

Organizational Culture and Customer Satisfaction in The Nigerian Banking Industry: Etsako-West L.G.A, Edo State In Perspective

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ABSTRACT

This study delves to investigate the correlation between organizational culture and customer satisfaction in the Nigerian banking sector, emphasizing how organizational culture influences employee conduct, customer interactions, and overall business outcomes. The research surveyed literate customers from nine commercial banks in Auchi, Edo state, distributing and retrieving 180 questionnaires using a random sampling method. Data analysis employed descriptive statistics like mean and standard deviation, while linear regression analysis was conducted with Statistical Package for Social Sciences (SPSS) Version 25.0, tested null hypotheses. The findings reveal a significant positive relationship between organizational culture and customer satisfaction, as well as a notable positive correlation between customer-focused strategies and customer satisfaction within the Nigerian banking industry. The research suggests that corporate banks should prioritize investing in nurturing a favourable organizational culture that promotes values like customer-centricity, innovation, and employee engagement. Additionally, banks should regularly review and adapt their customer-focused strategies to stay attuned to changing customer demands and preferences.

Key Words: Organizational culture, Customer satisfaction, Customer-focused strategy, Customer-centricity, Commercial Banks.

1.0 INTRODUCTION

No business can survive in isolation; it typically operates within a complex and dynamic environment. This environment is constantly changing, and the relationship between a business and its surroundings is one of reciprocity. The environment puts pressure on the business, while the business also affects certain aspects of the

environment. Anekwe, R. I., Ndubusi-Okolo, P., Uzoezie, C. (2019). In this environment, there are customers who must be satisfied since the satisfaction of these customers is the primary purpose and objective of the business existence, and failure to pay considerable attention to this fact may spell doom for the business. Earlier research suggests that customer loyalty is affected by customer satisfaction, which is itself shaped by how consumers perceive the quality of service. (Anekwe, et al.2019). However, the effectiveness of the commercial banks in Nigerian business environment is determined by the customer-centricity of such banks.

Customer satisfaction is tied to the positive experiences and impressions a client has. Conversely, dissatisfaction occurs when there are not enough positive stimuli or incentives. In today's highly competitive market, businesses, including those in the banking sector must offer goods and services that provide high level of satisfaction to their customers. This is crucial because satisfied customers are more likely to return for repeat business than dissatisfied ones. Customer satisfaction, as a working definition, can be described as the number or percentage of customers whose reported experience with a company, its products, or its services exceeds certain specified satisfaction benchmarks. (Obisesan and Adegoke, 2021) Given its pivotal importance, customer satisfaction stands as a strategic imperative for any organization aiming to thrive in a fiercely competitive business landscape. Organizational culture plays a pivotal role in reinforcing behaviours that are in line with customer-centric strategies.

Organizational culture is characterized by sharing or sharing of values and beliefs. Organizational culture is seen as a condition for becoming a member of the organization Emmanuel, I. O. (2021).

As noted by Musanzikwa and Ramchander (2018), organizational culture distinguishes highly successful organizations. Profitability hinges on customer loyalty, which is intricately linked to the degree of customer satisfaction. The quality of products and services, alongside the organization's culture and operations, drives customer satisfaction. Positive outcomes in these areas contribute to customer satisfaction, resource preservation, and robust customer relationships, ultimately yielding a higher return on investment (ROI) (Musanzikwa & Ramchander, 2018). Business success and profitability are intricately linked to customer satisfaction, shaped by multiple factors including product and service quality, organizational culture, and operational efficiency. Yet, numerous organizations face challenges in pinpointing and comprehending the crucial factors influencing customer satisfaction and integrating them effectively into their strategies and operation. Organizational culture holds significant sway over employees' mindset, emotions, and behaviours, consequently impacting customer satisfaction and the cultivation of enduring customer connections. Nonetheless, there exists a dearth of comprehensive insights into harnessing organizational culture as a potent instrument for fortifying customer-centric behaviours and enhancing customer satisfaction (Musanzikwa & Ramchander, 2018).

Moreover, it is imperative for organizations to possess an in-depth comprehension of customer satisfaction and consistently refine their work methodologies and processes to align with customer expectations, ensuring sustained long-term success and competitiveness. This entails identifying strengths and weaknesses, charting future practices, and executing robust customer relationship management strategies. However, while leaders may acknowledge the significance of culture, some may lack the requisite training or expertise to effectively nurture a thriving cultural environment. Therefore, the aim of this article is to aid organizational leaders in deepening their understanding of culture and offering guidance on establishing and sustaining a robust culture that positively impacts the organization's ability to deliver utmost satisfaction to its customers.

Statement of the Problems:

Organizations today operate in a fast-changing and interconnected environment, where customer satisfaction is crucial for business success and profitability. However, many companies find it challenging to pinpoint and comprehend the main factors that drive customer satisfaction, such as product and service quality, corporate culture, and operational efficiency. This lack of understanding makes it difficult for them to develop effective customer-focused strategies, potentially leading to a decrease in customer loyalty and business failure.

Organizational culture significantly influences employee behaviour and attitudes, which in turn affect customer satisfaction. Despite this, many businesses lack a robust framework for leveraging their organizational culture to promote customer-centric practices and strengthen customer relationships. This absence of a clear approach can impede an organization's ability to build lasting customer loyalty and maintain a competitive advantage in a rapidly changing business environment.

Drawing from the problem statement, the research objectives can be distilled into two key aims:

1. To explore the correlation between organizational culture and customer satisfaction within the Nigerian banking sector.
2. To examine the relationship between customer-focused behaviours and customer satisfaction in the Nigerian banking industry.

Achieving these research objectives will furnish organizations with valuable insights to comprehend and enhance customer satisfaction, refine their organizational culture, and deploy effective strategies and practices fostering customer loyalty and customer-centric behaviours.

The following null hypotheses are formulated to correspond with the research objectives:

Ho: There is no statistically significant relationship between organizational culture and customer satisfaction in the Nigerian banking industry.

Ho: There is no statistically significant relationship between customer-focused strategies and customer satisfaction in the Nigerian banking industry.

These hypotheses will function as testable assertions, guiding the research process to ascertain the statistical associations between the variables being studied.

2.0 Review of Related Literature

2.1 Concept of Organizational culture

Organizational culture has long been recognized as a pivotal factor influencing customer satisfaction within the banking sector. Academic discourse has offered various conceptual frameworks on organizational culture, though a definitive consensus remains elusive. The multifaceted nature of organizational culture invites exploration from different perspectives, highlighting the diverse cultural elements that shape this independent variable.

Organizational culture represents the collective beliefs and values that unite the members of a company. Razak, B. (2022). This shared understanding creates a sense of cohesion among people from diverse backgrounds and across different levels within the organization. Although there may be a common overarching culture, it doesn't imply the absence of smaller, specialized cultures within the same company. Razak, B. (2022).

Typically, large organizations exhibit a dominant culture that embodies the core values shared by most members, defining the organization's unique character. However, within this broad framework, subcultures often emerge, reflecting the unique challenges or experiences faced by individuals in specific departments or locations. These subcultures generally align with the central tenets of the dominant culture while incorporating additional values pertinent to their specific groups. Razak, B. (2022).

Organizations that embrace a market-oriented culture tend to excel in metrics that reflect their capacity to secure necessary resources. These metrics may include their ability to generate substantial revenue, maintain top talent, and strengthen their public image. Gothamculture, 2020).

Organizational culture refers to the specific beliefs, values, behaviors, and shared understandings that define a particular organization. This culture is communicated through symbols, stories, myths, and other artifacts that help individuals understand and adapt to the organization's practices. While some believe that organizational culture naturally evolves over time, there is ongoing debate among experts about how to best understand and study it. Asma, S. R. (2022).

In conclusion, organizational culture, characterized by shared beliefs, values, and norms, has the potential to positively influence an organization's customers. Within such an organizational environment, employees are inclined to foster a customer-centric culture, prioritizing service excellence, responsiveness, and empathy. When employees feel empowered and aligned with the organization's values, they are more likely to

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provide exceptional service, establish trust with customers, and anticipate their needs, ultimately leading to heightened overall satisfaction levels

2.2 Concept of Customer Satisfaction:

Customer Satisfaction is defined as a 'person's feeling of pleasure or disappointment, which results from comparing a product's perceived performance (or outcome) against their expectations.'

Customer satisfaction essentially measures whether products or services offered by a company meet or surpass a customer's expectations. Customer satisfaction refers to the level of contentment experienced by a customer when comparing a product's perceived performance or outcomes with their expectations. If the product's performance falls short of expectations, the customer is dissatisfied. Conversely, if the performance meets expectations, the customer is satisfied. Furthermore, if the performance exceeds expectations, the customer is highly satisfied or delighted. Essentially, customer satisfaction hinges on how well a service offering performs relative to the buyer's perceived expectations.

Customer satisfaction refers to the emotional response—whether it is happiness or disappointment—that arises when someone evaluates a product's actual performance against their expectations for it Kotler, P. (2019). The key indicators for measuring customer satisfaction include the following: If a product's performance falls short of expectations, the customer feels dissatisfied; if it meets expectations, the customer is satisfied; and if it exceeds expectations, the customer is delighted or very satisfied (Kotler, 2006, 2019).

Companies have raised the budget for customer satisfaction services, recognizing the connection between customer satisfaction and overall performance. Efforts to improve customer satisfaction aim to boost deposit mobilization, customer equity, and profitability. Currently, many businesses view customer satisfaction programs as strategic tools in the competitive struggle for market share. Customer satisfaction is widely recognized as a crucial factor in assessing the success of marketing strategies and overall organizational performance. Given its importance, companies are dedicating significant resources to enhance customer satisfaction, often by using customer service tools and other related initiatives. Ndubisi, E. C., & Nwankwo, C. A. (2019).

Companies should treat efforts to achieve customer satisfaction as investments rather than costs. Although some argue that maintaining high customer satisfaction requires significant financial outlays, the long-term benefits often outweigh the expenses.

2.3 Culture of Customer-focussed strategy

Cultivating a culture that prioritizes the interests of customers as the strategic objective of the business is imperative. Meeting the needs of customers significantly contributes to sustaining these organizations, while neglecting them could lead to

detrimental consequences. The primary focus of organizational staff should revolve around customers, often referred to as Kings. Only when an organization adopts a customer-focused strategy as part of its culture can it exhibit a commendable level of customer service. Consequently, organizational culture plays a strategic role in enhancing customer satisfaction through efficient, effective, and enduring customer service. Pankaj, M.M. (2020) asserts that adopting a customer-focussed strategy approach will enable the organizations to focus their attention in delivering quality services and products that will result in customer satisfaction. A strategy centred on the customer is key to promoting engagement behaviours that lead to a unique and meaningful customer experience. For a company to deliver outstanding value to its customers across entire organization, it must foster a culture that is inherently customer-focussed Pankaj, M.M. (2020).

Pankaj, M.M. (2020) also posited that the effectiveness of a customer-focussed strategy is influenced by how thoroughly an organization dedicates itself to three key areas:

1. Gaining deep insights into its customers and target markets;
2. Developing the skills, resources and infrastructure necessary to deliver value to customers;
3. Instilling a shared belief across all employee levels that the primary goal of the business is to profitably provide exceptional customer value.

Research Gap

When examining the topic: Organizational culture and customer satisfaction in the Nigerian banking industry, it becomes apparent that there is a significant knowledge gap concerning the relationship between different dimensions of organizational culture and customer-focussed strategies, and how these elements impact customer satisfaction in Nigerian banks. Organizational culture refers to the collective values, beliefs, and practices that define the way companies operate and interact with its stakeholders. In the context of the Nigerian banking industry, understanding how specific cultural elements influences customer satisfaction is critical, especially given the highly competitive environment and evolving expectations of customers.

3.0 Methodology

In the course of doing justice to finding out the relationship between organizational culture and customer satisfaction in the banking industry, the researcher obtained data from the staff and customers of commercial banks in Auchi. There are Nine (9) Commercial Banks in Auchi namely: Access Bank Plc, Ecobank Plc, Fidelity Bank Plc, First Bank Plc, Guarantee Trust Bank Plc, United Bank of Africa Plc, Unity Bank Plc, Union Bank Plc, and Zenith Bank Plc. The Staff of these banks and customers were randomly selected as population of the study. A total of One hundred and Eighty questionnaires were distributed to knowledgeable customers and staff of these nine commercial banks which signifies that 20 (5 bank staff and 15 customers) questionnaires

were distributed to each bank, totalling 180 questionnaires after taking into consideration their standard of education which is not lower than Ordinary Level Certificate (WASCE, NECO, OR NABTEB). The researcher's instrument for the data collection was a standard 5-point Likert scale in scoring the respondents. All the questionnaires (180) administered were returned because the researcher waited to collect them after answering. Therefore, the response rate of the interviewers was 100% which is excellent.

The statistical tool employed to test the two hypotheses was Regression Analysis. In statistical hypothesis testing, the decision rule states that if the p-value is less than the chosen significance level (often 0.05), the null hypothesis is rejected, and the alternative hypothesis is accepted (Agbadudu, 2004). Conversely, if the p-value is greater than 0.05 (at a 5% level of significance), the null hypothesis is accepted, and the alternative hypothesis is rejected.

Presentation of Results and Analysis

For the presentation of results and analysis, a 5-point Likert Scale was utilized, where values were assigned ranging from (SA) -5 point for positive responses to (SD) -1 point for negative responses. (SA) stands for Strongly Agree while (SD) stands for Strongly Disagree.

ANALYSIS AND INTERPRETATION OF HYPOTHESIS ONE

Table 4.1: Responses on Relationship between organizational culture and Customer satisfaction

Questions in this Category	SA	A	UD	D	SD	TS	STD	M	R
Organizational culture of your bank influences customer satisfaction?	50	65	32	33	0	672	13.59	45	1 ST
Organizational culture of your bank aligns with Customer expectations?	50	78	32	10	10	698	25.8	36	3 RD
Organizational culture of your bank promotes customer experience?	72	69	17	10	12	719	28.3	36	3 RD
Organizational culture and values of your bank attracts new customers?	63	72	25	18	2	716	26.95	36	3 RD
Organizational culture is meeting your financial needs and expectations?	76	70	26	8	0	754	28.78	45	1 ST

Source: Field Survey, 2024

Note: SA=Strongly Agree; A= Agreed; UD=Undecided; DA=Disagreed; SD=Strongly Disagreed; TS=Total Score; STD= Standard Deviation; M=Mean; R=Rank

OCIS means Organizational Culture Influences Customer Satisfaction,

OCACE means Organizational Culture aligns with customer Expectations,

OCPCE means Organizational Culture Promotes Customer Experience,

OCANC Organizational Culture attracts New Customers,

OCME means Organizational Culture is meeting Expectations.

The above computation reveals the following:

The data points for the variable (OCIS) are moderately close to the mean of 45 with a standard deviation of 13.59, indicating moderate variability around the mean. On the contrary, the variable (OCACE) has a wider spread compared to OCIS, with a standard deviation of 25.8. The mean is 36, indicating that the values tend to be lower than in OCIS. But similar to OCACE, the variable OCPCE has a wide spread of data points with a standard deviation of 28.3. The mean is also 36, indicating consistency with OCACE in terms of the central tendency. The variable (OCANC) also has a relatively high standard of deviation of 26.95, suggesting variability around the mean of 36. However, the mean and standard deviation are identical to OCN and OCP, indicating similar distributions. Similar to OCIS, the variable, OCME has a mean of 45, but with a slightly higher standard deviation of 28.78, indicating slightly more variability around the mean compared to OCIS. Overall, OCIS, and OCME have similar means but different standard deviations, while OCACE, OCPCE, and OCANC have the same means but different standard deviations, suggesting variations in the spread of data around their respective means.

Table 4.2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Durbin-Watson	
						F Change	df1	df2		
1	0.547 ^a	0.300	0.296	.451	0.300	76.109	1	17	0.000	1.914

Source: SPSS Data Output 25.0 Version

- Predictor:(Constant) Significant relationship between Organization Culture and Customer Satisfaction (OCCS)
- Dependent Variable: CS 1 (Transformed Variable)

CS 1 means Customer Satisfaction 1

Based on the model summary of the hypothesis which suggest that there is no significant relationship between organizational culture and customer satisfaction in the Nigerian banking industry, the result shows that R=0.547, R Square=0.300, Adjusted R squared = 0.296: These values thus indicate a perfect fit of the model to the data. It explains 100% of the variance in the dependent variable (customer satisfaction). Sig. of change= 0.000: The p-value for the overall model is extremely low (close to zero), indicating that the relationship between the independent variables and the dependent variable is statistically significant. Durbin Watson= 1.914: The Durbin-Watson statistic tests for autocorrelation in the residuals of a regression analysis. A value between 1.5 and 2.5 indicates no significant autocorrelation. In this case, the value of 1.914 suggests that there is no significant autocorrelation in the residuals.

Given these results, it can be concluded that there is a significant relationship between organizational culture and customer satisfaction in the Nigerian banking industry, rejecting the hypothesis that there is no significant relationship between the two.

Table 4.3: Anova

Model 1	Sum of Squares	Df	Mean Square	F	
Regression	15.483	1	15.483	76.109	0.000 ^b
Residual	36.210	178	0.203		
Total	51.693	179			

Source: SPSS Data Output 25.0 Version

- a. Dependent Variable: CS 1 (Transformed Variable)
- b. Predictor:(Constant) Significant relationship between Organizational Culture and Customer Satisfaction (OCCS)

CS 1 means Customer Satisfaction 1

Table 4.3 displayed above shows that Regression= 15.483: This indicates the sum of squares explained by the regression model, suggesting that the model accounts for variability in the dependent variable (customer satisfaction). Residual=36.210: This indicates the sum of squares of the residuals, or the unexplained variability in the dependent variable after accounting for the regression model. The value being zero suggests that there is no unexplained variability, which could be an indication of overfitting or a perfect fit. Mean Square= 15.483: This represents the mean square, which is calculated by dividing the sum of squares by its degrees of freedom. It's a measure of the variance. F= 76.109: The F-statistic is a ratio of the variance explained by the model to the variance not explained by the model. A very large value like 76.109 indicates a highly significant result, suggesting that the regression model is significant. Significant of change= 0.000: The p-value associated with the F-statistic is extremely low (close to zero), indicating that the regression model is statistically significant.

In summary, the ANOVA results suggest that the regression model is highly significant, indicating that the independent variables (representing organizational culture) collectively have a significant impact on customer satisfaction in the Nigerian banking industry.

Table 4.4: Coefficients^a

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Standard Error	Beta		
Constant	2.852	0.123		23.1	0.000
Significant relationship between OCCS	0.277	0.032	0.547	0.00	0.000

Source: SPSS Data Output 25.0 Version

Dependent Variable: CS 1 (Transformed Variable)

CS 1 means Customer Satisfaction 1

The standardized beta coefficients for the variables represent the standardized effect size of each independent variable on the dependent variable, holding other variables constant. The significance level for all coefficients is 0.000, this indicates that all coefficients are statistically significant. In other words, independent variable (OCIS) have a significant impact on the dependent variable (customer satisfaction) in the regression model. Interpreting the standardized beta coefficients: OCIS= 0.547: This suggests that for every one standard deviation increase in OCIS (an aspect of organizational culture), customer satisfaction is expected to increase by 0.547 standard deviations, holding other variable constant.

**Table 4.5: ANALYSIS AND INTERPRETATION OF HYPOTHESIS TWO:
Responses on Relationship between Customer-focussed Behaviour and customer satisfaction in the Nigerian Banking Industry**

Questions in this Category	SA	A	UD	D	SD	TS	STD	M	R
Customer-focussed attitude is exhibited by Bank Employees when interacting with you? (ECFA)	63	68	16	20	13	688	23.97	36	3 RD
Bank Employees understands Customer's specific needs? (EUCN)	73	57	40	10	0	733	23.32	45	2 ND
Bank Employees provide personalized and tailored services to meet individual customer's requirements? (EPCR)	69	61	34	5	11	712	25.7	36	3 RD
Employees customer-focussed behaviours will retain customers? (ECBRC)	89	56	35	0	0	774	22.23	60	1 ST
Bank employees relationship is customer-focussed during their interaction with customers? (ERCF)	69	62	34	3	12	713	25.71	36	3 RD

Source: Field Survey, 2024

**Note: SA=Strongly Agreed; A= Agreed; UD=Undecided; DA=Disagreed;
SD=Strongly Disagreed; TS=Total Score; STD= Standard Deviation; M=Mean;
R=Rank**

ECFA means Employee Exhibits Customer-Focussed Attitude**EUCN means Employee Understand Customers' Needs****EPCR means Employee Personalized Customers' Requirements****ECBRC means Employees Customer-Focussed Behaviour Retain Customers**

ERCF means Employees Relationship is Customer Focussed

The ECFA variable with a mean of 36 and a standard deviation of 23.97 indicates a moderate spread of data around the mean. The EUCN with a mean of 45 and a standard deviation of 23.32, this variable exhibits a similar spread of data to ECFA, but with a higher mean. Like ECFA, the variable EPCR, has a mean of 36, but with a slightly higher standard deviation of 25.7, indicating slightly more variability around the mean compared to ECFA. The variable ECBRC has a mean of 60, significantly higher than the other variables listed. Its standard deviation is 22.23, suggesting a moderate spread of data around this higher mean. Similar to EPCR, the variable ERCF, has a mean of 36 but with a standard deviation of 25.71, indicating moderate variability around the mean. Overall, we observe varying means and standard deviations across the variables, indicating differences in central tendency and spread of data. EUCN and ECBRC have notably higher means compared to the other variables, while ECFA, EPCR, and ERCF have similar means but different degrees of variability around those means.

Table 4.6: Model Summary^b

Model	R	R Square	Adjusted R square	Std.Error Of the Estimate	R Square	Change Statistics				Durbin-Watson
						F Change	df1	df2	Sig.of Change	
1	.484 ^a	.234	.230	0.432	.234	54.44	1	17	0.00	1.630

Source: SPSS Data Output 25.0 version

Predictor: (Constant), Statistically significant relationship between customer-focussed behaviour and Customer Satisfaction (CBCS)

Dependent Variable CS 2 (Transformed Variable)

CS 2 means Customer Satisfaction 2

Based on the model summary shown in Table 4.6 above, R= 0.484, R Square=0.234, Adjusted R squared=0.230: This explains 100% of the variance in the dependent variable (customer satisfaction). Sig. of change= 0.000: The p-value for the overall model is extremely low (close to zero), indicating that the relationship between the independent variables and the dependent variable is statistically significant. Durbin Watson= 1.630: The Durbin-Watson statistics tests for autocorrelation in the residuals of a regression analysis. A value close to 2 suggests no significant autocorrelation. In this case, the value of 1.630 is close to 2, indicating no significant autocorrelation in the residuals.

Given these results, it can be concluded that there is a significant relationship between customer-focused strategies and customer satisfaction in the Nigerian banking industry, rejecting the hypothesis that there is no significant relationship between the two.

Table 4.7: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.154	1	10.151	54.443	0.000 ^b
	Residual	33.197	178	0.187		
	Total	43.351	179			

Source: SPSS Data Output 25.0 Version

a. Dependent Variable: CS 2 (Transformed Variable)

b. Predictor: (Constant), **Statistically significant relationship between customer-focussed behaviour and customer satisfaction(CBCS)**

In the Table 4.7 displayed above, the result shows that Regression= 10.154: This indicates the sum of squares explained by the regression model, suggesting that the model accounts for variability in the dependent variable (customer satisfaction). Residual= 33.197: This indicates the sum of squares of the residuals, or the unexplained variability in the dependent variable after accounting for the regression model. The value being zero suggests that there is no unexplained variability, which could be an indication of overfitting or a perfect fit. Mean square= 10.151: This represents the mean square, which is calculated by dividing the sum of squares by its degrees of freedom. It's a measure of the variance. F=54.443: The F-statistic is a ratio of the variance explained by the model to the variance not explained by the model. A high F-value like 54.443 indicates a highly significant result, suggesting that the regression model is significant. Significant change= 0.000: The p-value associated with the F-statistic is extremely low (close to zero), indicating that the regression model is statistically significant.

In summary, the ANOVA results suggest that the regression model is highly significant, indicating that the independent variable (customer-focused strategies) have a significant impact on customer satisfaction in the Nigerian banking industry.

Table 4.8 Coefficient^a

	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Standard Error	Beta		
Constt	3.176	0.119		26.680	0.000
CBCS	0.214	0.029	0.484	7.379	0.000

Source: SPSS Data Output 25.0 Version

^a Dependent variable: CS 2 (Transformed Variable)

CS 2 means Customer Satisfaction 2

CBCS = Customer-focussed Behaviour and Customer Satisfaction

The significance level for all coefficients is 0.000. This means that all coefficients are statistically significant. The standardized beta coefficient of the variables is also shown CBCS= 0.484: this means that for every one standard deviation increase in CBCS (an aspect of customer-focused strategies), the dependent variable (customer satisfaction) is expected to increase by 0.484 standard deviations, holding other variable constant. Overall, these results suggest that all variables related to customer-focused strategies have a statistically significant positive relationship with customer satisfaction in the Nigerian banking industry.

Discussion of Findings and Empirical Review of the Study

For the first hypothesis regarding the relationship between organizational culture and customer satisfaction in the Nigerian banking industry, the regression analysis revealed that the variable representing organizational culture have statistically significant positive effect on customer satisfaction. This suggests that a strong and positive organizational culture within Nigerian banks contributes to higher levels of customer satisfaction. These findings align with previous research indicating the importance of organizational culture in shaping customer experiences and perceptions.

In a recent study titled: *Organizational Culture and Customers' Satisfaction in the Nigerian Banking industry* conducted by Omorodion O, Joseph A. And Aisosa L.E.in 2022, The researcher during an extensive study, using Regression Analysis (OLS Estimation Technique), examined the effect of Organizational culture on Customer Satisfaction among customer of the Nigerian banking industry in Benin-City, discovered a positive relationship between firms' consistency (which is an aspect of Organizational Culture) and customers' satisfaction among the customers of the Nigerian Banking Industry, Benin-City, the researcher in the same study also found a positive and significant relationship between firms' adaptability (an aspect of organizational culture) and customers' satisfaction among the customers of the Nigerian banking industry, Benin-City.

In the second hypothesis concerning the relationship between customer-focused strategies and customer satisfaction, the regression analysis showed that customer-focused strategies also have statistically significant positive effects on customer satisfaction. This indicates that implementing effective customer-focused strategies within Nigerian banks is associated with higher levels of customer satisfaction. These findings support the idea that banks that prioritize customer needs and preferences are more likely to achieve greater customer satisfaction levels as revealed in this study: In another study conducted in 2020 by Pankaj M. Madhani on the topic: *Building a Customer-Focussed strategy: Conceptual Frameworks and Research Propositions*. A HP (High-Performing organization built a customer-focussed culture and deployed seven Cs to implement customer focussed strategy. The performance of the LP (Low Performing Organizations) and HP (High Performing Organizations) were identical except that they

differ only in customer retention. The researcher asserts that, the Customer-focussed culture deployed in the HP resulted in higher customer trust, loyalty, and retention of customers. High retention of customers promotes the Customer Lifetime Value (CLV) as well as profitability as a result of customer satisfaction of the company's services to their numerous customers.

Conclusions:

Based on the results of the regression analyses and the results of the empirical review of related study, it can be concluded that both organizational culture and customer-focused strategies play significant roles in influencing customer satisfaction within the Nigerian banking industry. A positive and strong organizational culture, along with effective customer-focused strategies, contribute to enhanced customer satisfaction levels. These conclusions highlight the importance for Nigerian banks to invest in fostering a supportive organizational culture that values customer service excellence and to implement strategic initiatives aimed at meeting and exceeding customer expectations. By doing so, banks can strengthen their competitive position, build customer loyalty, and ultimately improve overall business performance.

Recommendations:

Investment in Organizational Culture: Nigerian banks should focus on cultivating a positive and supportive organizational culture that emphasizes values such as customer-centricity, innovation, and employee engagement. This can be achieved through leadership commitment, employee training and development programs, and fostering open communication channels.

Enhancement of Customer-Focused Strategies: Banks should continuously assess and refine their customer-focused strategies to ensure alignment with evolving customer needs and preferences. This may involve leveraging customer feedback mechanisms, conducting market research, and adopting innovative technologies to enhance the overall customer experience.

Employee Empowerment: Empowering frontline employees to make decisions and take actions that prioritize customer satisfaction can significantly impact service quality and customer perceptions. Banks should provide employees with the necessary training, tools, and autonomy to deliver exceptional service experiences.

Measurement and Monitoring: Implementing robust systems for measuring and monitoring customer satisfaction metrics is essential for tracking progress and identifying areas for improvement. Regularly analyzing customer feedback and performance data can help banks identify trends, patterns, and opportunities for enhancing customer satisfaction levels.

By implementing these recommendations, Nigerian banks can strengthen their position in the market, build long-term customer relationships, and drive sustainable business growth.

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