49.7	49.7	49.7
	Private institution employees	47	15.0	15.0	64.6
	Businessmen	61	19.4	19.4	84.1
	Other	50	15.9	15.9	100.0
	Total	314	100	100	

Source: survey result (2018)

Out of 314 respondents 53.5 % respondents were males and females were 46.5%. This indicates that majority of respondents were males (53.5)

Regarding to age group 44.3 % of the respondents were 25- 40 years old. 23.5 %of them from 18-24 years, 15.3% from 41-60 years, 8.6 % from below 18 years, and 8.6% of the respondents were above 60 years old. This indicates that majority of the respondents (81.1%) were from age of 18-60 years which was good advantage to have them for analysis because these ages are more responsible and rational behaviour and they are working group according to Ethiopian context.

Regarding to the level of education the highest level of the respondents were first degree holders (47.1%) followed by college diploma (level) (21.7%). 18.5% of the respondents secondary school level, 7% of them primary school, and the rest 5.7% of the respondents were masters and above holders. Almost all of the respondents were literate which implies that they can easily understand and give rational response to the researcher.

Concerning to the respondents occupation, the highest number of number of participants were government employees (49.7%) followed by businessmen (19.4%). 15.9% of the respondents in others category, and 15% were private institution employees. We can say that almost half of the respondents were government employees.

Table 4.3 Types of respondent's account no. and no. of service usage years

		Frequenc y	Percent	Valid Percent	Cumulative Percent
Account	ordinary saving account	160	51.0	51.0	51.0
	women saving account	93	29.6	29.6	80.6
	current account	41	13.1	13.1	93.6
	Other	20	6.4	6.4	100.0
	Total	314	100	100	
years	below 3 year	127	40.4	40.4	40.4
	above 3- 5 years	48	15.3	15.3	55.7
	above 5- 10 years	78	24.8	24.8	80.6
	above 10 years	61	19.4	19.4	100.0
	Total	314	100	100	

Source: survey result (2018)

Regarding to the types of account of respondents in CBE, 51% of the respondents were ordinary saving account holders and 29.6% were women saving account holders. 13.1% of them current account holder and 6.4% were other account holders like minor account, youth account, teen youth account, muday saving account, and interest free account. This implies that more than half of the respondents were ordinary account holders (51%).

From the table above the respondent who use the bank below three years were 40.4 %, 15.3% above 3years to 5 years. 24.8% of them had above 5years to 10years, and 19.4% above 10 years. This indicates that majority of the respondents who uses the bank as a customer had experience of 10 years and below (80.5).

4.4 Descriptive Analysis

The descriptive analysis was done using descriptive statistics by computing mean score to get the average response of the respondents for each question. Mean score 4.51-5= excellent/very good, 3.51-4.50= good, 2.51-3.5= average/moderate, 1.51-2.50= fair, and 1-1.50= poor) Kifle (2012) cited Poonlarbtawee (1987)

Table 4.4 Kinesics of CBE employees

	N	Mean
the employee uses proper eye contact	314	3.79
the employee serves with smile facial expression	314	3.62
the employee nods his/ her head properly	314	3.38
the employee sits on the chair properly	314	3.42
the employee moves his/her hand properly	314	3.51
the employee sitting and standing are in relaxed position	314	3.28
Kinesics	314	3.50
Valid N (listwise)	314	

Source: survey result (2018)

K1. The employee uses proper eye contact

Commercial Bank of Ethiopia employees' uses proper eye contact with their customers. As it indicate in the table 8 above the mean score 3.79 suggests the employees' eye contact with the customers is good.

K2. The employee serves with smile facial expression

Smile is usually a sign of happiness which attracts customer to get service from the service provider. The employees serve with smile facial expression when they provide service to the customers. The mean score 3.62 indicates that the customers agreed with the employees good facial expression during service delivery.

K3. The employee nods his/ her head properly

Head nodding has its meaning depending on its direction of nodding (it might sign of agreement or disagreement). According to the table 8 above the employees nod their head properly, though it is not adequate. The mean score 3.38 indicates the respondents perceived the employees head nod is average.

K4. The employee sits on the chair properly

Most of the time employees sit on the chair while they deliver service. The employees sit on the chair in a proper manner. The mean score 3.42 imply moderately the employees sit on the chair properly but not enough. It needs some adjustment to make it higher score.

K5. The employee moves his/her hand properly

During communication in addition to verbal communication (words they talk) service provider uses hand gesture. The employees use proper hand gesture. The mean score 3.51 imply that on the employees moves their hand properly.

K6. The employee sitting and standing are in relaxed position

When the employees sit on the chair or stand they are relaxed. The mean score 3.28 indicates that the employees sitting and standing were moderately in relaxed position. This implies that the employees' relaxation on sitting and standing was satisfactory but not adequate.

Generally kinesics mean value is 3.50 which indicate that the respondents have moderate perception on kinesics of employees.

Table 4.5 Paralanguage of CBE employees

	N	Mean
the employee converses in a proper volume	314	3.50
the employee converses in a quality vocal	314	3.54
the employee converses in a proper speed	314	3.29
the employee's voice is not annoyingly loud	314	3.47
the employee not uses improper repetition of words	314	3.48
the employees uses proper up and down of sound (pitch)	314	3.51
Paralanguage	314	3.46
Valid N (listwise)	314	

Source: survey result (2018)

Para1. The employee converses in a proper volume

While the communicator converses, volume of voice has its role to communicate each other. According to the mean score stated in the table on average the employees use proper volume of voice during conversation. The mean score 3.50 indicates that the employees volume of voice was moderate.

Para2. The employee converses in a quality vocal

Good vocal qualities that go along with verbal messages makes easy to understand what the service providers wants to say to customer and vice versa. As described in the table 9 above the employees communicates in a quality vocal with their customers. The mean score 3.54 indicate that the employees converses in a good quality vocal.

Para3. The employee converses in a proper speed.

Variations in speaking rate can interfere with the ability of others to receive and understand verbal messages. When the employees communicate with customers their voice speed is moderate. The mean score 3.29 implies the employees converse on average in a proper speed.

Para4. The employee's voice is not annoyingly loud

During service delivery employees communicate with customer to provide service in voice other than the actual words. Mean score 3.47 describes that the employees voice was not annoyingly loud. During conversation the employee's voice was moderately not annoyingly loud.

Para5. The employee not uses improper repetition of words

During conversation the customer may not hear what the service provide wants to say or the service provider repeats to the customer unnecessary words for the service. The mean score 3.48 indicates that moderately the employee not uses improper repetition of words. The employees word repetition was used if it is relevant unless and otherwise improper repetition of word was not used.

Para6. The employee uses proper up and down of sound (pitch)

When the service provider converses with employee's continuous sound (only low volume, only medium volume or only high volume) or proper up and down of sounds might be used. According to table 9 above the respondents perceived good for proper up and down of employees sound during conversation with the mean score of 3.51.

The overall mean of paralanguage 3.46 implies respondents have moderate perception on paralanguage.

Table 4.6 proxemics of CBE employees

	N	Mean
the employee serves me from a proper distance	314	3.82
the employee shakes his/ her hand properly	314	3.34
the employee has appropriate physical touch with me when providing services	314	3.54
you feel comfortable about the distance with the employee	314	3.58
Proxemics	314	3.57
Valid N (listwise)	314	

Source: survey result (2018)

Prox 1. The employee serves me from a proper distance

When the employees provide service to the customer serves in a proper personal space based on their relationship. The respondents perceived that the employees distance with customer was proper during service delivery with mean score of 3.82.

Prox 2. The employee shakes his/ her hand properly

In greeting or after getting service customers shake hands with employees. The mean score 3.34 implies that the employees shakes with their customer is moderately proper.

Prox3. The employee has appropriate physical touch with me when providing services

Physical touch may happen when the employees provide service to the customer. The table above indicates that the employee physical touch with the respondents is proper with the mean score of 3.54 which is good during service delivery.

Prox4. You feel comfortable about the distance with the employee

When the employees communicate with customer there is personal distance between them. The customers may feel comfort by personal space based on their relationship. The mean score 3.58 indicates the customer perception is good and feels comfortable about the distance with the employees.

The mean value of the employee's proxemics is 3.57. The mean value implies the respondents have good perception of employee's proxemics.

Table 4.7 physical appearance of CBE employees

	N	Mean
the employee has an attractive look	314	3.68
the employee is properly dressed	314	3.78
the employee has an arranged hairstyle	314	3.68
the employee uses attractive cosmetics	314	3.15
Physical appearance	314	3.60
Valid N (listwise)	314	

Source: survey result (2018)

Ph1. The employee has an attractive look

The respondents had good perception about the attractiveness of employees. CBE employees attractive to the customer when they provide service with mean score of 3.68.

Ph2. The employee is properly dressed

When service providers are well dressed the appearance impresses customers who feel confident with CBE service. According to the table above the employees dressing style

during service delivery was proper. The mean score 3.78 implies that the respondents perception about the cloth dressing of CBE employees was good.

Ph3. The employee has an arranged hairstyle

The mean score 3.68 indicates that hairstyle of employees regardless of their gender was arranged. The respondents perceived that the men cut their hair in professional manner and the women arrange their hair properly which may attract customers.

Ph4. the employee uses attractive cosmetics

Cosmetics are used to enhance or alter the appearance of the face or fragrance and texture of body. When the employees come to office they use different cosmetics (hairspray, gel, eye shadow, lotion, lipsticks, chapsticks, deodorants, etc.). Moderately CBE employee uses attractive cosmetics with mean score of 3.15.

Regarding to the overall mean of physical appearance is 3.60 which indicate that the respondents have good perception on employee's physical appearance.

Table 4.8 customer satisfaction

	N	Mean
The bank meets my expectation	314	3.27
I did the right thing when I chose CBE	314	3.31
I'm satisfied with bank employees non-verbal communication	314	3.72
Over all I am satisfied with the bank	314	3.72
Customer satisfaction	314	3.50
Valid N (listwise)	314	

Source: survey result (2018)

CS1. The bank meets my expectation

The bank can meet customer's expectation when it delivers what it promises. According to the above table moderately the bank meets respondent's expectation with mean score of 3.27. The respondents perceived that CBE meets their expectation moderately.

CS2. I did the right thing when I chose CBE

The respondents perceived that their choice of CBE was moderately right. The customers did right decision about choice CBE with Mean score of 3.31.

CS3. I'm satisfied with bank employee's non-verbal communication

Customers are exposed to different employee's nonverbal communication signals. The respondent' perceived good about their satisfaction with CBE employee's nonverbal communication. Mean score 3.72 indicates bank employee's nonverbal communication satisfies customer.

CS4. Over all I am satisfied with the bank service

The mean score 3.72 the respondents perceived that the overall service provided by CBE was good. Customers were satisfied with the bank service as stated above in the table.

Generally the mean score of customer satisfaction (3.50) indicates that the respondents were moderately satisfied with Commercial Bank of Ethiopia when we change in percentage around 70 % of respondents were satisfied with Commercial Bank of Ethiopia services.

4.5 Correlation analysis between nonverbal communication dimensions and customer satisfaction

Correlation analysis is conducted to analyse the strength correlation between nonverbal communication dimensions and customer satisfaction. Pearson correlation coefficient enables to investigate the relationship between nonverbal communication and customer satisfaction. This coefficient can take on any value between 1 and -1. A value of 1 represents a perfect positive correlation where as a value of -1 represents a perfect negative correlation (Saunders, Lewis and Thornhill, 2009). Furthermore according to Kifle (2012) cited in Rubin (1994) Correlation coefficient value between:

- 0- 0.19 slightly/negligibly correlated
- 0.20- 0.39 weakly correlated
- 0.40-0.69 moderately correlated
- 0.70- 0.89 highly correlated
- 0.9- 1.00 very high correlation and 1.00 is perfectly and positive correlation.

Table 4.9 Correlation between nonverbal communication dimension and customer satisfaction

	K	Para	Prox	ph	Nvc	Cs
Kinesics	1	.544**	0.544**	0.500**	0.825**	0.738**
Paralanguage	.622**	1	0.681**	0.361**	0.838**	0.585**
Proxemics	0.544**	0.681**	1	0.393**	0.833**	0.430
Physical appearance	0.500**	0.361**	0.393**	1	0.697**	0.433
Nonverbal communication	0.825**	0.838**	0.833**	0.697**	1	0.678**
Customer satisfaction	0.738**	0.585**	0.430**	0.433**	0.678**	1

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

Note: $p < 0.01$

Source: survey result (2018)

According to the above correlation matrix Kinesics shows strong correlation with customer satisfaction ($r = 0.738$, $p < 0.01$) followed by paralanguage ($r = 0.585$, $p < 0.01$) which shows moderate correlation with customer satisfaction. Proxemics (0.430) and physical appearance (0.433, $p < 0.01$) also had positive weak moderate correlation with customer satisfaction. In general nonverbal communication had strongly moderate and positive correlation with customer satisfaction with r value of 0.678 and $p < 0.01$.

4.6 Regression analysis

4.6.1 Regression assumption

Linear regression is analysis that assesses whether one or more predictor variables explain the dependent variable. The regression has five common assumptions; normality, linearity, no autocorrelation, homoscedasticity, and no multicollinearity

A) Normality

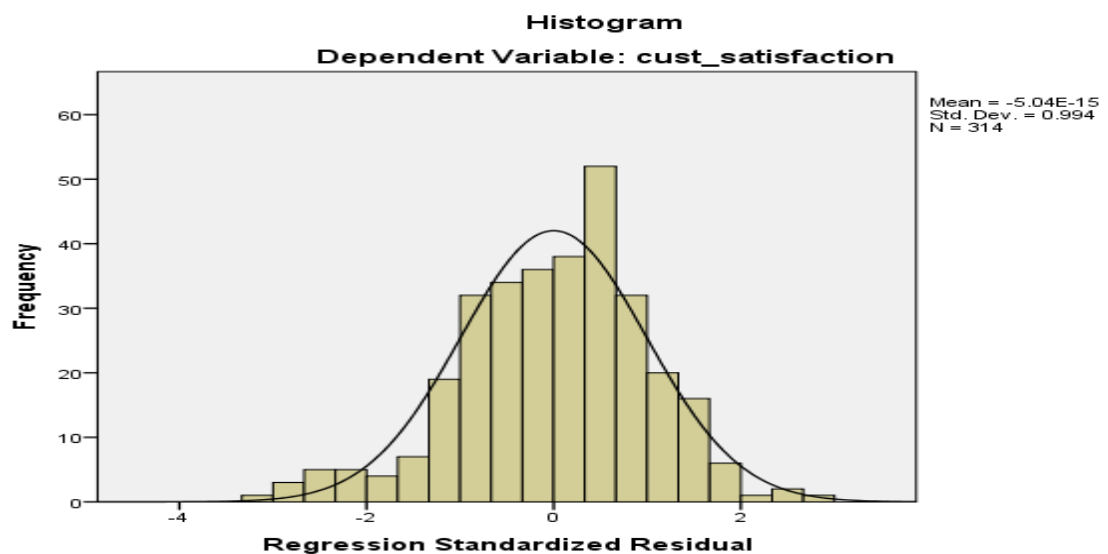


Figure 4.1 normality test

Source: survey result (2018)

Normality test can be tested using histogram. If the residual is normally distributed the histogram is bell-shaped (Gujarati & Sangeetha, 2007). As shown in the figure the histogram is bell-shaped as a result we can conclude that the variable are normally distributed.

B) Linearity

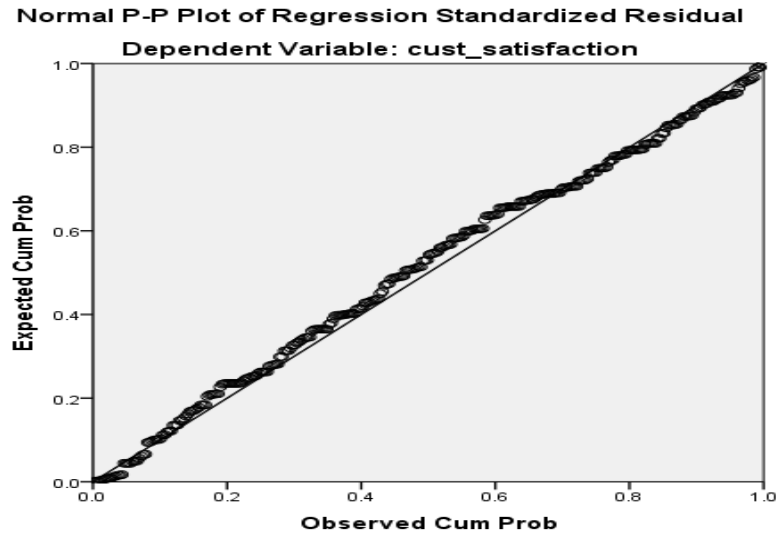


Figure 4.2 Linearity test

Source: survey result (2018)

Linear regression needs the relationship between the independent and dependent variables to be linear. As shown in figure 4.2 above NPP plot the relationship between dependent and independent variables is straight line which fulfils the assumption of linearity.

C) Autocorrelation

According to Gujarati & Sangeetha, (2007) autocorrelation is the correlation between members of series of observations. The linear regression model for autocorrelation can be tested with the Durbin-Watson d statistic .The value of d can be value between 0 and 4, if d found to be 2 in an application, one may assume that there is no first order autocorrelation, either positive or negative if the d value is closer to 0 the greater the evidence of positive serial correlation and when d closer to 4 there is negative correlation. From the table 15 below the value of d is 1.832 which is close to 2 which indicates there is no auto correlation and the auto correlation assumption is fulfilled.

D) Homoscedasticity

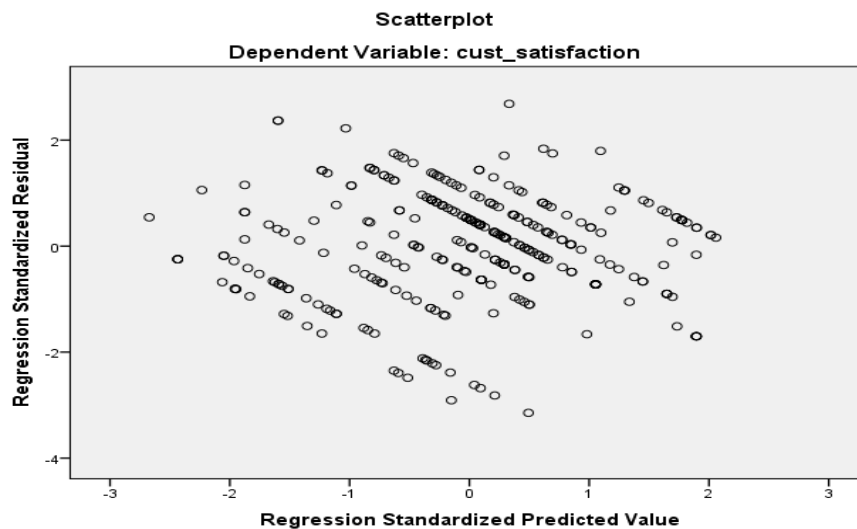


Figure 4.3 homoscedasticity test

Source: survey result (2018)

This assumption is about whether the residuals are equally distributed. According to Gujarati & Sangeetha (2007) If the values of X and Y of one variable is much greater than the other variables heteroscedasticity may arise. If the variable are equally distributed the values for the X and Y of the variables have not much greater variation. The scatter plot presented that the points are approximately equally distributed above and below zero on the y axis and to left and right of zero on the x axis. Thus the assumption of homoscedasticity is fulfilled.

E) Multicollinearity

Linear regression assumes that there is no multicollinearity in the data. Multicollinearity occur when independent variables are highly correlated with each other. Multicollinearity assumptions can be tested with Variance Inflation Factor (VIF). If the value of VIF is greater than 10 there is interdependence between independent variables (Gujarati & Sangeetha, 2007). According to table 17 the VIF value for kinesics is 1.939, paralanguage 2.237, proxemics 1.996, and physical appearance 1.371 in which the values of all independent variables are less than 10. So multicollinearity assumption is fulfilled.

4.6.2 The impact of nonverbal communication on customer satisfaction

Multiple regressions were used for this research to analyse the impact of nonverbal communication on customer satisfaction and also to determine the most important determinant of customer satisfaction from the nonverbal communication dimensions.

Table 4.10 Model Summary of regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.761 ^a	.579	.574	.48736	1.832

a. Predictors: (Constant), physical_appearance, paralanguage, kinesics, proxemics

b. Dependent Variable: cust_satisfaction

Source: survey result (2018)

Table 10 presents the model summary of customer satisfaction as a function of nonverbal communication dimensions (kinesics, paralanguage, proxemics, and physical appearance). The adjusted R square for the regression model is 0.574. This indicates that 57.4% of the variation in customer satisfaction is explained by nonverbal communication and other 42.6 can be attributed to other factors which was not included in this study.

Table 4.11 ANOVA of regression analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100.979	4	25.245	106.286	.000 ^b
	Residual	73.393	309	.238		
	Total	174.372	313			

a. Dependent Variable: cust_satisfaction

b. Predictors: (Constant), physical_appearance, paralanguage, kinesics, proxemics

Source: survey result (2018)

As shown in the table above F- statistics of the model is 106.286 with significant value of 0.000 which is significant and the model is good fit at 1% level of significance.

Table 4.12 regression Coefficients for nonverbal communication dimensions on customer satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.162	.184		.882	.379		
1 Kinesics	.683	.059	.591	11.495	.000	.516	1.939
Paralanguage	.275	.060	.254	4.593	.000	.447	2.237
Proxemics	-.097	.052	-.097	-1.867	.063	.501	1.996
physical_appearance	.095	.049	.085	1.966	.050	.729	1.371

a. Dependent Variable: cust_satisfaction

Source: survey result (2018)

The established regression function is:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + \dots + b_nx_n$$

$$\text{Cus-sat} = 0.162 + 0.683k + 0.275\text{para} + (-0.097)\text{prox} + 0.095\text{ph}$$

Where cus_sat= customer satisfaction, k= kinesics, pra = paralanguage, prox= proxemics, ph = physical appearance.

Kinesics

As shown in table 17 beta values for kinesics is 0.683 and p value is 0.000 ($p < 0.01$). This implies that on average a 1% increase in kinesics will increase customer satisfaction by

68.3% and $p < 0.01$ implies that kinesics is statistically significant at 1% level of significance. Thus we can conclude that kinesics has significant impact on customer satisfaction.

Paralanguage

As presented in table 17 the beta coefficient of paralanguage 0.275 indicate that on average 1% increase in paralanguage will increase customer satisfaction by 27.5%. This implies there is positive relationship between paralanguage and customer satisfaction. The p value is 0.000 ($p < 0.01$) indicates that paralanguage is significant at 1% level of significant. Therefore paralanguage has significant impact on customer satisfaction.

Proxemics

The result of regression regarding proxemics has negative and insignificant impact on customer satisfaction. Beta value of proxemics (-0.097) indicates on average a percent increase in proxemics will decrease customer satisfaction by 9.7% as shown in table 17. The significance level is 0.063 which is greater than 0.05 and is not statistically significant. So, proxemics has not significant impact on customer satisfaction.

Physical appearance

The beta value for physical appearance is 0.095 which indicates on average 1% increase in physical appearance will increase customer satisfaction by 9.5%. P value is 0.05 implies paralanguage is statistically significant at 5% level of significance. Therefore, physical appearance has significant impact customer satisfaction.

Among the four variables of nonverbal communication three of them (kinesics, paralanguage and physical appearance) have positive and significant impact on customer satisfaction.

The finding shows that nonverbal communication has a positive significant impact on customer satisfaction. This indicates that when there is better nonverbal communication customer satisfaction can be achieved. This finding is supported by Sundram and Webster (2000) which indicates that nonverbal communication has significant and positive effect on customer satisfaction. Vanathas (2016) also conclude that nonverbal communication significantly influences customer satisfaction. Bumi and Lee (2016) result of the study

proved that non-verbal communication dimension are important antecedent variables in predicting the customer satisfaction. However, Sarah Binti Sabir Ahmad et al. (2012) have some difference with this finding which states that only three variables (kinesics, paralanguage and proxemics) are significantly associated with customer satisfaction.

4.6.3 Most important nonverbal communication dimensions to customer satisfaction

To determine the most important nonverbal communication dimension that influence on customer satisfaction multiple linear regressions was employed. The dependent variable was customer satisfaction and the independent variables were kinesics, paralanguage, proxemics, and physical appearance.

According to table 11 above, kinesics is the most important nonverbal communication dimensions with beta coefficient of 0.683. This result is supported by Sundram and Webster (2000) which pointed out that the important non-verbal communication cue that leads to customer satisfaction was body movements and facial expressions. Sarah Binti Sabir Ahmad et al. (2012) also presented that Kinesics that is also known as body movements were shown to have the most impact on students' satisfaction (customer satisfaction). A study focusing on nonverbal communication and satisfaction on the banking industry found that a greater usage of smiling facial expression service providers resulted in higher customer satisfaction with the service provider followed by eye contact (Vanathas 2016). These nonverbal cues are grouped under kinesics nonverbal communication dimension. Therefore it can be inferred that customers are mostly observant of body movements and body gesture (kinesics) when employees provide service. Moreover, Paralanguage become the second most important nonverbal communication dimension. This finding is supported by Sarah Binti Sabir Ahmad et al. (2012) which concluded that paralanguage is the second biggest impact to student's satisfaction.

Chapter five

Summary, Conclusion and recommendation

This chapter presents the study's summary, conclusion of the finding, recommendations, and ends with implication of further research.

5.1 Summary

The objective of this study is to analyse the impact of nonverbal communication of employees on and 314 questionnaires were collected and used for the research.

- Out of 314 respondents 53.5 % were male and the remaining 46.5 % were female which indicates majority of CBE customers are male. Regarding to age group the highest customer is from the year 25- 40 years (44.3%) and the smallest age group of CBE customers are above 60 (8.6%).
- Regarding to the level of education the highest level of the respondents are first degree holders (47.1%) and the lowest level of respondents were masters and above (5.7%). The highest numbers of respondent were government employees (49.7) and private institution employees are lowest number (15%).
- The highest numbers of respondents are ordinary account holder (51%) and the lowest numbers of respondents are other account holders (6.4%). Regarding to service usage year the highest number of respondents have below 3 years of experience.
- Respondents are satisfied with the overall bank service and employee's nonverbal communication and moderately they are right to choose CBE and the bank meets their expectation.
- The respondents perception on proxemics and physical appearance were good whereas on kinesics and paralanguage were moderate.
- the respondents are moderately satisfied on Commercial Bank of Ethiopia
- The finding shows that kinesics ($\beta=0.683$, $p<0.01$), paralanguage ($\beta=0.275$, $p<0.01$), and physical appearance ($\beta= 0.095$, $p=0.05$), have positive and significant impact on customer satisfaction. whereas proxemics ($\beta= -0.097$, $p>0.05$), impact on customer satisfaction is insignificant

- Kinesics is the most important predictor of customer satisfaction with beta value of 0.683 whereas proxemics is the least important predictor of customer satisfaction from nonverbal communication dimensions.

5.2 Conclusion

Even if 65% to 93% of communication comes from nonverbal communication (Pease, A. & Pease, B., 2004) it is virtually unexplored about its importance with respect to customer satisfaction. The objective of the study was to analyse the impact of nonverbal communication of employees on customer satisfaction. The study is used four dimensions of nonverbal communication as independent variables and customer satisfaction as dependent variable.

Majority of the respondents are satisfied with Commercial Bank of Ethiopia mean score of 3.50 (70%).

Furthermore, the finding of the study shows that kinesics such as (eye contact and smiling) has strong and positive correlation with customer satisfaction from the four dimensions of nonverbal communication. The remaining paralanguage, proxemics and physical appearance have moderate and positive correlation with customer satisfaction.

The perception of respondents regarding to nonverbal communication of employees kinesics and paralanguage have moderate value whereas employee's physical appearance and proxemics have good perception. From the analysis of survey, we can conclude that nonverbal communication of employees has significant impact on customer satisfaction. Specifically kinesics, paralanguage, and physical appearance have significant positive impact on customer satisfaction. Moreover, the most important nonverbal communication dimension that contributes to customer satisfaction is kinesics followed by paralanguage. From the four dimensions of nonverbal communication proxemics is the least important nonverbal communication dimension.

5.3 Recommendations

The finding shows that three dimensions of nonverbal communication (kinesics, paralanguage, and physical appearance) have positive and significant impact on customer satisfaction. Therefore, improving nonverbal communication of employees can lead to the customer satisfaction. Even if nonverbal communications of employees have significant impact on customer satisfaction, organizations give less recognition and consideration to the issue.

- Management of the organizations should conduct nonverbal communication training to its employees especially for front line employees. Employees' non-verbal behaviour should be trained in order to act in certain ways to provide the best non-verbal communication behaviour as it would lead to customer satisfaction.
- The finding confirmed that kinesics is the most important nonverbal communication dimension followed by paralanguage with a moderate value on the perception of respondents. The organizations should give priority to improve these nonverbal communication dimensions.
- Implementing different motivational schemes to employees like rewarding and motivating employees who have good nonverbal behaviour to their customers would help to improve nonverbal communication dimensions.
- To meet customer satisfaction the organizations should follow up and try to improve the employee's nonverbal behaviour and provide counselling service to the employees.

5.4 Implication of future research

It is hoped that the results obtained from this study can be considered as a fundamental groundwork to future research. This study analyses the impact of nonverbal communication of employees on customer satisfaction. The study is conducted on commercial bank of Ethiopia customers located in Addis Ababa. Future researchers who want to investigate in similar area may include other area all over the country. It also have some suggestions for future researcher in other service industry areas on related topics such as the impact of nonverbal communication of teachers on student satisfaction, the effect of nonverbal communication of sellers upon the customers' buying intention, and the key determinant of customer satisfaction.

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Appendix A: English version questionnaire

Addis Ababa University

School of Commerce

Marketing management

A questionnaire on “the impact of Non-Verbal communication of employees on customer satisfaction”

Dear respondents,

This questionnaire is prepared for research purpose entitled “on the impact of non-verbal communication of employees on customer satisfaction.” This study conducted for the partial fulfilment of Master of Arts in Marketing Management in Addis Ababa university school of commerce.

This questionnaire consists of three sections: **Section I** deals with the general profile of the respondent, **Section II** covers dimensions of Non -Verbal communication, **Section III** deals with customer satisfaction

The information you provide in this study will be used for the academic purpose and it will be held strictly confidential. I appreciate your voluntary and valuable participation in this study. I thank you in advance for sharing your valuable experience and time by completing the questionnaire and assist me in my educational endeavors. Please do not write your name on the questionnaire. If you have any enquiry you can reach me via the following address:

Abebe Endawoke
aendawoke@gmail.com

Section I: General Information

Direction: Please select the appropriate response category by **encircling** the number against each question

1. Gender 1. Male 2. Female
2. Age 2. Below 18 2. 18- 24
3. 25-40 4. 41-60 5. Above 60
3. Educational level:
1. Primary 2.Secondary 3. Diploma (level)
4. First degree 5. Masters and above
4. Occupation:
1. Government employee 2. Private institution employee
3. Businessman 4. Other (please specify) _____
5. What type of type of account do you have in CBE?
1. Ordinary saving account 2. Women saving account
3. Current account 4. Other (please specify) _____
6. Number of years of service usage
1. Below 1 year 2. 1- 2 years
2. 2-5 years 3. above 5 years

Section II: Nonverbal communication Dimensions

Direction: Please indicate your degree of agreement/disagreement with the following statements related to your perception about non-verbal communication by encircling the appropriate number. (1=Strongly disagree (SDA); 2=Disagree (DA); 3=Neutral (N); 4=Agree (A); and 5=Strongly agree (SA)).

S. No	Measurement	Measurement scale				
		(1)	(2)	(3)	(4)	(5)
1	Kinesics					
1.1	The employee uses proper eye contact.	1	2	3	4	5
1.2	The employee serves with smile facial expression.	1	2	3	4	5
1.3	The employee nods his/ her head properly.	1	2	3	4	5
1.4	The employee sits on the chair properly	1	2	3	4	5
1.5	The employee moves his/her hand properly	1	2	3	4	5
1.6	The employee sitting and standing are in relaxed position	1	2	3	4	5
2	Paralanguage					
2.1	The employee converses in a proper volume.	1	2	3	4	5
2.2	The employee converses in a quality vocal.	1	2	3	4	5
2.3	The employee converses in a proper speed.	1	2	3	4	5
2.4	The employee's voice is not annoyingly loud	1	2	3	4	5
2.5	The employee not uses improper repetition of words	1	2	3	4	5
2.6	The employees uses proper up and down of sound (pitch)	1	2	3	4	5
3	Proxemics					
3.1	The employee serves me from a proper distance.	1	2	3	4	5
3.2	The employee shakes his/ her hand properly.	1	2	3	4	5
3.3	The employee has appropriate physical touch with me when providing services.	1	2	3	4	5
3.4	You feel comfortable about the distance with the employee	1	2	3	4	5

4	Physical appearance					
4.1	The employee has an attractive look.	1	2	3	4	5
4.2	The employee is properly dressed.	1	2	3	4	5
4.3	The employee has an arranged hairstyle.	1	2	3	4	5
4.4	The employee uses attractive cosmetics	1	2	3	4	5

Section Three: Customer Satisfaction

Direction: Please indicate your degree of satisfaction /dissatisfaction with the following statements related to the level of customer satisfaction by encircling with the appropriate number. (1=strongly dissatisfied (SD); 2=Disagree (D); 3=Neutral (N); 4=Satisfied (A); and 5=Strongly Satisfied (SA)).

5	Customer Satisfaction					
5.1	The bank meet my expectation	1	2	3	4	5
5.2	I did the right thing when I chose CBE	1	2	3	4	5
5.3	I'm satisfied with bank employees non-verbal communication	1	2	3	4	5
5.4	Over all I am satisfied with the bank	1	2	3	4	5

Appendec B: Amharic version

አዲስ አበባ ዩኒቨርሲቲ

የንግድ ስራ ት/ቤት

የገበያ ስራ አመራር ትምህርት ክፍል

**በሰራተኞች ቃል አልባ ተግባቦት በደንበኞች እርካታ ላይ ያለው ተጽዕኖ በተመለከተ የተዘጋጀ መጠይቅ
የተከበራችሁ ውድ ደንበኞች**

ይህ መጠይቅ ሰራተኞች የቃል አልባ ተግባቦት እና የደንበኞች እርካታ ላይ ሲያተኩር ለገበያ አመራር ድህረምረቃ ትምህርት (Master of Arts in Marketing Management) ከፊል ማሟያነት የተዘጋጀ ነው። የዚህ መጠይቅ ሶስት ክፍሎች ሲኖሩት ክፍል አንድ የተጠያቂው ጠቅላል ያለ መረጃ፣ ክፍል ሁለት ቃል አልባ ተግባቦት እና ክፍል ሶስት በደንበኞች እርካታ ላይ ያተኩራል።

እርስዎ የሚሰጡን መረጃ በሚስጢራዊነት የሚያዝ ሲሆን አገልግሎቱም ለምርምር ተግባር ብቻ ይውላል። ጊዜዎን ሰውተው ጥያቄውን በመሙላት ልምደዎን ለማካፈል ላደረጉልን አስተዋጽኦ እናመሰግናለን። አባክዎ መጠይቁ ላይ ስም አይግለጹ።

አበበ እንዳወቀ

ክፍል ሁለት፡ ቃል አልባ ተግባቦትና እርካታ

በቃል አልባ ተግባቦት ዙሪያ የሚያተኩሩ ሃሳቦች ላይ በእርስዎ አመለካከት ያለዎትን የመስማማት (ያለመስማማት) ሁኔታ መልስ የሚሆነውን ቁጥር በማክበብ ይግለጹ፡፡ (1 =በጣም አልስማማም፤ 2 =አልስማማም፤ 3= ገለልተኛ፤ 4 =እስማማለሁ፤5= በጣም እስማማለሁ)

ተ.ቁ	መመዘኛዎች ዓረፍተኛዎች	መመዘኛ ደረጃዎች				
		(1)	(2)	(3)	(4)	(5)
	1. የሰውነት እንቅስቃሴ/ አገላለጽ(kinesics)					
1.1	ሰራተኞች ሲያስተናግዱ ትክክለኛ የዓይን ዕይታ ይጠቀማሉ	1	2	3	4	5
1.2	ሰራተኞች በፈገግታ ያስተናግዳሉ	1	2	3	4	5
1.3	ሰራተኞች በትክክል ራሳቸውን ይነቀንቃሉ	1	2	3	4	5
1.4	ሰራተኞች ወንበር ላይ በትክክል ይቀመጣሉ	1	2	3	4	5
1.5	ሰራተኞች አስፈላጊ የሆነ የእጅ እንቅስቃሴ ያደርጋሉ	1	2	3	4	5
1.6	ሰራተኞች ሲቆሙ ወይም ሲቀመጡ ዘና ብለው ነው	1	2	3	4	5
	2. ከቋንቋ ውጭ የሆነ ድምጽ(paralanguage)					
2.1	ሰራተኞች በሚሰማ ድምጽ ይናገራሉ	1	2	3	4	5
2.2	ሰራተኞች በጥሩ የድምጽ ጥራት ይናገራሉ	1	2	3	4	5
2.3	ሰራተኞች ሲናገሩ አይቸኩሉም	1	2	3	4	5
2.4	ሠራተኞች ድምጽ አያናድድም (አይጮሁም)	1	2	3	4	5
2.5	ሰራኞች አላስፈላጊ የሆነ ቃል አይደጋግሙም	1	2	3	4	5
2.6	ሰራተኞች ሲያወሩ በጥሩ ቅላጼ ድምጻቸውን ከፍ ዝቅ ያደርጋሉ	1	2	3	4	5
	3. ቅርበት (Proxemics)					
3.1	ሰራተኞች ሲያስተናግዱ በትክክለኛ ርቀት ላይ ሆነው ነው	1	2	3	4	5
3.2	ሰራተኞች በሰላምታ ጊዜ እጅ ሲጨብጡ በስርዓት ይጨብጣሉ	1	2	3	4	5
3.3	ሰራተኞች ሲያስተናግዱ ትክክለኛ የሆነ የአካል ንክኪ ያደርጋሉ	1	2	3	4	5
3.4	በምስተናገድበት ጊዜ ከሰራተኞች ጋር ያለኝ የቦታ ርቀት ምቹት ይሰማኛል	1	2	3	4	5
	4. አካላዊ አቋም (Physical appearance)					
4.1	ሰራተኞች ሳቢ ናቸው	1	2	3	4	5
4.2	ሰራተኞች ልብሳቸውን በአግባቡ ይለብሳሉ	1	2	3	4	5
4.3	ሰራተኞች ፀጉራቸውን በአግባቡ ይስተካከላሉ	1	2	3	4	5
4.4	ሰራተኞች የሚጠቀሙት የመዋቢያ ቁሳቁሶች ማራኪ ናቸው	1	2	3	4	5

ክፍል ሶስት፡ የደንበኞች እርካታ

እባክዎን በደንበኞች እርካታ ዙሪያ የሚያተኩሩ ሃሳቦች ላይ በእርስዎ አመለካከት ያለዎትን የመርካት (ያለመርካት) ደረጃ ትክክለኛ መልስ የሚሆነውን ቁጥር በማክበብ ይግለጹ፡፡ (1 =በጣም አልስማማም፣ 2 =አልስማማም፣ 3= ገለልተኛ፣ 4 =እስማማለሁ፣5= በጣም እስማማለሁ)

5	የደንበኞች እርካታ(customer satisfaction)					
5.1	ባንኩ ፍላጎቴን ያሟላል	1	2	3	4	5
5.2	ባንኩን በመምረጤ ትክክል ነኝ	1	2	3	4	5
5.3	በሰራተኞች ቃል አልባ ተግባቦት ረክቻለሁ	1	2	3	4	5
5.4	በአጠቃላይ በኢትዮጵያ ንግድ ባንክ ረክቻለሁ	1	2	3	4	5