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

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1. The manuscript requires thorough proofreading [e.g., the third paragraph of the introduction section should read To this end and not To end etc.,].

2. The research hypotheses should be placed after the literature review.

3. The research hypotheses should state the type of relationship [positive (direct) or negative (indirect or inverse)] that exist between employee commitment [Affective, Continuance and Normative] and customer satisfaction.

4. The research hypotheses should be based on both evidences in the extant literatue and on theory. The manuscript lacks an underpinning theory on which the study is based. The authors should incorporate an underpinning thoery and base the research hypotheses on the underpinning theory as well as evidences in the extant literature. Each hypothesis should be formulated based on a specified theory in addition to evidences in the extant literature. ***Any hypothesis not grounded in theory should be removed.***

5. The three employee commitment types [Affective, Continuance and Normative] should be defined and thoroughly explained or discussed in the literature review.

6. The authors should justify and provide a basis for arriving at the chosen 30 employees each from the 11 purposively selected African Bank yielding a total of 330 sample size.

7. Authors should justify why the ordered logistic regression did not incorporate any control variable(s). What will be the effect of incorporating other required control variables on the study findings? The authors should kindly note that, even though control variables are not the variables of interest, their inclusion or presence can significantly influence the variables of interest (i.e., dependent variable or even the other explanatory variables) in the multivariate regression models and as such are controlled for by keeping them fixed/constant in the regression model as control variables but not hypothesized.

8. Data collection instruments: Indicate the literature source for the close-ended/structured questionnaire.

9. Were the closed-ended/structured questionnaire vetted by expert in the field/industry?

10. Did the author (s) obtain written or verbal informed consent before undertaking the primary data collection? Because it is highly imperative for any researcher to obtain informed consent before administering and field survey.

11. Period when the questionnaires were administered should be indicated.

12. On the average how long did it take to complete the administering a questionnaire?

13. The closed-ended/structured questionnaire should be provided for assessment with reasons and justifications for its development.

14. How was heterogeneity in the profile of the respondents addressed? Elaborate explanation is expected. The effect of socio-demographic information/data which was collected earlier on the respondents should be analyzed.

15. The author (s) should test for Common Method Variance (CMV) bias since all the data for this study were obtained using a questionnaire via online survey. The researcher (s) can perform Harman's (1967) one-factor test or single-factor score [in which, all items measuring latent variables/unobserved/hidden variables are loaded into one common factor. If the total variance for a single factor is less than 50%, it suggest that CMV does not affect your data, hence the results]. This can be based on the approach described by "Podsakoff, MacKenzie, Lee, and Podsakoff (2003). "Common Method Variance in behavioural research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903. Doi: 10.1037/0021-9010.88.5.879''. The researcher(s) can also use CFA common factor, which is a more advance, sophisticated and psychometrically convincing means/method.

16. The author (s) did not test any of the assumption underlying the usage of multivariate linear regression before undertaking the regression analysis i.e., pooled OLS [Normality, heteroskedasticity, autocorrelation, endogeneity and heterogeneity] necessary under multiple linear regression analysis to avoid a situation where an assumption would be violated which will result in spurious results. The assumption testing assures that the models are fit for regression.

17. The authors should perform statistical relative importance to ascertain the the level of prominence of the three explanatory variables. The statistical relative importance of indices can be determined by relative weight analysis (RWA), Dominance Analysis (DA), suared correlations, squared betas, product measures, Johnson's epsilon, partial correlation, semi-partial correlation, independent effects, Akaike weights, standardized regression coefficients, Baysian inference of predictor relative importance (PRI), hierarchical linear modelling (sequential regression modelling) etc. [see: - (1) Johnson, J. W., & LeBreton, J. M. (2004). History and use of relative importance indices in organizational research. Organizational Research Methods, 7(3), 238–257. doi:10.1177/1094428104266510- (2) Tonidandel, S., & LeBreton, J. M. (2011). Relative Importance Analysis: A Useful Supplement to Regression Analysis. Journal of Business and Psychology, 26(1), 1–9. doi:10.1007/s10869–010–9204–3].

For giudance see and cite Essel, R.E. (2021b). Assessing Materials Management Practices Effect on Firm Performance in Ghana Using Dominance Analysis: Evidence from A listed Company.'' *Journal of Operations and Strategic Planning* 4(2), 174-201 DOI: https://doi.org/10.1177/2516600X211043210.

1. It is highly recommended to conduct robustness test for validate the main findings.
2. Include theoretical and managerial implication to the paper.