Journal of Banking and Finance Research (JBFR)
2025, Vol. 1, No.1, Pp. 84 – 95

P-ISSN: 3121-8121; E-ISSN: 3141-4389

Effects of Service Quality on Customer Retention in the Nigerian Banking Sector

Kopsherrah Korbe Wakme[1*], Clement Adewole[2]
[1,2]Department of Banking and Finance, University of Jos, Jos

Abstract: *Customer retention is not merely a matter of providing satisfactory services, it is deeply tied to a bank's ability to build lasting relationships, maintain trust, and consistently meet customer expectations. When these aspects are neglected, it can result in high customer churn rates, which in turn affect the financial stability of the bank. This study examined the effects of service quality on customer retention in the Nigerian banking sector. Specifically it investigated the effects of Reliability, Responsiveness and Empathy on customer retention in the Nigerian Banking sector. The study employed a descriptive and quantitative survey research design. Data required for the study was collected through primary sources using adapted Questionnaire. Sample size of 399 which constituted customers of various banks was used in the study and data analysed through multiple regression using SPSS version 26. The findings of the study revealed that Reliability had a significant positive effect on customer retention. Responsiveness also showed a significant effect on customer retention, and Empathy equally had a significant impact on customer retention. The study recommended that Management should ensure their systems and staff are capable of delivering services accurately and without errors. This includes investing in reliable banking technology, minimising transaction failures, and fulfilling customer requests as promised. Employees should be trained to handle customer inquiries and complaints promptly and professionally. Management should set up real-time feedback mechanisms and ensure staff are empowered to resolve issues on the spot, and that personalised service delivery should be encouraged. Front line staff must be trained to listen actively, show understanding, and treat each customer with respect and genuine concern.*

Key words: Customer retention, Service Quality, Reliability, Responsiveness and Empathy

INTRODUCTION

The success rate of business organisations is undoubtedly dependent on their ability to establish customer satisfaction and brand loyalty (Iddrisu,Nooni, Fiankoc &Mensah, 2020). This is particularly true in the service industries, where connection with customers is critical to ensure that the organisation outperforms its rivals and excels in service delivering. The establishment of long-term, value-added relationships with customers is the heart of marketing, among many other services (Agbemabiese 2020). Organisations must recognise the vital role of customer retention via providing excellent services in order to secure long-term profitability and achieve good financial returns.

In the contemporary competitive market, quality of service and customer retention is regarded as vital to a company's success and sustainability (Ademilua, Ajike, & Adefulu, 2025). A service-oriented organisation's survival depends on providing quality service. In order for an organisation to outperform its competitors, they must pay close attention to the quality of their service. It provides a technique for bridging the gap between nearly identical services offered by several firms, particularly in a competitive market (Okeyea, 2025). Due to the specific nature of the service, which combines intensive contact with customers whose needs differ and require customised solutions, customer retention is vital in the banking sector. A key factor towards success, customer retention is considered one of the most important and serious issues (Uwabor, Anetoh, Ugwuonah, & Ezenta, 2021).

It is important that an economy develops through banking services. The ever-changing technology and expectations of bank customers have caused banks to experience operating difficulties in recent years (Murerwa &Tarus, 2021).

It is not generally contentious that service quality influences customer retention, as numerous studies and practical experiences demonstrate a strong link between the two. Customers who perceive high-quality service are more likely to remain loyal to a brand or organisation because their needs and expectations are being met consistently. In the banking sector, where trust, reliability, and customer satisfaction are critical, service quality often plays a significant role in retaining customers. However, the extent of this influence can be debated, making it somewhat contentious in specific contexts. For example, customers may remain loyal to a bank due to convenience, switching barriers, financial incentives, or the lack of competitive alternatives, even if service quality is mediocre. In markets like Nigeria, where economic conditions, technological accessibility, and trust in institutions vary widely, other factors such as pricing, digital innovation, and personal relationships with bank staff may sometimes overshadow service quality as determinants of loyalty.

Recent studies support the significant role of service quality in customer retention, especially in the banking sector. For example, Beshir and Zelalem (2020) showed that e-banking service quality dimensions like efficiency, responsiveness, and privacy positively impact customer satisfaction and loyalty. Similarly, Ademilua et al. (2025) found that reliability, ease of use, and security are strong predictors of satisfaction and retention. Nwaizugbo and Agboh (2023): In their study "Impact of Mobile Banking Service Quality on Customer Retention in Southeast Nigeria". They found that responsiveness and system quality had a strong positive impact on customer retention, while reliability and privacy were less influential (Akpan and Onuoha, 2021).

The research titled "Internet Banking Service Quality and Customer Retention in Deposit Money Banks in Rivers State, Nigeria" focused on dimensions like service efficiency and website design. The findings revealed a significant relationship between these factors and customer retention, stressing the role of seamless, efficient online services in enhancing loyalty

Reliability means consistently delivering on promises and providing accurate services. In banking, this includes processing transactions correctly and meeting customer expectations. Okeyea (2025) found that Nigerian banks with reliable services build trust and loyalty among customers. However, when banks fail to deliver on promises, customers lose confidence and may switch to competitors. Responsiveness is about how quickly and effectively banks respond to customer needs and complaints. Customers want their issues resolved promptly and feel valued when they receive quick service. Ademilua et al. (2025) showed that responsiveness is a key reason customers stay loyal to Nigerian banks. Without it, frustration grows, and customers may leave. Empathy refers to understanding and addressing individual customer needs, this involves offering personalised services and showing care.

According to Shariff (2025), empathy helps banks build emotional connections with customers, making them feel appreciated. Without empathy, customers may feel neglected and look for alternatives.

The financial consequences of poor customer retention can also be severe. Losing loyal customers means a decrease in revenue from repeat business, such as deposits, loans, and other financial services that are typically used by long-term clients. Research by Beshir and Zelalem (2020) shows that retaining customers through quality service and tailored products enhances customer loyalty, leading to increased profitability for banks.

In contrast, banks that fail to prioritise retention face stagnant or declining revenues, particularly as newer entrants to the market can offer innovative services or better customer experiences. Additionally, poor customer retention can cause operational instability. The constant turnover of customers leads to a lack of continuity in relationships, making it difficult for banks to gather meaningful feedback, address concerns, and improve their services based on customer needs. This creates a barrier to the bank's ability to adapt and innovate, leading to operational inefficiencies and a reduction in service quality (Aremu & Adeyemi, 2021). Furthermore, retaining existing customers offers banks the advantage of cross-selling and up selling financial products, which becomes harder when clients leave frequently. It is against this backdrop the study seeks to examine the effect of service quality on customer retention in the banking industry.

RESEARCH QUESTIONS

- What is the effect of reliability on customer retention in the Nigerian Banking sector?
- What is the effect of responsiveness on customer retention in in the Nigerian Banking sector?
- What is the effect of empathy on customer retention in the Nigerian Banking sector?

The present study seeks to test the following hypotheses:

H_0: Reliability has no significant effect on customer retention in commercial banks.
H_1: Responsiveness has no significant effect on customer retention in commercial banks.
H_2: Empathy has no significant effect on customer retention in commercial banks

SIGNIFICANCE OF THE STUDY

This study will serve as a requirement for the award of a Bachelor degree in Banking and finance. It will also aid students and future researchers in related studies who wish to further investigate this subject matter. It will serve as point of reference for researchers and those who would be embarking on a similar study and will also be used as further publications for those who may be dealing with studies on Service quality or Customer retention. The findings of this study have implications for policymakers in the Nigerian financial sector, particularly regulatory bodies like the Central Bank of Nigeria (CBN). For banking institutions, this study will provide insights into how service quality dimensions directly influence customer retention; banks can develop targeted strategies to improve customer experiences and build long-term loyalty.

LITERATURE REVIEW

Conceptual Review

Reliability as a Service Quality

Reliability is the foundation of service quality. It is defined as the ability of a service provider to perform promised services consistently and accurately. In the Nigerian banking sector, reliability encompasses the seamless processing of transactions, accurate financial record keeping, timely disbursement of loans, and adherence to service commitments. For example, when a bank promises to process a loan within five working days, the customer expects this time frame to be strictly adhered to without excuses or delays.

The need for reliability in Nigeria's banking sector is especially critical due to prevalent challenges such as network failures, incorrect transactions, and delayed responses to customer issues. Banks that consistently deliver on their promises gain customer trust and loyalty.

For instance, Adepoju, Balogun & Salami (2022) emphasised that reliability is a major determinant of customer satisfaction in Nigerian banks, as it reassures customers that their funds and data are handled securely.

Responsiveness as a Service Quality

Responsiveness refers to how quickly and effectively a bank attends to customer inquiries, complaints, and service requests. It is measured by the willingness of staff to assist customers and the speed at which problems are resolved (Okeyea, 2025). In the Nigerian banking sector, responsiveness has become increasingly important as customers demand faster and more efficient services, particularly in areas such as failed transactions, account updates, and complaint resolution. For instance, when a customer contacts a bank about a delayed transfer, the speed and clarity of the bank's response significantly impact their perception of service quality. Responsiveness also extends to how banks engage with customers across multiple channels, such as email, social media, mobile apps, and physical branches. Aluko, Ogundele & Fasanmi (2021) found that Nigerian customers place high value on banks that prioritize quick resolutions, particularly for common issues like failed ATM withdrawals and card replacement services.

Empathy as a Service Quality

Empathy refers to the ability of a bank to understand and address the individual needs and emotions of its customers. It involves personalised attention, active listening, and a genuine effort to resolve issues (Shariff, 2025). In Nigeria's banking sector, empathy is reflected in how banks cater to diverse customer groups, such as small business owners, rural populations, elderly customers, and students.

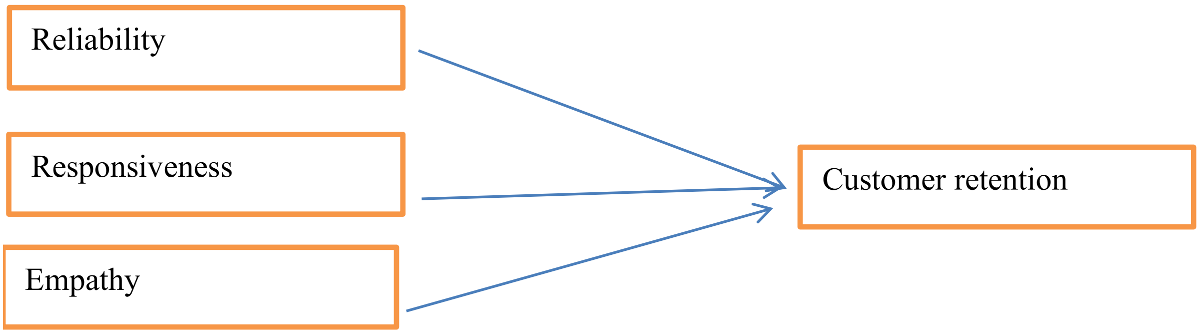
For example, a bank that provides dedicated staff to assist elderly customers with online banking demonstrates empathy. Similarly, banks offering tailored products, such as low-interest loans for small businesses or scholarships for students, show a clear understanding of their customers' unique needs. Alabar, Agabi & Matthew (2021) emphasise that empathy is a key driver of customer loyalty in Nigerian banks, as it fosters trust and emotional connections.

Customer Retention

By definition customer retention is the activity a company undertakes to prevent customers from defecting to alternative companies. Successful customer retention starts with the first contact and continues throughout the entire lifetime of the relationship. Gerpott, Rams & Schindler (2021) argued that bringing in new customers is hard, but losing them is easy (and costly). That is why customer retention is critical and important. Too many business owners run their companies like a bucket with a hole in it. They pour the water (customers) in at the top, but do not pay attention to what is leaking out of the bottom.

Patching that hole is one of the best, and fastest, ways to boost a company's profits. In fact, according to a study published by Harvard Business School, increasing customer retention by just 5 percent can lead to a 25 to 95 percent increase in profits. Building long-term relationships with clients is the principle of customer retention. The goal of customer retention is for the client and the organisation to maintain an ongoing business relationship.(Gerpott, Rams & Schindler, 2021).

Figure 2.1 Conceptual Model of the Study



THEORETICAL REVIEW

Self-Perception Theory (SPT)

Self-perception theory (SPT) is an account of attitude formation developed by psychologist Daryl Bem (Bem, 1967, 1972). It asserts that people develop their attitudes (when there is no previous attitude due to a lack of experience, etc. and the emotional response is ambiguous) by observing their own behaviour and concluding what attitudes must have caused it.

The theory is counter-intuitive in nature, as the conventional wisdom is that attitudes determine behaviours. Furthermore, the theory suggests that people induce attitudes without accessing internal cognition and mood states (Robak, Ward &Ostolaza, 2005). The person interprets their own overt behaviours rationally in the same way they attempt to explain others' behaviours. Thus, the self-perception theory is significant in interpreting one's own attitudes, such as the assessment of one's own personality traits (Schwarz, Bless, Strack, Klumpp, Rittenauer-Schatka, & Simons, 1991; Tice, 1993) and whether someone would cheat to achieve a goal. It is also suitable in the study of loyalty intention as customers who hold themselves in high esteem (personality) would want to display loyalty willingness when a service quality falls within their acceptance region.

EMPIRICAL REVIEW

Reliability and Customer Retention

Sedkaoui (2024) analysed the relationship between SERVQUAL dimensions, customer satisfaction, and loyalty in the Algerian banking sector using PLS-SEM methodology. The study, involving 627 bank customers, revealed that reliability significantly impacted customer satisfaction, which in turn influenced loyalty. The findings demonstrated that reliability dimensions such as consistent service delivery, accurate transaction processing, and promise fulfilment were strong predictors of sustained banking relationships. The study concluded that reliability serves as a foundational dimension for building customer trust and long-term retention in competitive banking markets.

Responsiveness and Customer Retention

Ali et al. (2024) investigated the impact of e-service quality dimensions on customer satisfaction and loyalty in the banking sector of Jammu and Kashmir, India. Using PLS-SEM analysis on data from 205 respondents, the study found that responsiveness significantly influenced both customer satisfaction and loyalty.

The research highlighted that quick response times to customer inquiries, efficient problem resolution, and timely service delivery were critical factors in maintaining customer engagement and preventing attrition. The findings emphasised that responsiveness in digital banking channels was particularly crucial for customer retention in emerging markets.

Empathy and Customer Retention

Ibrahim & Idowu (2021) carried out a study on the Impact of Customer Service on Customer Retention in Nigeria Banking Industry. The study examined effective and efficient Customer Service Delivery on Customer Retention in Commercial Banks in Nigeria. Data used herein was gathered from randomly selected 200 customers of Access Banks Plc. Nigeria and were analysed using descriptive statistical tools. The main instrument used for this study is a structured questionnaire and the quantitative data was analysed using SPSS software. It was discovered that the quality of services offered by the bank has a great effect on customers retention. Tangibility, reliability, responsiveness, assurance and empathy significantly and positively influenced customer satisfaction, that is, service quality dimensions keys are crucial for customer satisfaction and retention in commercial Banks.

While existing studies have established relationships between service quality dimensions and customer retention, most research focuses on developed markets or individual dimensions in isolation.

Limited recent empirical evidence exists examining the combined effects of reliability, responsiveness, and empathy specifically within the Nigerian banking sector's unique operational challenges.

This study addresses this gap by providing current empirical evidence on how these dimensions collectively influence customer retention in Nigerian commercial banks.

METHODOLOGY

Research design is the general structure, plan or decision about how research questions and objectives can be operationalised into a coherent project (Singhry, 2018). The strategy to implement the design is survey which can either be cross-sectional or longitudinal design.

For the purpose of this study a quantitative research method was employed, using causal survey design. The researcher utilised questionnaire as the data collection instrument. The squestionnaires were self-administered. All questions were standardized so that the respondents received the same question with identical wording.

According to Kothari (2018), a researcher should consider methods of data collection, primary source and secondary source. For this research, primary data source was employed. Primary data refers to data obtained from first-hand experience. One advantage of using primary data is the fact that it allows the researcher to gather specific information that addresses the objectives of the research. The study used primary data to examine the effects of service quality on customer retention in the Nigerian banking sector. This was obtained through the use of a close-ended 5 point Likert scale questionnaire.

This study focused on evaluating the effects of service quality on customer retention in the Nigerian banking sector in Jos North LGA of Plateau State. The research population consists of entire residents in Jos North LGA. Jos North LGA is made up of 643200 population (City Population, 2022). Thus, the population of this study is 643200.

Sample techniques is the method or techniques that the researcher used to obtain a representative sample. Simple random sampling technique was adopted. Simkus (2022) states that, the technique is unbiased since each member of a population has an equal chance of being chosen. To get the sample size, the Taro Yamani formula was used.

Thus N = 643,200

$$n = \frac{N}{1+n(e)^2} \qquad \text{(Yamani:1967)}$$

N = population
n = sample size
i = constant
e = Level of significance of error assumed to be in this case 0.05.

Therefore

$$n = \frac{643{,}200}{1 + 643{,}200\ (0.05)^2}$$

Thus the sample size for this study was 399

This study adopted the multiple regression analysis. Regression Analysis is applied when predicting an ordinal variable. The formula of the Regression Analysis is given as:

$$Y = a + b_1x_1 + b_1x_2 + b_1x_3 + \mu i$$

Where in our case:
Y = Customer Retention
X1 = Reliability
X2 = Responsiveness
X3 = Empathy
a = Intercept
b = Slope (coefficient)

Decision Criteria: If the P-value is more than the level of significance at 0.05, it means that we fail to accept H_0 and accept the alternate.

DATA ANALYSIS

Table 1: Correlations

		CUS	REL	RES	EMP
CUS	Pearson Correlation	1	.499**	.370**	.452**
	Sig. (2-tailed)		.000	.000	.000
	N	391	389	390	389
REL	Pearson Correlation	.499**	1	.340**	.442**
	Sig. (2-tailed)	.000		.000	.000
	N	389	393	392	391
RES	Pearson Correlation	.370**	.340**	1	.298**
	Sig. (2-tailed)	.000	.000		.000
	N	390	392	394	392
EMP	Pearson Correlation	.452**	.442**	.298**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	389	391	392	393

***. Correlation is significant at the 0.01 level (2-tailed).*
***Source**: Researcher's Computation (2025) using SPSS version 26.0*

In this study, correlation test was applied to test if there are excessive correlations between the variables in the model. The correlation matrix was scanned as a preliminary look for multi-collinearity.

To avoid multi-collinearity in the sample, there should be no substantial correlations (R > 0.9) between the predictors (Field, 2005). The correlation matrix in Table 7 shows that there are no variables that have excessive correlations between them.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.595[a]	.353	.348	.830

a. Predictors: (Constant), EMP, RES, REL
***Source**: Researcher's Computation (2025) using SPSS version 26.0*

Table 2 shows the result of the summary in the statistical test of significance where R stands for correlation coefficient, R-squared, adjusted R-squared and standard error of the estimate are derived. In a regression model, the R-squared showed the proportion of the total sample variation in the dependent variable that is explained by the independent variable. The closer the R^2 is to 100% the better the performance of the independent variables to the dependent variable. The coefficient of determination $r^2 = 0.353$ showed a 59.5% Joint contribution of Reliability (X1), Responsiveness (X2) and Empathy on Customer retention (Y). The remaining 40.9% is accounted for by other factors. The adjusted $r^2$is used to compare between two models which is determining the rate at which the independent variables in the model contribute to the dependent variable, when addition variable is included in the model. The adjusted r^2 is usually lower than the r^2 and serves as an indicator performer.

Table 3: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	143.854	3	47.951	69.622	.000[b]
	Residual	263.099	382	.689		
	Total	**406.953**	**385**			

a. Dependent Variable: CUS
b. Predictors: (Constant), EMP, RES, REL
***Source**: Researcher's Computation (2025) using SPSS version 26.0*

Table 3 showed the result of the F-test. The F-statistic is a test used to test multiple hypotheses about the parameters in a multiple regression model. This statistic tests the null hypothesis that all the regression coefficients are equal to zero. If the $F_{cal} > F_{0.05\ (tab)}$ reject the null hypothesis and accept the alternate hypothesis vice-versa. The F-statistic has a value of 69.622 and p-value of 0.000. It means that there is a strong linear dependency existing among the variables and the model is statistically fit.

Table 4 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.081	.184		5.862	.000
	REL	.323	.047	.326	6.905	.000
	RES	.189	.045	.186	4.167	.000
	EMP	.253	.046	.258	5.542	.000

a. Dependent Variable: CUS
***Source**: Researcher's Computation (2025) using SPSS version 26.0*

Table 4 reveals that when all the explanatory variables are absent, customer retention will be positive as indicated by a positive constant of .184 and significant given the probability value of 0.000. This means that customer retention is positive without the interplay of the explanatory variables in the model. The coefficient of Reliability is positive at .323. This implies that for every 1unit increase in Reliability results to an increase in Variable: customer retention by .323. The variable remains significant at 5% level of significance with a probability value of 0.000 which is less than 0.05. It can also be seen from the table that the coefficient of Responsiveness is positive at .0189 with significant probability value of 0.000 which is less than 0.05 level of significance. By implication, a unit increase in responsiveness results to an increase in customer retention by 0.189.

The coefficient of promotional Empathy at .253 This implies that every 1unit increase in empathy result to an increase in Variable: customer retention by .253 The variable remains significant at 5% level of significance with a probability value of 0.000 which is less than 0.05significance level.

Test of Hypothesis One

H_0: Reliability has no significant effect on customer retention in commercial banks.

The result of the regression result in Table 4, shows that the p-value of Reliability (REL) is 0.000, the decision rule is that if the p-value is less than the level of significance of 0.05, the null hypothesis will be rejected while the alternate hypothesis is accepted. But if the p-value is greater than the level of 0.05, accept the null hypothesis and reject the alternate.

Since the p-value (0.000) is less than the significant level of 0.05, we reject the null hypothesis and conclude that there is a significant relationship between Reliability and customer retention in commercial banks.

Test of Hypothesis Two

H_1: Responsiveness has no significant effect on customer retention in commercial banks.

The result of the regression result in Table 4, shows that the p-value of Responsiveness (RES) is 0.000, the decision rule is that if the p-value is less than the level of significance of 0.05, the null hypothesis will be rejected while the alternate hypothesis is accepted. But if the p-value is greater than the level of 0.05 accept the null hypothesis and reject the alternate. Since the p-value (0.02) is less than the significant level of 0.05. We reject the null hypothesis and conclude that there is significant relationship between Responsiveness and customer retention in commercial banks.

Test of Hypothesis Three

H_2: Empathy has no significant effect on customer retention in commercial banks

The result of the regression result in Table 4, shows that the p-value of Empathy (EMP) is 0.000.

The decision rule is that if the p-value is less than the level of significance of 0.05, the null hypothesis will be rejected while the alternate hypothesis is accepted. But if the p-value is greater than the level of 0.05, accept the null hypothesis and reject the alternate. Since the p-value (0.000) is less than the significant level of 0.05, we reject the null hypothesis and conclude that there is significant relationship between Empathy and customer retention in commercial banks

FINDINGS

The result showing a significant relationship between reliability and customer retention confirms earlier findings by Hamed and Kamaruzziman (2015), who emphasised that customers tend to remain loyal when services are dependable, accurate, and timely.

Their study in the e-commerce sector revealed that reliability builds customer satisfaction by meeting expectations and delivering consistent service. Similarly, Gambo (2017) found that even in the aviation industry, service reliability influences how customers perceive service providers, impacting their satisfaction and likelihood of return.

The significant effect of responsiveness on customer retention also echoes the work of Adebisi and Lawal (2017), who found that responsiveness firm's ability to promptly and effectively respond to customer needs has a positive impact on customer loyalty. Customers value institutions that are not only available but are also proactive in addressing concerns and questions.

Empathy also emerged as a significant factor influencing customer retention, aligning with findings by Ibrahim and Idowu (2021), who observed that empathetic service delivery is vital to keeping customers satisfied in Nigerian banks. This involves understanding and caring about customers' personal situations, offering personalised services, and treating customers with respect and dignity.

CONCLUSION

This study set out to examine the effects of service quality on customer retention in the Nigerian banking sector, focusing on three critical dimension's reliability, responsiveness, and empathy. The findings provide strong empirical support for the hypothesis that these elements significantly and positively influence the decision of customers to remain loyal to their banks. In today's highly competitive banking environment, customer expectations have evolved beyond just access to financial products and services. Customers are now more sensitive to how services are delivered, the timeliness and accuracy of those services, and the emotional experience they receive during interactions with their banks.

This study confirms that reliability, which entails delivering services consistently and accurately, serves as a foundation for trust. When customers feel confident that their bank will not disappoint or fail in its promises, they are more likely to continue the relationship. Likewise, responsiveness plays a critical role in shaping the customer experience.

Prompt attention to inquiries, swift resolution of complaints, and a proactive approach to addressing customer needs create a perception of value and importance in the mind of the customer.

Customers interpret quick service delivery as a sign of professionalism and respect, which ultimately encourages continued patronage. Empathy, often the most overlooked dimension, has proven to be just as vital. The ability of banks to connect with customers on a human level by showing care, personal attention, and a willingness to understand individual circumstances has a powerful emotional impact.

CONTRIBUTION TO KNOWLEDGE

This study makes several important contributions to the body of knowledge on service quality and customer retention, especially in the context of the Nigerian banking sector: The study confirms the Self-Perception Theory and validates that reliability, responsiveness, and empathy are significant determinants of customer retention in the Nigerian banking sector. This reinforces the importance of these elements for banks aiming to build and maintain a loyal customer base.

The study provides empirical evidence of how service quality directly affects customer retention in Nigerian banks. This adds to the relatively limited body of literature on banking services in emerging markets like Nigeria, where customer behaviour and market dynamics may differ from those in developed economies.

REFERENCES

Adepoju, A., Balogun, T., & Salami, M. (2022). Service quality dimensions and customer retention in the Nigerian banking sector. *African Journal of Business Research, 16*(2), 34-45.

Ademilua, V. A., Ajike, E. O., & Adefulu, A. D. (2025). Effect of service quality dimensions on profitability of selected deposit money banks in Nigeria. *International Journal of Innovative Research in Social Sciences and Strategic Management Techniques*.

Aremu, M. A., & Adeyemi, S. L. (2021). The role of pricing strategies in customer retention in Nigerian commercial banks. *International Journal of Business and Management, 6*(9), 220-225.

Agbemabiese, G. C. (2020). Service quality and customer satisfaction in the Ghanaian banking industry: A case of Ghana Commercial Bank. *European Journal of Business and Management Research*.

Akpan, S. E., & Onuoha, J. N. (2021). Internet banking service quality and customer retention in deposit money banks in Rivers State, Nigeria. *International Journal of Business and Social Science, 12*(3), 45-58.

Alabar, T. T., Agabi, P. S., & Matthew, T. (2021). Impact of service quality on customer satisfaction in Nigerian banks. *International Journal of Management and Economics, 27*(2), 56-65.

Aluko, R., Ogundele, P., & Fasanmi, T. (2021). Impact of responsiveness on customer satisfaction in Nigeria. *African Journal of Service Management, 9*(4), 12-23.

Babatunde, A. A., & Salawudeen, M. O. (2017). Customer retention and organizational performance in the Nigerian banking industry. *Journal of Business and Economic Development, 2*(4), 247-256.

Beshir, M. A., & Zelalem, F. (2020). The effect of electronic banking service quality on customer satisfaction and loyalty in Ethiopia: The case of commercial banks. *International Journal of Bank Marketing, 38*(1), 79-97.

Field, A. (2005). *Discovering statistics using SPSS* (2nd ed.). Sage Publications.

Gambo, Y. L. (2017). Service reliability and customer satisfaction among Nigerian domestic air passengers. *Journal of Aviation Management*.

Gerpott, T. J., Rams, W., & Schindler, A. (2021). Customer retention strategies in service organizations. *Journal of Marketing Management, 19*(3-4), 57-73.

Grönroos, C. (1984). A service quality model and its marketing implications. *European Journal of Marketing, 18*(4), 36-44.

Hammoud, J., O'Cass, A., & Jebarajakirthy, C. (2018). The role of e-banking service quality on customer satisfaction in Lebanon. *International Journal of Bank Marketing, 36*(3), 444-461.

Hamed, A. G., & Kamaruzziman, K. (2015). The effect of service quality on customer retention in e-commerce. *Journal of Business Research*.

Iddrisu, A. M., Nooni, I. K., Fiankoc, G., & Mensah, R. D. (2020). Customer satisfaction and brand loyalty in service industries. *Journal of Business and Economic Development, 5*(3), 84-94.

Ibrahim, A., & Idowu, A. (2021). Impact of customer service on customer retention in Nigeria banking industry. *Journal of Banking and Finance*.

Kothari, C. R. (2018). *Research methodology: Methods and techniques* (3rd ed.). New Age International.

Narteh, B. (2018). Trust and relationship marketing in the Nigerian banking industry: An empirical investigation. *International Journal of Bank Marketing, 36*(5), 869-888.

Nwaizugbo, I. C., & Agboh, E. (2023). Impact of mobile banking service quality on customer retention in Southeast Nigeria. *International Journal of Banking and Finance, 15*(2), 56-68.

Ogunde, J., Adekunle, A., & Adebayo, T. (2023). Digital banking innovations and customer satisfaction in Nigeria. *Journal of Financial Technology, 5*(1), 44-58.

Okeyea, C. C. (2025). Employee empowerment and service quality of deposit money banks in Delta State. *International Journal of Advanced Academic Research, 11*(7).

Robak, R. W., Ward, A., & Ostolaza, K. (2005). Development of a general measure of individuals' recognition of their self-perception processes. *Psychology, 7*(3), 337-344.

Shariff, B. A. (2025). The role of assurance and empathy in enhancing customer satisfaction in Jaiz Bank Plc. *IIARD International Journal of Banking and Finance Research*.

Simkus, J. (2022). Simple random sampling: Definition, steps and examples. *Scribbr*.

Singhry, H. B. (2018). Perceptions of leader transformational justice and job satisfaction in public organizations. *International Journal of Organizational Analysis, 26*(3), 458-477.

Uwabor, C. I., Anetoh, C. I., Ugwuonah, G. E., & Ezenta, C. I. (2021). Enhancing customer loyalty through quality service delivery in Nigerian banks. *International Journal of Business Research and Management, 12*(4), 75-88.

Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). Harper and Row.

Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2006). *Services marketing: Integrating customer focus across the firm* (4th ed.). McGraw-Hill.