

Service Quality Dimensions and Employee Satisfaction of Selected Deposit Money Banks in Lagos State, Nigeria

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Abstract

Employee satisfaction is the ultimate goal of any organization that is aiming growth and sustainability. When employees are satisfied with service quality, productivity is assured. However, some organisations pay little or no attention to the needs of the employees resulting to dissatisfaction. This may be due to poor service quality dimensions such as service assurance, service empathy, service reliability, service quality, service responsiveness, service tangibles. Literature has presented some studies on service quality and employees' satisfaction, but it is not clear if any has been on service quality dimensions adopting all variables of this study. This study investigated the effect of service quality dimensions on employee satisfaction of selected Deposit Money Banks (DMBs) in Lagos State, Nigeria. A survey research design was adopted. The population was 4,873 employees of eight selected deposit money banks operating in Lagos State, Nigeria. A sample size of 464 bank employees was determined using Raosoft calculator. Simple random sampling technique was adopted. A validated questionnaire was adopted for data collection. Cronbach's alpha reliability coefficients for the constructs ranged from 0.70 to 0.97. The response rate was 92.2%. Data were analyzed at 5% level of significance using the Smart partial least squares structural equation modeling (PLS-SEM) software, which allowed for the testing of path analysis and hypotheses. A confirmatory factor analysis (CFA) was employed to assess the factor loading of the variables. Findings revealed that service quality dimensions had significant effect on employee's satisfaction of the selected DMBs in Lagos State, Nigeria ($Adj.R^2 = 0.258$; $F^2 = 0.035$, $SRMR = 0.087$, $NFI = 0.651$, $p < 0.05$). The study concluded that service quality dimensions improved employee satisfaction of the selected deposit money banks in Lagos State, Nigeria. The study, therefore, recommended that DMBs should enhance service quality, leverage online and mobile banking to boost employee satisfaction and explore the integration of digital technologies to deepen service quality.

Background to the Study

Employees are the greatest asset of any organization. When employees are satisfied with service quality, job productivity is assured and the organization no doubt experiences increased profitability especially in the banking sector where competition is intense. The performance of money deposit banks is vital for maintaining public confidence, supporting financial inclusion, and fostering sustainable economic progress. However, money deposit banks still experience significant challenges of employee dissatisfaction leading to high employee turnover which may be attributed to poor service quality dimensions such as service reliability, service responsiveness, service assurance, service empathy, and service tangibles.

Global banking performance has continued to face significant challenges, with the profit margin for major international banks declining from 11.5% in 2022 to 9.8% in 2023, while cost-to-income ratios increased to an average of 58% across major banking markets (McKinsey & Company, 2023). Employee satisfaction in the global banking sector has deteriorated, with staff turnover rates averaging 21% in 2023, while also, employee satisfaction scores dropped to 65% from 72% in 2022 (PricewaterhouseCoopers-PwC, 2022). According to Ernst and Young-EY (2023), global DMBs' operational efficiency continues to face challenges, experiencing a 42% delay rate and implementation costs exceeding budgets by an average of 35%. System downtimes have increased by 28% globally in 2023, leading to estimated losses of \$4.2 billion across major banking markets (Boston Consulting Group-BCG, 2023). The banking sector has seen a 52% increase in cybersecurity incidents (Financial Stability Board-FSB, 2023), while customer dissatisfaction resolution time has extended to an average of 48 hours from 36 hours in 2022 (Accenture, 2023). Operational efficiency error stood at 1.2% globally, impacting operational costs and customer satisfaction (Standard & Poor's Global, 2023).

According to the Federal Deposit Insurance Corporation (FDIC, 2023), operational efficiency challenges across American banks with national digital transformation projects still experience a 38% delay rate, while California and New York report 42% and 40% respectively. System downtimes have increased by 25% nationally, with California experiencing a 28% increase and New York 26%, leading to estimated losses of \$2.8 billion across these markets (U.S. Treasury, 2023). Operational inefficiencies have risen by 45% nationally, with California reporting a 48% increase and New York 46% (Office of the Comptroller of the Currency, 2023). Customer complaint resolution times have extended nationally to an average of 42 hours from 32 hours in 2022, with California averaging 45 hours and New York 43 hours (Consumer Financial Protection Bureau, 2023). Furthermore, technology maintenance costs have increased by 29% year-over-year nationally, while California and New York report increases of 32% and 31% respectively (Standard & Poor's Global Banking Review, 2023). Employee satisfaction across UK banks has deteriorated, with national staff turnover rates averaging 18.5% in 2023, while Scotland reported 20.1% and Northern Ireland 19.7% (British Bankers Association, 2023). The UK Banking Employee Index indicates that 59% of banking professionals nationwide report increased work-related stress, with higher percentages in Scotland (63%) and

Northern Ireland (61%) citing concerns about digital transformation and automation initiatives (UK Finance, 2023).

According to the Asian Development Bank report (ADB, 2023), the operational efficiency of Asian banks has been particularly impacted by technological transformation challenges and regulatory pressures. According to Deloitte's Asian Banking report (2023), approximately 65% of Asian banks operate with legacy systems over eight years old, resulting in higher cost-to-income ratios averaging 58% compared to the global average of 51%. In China, regulatory requirements for higher capital adequacy ratios have constrained profitability, with the average return on equity (ROE) for major banks declining to 10.2% in 2022 (PwC China Banking Sector Analysis, 2023). Indian banks face additional challenges with financial inclusion mandates, where rural operations cost approximately 35% more than urban operations (KPMG India Banking Survey, 2023). The Boston Consulting Group (2023) reports that employee turnover in Asian banking sectors averages 18% annually, with technology professionals showing the highest attrition rates at 25%.

Employee satisfaction metrics reveal growing concerns, with turnover rates in African banks averaging 18.2% annually, compared to the global banking sector average of 11.4% (African Banking Federation Survey, 2023). Zimbabwe and South Africa present particularly challenging cases within the continental context. Zimbabwe's banking sector continues to grapple with hyperinflationary pressures, with banks reporting an average Return on Equity (ROE) of just 11.2% in 2023, significantly below the regional average of 15.8%. Employee satisfaction surveys indicate that only 62% of Zimbabwean bank employees report feeling engaged at work (Zimbabwe Banking Sector Report, 2023). South African banks, while more stable, face their own challenges, including cybersecurity threats and technological integration issues, with reported cyberattacks increasing by 43% in 2023. Operational efficiency metrics show that South African banks spend an average of 58.2% of their income on operating costs, higher than both global and regional averages (South African Reserve Bank, 2023). Employee satisfaction within Nigerian banks has become an increasingly critical issue, with recent surveys indicating concerning trends. The Nigerian Banking Industry Employee Satisfaction Survey (2023) revealed that only 58% of banking sector employees reported being satisfied with their jobs, a decrease from 65% in 2022. High workload, insufficient compensation, and limited career growth opportunities were cited as primary concerns. The average employee turnover rate in Nigerian banks reached 22% in 2023, significantly higher than the global banking industry average of 11%. Operational efficiency metrics show that Nigerian banks spend approximately 65% of their operating income on staff costs and administrative expenses, indicating potential inefficiencies in resource allocation (PwC Nigeria Banking Survey, 2023).

Several studies have investigated the effect of service quality on employee satisfaction in developed countries, demonstrating the crucial link between service excellence and workforce contentment (Ahmad et al., 2021; Do et al., 2021; Firdous & Farooqi, 2019; Lim

et al., 2023; Mohamed & Ishar, 2021; Nguyen et al., 2020). These studies have shown how high-quality service standards can enhance employee motivation, job performance, and overall workplace satisfaction through improved organizational processes and customer interactions. However, there is limited research in developing countries examining the relationship between service quality dimensions and employee satisfaction, particularly in the banking sector (Ali et al., 2021; Diokpa, 2022; Jayasree, 2021; Kankam, 2023; Omofowa et al., 2021; Sultana & Taher, 2023; Suwandi et al., 2022). Therefore, this study aims to fill this knowledge gap by focusing on the effect of service quality dimensions on employee satisfaction of deposit money banks in Nigeria.

To achieve the above objective following the aforementioned, a research question and research objective were formulated:

Research Question

How do service quality dimensions affect employee satisfaction of selected deposit money banks in Lagos State?

Research Hypothesis

H₀: Service quality dimensions do not significantly affect employee satisfaction of selected deposit money banks in Lagos State

Literature Review

This section dealt with the conceptual, empirical and theoretical review of related variables of the study both dependent and independent.

Employee Satisfaction

According to Tijjani et al. (2023), employee satisfaction refers to the level of contentment employees feel regarding their jobs, roles, and workplace environment. Employee satisfaction is the perception of employees about how well their job meets their expectations and needs (Islam et al., 2023). Employee satisfaction encompasses feelings of contentment and positive attitudes employees hold about their work and the company they work for (Subiyantoro, 2021). Employee satisfaction is the degree to which employees feel comfortable, supported, and appreciated in their job roles (Aripin, 2023). Employee satisfaction reflects how well the workplace environment, management practices, and job responsibilities match employees' expectations and professional goals (Sheikh et al., 2021). Employee satisfaction can be described as the level of gratification employees experience from their job tasks and work conditions (Goyit & Nmadu, 2020). Employee satisfaction refers to how content and pleased employees are with various aspects of their employment, such as benefits, work-life balance, and job security (Tohid et al., 2021). Employee satisfaction refers to how content and pleased employees are with various aspects of their employment, such as benefits, work-life balance, and job security (Juwaini et al., 2022). Employee satisfaction can be defined as the overall sense of well-being and fulfillment employees feel from their roles and responsibilities (Susanto et al., 2023).

According to Tien et al. (2021), the key characteristics of employee satisfaction include job involvement, work-life balance, and perceived fairness in the workplace. Zhou et al. (2021) and Tien et al. (2021) further highlight that employee satisfaction is influenced by factors such as leadership, organizational culture, and opportunities for growth and development. Rido et al. (2023) note that satisfied employees often exhibit higher levels of engagement, loyalty, and commitment to the organization. De Leon et al. (2020), Wang et al. (2023), and Islam et al. (2020) caution that a sole focus on employee satisfaction can sometimes result in complacency, resistance to change, and a lack of accountability. Asnawi et al. (2020) and Fida et al. (2020) suggest that overly satisfied employees may be less inclined to challenge the status quo, which can hinder innovation and limit organizational growth. Jasin et al. (2023), Uwabor et al. (2021), and Olalekan et al. (2019) further note that excessive emphasis on employee satisfaction can lead to the neglect of other important organizational objectives, such as financial performance and customer satisfaction. Employee satisfaction was defined by these study as how fulfilled, motivated, and content employees are with their jobs, work environment, and organization.

Service Quality

Tam et al. (2021) defined service quality as the level to which service performance aligns with or exceeds a customer's expectations, often influenced by prior experiences and external benchmarks. Service quality is the degree to which the features of a service foster customer satisfaction by fulfilling needs and expectations effectively (Manual, 2023). Service quality represents the efficiency and effectiveness of service delivery processes in consistently achieving customer satisfaction and operational objectives (Akanbi et al., 2021). Service quality is the perceived worth or value derived from a service relative to customer expectations and the price they are willing to pay (Wang et al., 2023). Service quality is the consistency and reliability of service experiences delivered across different touchpoints, ensuring a stable level of customer satisfaction (Mahdi et al., 2024). Aigie et al. (2023) referred to service quality as the extent to which a service provider builds and maintains positive customer relationships, fostering trust and loyalty. Teeroovengadum (2022) defined service quality as the customer's perception of the reliability and trustworthiness of a service provider in fulfilling promised outcomes. Service quality is the distinctive characteristic that allows a service provider to stand out in a competitive market based on superior customer satisfaction (Kankam, 2023). According to Shetty et al. (2022), the key characteristics of service quality include reliability, responsiveness, assurance, empathy, and tangibility. Fitrio et al. (2023) and Sultana and Taher (2023) further highlight that service quality is influenced by factors such as employee competence, customer-centricity, and the physical environment. Do and Le (2021) and Ambarita et al. (2021) note that high-quality services are often characterized by prompt assistance, clear communication, and a personalized approach to addressing customer needs.

Service Reliability

Reliability is the degree to which a provider consistently delivers promised quality and outcomes without error or disruption (Supriyanto et al., 2021). Reliability is the

predictability and regularity of a systems or person's outcomes, instilling confidence in future performance (Al-Refaei et al., 2023). Reliability is the assurance that processes, products, or services will function as intended without defects over time (Megeid, 2020). Reliability is the resilience of a system or process to continue functioning under normal conditions, even in the presence of minor faults or disruptions (Susan et al., 2021). Alam et al. (2022) defined reliability as the likelihood that a technical system or component will operate without failure for a specific time under specified conditions. Reliability refers to the capacity of a system, service, or individual to operate without error during expected usage (Omofowa et al., 2021). Reliability is the consistency with which services meet expected standards and timelines for each customer interaction (Kemkamma & Gladson-Nwoka, 2023). According to Khalil et al. (2020) and Seenivasan (2021), the key characteristics of service reliability include consistency, accuracy, and timeliness of service delivery. Kemkamma and Gladson-Nwoka (2023) and Paul and Sharmila (2021) further highlight that service reliability is influenced by factors such as employee competence, process standardization, and technological infrastructure. Balcha (2023) and Nyabundi et al. (2021) note that reliable services are often characterized by minimal downtime, quick response times, and a low rate of errors or failures.

Service Responsiveness

Responsiveness is the agility to respond to requests, inquiries, or changes in circumstances without delay (Tijjani et al., 2023). Mondal and Kujur (2021) defined responsiveness as the promptness with which a provider attends to customer requests, complaints, or inquiries. Responsiveness is the adaptability and flexibility to change course quickly in response to emerging information or conditions (Sheikh et al., 2021). Diokpa (2022) referred to responsiveness is the speed with which a person or system acknowledges and addresses inquiries or complaints. Responsiveness is the efficient use of available resources to meet the demands of a situation promptly (Nyabundi et al., 2021). Responsiveness is the promptness of reaction to time-sensitive issues, minimizing delays and enhancing efficiency (Tohid et al., 2021). Responsiveness is the dependability of a service or individual in meeting the expressed needs of clients or users (Aripin, 2023). According to Subiyantoro (2021) and Alam et al. (2022), the key characteristics of service responsiveness include the speed and timeliness of service delivery, the ability to address customer inquiries and concerns promptly, and the flexibility to adapt to changing customer needs. Joseph et al. (2020) and Hoang (2018) further highlight that service responsiveness is influenced by factors such as employee empowerment, process optimization, and the effective use of technology.

Service Assurance

According to Uwabor et al. (2021), assurance is the confidence provided by actions or systems to instill trust and reliability. Kaigama and Kachalla (2023) referred to assurance is the guarantee or promise that an action, product, or service will meet certain standards or expectations. Assurance is any action taken to inspire trust and confidence in outcomes or performance (Raza et al., 2020). Assurance is a commitment to consistently uphold standards, ensuring a reliable experience (Endara et al., 2019). Assurance is the sense of

security that individuals or customers feel when interacting with a trusted provider (Teeroovengadum, 2022). According to Susanto et al. (2023) and Bintoro et al. (2023), the key characteristics of service assurance include the competence and professionalism of employees, the reliability of the organization's processes and systems, and the confidence and trust that customers have in the service provider. Tam (2023) and Khan et al. (2024) further highlight that service assurance is influenced by factors such as the organization's reputation, the quality of customer interactions, and the consistency of service delivery. Sudirjo et al. (2024) and Tien and Huong (2023) emphasize that high levels of service assurance can lead to increased customer loyalty, reduced perceived risk, and a willingness to pay premium prices. Al-Refaei et al. (2023) and Aripin (2023) suggest that assured services can enhance an organization's reputation, competitive differentiation, and ability to attract and retain customers. Teeroovengadum (2022), Saraswati (2022), and Rajasulochana (2022) state that service assurance can also improve employee morale, increase operational efficiency, and contribute to long-term financial success.

Service Empathy

Olalekan et al. (2019) referred to empathy as validating others' feelings by showing that their emotions are acknowledged and respected. Empathy is the nonjudgmental understanding of someone else's emotions or experiences (Ambarita et al., 2021). Empathy is the sensitivity to recognize and feel compassion for others' pain or suffering (Shahabuddin et al., 2024). Empathy is a tool for social connection, creating bonds by understanding others' emotions (Fitrio et al., 2023). Empathy is listening attentively to others, seeking to understand their feelings without judgment (Nguyen et al., 2020). Tien et al. (2021) defined empathy as understanding the diversity of human emotions and perspectives without necessarily agreeing with them. Kemkamma and Gladson-Nwoka (2023) referred to empathy as building a bridge of understanding through shared emotional experiences. Empathy is the ability to recognize emotions that may not be openly expressed (Haron et al., 2020). Empathy is connecting with others on an emotional level beyond verbal communication (Mohamed & Ishar, 2021). Empathy is acting as a mirror to reflect the emotions of others back to them with understanding (Islam et al., 2020). Nayanajith et al. (2019) referred to empathy as feeling compassion toward others based on shared emotional understanding.

According to Jasin et al. (2023) and Uwabor et al. (2021), the key characteristics of service empathy include the ability of employees to understand and address customer needs, concerns, and emotions; the personalized attention given to each customer; and the genuine concern and care demonstrated throughout the service experience. Olalekan et al. (2019) and Susan et al. (2021) emphasized that service empathy is shaped by employee training, organizational culture, and fostering emotional intelligence among staff. Usman et al. (2023) and Onyia et al. (2022) emphasize that high levels of service empathy can lead to increased customer satisfaction, loyalty, and positive word-of-mouth. Osiegbu and Onuorah (2018) and Samson and Sarkindaji et al. (2022) suggest that empathetic services can enhance an organization's reputation, competitive differentiation, and ability to build strong customer relationships. Kaigama and Kachalla (2023) and Abubakar et al. (2024)

state that service empathy can also improve employee morale, foster a more collaborative work environment, and contribute to the overall well-being of the organization.

Service Tangibles

Susanto et al. (2023) defined tangibles as the aesthetic elements, like colors and designs, that contribute to a customer's perception of quality. Tangibles refer to the presentation and quality of materials used in the delivery of a service (Khan et al., 2023). Tangibles are the physical components that give form to an otherwise intangible service (Osiegbu & Onuorah, 2018). Tangibles are the physical evidence that reinforces a brand's commitment to high service standards (Mostafa, 2020). Tangibles are physical indicators, like packaging and presentation, that convey reliability and trustworthiness (Khan et al., 2024). Tangibles are sensory attributes that customers experience and that influence their perception of quality (Nemneichong & Robita, 2022). Tangibles are physical items that represent the values, style, or professionalism of a brand (Mondal & Kujur, 2021). Tangibles are signifiers that indicate the level of care an organization puts into its physical environment (Wang et al., 2023). Aigie et al. (2023) referred to tangibles as the aspects of physical space that are maintained to reflect high service quality, like clean facilities. Tangibles are points of interaction where customers directly engage with the physical elements of a service (Kankam, 2023).

Tangibles are the design elements at the customer interface, like counters, seating, and display areas (Samson & Sarkindaji, 2022). Tangibles are physical items that customers engage with, like promotional items or product samples (Agrawal et al., 2022). Tangibles are informational materials, like guides and pamphlets that enhance customer understanding (Nautwima & Asa, 2022). Tangibles are elements that enhance branding through visual and tactile experience, like product packaging (Uwabor et al., 2021). Tangibles are the details in facility design that convey a commitment to quality and customer satisfaction (Abu-Taieh et al., 2022). Tangibles are visible signs of quality control, such as well-maintained equipment and clean facilities (Tam et al., 2021).

Service Quality and Employee Satisfaction

Abubakar et al. (2024) study revealed that service quality had a positive effect on employee satisfaction, Endara et al. (2019) study found out that service quality had a significant impact on employee satisfaction, also, Bala et al. (2021) study indicated that service quality had a significant influence on employee satisfaction, Corroboratively, Samuel et al. (2023) study showed that service quality had a positive effect on employee satisfaction, Li et al. (2021) study discovered that service quality had a positive impact on employee satisfaction, Furthermore, the study of Raza et al. (2020) revealed that service quality had a significant impact on employee satisfaction, Ifedi et al. (2024) study found out that service quality had a positive impact on employee satisfaction, also, Ghimire and Agarwal (2024) study indicated that service quality had a significant effect on employee satisfaction, Omofowa et al. (2021) study showed that indicated that service quality had an positive influence on employee satisfaction.

Susan et al. (2021) study discovered that service quality had a significant effect on employee satisfaction, in addition, the study of Olalekan et al. (2019) indicated that service quality had a significant influence on employee satisfaction, also, Bintoro et al. (2023) study found out that service quality had a positive effect on employee satisfaction. Islam et al. (2023) study indicated that service quality had a positive influence on employee satisfaction, also, Shetty et al. (2022) study found out that service quality had a significant influence on employee satisfaction, Zhou et al. (2021) study revealed that service quality had a positive effect on employee satisfaction, and also, Anyadighibe et al. (2022) study discovered that service quality had significant impact on employee satisfaction.

Nguyen and Nguyen (2021) revealed that high service quality significantly enhances employee satisfaction through improved work processes and customer interactions. Tam (2021) found that service quality standards have a substantial impact on employee motivation and satisfaction. Similarly, Megeid (2020) and Sheikh (2021) both indicated that service quality dimensions exert a significant and positive influence on employee satisfaction levels. Etale and Jerry (2022) and Subiyantoro (2021) corroborated these findings, noting that service quality initiatives have a positive and significant impact on maintaining employee morale and job satisfaction.

Resource-Based View (RBV) Theory

The resource-based view (RBV) theory was developed by Edith E. Penrose in 1959. The resource-based view theory posits that resources and capabilities among firms are heterogeneous, meaning they differ in terms of type, nature, and strategic value. This assumption emphasizes the uniqueness of resources across organizations (Penrose, 1959). RBV assumes that resources are not easily transferable or replicable between firms. This assumption underscores the idea that certain resources provide a competitive advantage because they are difficult for competitors to imitate (Penrose, 1959). The resource-based view theory further assumes that not all resources are equally valuable. Resources must possess inherent value or potential to contribute to sustained competitive advantage. This value is context-specific and depends on how well a firm can exploit its resources (Penrose, 1959). The theory assumes that the combination of heterogeneous and immobile resources enables firms to achieve a sustained competitive advantage. This advantage results from possessing unique resources that competitors find challenging to duplicate (Penrose, 1959).

Resource-based view (RBV) theory supporters argued that firm resources must be valuable, rare, inimitable, and non-substitutable to provide a sustained competitive advantage (Ahmed & Bhatti, 2019; Samson & Sarkindaji, 2022; Jasin & Firmansyah, 2023). De-Leon et al. (2020) emphasized the strategic importance of core competencies, aligning with the RBV perspective by highlighting the value of unique organizational capabilities. Usman et al. (2023) emphasized that firm-specific resources play a crucial role in driving the growth of a firm. Anyadighibe et al. (2022) argued that firm-specific resources are essential for achieving and sustaining a competitive advantage. The Resource-Based

View (RBV) theory is highly relevant in a study on service quality and performance of deposit money banks, as it emphasizes the strategic role of internal resources and capabilities in achieving competitive advantage. In the banking sector, where service quality is a major differentiator, RBV provides a framework to analyze how a bank's unique resources, such as skilled employees, robust IT systems, customer-centric policies, and brand reputation, contribute to superior service delivery.

Methodology

The adoption of a positivist research philosophy was employed which gives credence to the application of natural science methods, as well as deductive research approach that examined the effect of service quality on employees' satisfaction of deposit money banks. According to Ghimire and Agarwal (2024) and Endara et al. (2019), the deductive approach enables researchers to systematically formulate and test hypotheses based on existing service quality theories and empirical evidence for the investigation of social phenomena. This study adopted a survey research design. According to Khan et al. (2024) and Sudirjo et al. (2024), survey research design provides a systematic approach for collecting quantitative data about service quality dimensions and their impact on bank employee metrics. The population was 4,873 employees of eight selected deposit money banks operating in Lagos State, Nigeria. A sample size of 464 bank employees was determined using Raosoft calculator. Simple random sampling technique was adopted. A validated questionnaire was adopted for data collection. Cronbach's alpha reliability coefficients for the constructs ranged from 0.70 to 0.97. The response rate was 92.2%. Data were analyzed at 5% level of significance using the Smart partial least squares structural equation modeling (PLS-SEM) software, which allowed for the testing of path analysis and hypotheses. A confirmatory factor analysis (CFA) was employed to assess the factor loading of the variables.

Analysis

Restatement of Research Objective and Research Question

Objective: examined the effect of service quality dimensions on employee satisfaction of selected deposit money banks in Nigeria.

Research question one: What is the effect of service quality dimensions on employee satisfaction of selected deposit money banks in Nigeria?

The objective examined the effect of service quality dimensions (service reliability, service responsiveness, service assurance, service empathy, and service tangibles) on employee satisfaction of selected deposit money banks in Nigeria. Adopting a six-point Likert type, where 6 = very high, 5 = high, 4 = moderately high, 3 = moderately low, 2 = low, and 1 = very low, the respondents were requested to rate their perception of various items about service quality dimensions and employee satisfaction of selected deposit money banks in Nigeria. These points formed the weights for calculating the score for each item. Descriptive statistics percentages, mean and standard deviation were used to analyze the data. The results of descriptive analysis of service quality dimensions were presented in various tables which could not be presented here as a result of limited pages.

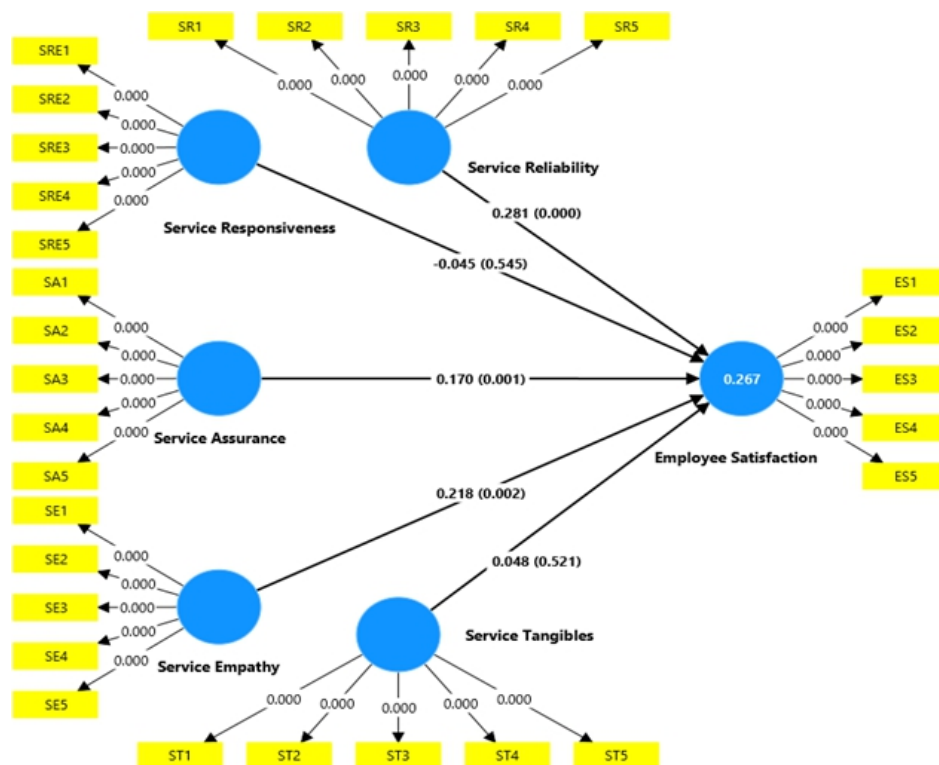
Restatement of Hypothesis

H₀: Service quality dimensions do not significantly affect employee satisfaction of selected deposit money banks in Nigeria.

Hypothesis was tested using Partial Least Squares Structural Equation Modelling (PLS-SEM) implemented in SmartPLS . The hypothesis result of the effect of the independent variable (service quality dimensions of service reliability, service responsiveness, service assurance, service empathy, and service tangibles) and dependent variable (employee satisfaction) is presented in figure, the bootstrapping outcome and tables 1ai-1a with the values of the path coefficients, standard error, R- squared, Adjusted R-squared, T statistics, p-values, effect sizes and decision taken on this hypothesis.

Figure 1 displays the outcomes of the bootstrapping procedure, illustrating the obtained results and their implications for the structural model analysis for objective one which examined the effect of service quality dimensions (service reliability, service responsiveness, service assurance, service empathy, and service tangibles) on employee satisfaction.

Figure 1: Bootstrapping Outcome for service quality dimensions and employee satisfaction



Source: Authors' Data, via Smart PLS (2025)

The bootstrapping outcome shows the direct effects of service quality dimensions on employee satisfaction, with the path coefficients and their significance levels clearly outlined. Service reliability has a positive and significant effect on employee satisfaction ($\beta = 0.281$, $p = 0.000$), indicating that reliable service delivery boosts employee morale. Service assurance also shows a positive and significant effect ($\beta = 0.170$, $p = 0.001$), suggesting that employees feel more satisfied when they can confidently provide assured services. Service empathy has a strong positive effect ($\beta = 0.218$, $p = 0.002$), highlighting that when employees perceive empathy in service delivery, their satisfaction increases. However, service responsiveness shows a negative and insignificant relationship with employee satisfaction ($\beta = -0.045$, $p = 0.545$), meaning responsiveness alone may not directly impact satisfaction. Service tangibles also have an insignificant effect ($\beta = 0.048$, $p = 0.521$), implying that physical service aspects do not strongly influence how satisfied employees feel.

Table 1: Goodness of Fit of service quality dimensions (service reliability, service responsiveness, service assurance, service empathy, and service tangibles) on employee satisfaction

Goodness of Fit	
	Estimated Model
SRMR	0.087
d_ULS	0.917
d_G	0.399
Chi-Square	398.851
NFI	0.651

Source: Researchers' Field Survey Results (2025)

The Goodness of Fit statistics presented assess the structural model evaluating the relationship between service quality dimensions of service reliability, responsiveness, assurance, empathy, and tangibles and employee satisfaction. The SRMR (Standardized Root Mean Square Residual) value of 0.087 is close to the acceptable threshold of 0.08, indicating a marginally acceptable fit. While not perfect, this suggests the model reasonably captures the data's variance and the relationships among the variables. The d_G value of 0.399 further supports this, reflecting a relatively low level of model misspecification.

However, the d_ULS value of 0.917 highlights moderate inconsistency in the model. This could imply that certain service quality dimensions may not align perfectly with employee satisfaction or that additional variables or mediators might need consideration. The Chi-Square value of 398.851 is relatively high, but since Chi-Square is sensitive to sample size, its interpretation should be cautious. It suggests some discrepancy between the observed and expected covariance matrices, but this alone doesn't invalidate the model. The NFI (Normed Fit Index) of 0.651 falls below the commonly accepted threshold of 0.90, signaling a weak fit. While the SRMR indicates some level of acceptability, the NFI suggests room for improvement in explaining how service quality dimensions affect

employee satisfaction. Overall, the model provides a borderline acceptable fit, but refinements such as adding control variables, testing for mediating effects, or re-examining the relationships among service quality components may enhance its explanatory power.

The explained variance (R^2) for employee satisfaction is 0.267, meaning the service quality dimensions collectively explain about 26.7% of the variance in employee satisfaction, a moderate effect size. The interaction effects suggest that while service reliability, assurance, and empathy positively impact satisfaction, responsiveness and tangibles do not significantly contribute. These findings stress the importance of fostering reliability, assurance, and empathy in service delivery strategies to enhance employee satisfaction. The path analysis that examines the effect of latent variables and observed variables, as well as the direct and indirect effects among these variables, is presented in Table 4.3.2b indicating a summary of the path result obtained using SmartPLS on the effect of service quality dimensions (service reliability, service responsiveness, service assurance, service empathy, and service tangibles) on employee satisfaction.

Table 2: Summary of the path analysis results for the effect of service quality on employee satisfaction of selected deposit money banks in Nigeria.

N	Model	B	T	p	f ²	R ²	R ²	Adjusted R ²	Q ²
422	Service Assurance -> Employee Satisfaction	0.170	3.389	0.001	0.026	0.517	0.267	0.258	0.227
	Service Empathy -> Employee Satisfaction	0.218	3.066	0.002	0.035				
	Service Reliability -> Employee Satisfaction	0.281	3.712	0.000	0.071				
	Service Responsiveness -> Employee Satisfaction	-0.045	0.605	0.545	0.001				
	Service Tangibles -> Employee Satisfaction	0.048	0.642	0.521	0.002				

Source: Researcher's Findings, 2025

Table 2 shows the summary of the path analysis results for the effect of service quality on employee satisfaction of selected deposit money banks in Nigeria. The results reveal that service assurance ($\beta = 0.170$, $t = 3.389$, $p < 0.05$), service empathy ($\beta = 0.218$, $t = 3.066$, $p < 0.05$), and service reliability ($\beta = 0.281$, $t = 3.712$, $p < 0.05$) have positive and significant effects on employee satisfaction. However, service responsiveness ($\beta = -0.045$, $t = 0.605$, $p > 0.05$) and service tangibles ($\beta = 0.048$, $t = 0.642$, $p > 0.05$) show insignificant effects on employee satisfaction.

The R value of 0.517 indicates a moderate positive relationship between service quality dimensions and employee satisfaction in the selected deposit money banks. The coefficient of multiple determination $\text{Adj } R^2 = 0.258$ suggests that approximately 25.8% of

the variation in employee satisfaction can be explained by the dimensions of service quality, while the remaining 74.2% is attributed to other factors not captured in the model.

The predictive and prescriptive multiple regression models are expressed as:

$ES = 0.170SA + 0.218SE + 0.281SRel - 0.045SRes + 0.048ST + U_i$ — Eqn (i) Predictive Model

$ES = 0.170SA + 0.218SE + 0.281SRel + U_i$ — Eqn (ii) Prescriptive Model

Where:

ES = Employee Satisfaction

SA = Service Assurance

SE = Service Empathy

SRel = Service Reliability

SRes = Service Responsiveness

ST = Service Tangibles

The predictive model shows that service assurance, service empathy, and service reliability are the key factors influencing employee satisfaction. These variables were retained in the prescriptive model due to their significance. The prescriptive model indicates that a one-unit increase in service assurance, service empathy, and service reliability would result in an increase in employee satisfaction by 0.170, 0.218, and 0.281 units, respectively. The effect size (f^2) reveals that service reliability has a moderate effect size ($f^2 = 0.071$), service empathy has a weak effect size ($f^2 = 0.035$), and service assurance also shows a weak effect size ($f^2 = 0.026$). Meanwhile, service responsiveness ($f^2 = 0.001$) and service tangibles ($f^2 = 0.002$) demonstrate negligible effect sizes. According to Cohen (1988), f^2 values of 0.02, 0.15, and 0.35 signify weak, moderate, and strong effect sizes, respectively.

The combined effect size ($f^2 = 0.0728$) suggests a weak overall explanation of the variance in employee satisfaction by the service quality dimensions. The Stone-Geisser Q^2 value of 0.227 indicates medium predictive relevance of the model, following Hair et al.'s (2019) thresholds: 0.02 (weak), 0.15 (medium), and 0.35 (strong). Therefore, the null hypothesis (H_{02}) stating that service quality dimensions have no significant effect on employee satisfaction of selected deposit money banks in Nigeria is rejected.

Discussion

The results of Partial Least Squares Structural Equation Modeling (PLS-SEM) path analysis for the hypothesis on the effect of service quality dimensions (service reliability, service responsiveness, service assurance, service empathy, and service tangibles) on employee satisfaction of the selected deposit money banks in Nigeria revealed that service quality dimensions of service reliability, service responsiveness, service assurance, service empathy, and service tangibles have significant effect on employee satisfaction of the selected deposit money banks in Nigeria. Empirically, the findings of this study affirm the studies of Abubakar et al. (2024) study which revealed that service quality had a positive effect on employee satisfaction,

Endara et al. (2019) study found out that service quality had a significant impact on employee satisfaction, also, Bala et al. (2021) study indicated that service quality had a significant influence on employee satisfaction, Corroboratively, Samuel et al. (2023) study showed that service quality had a positive effect on employee satisfaction, Li et al. (2021) study discovered that service quality had a positive impact on employee satisfaction, Furthermore, the study of Raza et al. (2020) revealed that service quality had a significant impact on employee satisfaction, Ifedi et al. (2024) study found out that service quality had a positive impact on employee satisfaction, also, Ghimire and Agarwal (2024) study indicated that service quality had a significant effect on employee satisfaction, Omofowa et al. (2021) study showed that indicated that service quality had an positive influence on employee satisfaction.

Susan et al. (2021) study discovered that service quality had a significant effect on employee satisfaction, in addition, the study of Olalekan et al. (2019) indicated that service quality had a significant influence on employee satisfaction, also, Bintoro et al. (2023) study found out that service quality had a positive effect on employee satisfaction. Islam et al. (2023) study indicated that service quality had a positive influence on employee satisfaction, also, Shetty et al. (2022) study found out that service quality had a significant influence on employee satisfaction, Zhou et al. (2021) study revealed that service quality had a positive effect on employee satisfaction, and also, Anyadighibe et al. (2022) study discovered that service quality had significant impact on employee satisfaction.

Nguyen and Nguyen (2021) revealed that high service quality significantly enhances employee satisfaction through improved work processes and customer interactions. Tam (2021) found that service quality standards have a substantial impact on employee motivation and satisfaction. Similarly, Megeid (2020) and Sheikh (2021) both indicated that service quality dimensions exert a significant and positive influence on employee satisfaction levels. Etale and Jerry (2022) and Subiyantoro (2021) corroborated these findings, noting that service quality initiatives have a positive and significant impact on maintaining employee morale and job satisfaction.

Further reinforcing these positive findings, Alam et al. (2022) reported that service quality improvements positively affect employee satisfaction. Joseph et al. (2020) also found a significant positive effect, while Hoang (2018) showed that service quality standards positively influence employee engagement and satisfaction. Khalil et al. (2020) and Seenivasan (2021) discovered that the significant effect of service quality on employee satisfaction is consistent across different service sectors. Kemkamma and Gladson-Nwoka (2023) demonstrated that enhanced service quality leads to improved employee satisfaction. Paul and Sharmila (2021) and Balcha (2023) found that service quality initiatives significantly boost employee morale and job satisfaction. Nyabundi et al. (2021), Anh (2022), and Yoeung et al. (2023) further confirmed the positive relationship between service quality and employee satisfaction.

Conversely, some studies have reported negative or insignificant effects of service quality on employee satisfaction. Akanbi et al. (2021) indicated that service quality standards have an insignificant influence on employee satisfaction. Nautwima and Asa (2022) found that strict service quality requirements could negatively impact employee satisfaction. Similarly, Hariawan et al. (2021) reported a negative influence, while Patel et al. (2024) noted an insignificant effect. Mondal and Kujur (2021) revealed that service quality improvements might not always translate into higher employee satisfaction, and Nemneichong and Robita (2022) discovered an insignificant impact on employee morale.

The findings of this study align theoretically with the Resource-Based View (RBV), as it supports the significance of service quality dimensions—reliability, responsiveness, assurance, empathy, and tangibles in influencing employee satisfaction. The Resource-Based View (RBV) is in consonance with the findings as it suggests that service quality dimensions can be regarded as valuable, rare, inimitable, and organization-specific resources that foster sustained competitive advantage and employee satisfaction. RBV posits that firms achieve superior performance by leveraging unique resources and capabilities that competitors cannot easily replicate. In the context of Nigerian deposit money banks, excelling in service reliability, responsiveness, assurance, empathy, and tangibles represents a strategic resource that enhances market positioning and employee satisfaction. The study's results imply that banks investing in these service quality dimensions are better equipped to attract and retain customers, thereby driving employee satisfaction and overall organizational performance. This aligns with RBV's emphasis on internal resources as key determinants of success, particularly in service-oriented industries where intangible assets, such as customer relationships and service excellence, are critical.

Conclusion

The study concluded that service quality dimensions significantly enhanced employee satisfaction of selected deposit money banks in Lagos State, Nigeria. The findings highlighted that key service quality dimensions (reliability, responsiveness, assurance, empathy, and tangibles) serve as critical drivers of bank performance. This empirical evidence reinforced the theoretical foundations of the RBV theory demonstrating that a bank's ability to deliver high-quality services directly impacts its operational success and competitive positioning. The study underscores that while service quality dimensions collectively enhance bank profitability, each sub-dimension plays a distinct role in shaping customer perceptions and loyalty. This suggests that banks aiming to navigate current and future challenges must continuously invest in service quality improvements. Firms that prioritize reliable, responsive, and empathetic service delivery, coupled with tangible indicators of quality, are better positioned to achieve long-term growth and stability.

Recommendations

From the findings of this study, the researchers made the following recommendations to the relevant stakeholders:

- i. Organizations should recognize the role of service quality in boosting employee satisfaction.
- ii. Initiatives such as continuous professional development, transparent communication channels, and incentive programs should be implemented to ensure employees feel supported and motivated, fostering a culture of service excellence.
- iii. Banks should adopt a customer-centric approach by continuously improving service quality dimensions (reliability, responsiveness, assurance, empathy, and tangibles) as these have a direct impact on employees' satisfaction.

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