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Customer Satisfaction and Organizational Performance of the Nigerian Banking Sub-Sector

Ndubisi, Emmanuel Chidozie[1] & Nwankwo, Cosmas Anayochukwu[2]
Department of Marketing Chukwuemeka Odumegwu Ojukwu University Igbariam Campus, Nigeria
Corresponding Author: Ndubisi

***ABSTRACT**: This study examined customer satisfaction and organizational performance of the banking sub-sector in South-East, Nigeria. The general objective of this study was to evaluate the relationship between customer satisfaction and banks performance. The study adopted survey design, with bank customers and staff as the population of the study. Questionnaire designed on five (5) point likert-scales were used to collect the respondent's opinions and interests respectively. The study used inferential statistical techniques which comprises of kolmogrov-smirvov test and Kendalls co-efficient of con-cordance test to test the hypotheses. The result revealed that there were positive significant relationships between customer satisfaction and banks performance in all the variables tested. The study therefore, recommended that banks should increase customer satisfaction through improving their financial service quality and meeting their expectations.*

***KEYWORDS:** customer satisfaction; organizational performance; customers' feelings; financial services acceptability; staff feelings; customers retention.*

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I. INTRODUCTION

Customers are justifications for organization's continuous existence and by extension responsible for achieving profitable performance. To this end, the challenge to retail banking would be to deliver value and satisfaction to the target customers (Kotler & Keller, 2016). Adirika, Ebue and Nnolim (2001) explained that customer satisfaction means solving customers' problems by giving the customers those goods and services or things of value they need at the right price, in the right place, at the right time and in the right combination. Satisfaction as explained by Kotler and Keller (2016) reflects a person's comparative judgments, resulting from a product's perceived performance (or outcome) in relation to his or her expectations. If the performance falls short of expectations, the customer is dissatisfied and disappointed. If the performance exceeds expectations, the customer is highly satisfied or delighted. Customer satisfaction, therefore, refers to the pleasure, rest of mind or re-assurance an individual gets when he or she purchases and/or consumes a product that meets his/her needs. Thus, customer satisfaction becomes an important factor that tend to determine customer retention overtime. Customer satisfaction are usually aimed or sought to be achieved through the following customer service factors such as convenience, customer care, transaction methods and system, pricing, products and service (KPMG, 2014). In other words, customer service factors have direct link with customer satisfaction as intervening variable for organizational performance improvement.

Today banks in Nigeria are competing by providing as much customer services that would lead to customer satisfaction as is economically possible to enhance organizational performance. Organizational performance on the other hand, refers to the actual output or results of any company or firm in comparison with its set goals or objectives. It also refers to the set of financial and non-financial indicators, which offer information on the degree of achievement of objectives and results (Lebans & Euske, 2006). Index of organizational performance include: low operational costs, increased customer satisfaction, low employee's turnover, increased employee's satisfaction, new customers acquisition, sustainable good relationship with suppliers, reduction in service delivery time and high profitability. Assessing organizational performance from marketing viewpoint, measures could be made in terms of increase in market share, leadership in market share, increase in sales volume, attracting new customers and retaining old customers, innovation of new products, profitability, cost leadership and branch network expansion.

In the marketing literature, organizational performance has its marketing dimension. Vorhies and Morgan (2005) maintained that when an organization is judging whether it's capabilities can shape its competitive advantages, it could carry out measurements from three performance indicators to measure effectively whether its marketing capability possesses competitive advantage. These three measuring indicators include customer satisfaction, expected market performance and existing earning power (Ajike, Nnorom, Kwarbai & Egwuonwu, 2016). Among the variables of market performance include customer care, customer retention, meeting customer expectations, increase in customer patronage, quick service delivery, quality financial services and customers easy access to bank branches and services as the tool's banks use to achieve customer satisfaction and bank profitable performance.

The term bank in its broadest sense may be applied to any organization engaged in any or all of the various functions of "banking" that is, receiving, collecting, transferring, paying, lending, investing, dealing, exchanging and servicing (safe deposit, custodianship, agency, and trusteeship) money and claims to money, both domestically and internationally (Encyclopedia of Banking/Finance; in Oleka, 2000). A bank is therefore an establishment authorized by the government to accept deposits from the public lend money and transfer money on behalf of its customers. Banks in Nigeria offer some basic services, which include: savings accounts, deposit accounts, current accounts and loan facilities. Banking industry is a key player in the Nigerian economy.

Ekpenyong and Acha (2011) stated that banking sector contributions to the Gross Domestic Product (GDP) cannot be overemphasized. They argued that apart from the compulsory regulatory directives and policies, aimed at ensuring bank's contribution to the economy, banks are known to engage in financial intermediation. Financial intermediation implies bank's mobilization of funds from the surplus economic units and making same available to the deficit units as loans. Through this granting of loans, banks can create credit, finance investment and consequently expand the economy. However, according to Central Bank of Nigeria Annual report (2015), the underlisted represent the banking sector/system contributions to the Gross Domestic Product (GDP) of Nigeria from 2008 to 2014 – 2008 = 0.3%, 2009 = 0.7%, 2010 = 1.4%, 2011 = 0.8%, 2012 = 0.7%, 2013 = 0.6%, and 2014 = 0.0 respectively. There is no gain overemphasizing that these results were because of increased customer patronage of bank services in the country which is not yet clearly justifiable to be attributed to increase in customer care investments by the banks.

As competition became stiffer with the emergence of mega banks, the management of banks began to formulate more customer satisfaction strategies (customer service tools) such as friendly bank halls environment, quick service delivery, and automation of banking operations that would help them to attract and retain loyal customers. Thus, the goal of providing services that would achieve customer satisfaction is to improve organizational performance which many banks have failed to achieve thus causing some cognitive dissonances among some loyal customers. This study is determined to evaluate the relationship between customers feelings of banks services meeting their expectations and acceptability of banks financial services, as well as evaluate the relationship between bank staff feelings of customer satisfaction and banks profitably retaining customers.

II. REVIEW OF RELATED LITERATURE

The Concept of Customer Satisfaction

Customer satisfaction is a customer's feeling of pleasure resulting from comparing a product's perceived performance or outcomes in relation to the person's expectations. If the performance falls short of expectations, the consumer is dissatisfied. If the performance matches the expectations, the consumer is satisfied. If on the other hand, the performance exceeds perceived expectations, the customer is highly satisfied or delighted. In other words, for a buyer to be satisfied depends on the service offering's performance in relation to the buyer's perceived expectations.

According to Kotler and Keller (2016) customer satisfaction is generally important to a company since a highly satisfied customer is generally expected to remain loyal for longer period, buys more as much as the company introduces new products and modify existing ones, talks favourably about the company and its products (good mouthing), pays less attention to competing brands as well as being less sensitive to price changes, offers product (goods and services) ideas to the company, and most importantly costs less to serve and retain than new customers due to the routine nature of relationship (transactions) between them. In other words, therefore satisfied customers represent assets to the company. This is because satisfied customers tell others about their pleasant experience about the company and their product(s) and consequently recommend the products to other consumers as well as potential customers. This results to repeat purchases, retention of customers and eventually loyal customers.

Variables used to measure customer satisfaction according to KPMG (2014), include convenience, customer care (customer service), transaction methods/systems (technology based or modern banking services), pricing and product quality (financial services quality). On the other hand, Kombo (2015) posits that customer satisfaction could be measured with faster services at branches or quick service delivery, good quality of products, usage of E-banking, efficient services at branches and good network of ATMs. However, of all the variables used to measure customer satisfaction, this study used customer care, quick service delivery, meeting customers' expectations and easy customers access to bank branches.

Customer satisfaction has been considered one of the most prominent factors in the measurement of the effectiveness of marketing strategies and organizational performances. Not surprisingly, firms have been investing substantial resources for increasing customer satisfaction, through customer service tools, which increased the costs related to customer satisfaction services because of the perceived link between customer satisfaction and firm's performance. Customer satisfaction strategies were initiated in order to enhance deposit mobilization as well as customer equity and profitability. Today, customer satisfaction related services programmes are considered veritable weapons that many companies use in fighting the battle for customers share in the market place. However, there are disagreement on the nature of the association between customer satisfaction and performance often seen as being incompatible even though managers are desirous of attaining both satisfactorily. According to Anderson, Fornell and Rust (2001), although there is wide opened belief that excelling at both customer satisfaction and performance should be a top priority, there is reason to believe that the two are not always compatible. The researchers further observed that having a better understanding of how customer satisfaction and performance relate to one another would seem to be of substantial and growing importance, in view of the expected continued growth in service.

Pursuing customer satisfaction objectives by firms should be considered investment rather than expense. Despite the argument that to achieve high customer satisfaction, a company always needs heavy investments, which probably lower its profits (Zhan & Pan, 2009), most research results actually showed that customer satisfaction is significantly associated with current and future organizational performance (financial and operational).

Determinants of Customer Satisfaction of Banks Services

Determinants of customers satisfaction are diverse in the literature and there is no generally accepted list of factors that can explain what satisfies the customer or not, because customers satisfaction differ across culture and across industry. Fornell (2002) asserted that the higher the level of customer satisfaction in any given company, the higher the profitability that would be and vice versa. In the banking industry, many factors have been found to relate with customer satisfaction. For example, fast and efficient service, confidentiality of bank, speed of transaction, friendliness of bank staff, accuracy and timeliness of billing system, competitive pricing and service quality have been found to have significantly influenced customer satisfaction (Newman, 2001; Caruana, 2002). Chakravarty, Feinberg and Rhee (2004) in their study on banking characteristics employed service quality, staff quality, corporate architecture, Bank atmosphere and overall service delivery as independent variables. Recent studies in the strategic marketing of bank services (Ibok, 2009) argued that bank specific characteristics are more important than any other factor in determining customers' satisfaction in the service industry. Thus, Sivadass and Baker-Prewitt (2000) in their examination of the relationship between service quality, customer satisfaction and store loyalty reveals that firms which give a higher priority to meeting their customers' expectations achieve higher performance. These firms are known for their use of annual and long-term strategic marketing plan, performing marketing research about the needs and wants of their customers, and they are proactive in their planning approach as well as employing many other marketing efforts that would give them performance advantage in the market.

Kotler and Keller (2016) also stressed that customer satisfaction is important for business success and performance. Bontis, Booker and Serenko (2007) examined the causal relationship between customer satisfaction and customer loyalty in the North American banking industry and concluded that there is a positive relationship between customer satisfaction and loyalty. Accordingly, Rust and Zachorik (1993) maintained that a high level of customer satisfaction will decrease customer perceived need to switch service provider. This implies that customer dissatisfaction leads to low level of loyalty (Newman, 2001). Ibok and John (2013) further suggested that customer satisfaction and customer loyalty are inextricably related, and that dissatisfaction can foster a customer intention to switch.

Chakrabarty (2006) states four factors that could be used to assess customer satisfaction in banks as follows: satisfaction with branch (privacy, fast services, employee approach to customers and opening hours); economic satisfaction (bank charges and interest rates); remote access satisfaction (quality of e-banking) and presence of Automated Teller Machines (ATMs). Habibi, Azari, Toloue, Ejilali and Nejadjavad (2013) on their part argue that customer satisfaction could be assessed by secrecy, speed of delivery of services, employee behavior, accuracy in provision of services, interest rates, skills and knowledge of personnel, easy accessibility of services and willingness to help. Kombo (2015) posits that the most important factors that influence customer satisfaction include: faster services at branches, good quality of financial services, presence of bank branches, usage of e-banking, efficient services at branches and good network of ATMs. The adoption of these factors of customer satisfaction by banks could lead to increase in their operational costs.

The Concept of Bank Performance

In terms of bank performance, banking system in every country performs the important role in the economic development of that country. In other words, it plays the very important role as the core of the money market and consequently performs the operations of the country's payment system, the mobilization of savings and the allocation of these savings to investment projects. It also transmits monetary policies throughout the whole economy. An efficient and effective banking system therefore, promotes greater levels of investments which at the end of the day help the economy to grow faster. It is therefore, not an overstatement to say that countries that operate well developed free banking system grow faster and consistently (Jain & Khanna, 2011). Bank performance therefore, implies the ability of banks to perform creditably the operations of the country's payment system, mobilization of savings and the consequent allocation of these accumulated savings to investment projects.

Traditionally, most banks use the quantitative financial ratios – Return on Assets (ROA), Return on Equity (ROE), and the Net Interest Margin (NIM) – such as banks liquidity, profitability, cost efficiency, quality of assets and adequate capitalization to measure their performance. Pandey (2005) posits that excessive financial measurements by banks may increase the organizations' (banks) short-term profit but will bring about losing one's competitive advantages and consequently threatens long-term profit. He therefore, recommended the use of both quantitative and qualitative methods of measuring bank performance. As a result, modern banks now include the qualitative non-financial methods for measuring their performance which include size, customer satisfaction, employees' feelings of customers satisfaction, customer retention, customers accessibility to banks, increased sales volume, increase in market share and increased customer patronage and the provision of social amenities. While customer satisfaction is the key to banks profitability because of its long-term effect on financial operations, high employees' feelings of customers satisfaction lead to high spirit that are transferred into serving the external customers. The provision of social amenities by modern banks also impact on their performance. Jonathan et al (2011) posits that there is positive relationship between corporate social responsibility and the financial performance of the banks both in the short and long run, and this agreed with the views of other researchers in the literature reviewed.

Determinants of Banks Performance

The structure of banking system has tremendously changed over three decades (eighties). This came about, following the global new order on bank's financial markets coupled with the opening of new markets which eventually resulted to increased competition among banks. However, in the study of the determinants of bank performance, we have to look at the quantitative financial ratios – such as Return on Assets (ROA), Return on Equity (ROE) and Net Interest Margin (NIM); the qualitative human resource aspects and the environmental factors.

According to Garoui and Jarboui (2013) in the past, bank performance was mainly represented by quantitative or quantifiable financial indicators such as return on assets, return on equity and net interest margin. They argued that primarily internet or external quantitative variables are used to explain bank performance. Stiroh and Rumble (2006) argued that since a bank is a multi-product company which operates in an uncertain and volatile environment is probably affected not only by internal variables of quantitative nature (financial ratios) which offer information on the degree of achievements of objectives and results, but also by the internal variables related activities, and managerial preferences as well as environmental variables.

However, in addressing the issue of the determinants of bank performance, it will be necessary to integrate financial, organizational and environmental variables so as to take into account the interactions that occur between each aspect since a bank is designed as a system with functions or multiple determinants that would interact among themselves and with the environment (Beck, Kunt & Levine, 2003). Therefore, the underlisted factors represent the internal determinants of banks performance. They include the quantitative financial ratios, qualitative human resource aspects, the provision of basic social amenities and the environmental variables.

Quantitative financial ration – include Return on Assets (ROA), Return on Equity (ROE) and the Net Interest Margin (NIM) with such variables as size, adequate capitalization, profitability, liquidity, cost efficiency and the quality of assets. Qualitative human resource aspects include such variables as customers satisfaction, employees feelings of customers satisfaction, customer retention, efficiency/good governance, increase in sales volume, increase in market share, increase in customers patronage of banks services, customer care, increase of easy access to bank by customers, quick service delivery, increased rate of bank staff helping customers to transact business and the provision of basic social amenities. On the other hand, the environmental variables include such variables as inflation, Gross Domestic Product (GDP) and the stock market position.

Customer Care/Service

Customer care/service is defined as the voluntary, non-tangible actions or activities performed by an organization through its employees that are perceived by customers as valuable (Ndubisi, 2008). In the past, it was the routine for organizations to survive through the production of high-quality products – i.e. organizations survive through the generic attributes of products.

In modern business organizations, especially banks, marketing activities have gone beyond the generic attributes of goods and services to other benefits including the additional values added by these peripheral acts of marketers that help to enhance the values customers receive. Kotler and Keller (2016) and Ndubisi (2008) argued that competition has shifted from tangible attributes of quality, price and specifications to non-tangible acts (services) to customers. Customers are now more concerned with the level of services rendered by banks in terms of customer service/care than the physical qualities of services.

Jagdip (2000) posits that excellent service by banks employees are important since they know that positive employees' attitudes do promote stronger customer loyalty. He established a high correlation between customer satisfaction, employee's satisfaction, and retail banking profitability in banks. It will therefore, not be an overstatement if one says that satisfaction and happiness in business have strong roots in customer service/care. For instance, the courtesy extended to customers by bank staff is peripheral acts that customers value. On the other hand, the text messages by banks staff to one of its customers' birthday, identifying with him is peripheral act that the customer values.

Theoretical Framework

The theoretical framework of the study is rooted in the theory of the resource-based view propounded by J. B. Barney in 1991. The theory posits that a firm will be positioned to succeed if it has the superior and more appropriate inventory of attributes, abilities, organizational processes, knowledge, and skills. The resource-based view emphasizes that a firm can create competitive advantage if it succeeds in creating superior value for the customer in comparison to its competitors services by making use of the internal resources and capabilities rather than external forces and industry variables as claimed by the traditional view (Sahaf, 2013).

This theory, the resource-based view, is rooted on the assumption that a unique set of resources and capabilities would help a firm to achieve competitive success, as the firms would focus on these assumptions in near future with the intention to deal with competitive challenges. The theory holds that it is the firm's superior performance that would guarantee competitive advantage. Bharadwaji, Varadarajan and Fahy (1993); Hunt and Morgan (1995) collaborated the view of Barney (1991) that superiority of performance is the key to a firm of competitive advantage. Gaining competitive advantage in the market lies in the provision of superior service to customers leading to overall excellent performance. Sahaf (2013) maintains that the application of resource-based view calls for competitive superiority of the firm's resources and capabilities in order to remain competitive.

The theory defined resources in general terms as representing anything that a firm possesses (Barney, 1991). Amit and Shoemaker (1993) on their own part described resources as a firm's input into its value creation process, which include stocks of available factors that are owned or controlled by a firm. The resource-based view theory categories resources to include tangible and intangible resources. In this regard, Sahaf (2013) describes the tangible resources of a firm as such assets that are not only transparent but also have the properties of ownership. In fact, such assets have a fixed long-run capacity and their value is relatively easy to measure. They include;

i. Financial assets – Examples include, cash-at-hand and cash-in-bank.
ii. Physical assets – Such as land and building.
iii. Operations assets – Plant and equipment that are used by the firm in the development and creation of the product or service.
iv. System assets – Management information systems and data base systems are the best examples that fall within this class.

On the hand, the intangible assets of the firm as considered by the theory of the resources-based view are assets that are not transparent. Examples of intangible assets of a firm include;

i. Human resources: The qualification, traits, and abilities of a firm' employees.
ii. Innovation and Technology: This includes the assets like patents and copyrights.
iii. Market assess: Such intangibles assets like brand name, relation with customers and/or with intermediaries, market positioning, and customer loyalty constitute this class of assets.
iv. Corporate culture: The values, beliefs, philosophies and orientations within an organization that push it towards the attainment of its goals.

The theory therefore, argues that for a firm to attain excellent performance, it has to offer superiority of service to the customers whose satisfaction, repeat purchase and loyalty determine the continuous survival excellent performance and profitability of the firm.

From the strategic point of view, the theory favours the constant improvement and development of the firm's assets. The implication of this is that it would enable the firm to attain international best practices standard in the provision of goods and service offered to the consumers which in turn creates customer satisfaction and profitability.

Application of the Theory of the Research

The Resource Based View Theory propounded by Barney (1991) focused on the possession of superior appropriate inventory of attributes, abilities, organizational processes, knowledge, and skills as conditions for offering quality customer services that would in turn engender customers satisfaction and excellent firm's performance and profitability.

The application of the theory to the study implies that banks should emphasise and improve on customer satisfaction determinants such as agencies of state of the arts technology, skills, knowledge; adopting of excellent methods and processes, quality service delivery in line with international best practices and standards; attractive promotions and quality offerings as well as the provision of aesthetic physical environment.

Firms need to invest and upgrade their human and material resources to enable them to achieve competitive advantage in customer service. It is the bank that can boost of superior resources in terms of financial assets, physical assets, operations and system assets that would be best positioned to satisfy its existing customers, attract new customers, gain higher market share and also attain profitability. Thus, this theory relates to the study in its advocacy of superior customer service delivery as a sine-qua-non for customer satisfaction and banks excellent profitability.

Again, the current study postulates that the customer is the justification for any organisation's existence and profitability, thus challenging banks to deliver superior values and the consequent satisfaction to their target audience. This also is the cardinal proposition of the resource-based view theory that canvases for the development of the firm's overall assets that would guarantee customer satisfaction. Both the tangible and intangible assets must be constantly upgraded and strategically deployed to ensure that customers are recognized as kings and are effectively and efficiently treated accordingly for repeat purchase and loyalty for continuous survival and profitability of banks.

III. METHODOLOGY

The study adopted a survey design to evaluate the relationship between customer satisfaction and performance of banks in Nigeria. The population of the study consists of customers and staff of the six selected banks in the five States of South-East Nigeria - namely First Bank Plc., Fidelity Bank Plc., United Bank for Africa Plc., Zenith Bank Plc., Diamond Bank Plc. and Access Bank Plc. The sample size for this study was 264 customers and 12 staff of the selected banks. The researchers selected the staff who service the customers and are in the position to give the relevant information required for the analysis. These staff were selected from the Zonal Head Offices of each of these banks to represent the banks in other States since they operate under the same employment policy. The research instrument was the five-scale Likert-type questionnaire, ranging from Strongly Agree (5) to Strongly Disagree (1). Content validity was conducted by presenting the questionnaire to a five-man panel of experts and the reliability test was done using Cronbach Apha and its internal consistency of scale was at 0.79. Kolmogrov-Smirnov test and Kendall's W test were used to test the hypotheses.

Analysis Of Data

H_{01}: There is no significant relationship between customers' feelings of banks services meeting their expectations and banks financial services acceptability by customers in Nigeria.

Table 1: One Sample Kolmogrov-Smirnov Test for Hypothesis Two

		CFoBSMTEaBFSA
N		248
Normal Parameters[a,b]	Mean	7.5444
	Std. Deviation	1.74661
Most Extreme Differences	Absolute	.296
	Positive	.296
	Negative	-.184
Test Statistic		.296
Asymp. Sig. (2-tailed)		.000[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Source: SPSS computations output based on the field survey, 2018.

The variable used to test this is (CFoBSMTEaBFSA) Customers' Feelings of banks services meeting their expectations and banks financial services acceptability by customers, which is represented in the one sample K-S test, the test statistic is .296 with p-value of .000 which is well below the .05 level of significance hence the null hypothesis is rejected and the conclusion is that there is positive significant relationship between customers' feelings of banks services meeting their expectations and banks financial services acceptability in Nigeria.

H_{02}: There is no significant relationship between banks staff feelings of customers' satisfaction of bank services and banks retaining customers profitably in Nigeria.

Table 2: Kendall's W Test for Hypothesis Two

Ranks

	Mean Rank
bank staff responses1	5.19
bank staff responses2	5.47
bank staff responses3	5.08
bank staff responses4	5.32
bank staff responses5	4.28
bank staff responses6	5.73
bank staff responses7	6.20
bank staff responses8	5.24
bank staff responses9	4.89
bank staff responses10	7.59

Source: SPSS computations output based on the field survey, 2018.

Table 3: Test Statistics For Hypothesis Two

N	90
Kendall's W[a]	.147
Chi-Square	119.318
Df	9
Asymp. Sig.	.000

a. Kendall's Coefficient of Concordance

Source: SPSS computations output based on the field survey, 2018.

The variable used to test this is (BSFoCSoBSaBRC), which is bank staff feelings of customers' satisfaction of banks services and banks retention of customers' profitably in Nigeria. Kendall's W statistics/Kendall's coefficient of concordance was used to test this hypothesis and the Kendall's W coefficient is .147 while the Chi-Square is 119.318 at 9 degrees of freedom and p-value of .000 which is well below the .05 margin of error/level of significance hence the null hypothesis is rejected and the conclusion is that there is positive significant relationship between banks staff feelings of customers' satisfaction of bank services and banks retaining customers profitably in Nigeria.

Table 4: One Sample Kolmogrov-Smirnov Test for Hypothesis two

		BSFoCSoBSaBRC
N		248
Normal Parameters[a,b]	Mean	8.3548
	Std. Deviation	1.96402
Most Extreme Differences	Absolute	.141
	Positive	.141
	Negative	-.134
Test Statistic		.141
Asymp. Sig. (2-tailed)		.000[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

The variable used to test this is (BSFoCSoBSaBRC) which is bank staff feelings of customers satisfaction of banks services and banks' retention of customers profitably in South-East, Nigeria, which is represented in the one sample K-S test, the statistic is .141 with p-value of .000 which is below the .05 level of significance, hence the null hypothesis is rejected and the conclusion is that there is positive significant relationship between bank staff feelings of customers' satisfaction of banks services and banks customers retention in South-East, Nigeria.

IV. DISCUSSION AND RECOMMENDATIONS

The findings of the study in Table 1 shows that all the respondents agreed that meeting customers' expectations by banks led to customers accepting their financial services in South-East Nigeria. This finding is again in line with Adeoye and Lawanson (2012) cited in the literature review of the study which stated that meeting customer expectations constitute the efficient means of making financial services of banks acceptable to the customers. The researcher collaborated with Agburu (2012) that banks' services meeting customers' expectations lead to financial acceptability by customers. The findings of hypothesis one showed that there is a positive significant relationship customers feelings of banks services meeting their expectations and banks' financial services acceptability in South-East, Nigeria.

The findings of the study in Table 2 shows that all the respondents agreed that banks staff feelings of customer satisfaction of banks services lead to banks retention of customers profitably. This is in line with Jaydip (2000) which shows that there is high correlation between customers satisfaction, employees' satisfaction and retail banking profitability in banks. The researcher concluded that banks employee's satisfaction and positive attitudes to customers do promote stronger customer loyalty. In other words, the study refined and reinforced the body of existing knowledge and understanding about customer satisfaction and organizational performances.

Finally, the findings of hypothesis two showed that there is positive significant relationship between banks staff feelings of customer satisfaction of banks services and banks retention of customers profitability in South-East, Nigeria. Based on the findings and implication of the study, the following recommendations were made:

1. Banks should improve the quality and reliability of their financial services and customer service.
2. Banks should also employ new technology and modern banking tools to create customer satisfaction and consequently maximize profit.

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