

Review of: "Effect of Employees' Commitment on Customer Satisfaction of Banks in Africa"

Edina Molnár¹

¹ University of Debrecen

Potential competing interests: No potential competing interests to declare.

- **Theoretical Framework:** While the introduction outlines the importance of employee commitment, the paper lacks a strong theoretical foundation that integrates various motivational and commitment theories. This could enhance the understanding of the research context and provide more depth to the analysis.
- **Limited Contextualization:** The paper focuses on African banks, but it doesn't delve into the specific cultural, economic, or organizational factors unique to the African context that might influence the relationship between employee commitment and customer satisfaction.
- **Sampling Bias:** The paper employs purposive sampling, which might introduce sampling bias and limit the generalizability of the findings. Additionally, the rationale for selecting specific banks and countries is not fully explained.
- **Questionnaire Design:** While the paper indicates reliability and validity tests for the questionnaire, it would be beneficial to provide a more detailed description of the questionnaire's content and construction to understand the measurement of variables.
- **Causality and Directionality:** The paper primarily discusses the relationship between employee commitment and customer satisfaction in a one-way direction, assuming that committed employees lead to customer satisfaction. However, it's important to acknowledge the potential for a reciprocal relationship, where satisfied customers also contribute to employee commitment.
- **Discussion and Implications:** The paper could benefit from a more in-depth discussion of the implications of the findings for both theory and practice. How can these findings inform managerial strategies in African banks, and how do they contribute to the broader literature on employee commitment and customer satisfaction?
- **Out of scope:** The paper primarily discusses the relationship between employee commitment and customer satisfaction. However, the paper tries to discuss a new concept like Transformational Leadership. The paper briefly mentions the need for further research to explore certain relationships, such as the influence of organizational culture, job satisfaction, and work motivation on employee commitment. However, this could be expanded upon to guide future studies.
- **Inconsistency of ideas and insufficiency:** in the discussion part it tries to prove the second hypothesis but it is inconsistent and has a problem idea briefing in correct language. It is also insufficient and lacks triangulation of ideas.

