International Journal of Democratic and Development Studies (IJDDS), Vol. 5, No 3, March, 2022.
Available online at http://journals.rcmss.com/index.php/ijdds; Covered in Scopedatabase-
https://sdbindex.com/Sourceid/00000433, google scholar, etc. **ISSN: 2350-224X (E) ISSN: 2346-7223 (P)**
Audu Yakubu Philemon , 2022, 5(3):30-44

Bank-Customer Relations and Customer Satisfaction in Deposit Money Banks in Kogi State, Nigeria

Audu Yakubu Philemon

Department of Business Administration and Management, Federal Polytechnic, Idah, Kogi State, Nigeria

Abstract

The study was conducted to investigate the effects of Bank-customer relations practices on customer's satisfaction in selected banks in Kogi State. The objective of the study was to examine the nature of relationship that exists between deposit money banks' relations management practices and customers' satisfaction in the selected deposit money banks in Kogi State. To achieve this objective, the study adopted a survey research design and data were gathered through primary sources. The primary data were collected from customers of the banks through questionnaire. The population of the study was the entire customers of the selected banks in Kogi State from which a sample of 246 was drawn using Topman statistical formula. Thus, questionnaire was designed in 5 points likert-scale and administered on the target respondents. Data gathered were analyzed through descriptive statistics in which case charts, tables, percentages and mean scores and standard deviation were employed and simple linear regression was used to test the hypotheses formulated for the study. Premised on the data analyzed, it was found that there is a significant positive effect of bank-customer relations management practices and customers' satisfaction. Anchored on the finding, the study recommended that deposit money banks should invest in training and re-training of their staff on how to build a lasting relationship with customers so as to increase customer satisfaction.

Keywords: *Customer, Relations, Management, Satisfaction*

DOI: URL:https://doi.org/10.36758/ijdds/v5n3.2022/03

Introduction

Commercial organizations are established to pursue wealth maximization objectives for the share holders. The banking sector is a subsector of the nation's financial system that has a commercial goal to pursue. It has its foundation pillared on sustainable customer satisfaction. The customers are the heart and soul of successful business concern that is rooting for profitability, sustainability and survival. To win, retain, sustain and maintain customers required business Managers to build an enduring relationship with them. Business Managers need to develop a mechanisms that will consistently enable them know their customers and what is valuable to them and how best to serve them delightfully. Customer complaints must be resolved timely and satisfactorily at all times.

However, in our banks in Nigeria, staffs who are responsible to serve customer have develop an ego of wanting customer to look them as kings instead of the age long philosophy of customer is the king. Human relations practices of banks start and end as the time they woo customer to open an account with them. The moment a customer is hoodwinked into opening an account from that moment bank staffs become the king of customers. From the security man at the gate to the designated customer service staff and the counter where services are rendered, one meets a retinue of staff who do not show concern for customers.

This has a lot of consequences for the growth of banking habits in Nigeria where 90% of the population are lethargic to keeping their money in the bank. The cashless policy of government and even the growth and survival of the existing banks is under threat if the extant situation is not properly addressed. This calls for a study of this nature to examine the relationships between banks customer relations practices and customers satisfaction particularly in Kogi State North Central Nigeria.

Statement of Problem

The alledged demi-god position assumed by bank staff has becomes a matter of concern to both policy analysts and bank customers in recent times. As it has been observed that customers of banks, particularly in Kogi State have been complaining of poor service quality such as unending queues, not attending to customers' complaints promptly, low speed of service, customer relations and unfriendly customer- staff relations in the banking hall. In other words, most customers of banks are not satisfied with the quality of relations that exist between them and the bank staff.

Similarly, extant literature corroborated the above problem. For example, Ogbadu and Usman (2012) submitted that customers of banks in Nigeria experience challenges, ranging from delay at service points, unprofessional conduct of bank staff and failed promises to outright service failure among others.

In response to bank customer relations problems, many banks have created a Customer Relationship Management Unit. However, in spite of this measure taken by banks to ensure that bank-customer relations are robust and satisfactory, customers' complaints seemingly persist. Hence, there is the need to examine the effects of customer relationship management practices of banks in Kogi State and customer satisfaction.

Research Question

To what extent does established customers' relation practices of Banks has effect on customer satisfaction in banks in Kogi State?

Objective of the Study

Given the statement of problem above, the general objective of the study is to examine the effect of Deposit Money Banks customer relationship management practices on customer's satisfaction. The specific objectives are to:

Ascertain whether established customer relations practices of Banks has positive effect on customer satisfaction in Banks in Kogi State

Statement of Hypothesis

Premised on the research objectives stated above, the following research hypothesis was drawn to guide the study:

H_1 Established customer relations practice management Banks has no significant effect on customer satisfaction in Banks in Kogi State.

Conceptual Review

Customer Relations This dimension measures how the organization relates to its customers. It is measured by the air of friendliness of bank employees to customers and how the organization view and see their customers. How courteous and empathic are the staffs of the bank to customers in their daily transactions as well as their professional conduct. Fundamental question that this dimension seek to answer is how cordial is the relationship between the bank and its customers. Could customers confide in their bankers, do the organization sees them as passive customers or as stake holders in whose hands the success and failure of the organization resides, do the organization get familiar with their customer to the point of knowing them by their surname in ordinary day transactions?

Customers as a Concept

Customer is an individual, institutions and or organizations that buys a company's products or services. Customer according to Encarta Dictionary is somebody or a person that buy goods or services. It is the contention of Kotler (2006) that customer does not necessarily means the person that buys a company's product rather a person that makes buying decisions whether at an individual level, institutional as well as organizational level. What this means is that customer goes beyond the individual buying an article from the shop floor to the person behind the purchase. The concept customer was greatly acknowledged in organizational life when Drucker (1982) emphasizes that in any organization all the activities going on are costs and that what brings in revenue is from the outside of the organization. These people from outside that reward the effort of profit making organization are the customers. They are the prime reason why business exists in the first place. They turned business effort into economic reward. This same position about strategic roles of customer is reinforced by Kotler and Armstrong (2010), when they recognized that the very first step organizations take towards its goal attainment is to ask and find answer to the following questions: Who is the customer?, What does he buy?, How can he be reached?, How can his loyalty be assured and sustained?. Clearly the answer to the above question according to Anuforo, Ogungbangbe, and Edeoga, (2015) is the adoption of a strategy that will make an organization to stay close to its customers through a robust customer relationship management. Brian (2011) held that marketing concept is to the effect that to succeed in any business, the customer should be the centre piece of organizational activities. Emphasizing the importance of customers, Alis,Karakurt and Melli (2000) held that the substance of all marketing activities and function is centred on customer. The importance of customer to organizational survival is further buttressed by Brian (2011), Raza and Hanif (2013), and Ali and Raza (2015), when they held that it is a common knowledge from marketing concept that to succeed in any business the customer must be the centre piece of organizational activities.

In the words of Formant (2009), a customer is someone who, driven by self interest has the force of coming to you for your product or service or going somewhere else. In the same vein, Dyche (2002) observed that customer is better think of in respect to the following:

a. Repeat business which is the backbone of selling as it provides increased revenue and certainty for the business
b. Organizations depend on their customers and as such should develop offerings that satisfy the need of customers otherwise they stand to lose them.
c. Basic in the responsibility of organization is to fulfill the needs of the customers
d. Business aims are achieved using customer as the vehicle.

In recent times, Anuforo,. Ogungbagbe, and Edeoga,. (2015) held that customers are difficult to please. They are smarter, more price conscious, more demanding, less forgiving and they are prone to so many competitors with same or better offerings. Therefore, the challenge is not to produce satisfied customers; several competitors can do same. The challenge according to Kotler and Armstrong (2010) is to produce delighted and loyal customer. Delighted and satisfied customers are likely to make repeat purchase, be retained, sustained and make referral to other potential customers. This will no doubt increase the market share as well as revenue of the organization.

Our working definition of customer in this study therefore is an actual and or potential individual, organizations, groups and institutions that buy or make use of an organization's products or services including those behind the scene that make the buying decisions.

Empirical Review

Ogbadu and Usman (2012) studied the imperatives of customer relationship management in the Nigeria banking industry. The study was fueled by poor handling of customer's complaints, lack of courtesy, poor service quality, inadequate information to customers and long queues being experienced in banks. Survey research design was employed for the study and questionnaires were designed and administered on 600 respondents who were staffer of the four banks under study. Data collected were analyzed using percentages and two hypotheses formulated and tested using ANOVA as the statistical instrument. The finding of the study revealed that there is a direct relationship between customer relationship management and customer loyalty as well as bank profitability. The above study was on imperatives of Customer Relationship Management in the Nigeria banking industry while the current study is on impact of Customer Relationship Management practices on customer satisfaction in Nigeria. The study differs in several aspects. One, the study's population was derived from staff of the bank and bank customers while the population for the current study will be derived from the bank customers only. Hence, the present study's coverage is quite different from the past study by Ogbadu and Usman.

Furthermore, Kocoglu and Kirmaci (2012) undertook a study on the impact of customer relationship management on customer loyalty in the banking sector in Turkey. The population of the study was 350 staffers of the banks under study. The study aimed at unearthing the relationship between the banks' customer relationship management and customer loyalty. The study found out that customer relationship management affects customer loyalty in the banking sector. The above study was conducted in Turkey while the current study is in Nigeria thereby subjected to influences of environmental differences and variables. While study was on the impact of Customer Relationship Management on customer's loyalty, the present study is on the impact of Customer Relationship Management on customer's satisfaction in Kogi State, Nigeria.

So also, Anabila and Awunyo-Vitor (2013) conducted a research on customer relationship management as key to organizational survival and customer loyalty in Ghana. The study employed a cross- sectional research design. 20 staff of the banks and 50 customers was sampled for the study. Questionnaire was the research instrument for data collection. A statistical package for social sciences (SPSS) version 16 was used to analyze the data. It was revealed that the banks assigned relationship managers who take care of individual customer's needs. This much is seen in the customer feedback. The work of Anabila and Awunyo- Vitor was carried out in Ghana while the present study is conducted in Nigeria thereby subject the studies to difference in environmental variables. Besides, the focuses of the two studies differ from each other. While current study is desirous at looking into the impact of Customer Relationship Management practices on customer's satisfaction in Nigeria, the other studies was focused on Customer Relationship Management as key to organizational survival and customer loyalty in Ghana.

More so, Charles (2013) studied the impact of customer relationship management on perceived bank performance in Nigeria with specific reference to Oyo State. A survey research design was used for the study. The population of the study comprises of 100 employees of the banks under study in Oyo State. Four research hypotheses were formulated and tested using T- test, Pearson correlation, regression and analysis of variance with the aid of statistical packages for social sciences (SPSS). The study discovered that there is a significant difference between bonding and organizational performance. The above study differs from this present study both in content and context. The present study is conducted in Kogi State North- central Nigeria while Charles study was conducted in South-West Nigeria. Also, the population of the study was only the employees of the banks. The present study draws its population from the customers of the bank.

Tejpal and Sharma (2013) did a work on customer relationship management: An empirical review in India. The objective of the study is to take stock of works done on customer relationship management in service industry in India. The study dwells on secondary data and survey research design is employed. Data for the study was sampled from 50 cities in India. The study concluded that customer relationship management has a direct linkage with the service quality in banking industry. The work of Tejpal and Sharma was on an empirical review of Customer Relationship Management in India while the current study which is conducted in Nigeria is on impact of Customer Relationship Management practices on customer's satisfaction in Nigeria. Thus both studies differ in context and content. While the context of the current study is Nigeria, the other was India. The environmental variables that went into the studies justify their differences and consequently gap that needed to be filled.

Nyarku (2013) carried out a study on customer relationship management practices on National Investment Bank in Ghana. The objective of the study was to assess the customer relationship management practices at national investment bank. To do justice to the study, a descriptive research design was adopted and questionnaire and personal interview were used as the research instrument. Data was collected from 150 respondents and analyzed. The result was presented descriptively. The study found out that national investment bank had real-time data files and marketing databases but were made of errors thus affecting their customer relationship management practices. The diversity of the environment in which these two studies were conducted is the yearning gap that needs to be filled. Thus, there is a need to replicate the study in Nigeria to know whether the result obtained in Ghana will vary or same in Nigeria.

Uche (2014) studied customer relationship practice in old and new generation banks in Nigeria. Survey research design was used and questionnaire was used to gather data from 384 respondents for the study. After data analysis, it was found that no banks in Nigeria both old and new generation have no lasting and permanent solution to long queue and complaints that is being witnessed in our banks. The above study was on the comparative study of the application of customer relationship management practices in old and new generation banks in Nigeria. This present study digresses to look at the impact of Customer Relationship Management practices on customer's satisfaction. Why the present study looked at the impact on banking public, the study of Uche measured the extent of customer relationship management practices applicability in banks. The two studies therefore differ in content.

Balakrishnan and Krishaveni (2014) researched into customer relationship management practices in selected private banks in Coimbatore India. The objective of the study is to assess the level of satisfaction of customer relationship management practices in private banks in India. A sampling survey was conducted and 150 respondents were selected from the private banks understudy with the aid of questionnaire. Data was analyzed using percentages, mean scores and Likert point scale as well as ranking method, correlation and chi-square. The study discovered that a well thought out and implemented customer relationship management increases customer satisfaction and helps to build sustainable relationship with present and prospective customers. The above study and the current study differ in context and objective. The objective of the current study is to examine the impact of Customer Relationship Management practices on customer satisfaction and was conducted in Nigeria. The above study was carried out in India and the goal of the study was to assess the level of satisfaction of customer relationship management practices in private banks in India.

Anuforo, Ogunbangbe and Edeoga (2015) conducted a study on the impact of customer relationship management on bank growth in Nigeria using first bank and one new generation bank Guaranty Trust Bank (GTB) as a case study. The study used cross- sectional correlation survey aimed at examining the influence of Customer Relationship Management on some dimensions of bank growth in Nigeria. Data was collected through questionnaire from 400 respondents in the two banks under study. Data were analyzed using Pearson product movement correlation model with the aid of statistical packages for social sciences (SPSS) software. The study revealed that there is a direct relationship between customer relationship management (CRM) and customer loyalty, sales volume and market share. The study is on the impact of Customer Relationship Management on bank growth in Nigeria while the present study is to look at how customer relationship management practices of banks influences customer's satisfaction in Nigeria. The scope of the two studies differs remarkably. While the study understudies two banks the present study understudy four banks.

Dubey (2015) did an empirical study of customer relationship management practices in Axis bank India. The research has the objective of examining factors that influence customer relationship management practices in Axis Bank in Raipur city. Questionnaire was employed to obtain information from 150 respondents and percentages, mean scores and correlation statistical tool was used to analyze the data. The study revealed that knowledge and staff experience, customer satisfaction as well as customer service all have positive relationship with customer loyalty. This study was conducted in India while the current study is conducted in Nigeria. So, the current study intends to replicate and even go beyond what has been done in India on the subject matter.

Theoretical Review

Stakeholder Theory

There are several theories that abound on customer relationship management. However, this study will be premised on the stake holder theory. The stakeholder theory was propounded by Freeman (1994) and cited by Onyinyechi (2014) held that assumption and values are a prerequisite for doing business. It is the contention of the theory that business organizations work in synergy with diverse stakeholders. These stakeholders in one way or the other contributes to the growth and survival of business organizations. Thus, the success of an organization is prime-facie dependent on how well it can relates with the stakeholders. Banking institutions are business organizations that have different stakeholders one of which is the customer.

The customer therefore is the foundation of any business organization including the banking institution. Hence, there is a need for bank executives and indeed all employees of banks to build a sustainable relationship with customers. The theory explained that managers should take into cognizance the interests of groups and individuals who have the capacity to affect their business. It is therefore the duty of human relations manager to fashion out a game plan to ensure that the interest of customers is not undermined. The positive image of the bank and its activities should be created in the inner mind of customers always. This is the core and fundamental functions of the customer relationship unit of the organization.

The essence of customer relationship management is to create a sustainable positive customer relationship that will insure repeat purchase and referrals. It also involves getting requisite information about the market to track prevailing trends in the market that will lead to improvement in product and services. This is believed will help an organization to stay ahead of competitors that will guarantee survival and growth of bank.

Research Methodology

This study is purely descriptive in nature. Thus, the study adopted a descriptive research design. This study which investigates the impact of Customer Relationship Management practices (CRMPs) on customer satisfaction in Nigeria is a "simple survey study". This implies the use of sampled customers of the banks understudy. The opinion of the respondents was subjected to scientific analysis to determine the impact of Customer Relationship Management practices on customer's satisfaction.

The population of this study comprises of customers of the selected banks in Kogi State North-Central Nigeria. However, the population of the banks' customer cannot be ascertained from the banks' Management and panel data/ statistical bulletin from relevant government agencies like Nigeria Deposit Insurance Corporation (NDIC), Central Bank of Nigeria (CBN), Nigeria Security and Exchange Commission (NSEC) and National Bureau of Statistics (NBS) after several fruitless efforts. The only available data from the Nigeria Deposit Insurance Corporation (NDIC) was the total number of depositors of the whole Deposit Money banks(DMBs) in Nigeria which stood at eighty three million, sixteen thousand six hundred and fifty four (83,016,654) as at December, 2016. Hence no available customer base figure for each bank in each State of the Federation. Consequent upon the above reason, the study assumed an infinite population.

The sample for the study was statistically determined using Topman formula for an infinite population. This follows the normal convention that if the population of a study cannot be determined, infinite sample selection formula can be adopted (Walpole, 1974, Ogbadu & Usman, 2012, Abalaka, 2016). Premised on that, the following sample size formula for an infinite population was used to arrive at a representative number of respondents that was used for the study in line with Topman as cited by Anyanwu (2000).

A pilot survey was carried out by randomly given questionnaire to a sample of 30 respondents. Out of the 30 respondents 24 gives a positive response representing 24/30 = 0.8 and 4 respondents gives a negative response representing 6/30 = 0.2. Hence, the success rate represented by P = 0.8 and Q which is the failure rate is =0.2

Where:

$$n = \frac{Z^2(p)(q)}{e^2}$$

n = Sample Size
z = Standard Deviation given a corresponding confidence level.
p = Assumed Success Rate
q = Assumed Failure Rate (1-P)
e = Proportion of sampling Error margin or Error margin
Z = at 95% confidence level, the value of Z is 1.96 (Read from a standard Distribution table). i.e. 95% confidence level two tailed test on Z table is .4750 obtained by dividing 95% by 2 in a two tailed test. Cross-checking the Z table horizontally backward to Z line from .4750 is 1.9 and vertically the probability row is 0.06 hence 1.9 + 0.06 = 1.96.
p = 80% (0.8) and q = 1- 0.8= 0.2
e = Error Margin 5% or 0.05 since we have chosen 95% as confidence limit.

$$n = \frac{1.96^2 \times 0.8 \times 0.2}{0.05^2}$$

n= 3.8416 x 0.8 x 0.2 = <u>0.614656</u>

International Journal of Democratic and Development Studies (IJDDS), Vol. 5, No 3, March, 2022.
Available online at http://journals.rcmss.com/index.php/ijdds; Covered in Scopedatabase-
https://sdbindex.com/Sourceid/00000433, google scholar, etc. **ISSN: 2350-224X (E) ISSN: 2346-7223 (P)**
Audu Yakubu Philemon , 2022, 5(3):30-44

0.0025

= 245.86 = 246

It should be noted that the assumed value for success rate is based on pilot study and related studies such as Okolo(2014) and Ogbadu and Usman (2012). This is in line with Okeke,, Olise, and Eze, (2014) who held that assumed success rate can be obtained by pilot study or previous related studies. The simple random sampling technique was adopted for the study. In doing this, customers were given equal chances of being represented in the selection for the study.

Proportional sampling method was applied for sample allocation to the banks chosen for the study. This is done to facilitate equal and even representation of the respondents for the study. Thus, respondents for each bank under study were considered in cognizance of the number of branches the banks have in the state. The more the numbers of branches, the more respondents will to be selected. For sample selection, a simple random sampling technique was used. In order to ensure its effectiveness, the process of "the luck of the draw" was used (Abalaka, 2016). By this method, Yes and No was written on different pieces of papers for each of the respondents which were considered for selection. Each of the Research Assistants went round the assigned banks in the State where the paper was passed round. Whoever picked a "YES" among the target respondents was selected for the study. This exercise lasted for two weeks.

The sample size of 246 was allocated to customers of the selected four banks under study in the following manner. The sample was proportionally allocated to the bank in recognition of the number of branches they have in the state. The United Bank for Africa has 11 Branches in the state as follows: Idah, Dekina, Yagba, Kabba,Okene,Ajaokuta and, Ankpa each and 4 branches in Lokoja the state capital respectively. Union Bank has four branches as follows: Anyigba, Egume, Idah, Lokoja, Ajaokuta and Skye Bank has branches in the following areas of the state: Idah, Kabba, Ankpa, Lokoja while Eco-Bank has branches at Idah, 2 branches in Lokoja, Anyigba , Okene and Ajaokuta. Equally, the researcher believed that doing this leads to fair representations of all concern which would lead to balance opinion and generalization of the research findings at the end of this study. The sample allocation is as depicted in the table below:

Table 1: Allocation of Sample to the Banks

Bank	**Number of Branches in the state**	**Sample Allocation**	**Percentage**
United Bank For Africa (UBA)	11	104	42
Union Bank	5	47	19
Skye Bank	4	38	16
Eco-Bank	6	57	23
Grand Total	**26**	**246**	**100**

Source: Researcher, 2022.

Computation of sample allocation as indicated in the table above is calculated proportionally as follow:

UBA = 11/26 X 246 = 104

UNION = 5/26 X 246 = 47

SKYE BANK = 4/26 X 246 =38

ECOBANK = 6/246 X246 = 57

Total = 246

A total of 300 hundred copies of the questionnaire were distributed to customers of the selected banks under study in proportion to the numbers of branches each bank have in the State. At the end, 246 questionnaires was completed and returned which formed the basis for analysis. The detail of how the questionnaire was retrieved from the banks under study is as represented in the table below:

Table 3.1: Questionnaire Distributed and Retrieved Across the Selected Banks in the State

Bank	No of Branches	Sample Allocation/ Questionnaire Distributed	Retrieved questionnaire
UBA	11	127	104
Union	5	58	47
Ecobank	6	69	57
Skye	4	46	38
Total	**26**	**300**	**246**

Source: Researcher, 2022.

Below was the table showing how the sample was distributed among the various branches of the Banks under study:

Table 3.2: Questionnaire Administration on each Branch of the Banks

Bank Branches	UBA	UNION BANK	ECOBANK	SKYE BANK	TOTAL
IDAH	11	11	10	11	43
ANYIGBA	11	11	10		32
EGUME		11			11
YAGBA	11		10	11	32
KABBA	11				11
OKENE	11		10		21
ANKPA	11				11
AJAOKUTA	11	11	10	11	43
LOKOJA	50	14	19	13	96
TOTAL	**127**	**58**	**69**	**46**	**300**

Source: Researcher, 2022

Table 3.3: Questionnaire Retrieved from each Branch of the Banks in the State

BANK LOCATIONS	UBA BANK	UNION BANK	ECOBANK	SKYE BANK	TOTAL
IDAH	9	9	10	9	37
ANYIGBA	8	8	7		23
EGUME		7			7
YAGBA	9		8	10	27
KABBA	7				7
OKENE	7		6		13
ANKPA	8				8
AJAOKUTA	9	10	7	8	34
LOKOJA	47	13	18	12	90
TOTAL	**104**	**47**	**57**	**38**	**246**

Source: Researcher, 2022

Methods of Data Collection

This study extensively relied on primary sources of data. The questionnaire formed the main tool for gathering primary data for the study. A well structured questionnaire was designed in five points likert scale and administered on the respective respondents who are the customers of the banks. Questionnaire for each bank branches were labeled with the name of the branch accordingly to avoid concentrating the questionnaire in one branch at the expense of others. The questions were generated based on the research variables.

In conducting the research, the questionnaire designed for the study was given to experts in the Department of Languages Kogi State University for the correction of the grammar as well as for content analysis. Most importantly, the questionnaire so designed was given to my supervisor for the assessment of its validity. After that, a pilot test was conducted to assess the comprehension of the respondents to the questions therein.

To ensure content validity of the questionnaire before administration, the draft was subjected to a critical review by experts in the social sciences. Equally efforts were made by the researcher to take an in-depth study of and review of questionnaires from previous studies that are relevant to the current study.

To guarantee reliability, respondents were counseled on how to complete the questionnaire after explaining reason and mission of the study to the respondents. This has enhanced maximum success rate from the respondents.

The reliability of the instrument for the study was conducted in order to determine the internal consistency of the instrument used. According to Abecan (2016) any instrument with a coefficient of 0.70 and above is considered to be reliable. Thus, the instrument is deemed to be capable of producing same result under same condition and circumstance. The researcher in trying to conduct the reliability test of the instrument for the study conducted a pilot survey in which 30 respondents were administered a questionnaire. The cronbach Alpha coefficient measure of internal consistency was the technique adopted. Statistical Package for Social Sciences (SPSS) software was used to execute it and it yielded a result of 0.70 for reliability for customer relationship practices of banks, 0.83 for customer relations management practices which can be adjudged as reliable.

Data Presentation and Analysis

Table 4.1: Descriptive statistics on customer relations practices of banks.

S/No	Customer Relations Practices of Banks	VH 5	H 4	M 3	L 2	VL 1	Mean (x)	SD S
9	Extent of the banks staff politeness to you as a customer?	49 (20%)	41 (17%)	27 (11%)	67 (27%)	62 (25%)	2.79	1.49
10	How accessible are the bank staffs to you?	76 (31%)	65 (26%)	48 (20%)	21 (8%)	36 (15%)	3.50	1.39
11	Extent of bank staff respect for you as a customer?	31 (12%)	26 (11%)	19 (8%)	69 (28%)	101 (41%)	2.26	1.41
12	Extent of banks' individualized attention to you?	40 (16%)	31 (13%)	27 (11%)	82 (33%)	66 (27%)	2.58	1.42
	Average Mean/Standard Deviation						2.78	1.48

Source: Researcher, 2022.

Table 4.1 shows the responses to the likert- scale, the mean(X) and standard deviation (SD).

For the question on the politeness of the bank staff to customers 49 respondents representing 20% of the target audience held that banks' staff politeness to customers is very high while 41 respondents constituting 17% rated the banks' staff politeness to customers to be high. And 27 respondents comprises of 11% of completed and returned questionnaire rated the banks' staff politeness to customers as moderate, another 67 respondents made up 27% scored the banks' staff politeness to customers as low, and 62(25%) scored the banks very low. The mean is 2.79 and standard deviation is 1.49 which means that most of the respondents rated the extent banks' staff politeness to customers as low since the mean value ≤ 3.50.

The question on the extent of accessibility with the bank staff 76(31%) respondents said is very high, 65(26%) respondents said high, 48(20%) respondents said moderate, 21(8%) respondents said low while 36 (15%) respondents said very low. The mean is 3.50 and standard deviation is 1.39 which implies that most of the respondents rated the extent of accessibility with the bank staff is moderate since the mean value x 3.50 ≤ 3.50.

The question on the extent to which bank personnel have respect for customers 31(12%) respondents said very high, 26(11%) respondents said high, 19(8%) respondents said moderate, 69(28%) respondents said low and 101 (41%) respondents said very low. The mean is 2.26 and standard deviation is 1.41 which implies that most of the respondents rated the extent in which bank personnel have respect for customers as low since the mean value is x 2.26 ≤ 3.50.

The question on the extent to which bank customers are given individualized attention 40(16%) respondents said very high, 31(13%) respondents said high, 27(11%) respondents said moderate, 82(33%) respondents said low and 66(27%) respondents said very low. The mean value is 2.58 and standard deviation is 1.42 which implies that most of the respondents rated the extent to which banks give customers individualized attention low since the mean value is x2.58 ≤ 3.50.

The average mean is 2.49 and standard devotion is 1.39 which indicates that the customer relations management practice is low since the mean value is x 2.49 < 3.50. The implication therefore means that banks have not been able to provide individualized services to satisfy their customers.

Test of Hypothesis

$H_{3\ \mathrm{Bank}}$ Customer relations has no significant effect on cordiality with customers

Table on Descriptive Statistics.

Regression

Table 4.2

	Mean	Std. Deviation	N
RATE OF BANKS AND CUSTOMER RELATIONS	2.6829	1.45584	246
CORDIALITY WITH BANK CUSTOMERS	2.7886	1.48600	246

The selected scale means lie within the same range that is, the mean value for rate of bank customer relations is 2.68 and that of cordiality is 2.79 which implies that both means are closely related. .

More so, the standard deviation for banks' customer relations is 1.46 and that of cordiality with bank staff is 1.49 hence both variables have their mean values lies within the range of low extent.

Table 4.3 Model SummaryModel Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.978[a]	.956	.957	.30243	.344

a. Predictors: (Constant), CORDIALITY WITH BANK CUSTOMERS

The model summary table 4.3 explains the results regarding R, R square adjusted R Square and standard error of the estimate. The R shows the linear effect between rate of banks' customers' relations (independent variable) and cordiality with bank staff (dependent variable). The value of 0.978 indicated a positive strong effect between cordiality with bank staff and banks' customer's relations. The coefficient of determination R^2 (R square) is 0.957 which indicates that cordiality with bank staff increased the rate of banks' customers relations by 96%. However, this could be overstated so the adjusted R^2 (R square) as the best estimate for the whole result is 0.956 and the standard error of the estimate is considerably low at 0.30243. The Durbin-Waston value is 0.344 which according to Adefila (2014) shows that there is auto serial correlation in the model since the value of 0.344 is less than 2.00.

Table 4.4 ANOVA[b]

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	496.952	1	496.952	5433.449	.000[a]
	Residual	22.317	244	.091		
	Total	519.268	245			

a. Predictors: (Constant), CORDIALITY WITH BANK STAFF

b. Dependent Variable: RATE OF BANKS AND CUSTOMER RELATIONS

The ANOVA table above shows the effect between rate of banks' customers' relationships (independent variable) and cordiality with bank staff (dependent variable). The table shows that the value of F test statistics is 5433.449 and its significance value is 0.000 which is less than the alpha value of 0.05 and showed that there is a significant effect between banks' customer relations and cordiality with bank staff. Therefore, the null hypothesis that customer relations management has no significant positive effect on customer satisfaction is rejected. The available data does not support its acceptance.

Table 4.5 Coefficients[a]

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	.010	.041		.250	.000
CORDIALITY WITH BANK STAFF	.958	.013	.978	73.712	.000

a. Dependent Variable: Rate of Banks' Customer Relations

Table 4.5 shows the average rate of banks' customers relations is 0.10 when the cordiality with bank staff is zero. The t test value is 0.250 and its significance value is 0.000 which is less than the alpha value of 0.05 hence it means that it is statistically significant. This implies that if there are no banks' customers' relations the average cordiality with staff will be 0.010.ie 10%. The average rate of change in banks' customers relations to a single unit change in cordiality with bank staff is 0.958 ie 96%. The t-test value of 73.712 and its significant value of 0.000 is less than the alpha value of 0.05. Therefore, a single unit change in cordiality with bank staff increases the rate of banks' customers' relations. This implies that there is a strong positive effect between deposit money banks relations management practices and customer's satisfaction. Thus, the null hypothesis which states that banks' customer relations management has no significant positive effect on customer satisfaction is rejected because available data do not support its acceptance and the alternative hypothesis accepted

Discussion of findings

From the result of hypothesis tested, it shows a strong positive effect between deposit money banks customer relations management practices and cordiality with customer as a vehicle to achieving customer satisfaction. This implies that a well packaged CRMPs leading to establishing an atmosphere of cordiality, friendliness between bank staff and customers will foster customer satisfaction. This assertion finds support from the work of Balakrishman and Krishaveni (2014) that a well thought out and implemented CRMPs increases customer satisfaction and helps to build sustainable relationship with present and prospective customers. Further finding is that customers of the banks under study were not giving individualized attention as shown in the descriptive statistics table where it has a low response rate of 2.63 which is less than 3.50. This finding is at variance with what Awunyo- Victor (2013) discovered in his work that banks assigned relationship Managers who take care of individual customers' need.

Furthermore, the average mean and the standard deviation of 3.10 and 1.95 which is less than 3.50 indicates moderate level of response implying that customers are neither satisfied nor dissatisfied with the banks/ customer relations as vehicle towards customer satisfaction. This situation is a volatile one for the banks. This is because they stand the chance of losing customers to competitors anytime. It is imperative that banks under study should tailor their CRMPs to establish a more robust friendly and cordial relationship with customers to give customers air of importance. Customers need to be recognized, adored and appreciated to become loyal customers that are capable of making repeat purchase. This can only be achieved through personalized services to customers..

Conclusions and recommendations

Conclusions

Based on the findings, the study concluded that customers are the cornerstone of successful banking businesses and that customers are the reasons why bank exist in the first place. Thus, bank and its staff should give priority to their customers because the customers are their real employers without them there cannot be bank.

Recommendations

The study recommended that since cordiality is a human element discharged by the employees of the banks, the banks should train and retrain their staff and encourage them with adequate motivation to keep them to continuously relating well with customers. More importantly, individualized attention should be given to customers to cater for their individual needs as a way to retaining their patronage.

References

Abalaka, J. N. (2016). *The 2004 Pension Reform Act and retirement Planning in Nigeria* (2004 – 2015), A PhD Thesis presented to the Department of Business Administration, Kogi State University Anyigba.

Abecan, J. B. (2016). *Intergrated Marketing Communication, Customers Mobility and Dormant Account in Nigeria Deposit Banks,* Journal of Management Research and Development. Vol. 5(2).

Adefila, J.J. (2014).*Statistical Techniques for Data Analysis Demystify Presentation*. Ibadan Buright Integrated Publishers limited.

Anabila, P. and Awunyo O., Victor, D. (2013). *Customer Relationship Management; A Key To Organizational Survival and Customer Loyalty in Ghana banking Industry*. International `Journal of Marketing Studies Vol. 5 No. 1.

Anuforo, R. and Ogungbangbe, B. M. and Edeoga, G. (2015). *A Study of the Impact of Customer Relationship Management on Bank Growth in Nigeria*; Journal of Social Economics Vol. 2. No. 4.

Alis, O. F., Karakurt, E. and Melli, P. (2000). *Data Mining for Data base Marketing at Garanti bank,* Processing of the international seminar and Data Mining 2000", WIT Publications

Ali, M. and Raza, S. A. (2015). *Measurement of service Quality Perception and Customer Satisfaction in Islamic Banks of Pakistan*: Evidence from Modified SERQUAL Model. MPRA Paper No. 64039, University Library of Munich, Germany.

Audu Y.P (2018).Effect of customer relationship management practices on customer satisfaction in selected banks in Kogi State; A Dissertation submitted to school of postgraduate studies Nassarawa State University Keffi in Partial fulfillment for the award of degree of master of Science Business Administration.

Anyanwu, A. (2000). *Methodology in Business and Social Sciences*, Canum Publishers Nig. Ltd, Owerri

Balakrishnan, H. and Krishnaveni, R. (2014). *A study on customer Relationship Management practices in Selected Private Sector banks with Reference to Coimbatore District*; Industrial Financial and Business Management (IFBM). Vol 2, Number 1.

Brian, T. (2011). *The marketing Concept; Profitability the Key measure of process in Marketing*. Retrieved Online on 14/04/2014 from the link;

Charles, T. A. (2013). *Impact of Customer Relationship management on Perceived bank Performance in Oyo Town, Nigeria*, International Business.

Dubey, A. (2015). *An Empirical Study of Customer Relationship Management, University of Calicut.*Axis bank with Reference to Raipurcity, Journal of Ravishankar University, Part – A, 19 – 20.

Dyche, J. (2002). "*The CRM handbook, A Business Guide to Customer Relationship Management*" Addison- Wesley, Information Technology Series.

Dyche, J. (2002). *Sales Performance management in Bank Branches*, Omega, 29, pp. 299 – 307.

Formant, C. (2009). *Customer Acquisition and CRM*: A Financial Services Perspective. In S. A.

Kocoglu, D. and Kirmaci, S. (2012). *Customer Relationship Management and Customer Loyalty*; *A Survey in the sector of banking* International Journal of Business and Social Sickness Vol. 3. No. 3.

Kombo, F. (2015). *Customer Satisfaction in the Kenyan banking Industry*, Journal of International Studies, Vol. 8, No. 2.

Kotler, P. (2010). *Principles of Marketing*, 13th edition, New Jersey, prentice Hall

International.

Kotler, P. and Armstrong, G. (2008). *Principles of Marketing*, 8th Edition, New Jersey; Prentice-Hall Inc.

Ogbadu, E. E. and Usman, A. (2012). *Imperatives of Customer Relationship Management in Nigeria Banking Industry*. Kuwait Chapter of Arabian Journal of Business and Management Review Vol. 2 No. 1.

Okeke, T.C.,Olise, M.C, and Eze, G.A (2014). *Research Methods In Business And Manage-Ment Sciences*. Goder Ventures Nigeria, 8 Nnamdi Azikiwe Stadium, Ogun Road Ennugu,, 4th Edition.

Okolo, J.A (2014). *The Role of Public Relations in Poverty Alleviation/Eradication: A Study of two Rural and Urban Areas in Enugu and Ebonyi State*: An Msc Business Administration/ Marketing, Research Publication, University of Nigeria Nnsuka, Nigeria.

Onyinyechi, O. J. (2014). *Customer Relations Practice in Old and New Generation Banks: A Comparative Analysis*. Unpublished Master of Arts Degree in Mass Communication, University of Nigeria, Nsukka.

Peter, F. D. (1982). *Management Tasks, Responsibilities and Practices*, Heinemann Publishers.

Raza, S. A. and Hanif, N. (2013). *Factors Affecting Internet Banking Adoption among Internal and External Customers a case of Pakistan*. International Journal of Electronic Finance, 7(1) 82 – 86.

Tejpal, M. and Sharma, D. (2013). *Customer Relationship management: An Empirical Review*, Indian Journal of research, Paripex Volume 2, Issue 7.

Walepole, R.E.(1974*).Introduction to Statistics*, 2nd Edition, New York: Macmillan publishing company