



Service quality and customer satisfaction: evidence from deposit money banks' customers in Gwagwalada, FCT Abuja -Nigeria

Mohammed Abubakar Mawoli

Department of Business Administration, Ibrahim Badamasi Babangida University, Lapai

iammawoli@gmail.com

Abstract

This paper examines the effect of service quality on customer satisfaction using customers of Deposit Money Banks (DMB) in Gwagwalada-Abuja as case study. The study employed quantitative, descriptive and explanatory survey research designs to answer the research question. The population and sample size of the study were 256 and 156 staff of the School of Nursing and Midwifery, Gwagwalada-Abuja, respectively. Through a sampling frame, a systematic random sampling technique with approximately two (2) skip interval was employed in sampling the staff. Primary data were analyzed using relative frequency and multiple regression. The study found that service quality significantly influences customer satisfaction in DMBs operating in Gwagwalada-Abuja. The study, therefore, recommends that the management of DMBs should keep improving on their service quality standards in line with changing customer quality expectations to guarantee and sustain banks prosperity.

Keywords: marketing, services, value, competition, strategy

1. Introduction

The private sector of the Nigerian economy, especially the service sector, has contributed immensely to the Nigerian economy in terms of job employment, tax revenue to the governments, innovative services, and wealth creation among others. The service sector of the Nigerian economy – financial, entertainment, sports, transportation, telecommunication, broadcasting, hospitality, education, healthcare and security industries – witnessed remarkable growth (declared annual profits, market coverage, new services, and customer base) under the current democratic dispensation until the 2016 recession set-in (Oh, 2017). Precisely, the service accounted for 54.8 and 53 percent of Nigerian Gross Domestic Product (GDP) in 2014 and 2013 respectively (Oh, 2017) as against 29 percent in 2002 (USAID, 2006).

In particular, the recapitalization of deposit money banks in Nigeria in 2005 triggered competition among few surviving banks in many fronts – market development through

new branch offices and new services, market penetration through free charges for opening new accounts, customer attraction through marketing promotions, and customer retention through service quality as well as increased customer satisfaction strategies (Mohammed, 2015; Oke, 2012; Earnest, 2012). Nigerian banks and their staff became fascinating scenes, adorned with state-of-the-art facilities, professionally dressed and well-articulated staff, and customer-centric culture. These strategies paid off as the banks declared marvelous profits, dividends as well as tax revenue to the government (Samuel, 2015; John & Alani, 2013; Ogwunta, 2011; Adegbaaju & Olokoyo, 2008) for much needed infrastructural development.

However, it has been observed that some banks are left behind especially in the area of services quality competition, perhaps due to lack of adequate understanding about its attendant benefits among which is customer satisfaction (Mohammed, 2015; Earnest, 2012). Furthermore, it has been observed that many deposit banks that

hitherto recession pursue service quality strategies to the delight of customers have scaled down their investment in improving bank service quality. To further buttress this position, findings from a study by Mawoli (2017) showed that commercial banks' investment on service quality dropped slightly during recession, while the perceived service quality of key service-delivery facilities also diminished slightly. It is against this background that this study empirically re-examined the nexus between service quality and customer satisfaction in the banking sector with a view to justifying the role of marketing (proxied by service quality strategy) on banks performance (proxied by customer satisfaction).

1.1. Statement of the Problem

The general assumption in business is that customers want value for money. That is, every product or service should justify its price and/or costs in the eyes of the consumers. Thus, companies set product standards (called product or service quality) for the purpose of delivering standardized product or service solutions on consistent basis to meet or exceed customer expectations. In an effort to understand the impact of service quality on customer satisfaction, several studies (e.g. Hossain, Yesmin, Jahan & Kim, 2021; Rahaman, Ali, Kejing, Taru & Mamoon, 2020; Al-Karim, 2019; Felix, 2017; Akpan, 2016) were carried out to investigate the relationship between service quality and customer satisfaction in real business and banking practice. However, these past studies have more-or-less reported consistent findings as regards the effect or relationship between service quality and customers satisfaction especially in the banking sector. For example, Nuridin (2018), Felix (2017), Akpan (2016), Awour (2014) and Qadeer (2013) found significant effect or relationship between service quality and customer satisfaction. It is assumed that the replication of similar study by using either different methodology or respondents, location or bank might give

a different result. This is the knowledge gap that this study seeks to fill by re-examining the effect of service quality on customer satisfaction using DMB in Gwagwalada School of Nursing as case study.

2. Literature Review

2.1. Concept and Determinants of Service Quality

Service quality has received several definitions by different marketing scholars. These definitions can be grouped into two: the 'gap definitions' and the 'perception definitions.' The gap definitions of service quality maintain that the quality of service can be determined by comparing promised-service with delivered-service. Definitions that are instructive in the gap category are that of Gronroos (1984), Parasuraman, Zeithamal and Berry (1985), and Palmer (2005). According to Gronroos (1984), service quality is the "outcome of an evaluation process, where the customers compare their expectations with the service they have received". To Parasuraman, Zeithamal and Berry (1985), service quality represents a positive gap between customer perception and expectations of a service offer. Palmer (2005) defines services quality as the extent to which a service meets customers' expectations. The "perception definition" premised that, service quality is the customer feelings about the total services received. Thus, service quality is defined by Green Jr, Chakrabarty and Whitten (2007) as the 'feel good' factor by the consumer during and after service delivery. It is also regarded as the consumers overall impression of the relative inferiority/superiority of the organization and its services (Bitner, Booms, & Mohr, 1994). Cronin and Taylor (1994) explained service quality as a form of attitude representing a long-run overall evaluation of organization and its services. Yet, Parasuraman, Zeithamal and Berry (1988) see service quality as a global judgment or attitude relating to the superiority of the services. Zeithamal, Parasuraman and Berry (1990), through

focus research, identified ten generic dimensions that customers use to evaluate service quality, namely credibility, security, access, communication, understanding the customer, tangibles, reliability, responsiveness, competence, and courtesy. However, these determinants were reviewed down to five - tangibility, reliability, responsiveness, assurance and empathy.

2.2. Concept and Determinants of Customer Satisfaction

According to Oliver (1996), customer satisfaction is the confirmation of expectancy. Lovelock and Wirts (2004) regard customer satisfaction as an “attitude-like judgment following a purchase act or a series of consumer product interactions”. Kotler and Keller (2007) define customer satisfaction as “a person’s feelings of pleasure or disappointment resulting from comparing a product’s perceived performance (or outcome) in relation to his or her expectation”. Swamb and Comb (1976) point out that satisfaction is associated with performance that fulfills expectations, while dissatisfaction occurs when performance falls below expectation. In sum, a customer can be dissatisfied, satisfied, and delighted when his/her expectations are unmet, met or exceeded respectively (Lovelock & Wirtz, 2004; Kotler & Keller, 2007).

Marketing scholars have recommended different models for evaluating customer satisfaction, with each model having unique customer satisfaction determinants. Despite the variations in these models and their determinants, Hair Jr, Bush and Ortinau (2000) clarified that the common denominator of customer satisfaction are the marketing mix – product (brand), price (cost, billing or value), place (convenience, accessibility, timely/speedy delivery), and promotion (customer education). If what marketers offer to a market segment are marketing mix, and if indeed marketing mix is used to reflect differences in two or more market segments, then it is logical to

use the marketing mix as basis for evaluating customer satisfaction. For example, Ayuba (2014) recognized price, brand, convenience, and quality product as determinants of customer satisfaction of manufactured products. Li (2013) examined customer satisfaction in a footwear company using perceived value, image, price and perceived quality. Nicholas (2014) identified service quality, promotion, price fairness, brand, perceived value, services offerings, and customer-complaint handling as determinants of customer satisfaction of Airway Cargo Service. Perceived value, service quality and brand reputation were used as determinants of internet banking customer satisfaction in a study by Linh (2015). Similarly, service quality, billing clarity, competitive pricing, knowledgeable employers, and friendly employers are good measures of customer satisfaction of banking services (Verashina, 2017). Kumbhar (2011) adopted service quality, brand reputation, perceived value, system availability, accuracy, efficiency, security, responsiveness, easiness, convenience, cost effectiveness, problem handling, compensation, contact, and brand perception to evaluate customer satisfaction of e-banking. In evaluating level of customer satisfaction of mobile banking services, Jannat and Ahmad (2015) employed transaction speed, security and trust, ease of use, effective advertisement, accuracy of transaction, system availability, responsiveness, convenience, and cost effectiveness as key determinants. It is important to note that what usually accounts for the variation in the aforementioned determinants of customer satisfaction is the uniqueness of different service sectors; the service components and process in health sector differs slightly from that of telecommunication.

2.3 Review of Empirical Literature

Extant empirical literature on the effect and relationship between service quality and customer satisfaction have largely reported

the presence of significant effect and positive relationship. Specifically, Qadeer (2013) reported that service quality significantly contributes to customer satisfaction in Banks. The study employed qualitative survey research design and interview method to gather primary data; however, the research data was analyzed using content analysis. The work of Awuor (2014) confirmed that service quality demonstrated significant effect on customer satisfaction in Kigali. Data was gathered from 338 bank customers through questionnaire and analyzed by means of multiple regression. Quyet, Vinh, and Chang (2015) established that each of the five elements of service quality (tangibility, reliability, responsiveness, assurance and empathy) wielded significant influence on customer satisfaction in Vietnam. Furthermore, Akpan (2016) empirically submits that higher ATM service quality significantly increases customer satisfaction in Ekiti State, Nigeria. This study adopted a survey research design, convenient sampling of 160 bank customers, and regression tool. The study by Felix (2017) revealed positive and significant relationship between service quality and customer satisfaction Rwanda. The study used convenient sampling technique to sample 498 customers of selected banks in Kigali, and linear correlation coefficient to analyze the research data. Nuridin (2018) found that service and product quality have positive and significant effect on customer loyalty through customer satisfaction in Indonesia. The study employed surveyed research design, sampled 100 customers of PT. Nano Coating Indonesia, and tested the hypothesis using correlation and regression tools. Again, Al-Karim's (2019) study proved that tangibility and empathy dimensions of services quality impacted significantly on customer satisfaction, while reliability, responsiveness and assurance did not. The study surveyed 100 customers of private banks in Bangladesh

and used a PLS approach for data analysis. In the same vein, Rahaman, et al. (2020) used a quantitative research design, structured questionnaire, 212 banks customers and regression tool to examine the effect of service quality on customer satisfaction with affirmation: reliability, assurance, tangibles, responsiveness, empathy and access dimensions of service quality exerted significant influence on customer satisfaction. Hossain, et al. (2021) ratified that service quality exerted significant impact on customer satisfaction through online survey research characterized with application of structured questionnaire to 234 customers of Bangladeshi banks' customers and Structural Equation Modeling (SEM) for data analysis.

In view of the review literature, the study hypothesized that:

H₀: Banks' service quality has no significant influence on the customer satisfaction.

H_A: Banks' service quality has significant influence on the customer satisfaction.

3. Methodology

This study adopts survey research design method. The population of the study comprised 256 staff of the School of Nursing and Midwifery, Gwagwalada-Abuja; the institution was chosen because earlier pilot study revealed that it has the largest concentration of the banks' customers. The sample size of the study is estimated as 156 staff using Yamane (1967)'s sample size estimation formula. In addition, a sampling frame of the staff was obtained which enabled the research to identify prospective samples through systematic random sampling technique with approximately two (2) skip interval. Consequently, the first two staff on the sampling frame had their names written on separate cards, which were shuffled before one card was selected at random. The selected card happened to be the card bearing name of the staff in the second serial number of the sampling frame. This

informed the random sampling of 'serial number 2' staff, and subsequently serial numbers 4th, 6th, 8th ...156th staff, which yielded 128 samples with a balance of 28 samples to complete the sample size of 156. The sampling process was repeated using skip interval of four (4) for the remaining un-sampled 128 staff in order to randomly sample additional 28 staff; thus, staff with serial numbers 3, 8, 13, ... and 128 were sampled. Based on the sampling information, one hundred and fifty six copies of questionnaire were printed, enveloped, address to the sampled staff, and administered through two recruited research assistants.

The research variables are 'service quality' as the explanatory variable and 'customer satisfaction' as the effect variable. Customer satisfaction is measured using the 7Ps of service marketing – product/service, price, place/distribution, promotion, physical evidence, people, and process - as the determinants. Hair Jr, Bush and Ortinau (2000) stress that customer satisfaction studies are designed to assess the strengths and weaknesses customers perceive in a firm's marketing mix. All the determinants' statement items are placed on a 7-point Likert's Scale ranging from 'completely satisfied', 'satisfied', 'slightly satisfied', 'neither satisfied nor dissatisfied', 'slightly dissatisfied', 'dissatisfied', and 'completely dissatisfied'; they are weighted as 7, 6, 5, 4, 3, 2, and 1 respectively.

Similarly, SERVQUAL scale of Parasuraman, Zeithaml and Berry (1988) was adapted to measure service quality of bank services. The features of the scale are five service quality determinants – tangibility, reliability, responsiveness, assurance and empathy – and 21 statement items. The scale was measured on a 7-point in Table 1 below.

summated Likert's scale anchored by 'strongly agree', 'agree', 'slightly agreed', 'neither agree nor disagree', 'slightly disagree', 'disagree', and 'strongly disagree'.

The validity and reliability test of the questionnaire were processed. Through face validity method, three marketing scholars vetted the questionnaire and provided inputs. Through Cronbach's alpha method, the customer satisfaction is reliable by 94.5 percent ($\alpha=.945$) and service quality scale is reliable by 92.2 percent ($\alpha=.922$).

The Statistical Package for Social Sciences (SPSS) was used to process the research data in summarized forms (frequency distribution and mean value). Subsequently, the research hypothesis was tested by means of multiple regression. All tests were done at 95 percent confidence interval.

The regression model is mathematically expressed below:

$$CS = \beta_0 + \beta_1 Tan + \beta_2 Rel + \beta_3 Res + \beta_4 Ass + \beta_5 Emp + e$$

Where CS represents 'customer satisfaction', β_0 represents 'constant', $\beta_1 - \beta_5$ represents coefficients of independent variables, e represents 'error term', 'Tan' represents 'tangibility', 'Rel' represents 'reliability', 'Res' represents 'responsiveness', 'Ass' represents 'assurance', and 'Emp' stands for 'empathy.'

4. Results

Data analyses are based on the 102 returned and valid questionnaire which represent 66 percent the response rate.

4.1. Respondents' Profiles

The socio-demographic data of the respondents was gathered as presented

**Table 1: Socio-Demographic Profile of the Respondents**

Variable	Category	Frequency	Percent
Gender	Male	42	43.3
	Female	55	56.7
	Total	97	100
Highest Educational qualification	SSCE/NECO	3	3
	Diploma/NCE	20	20.2
	Bachelor degree/HND	50	50.5
	PGD	8	8.1
	Masters	15	15.2
	Total	99	100
Name of Bank	UBA	15	15
	FBN	15	15
	GTB	19	19
	Zenith Bank	16	16
	Access Bank	2	2
	Diamond Bank	4	4
	Fidelity Bank	5	5
	Skye Bank	5	5
	Union Bank	3	3
	Unity Bank	1	1
	Eco Bank	5	5
	First City Monumental Bank	4	4
	Keystone Bank	1	1
	Stanbic-IBTC Bank	5	5
	Total	100	100
	Type of account	Current account	30
Savings account		44	50.6
Both current and savings account		29	14.9
Total	103	100	
Years operating with the bank	1-5 YEARS	40	43.5
	6-10 YEARS	41	44.6
	11-15 YEARS	7	7.6
	16-20 YEARS	3	3.3
	21 YEARS AND ABOVE	1	1.1
Total	92	100	

Source: Field Survey, 2021.

Results in Table 1 show that out of 103 respondents, majority are female (55 or 56.7%) while the remaining 42 (43.4%) of the respondents are male. Furthermore, majority of the respondents (50 or 50.5%) have bachelor degree or its equivalent

(HND), followed by Diploma/NCE holders (20 or 20.2%), then Master degree (15 or 15.2%), PGD (8 or 8.1%), and SSCE (3 or 3%). Besides, 50.6% respondents operate savings account only, 34.5% operate current account only, while the remaining

14.9% operate both savings and current accounts. In addition, majority of the respondents operate with Zenith Bank (16%), followed by UBA (15%) and FBN (15%), while the remaining nine banks share 32% with the minimum percent being 1% and maximum being 5%. Importantly, majority of the respondents (44.6%) have operated with their banks for a period of 6-7 years, another 43.5% of the respondents have operated with their banks for a period of 1-5 years, 7.6% respondents have been transacting with their banks for a period of 11-15 years, while 3.3% and 1.1% respondents have spent 16-20 years and 21-and-above years doing business with their banks respectively.

4.2. Perceived Bank Service Quality (Descriptive Statistics)

The frequency distribution of the 21 service quality items reveals that majority of the respondents 'agreed' that the surveyed deposit money banks are doing well in terms of service quality delivery. When compacted, banks are best in tangibility aspects of service quality with the mean score of 5.88, followed by assurance (mean = 5.64), then reliability (mean = 5.59), empathy (mean = 5.53) and responsiveness (mean = 5.27) as indicated in Table 2 below. Overall, the surveyed customers have high and favorable perception about the quality of banks' services (grand mean = 5.58 or 79.71%).

Table 2: Mean Scores of Service Quality Dimensions

Determinants	Mean	Ranking
Tangibility	5.87	1
Reliability	5.59	3
Responsibility	5.27	5
Empathy	5.53	4
Assurance	5.64	2
Grand mean	5.58	

Source: Field Survey, 2021.

4.3. Perceived Customer Satisfaction (Descriptive Statistics)

The frequency distribution shows that majority of the surveyed bank customers are 'satisfied' with the banks' marketing mix or offers. More precisely, Table 3 reveals that bank customers are more satisfied with physical evidence of the banks' marketing mix (mean = 5.81) compared to the six remaining marketing mix: process (mean = 5.59), place or distribution (5.49), products (mean = 5.45), promotion (mean = 5.37), price or bank charges (mean = 4.99), and people (mean = 3.32). Generally, the surveyed bank customers are highly satisfied with the bank offerings (grand mean = 5.15 or 73.57%).

Table 3: Mean Values of Customer Satisfaction Dimensions

Determinants	Mean	Ranking
Product	5.45	4
Price	4.99	6
Place	5.49	3
Promotion	5.37	5
Physical evidence	5.81	1
People	3.32	7
Process	5.59	2
Grand mean	5.15	

Source: Field Survey, 2021.

4.4. Diagnostic Tests

Application of regression technique requires that the data should be normally distributed and free from multicollinearity problem. Thus, the five independent variables correlated significantly, with .396 and .586 being the lowest and highest correlation values. Tabachnic and Fidell

(1996) cautioned that two independent variables having correlation of .70 or above should be excluded from the regression model. Thus, all the five independent variables are retained. Furthermore, the result of normality test shows that the Normal Probability Plot has points which lie reasonably well in the straight diagonal line. The Scatter Plot of the standardized residuals are rectangularly distributed along the '0' point in the diagram. Nonetheless, Mahalanobis Distance Values were computed and used to detect if outliers exist. The highest Mahalanobis Distance Value is 18.6251 which is less than the critical value of 20.52 for the five independent variables as suggested by Tabachnic and Fidell (1996), connoting that no outlier that may have damaging effect on the result exist. In addition, collinearity diagnostics show Tolerance Value of .697, .592, .612, .570 and .585 for β_1 (Tangibility), ... β_5 (Empathy) respectively (see Table 4). Since these values are far greater than zero (0), multiple correlation among the five independent variables is low. Thus, the multicollinearity conditions have not been violated. In addition, the Variable Inflation Factor (VIF), which is a measure of the effect of the independent variables on regression coefficients are 1.434, 1.690, 1.633, 1.755 and 1.712 for β_1 ... β_5 . This suggests absence of

multicollinearity since only large values (VIFs) above 10.00 can have damaging effect on multiple regressions (see: Cooper and Schindler, 2003).

4.5 Test of hypothesis

The null hypothesis which says that banks' service quality has no significant effect on customer satisfaction is tested using multiple regression. The SPSS displayed results in four different Tables; however, only the ANOVA and Coefficient Tables are presented while key statistical results are extracted from the other two Tables dealing with Variables Entered/Removed and Model Summary. Thus, the r value of .651 indicates positive correlation of 65.1% between service quality and customer satisfaction, Also, the r^2 value of .424 implies that, 42.4% variation in customer satisfaction is caused by bank service quality while another extraneous variable accounted for the remainder of 58.8%. The ANOVA results, which shows whether or not the equation represents a set of regression coefficients that, in total are significant from zero, is presented in Table 3. The computed F-cal. 14.256 is greater than critical F-cal. 2.30 at d.f. (5, 97). Put differently, the P-val. (.000) is less than the α (.05). These outcomes suggest that the null hypothesis should be rejected; that is, banks' service quality has significant effect on the customer satisfaction in DMBs.

Table 4: ANOVA Statistics

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21929.734	5	4385.947	14.256	.000 ^a
	Residual	29842.499	97	307.655		
	Total	51772.233	102			

a. Predictors: (Constant), SQ Empathy, SQ Tangibility, SQ Responsiveness, SQ Reliability, SQ Assurance

b. Dependent Variable: CS

Furthermore, Table 4 shows the coefficients of the five independent variables (tangibility, reliability,

responsiveness, assurance and empathy) and their corresponding calculated 't' and 'P' values. When the critical value of t

(2.015) is compared with the SPSS calculated t-values for the independent variables, only responsiveness' t-value (3.202) is greater than the critical value. Thus, 'responsiveness' made strongest unique significant contribution (Beta=.315;

sig.=.002) to 'customer satisfaction'. However, assurance, tangibility, reliability and empathy have non-significant contributions to customer satisfaction in the proportion .200, .156, .113, and .092 respectively

Table 5: Predictors of Customer Satisfaction

Model	Unstandardized Coefficient		Standardized coefficient	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(constant)	43.464	18.999		2.300	.024		
SQ tangibility	1.371	.809	.156	1.694	.093	.697	1.434
SQ reliability	.688	.612	.113	1.125	.263	.592	1.690
SQ Responsiveness	1.883	.588	.315	3.202	.002	.612	1.633
SQ Assurance	1.541	.787	.200	1.957	.053	.570	1.755
SQ Empathy	.720	.785	.092	.917	.361	.584	1.712

a. Dependent Variable: CS

The unstandardized coefficients (β) for the five independent variables are extracted to construct the regression equation as follows:

$$CS = 43.464 + 1.371Tan + .688Rel + 1.883Res + 1.541Ass + .720Emp$$

4.5 Discussion of findings

The study examined the effect of bank service quality on customer satisfaction using customers of DMBs in Gwagwalada as case study. The study found that the banks' service quality has positive significant relationship with customer satisfaction. This suggests that a little increase in service quality will lead to higher customer satisfaction, and vice versa. This result is consistent with that of Felix (2017). The study further established that the banks' service quality exerts significant influence on customer satisfaction. This result is in unison with that of Hossain *et al.* (2021), Rahaman *et al.* (2020), Nuridin (2018), Akpan (2016), Awour (2014) and Qadeer (2013). These findings, put together, communicate the importance of service quality as a competitive marketing strategy for attracting and retaining profitable customers in the banking industry. Despite the country's exit from economic recession in which the banking sector was adversely

affected and the current gradual economic recovery rate, the DMBs are not doing badly in terms of quality service delivery which has ultimately translated to improved customer satisfaction. If this tempo is sustained, the DMBs can increase their customer base through customers' word-of-mouth, profit margin through increased customer base and patronage, and shareholders' dividend through increased annual profitability.

5. Conclusions and Recommendations

Research on service quality and customer satisfaction is on-going. Therefore, this study joined the league by examining the effect of bank service quality on customer satisfaction in Gwagwalada, Abuja. The study found positive and significant correlation between service quality of DMBs in Gwagwalada and customers' satisfaction. Generally, the study revealed that service quality of DMBs in Gwagwalada wielded significant influence on customers' satisfaction. Specifically, the study unraveled that the responsiveness

dimension of service quality exerted significant influence on customer satisfaction, while other dimensions (tangibility, reliability, assurance and empathy) do not. Consequently, the study concludes that the DMBs' service quality in Abuja is satisfactory and recommends that the tempo should be sustained for improved business performance. In addition, the banks need to overhaul and improve on the tangibility, reliability, assurance and empathy dimensions so that their contributions to customer satisfaction should be overturned from insignificant contribution to significant ones.

5.1 Limitations and future research

This study examined the effect of service quality on the satisfaction derived by the customers of all DMBs operating in Gwagwalada. The limitation of this approach is that the service quality and customer satisfaction per bank is not examined and the corresponding findings are not revealed; therefore, the Deposit Money Bank with the best service quality and/or customer satisfaction was not identified. Thus, future studies can examine the effect of service quality on customer satisfaction per individual bank(s) rather than the entire banking industry.

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