

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

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**Potential competing interests:** No potential competing interests to declare.

Please find the following suggestions to improve the article:

## Abstract

Suggested improvements for this section:

1. **Clarity of Language:** The abstract needs better sentence structure and grammar. For example, "This article was set out investigate influence of employees' commitment on customer satisfaction in African banks" could be more clearly stated as, "This article sets out to investigate the influence of employee commitment on customer satisfaction in African banks."
2. **Specify Research Method:** Specify the types of research methods used instead of stating "Researchers mixed research method." It could be improved to something like, "Researchers employed a mixed-methods approach, combining quantitative and qualitative analyses."
3. **Clarify Sample Selection:** Elaborate on how the sample size was determined and the rationale behind the selection of the eleven largest commercial banks.
4. **Clearer Explanation of Data Collection:** The phrase "The primary data have been collected through the structured questionnaire using Google forms" could be better written as, "Primary data was collected via a structured questionnaire distributed through Google Forms."
5. **Simplify Language for Model Explanation:** Simplify the explanation of the statistical model used, making it less technical for readers who might not be well-versed with ordered logistic regression models. It's always beneficial to strike a balance between accuracy and accessibility of language.
6. **Fix Typographical Errors:** Correct the typographical error in "The analysis of regression model was showed that..." to "The analysis of the regression model showed that..."
7. **Add Comma in List:** A comma is needed before "and" in a list of three or more items according to the Oxford Comma rule. Therefore, it should be: "affective employees' commitment, continuance employees' commitment, and normative employees' commitment".
8. **Explain Key Terms:** Define or explain key terms like 'affective commitment,' 'continuance commitment,' and 'normative commitment' for readers who may not be familiar with them.
9. **Improve Conclusion:** The concluding sentence can be improved by replacing "seeping stone" with the correct phrase, "stepping stone", for clarity. Also, it would be helpful to briefly mention the implications of this research for bank

practices in Africa.

10. **Consistent Verb Tense Usage:** Ensure consistent use of verb tenses. It's generally better to use the past tense when referring to research that has already been conducted. For example, "Researchers mixed research method" should be "Researchers mixed research methods".

## Introduction

Suggested improvements for this section:

1. **Eliminate Redundancies:** There is repetition of ideas throughout the paragraphs. For example, the effects of employee commitment on customer service, productivity, and overall business success are reiterated multiple times in various forms. Condense these points to avoid repetition and improve readability.
2. **Correct Misuse of Commas:** Ensure the correct use of commas throughout the text. For example, "This can lead to increased performance and cost savings, which can help a company, remain profitable." should be, "This can lead to increased performance and cost savings, which can help a company remain profitable."
3. **Improve Sentence Structure:** Some sentences are not structured well, leading to confusion. For instance, "If staff passionate about quality customer service delivery, they will provide high quality service..." should be, "If staff are passionate about delivering quality customer service, they will provide high-quality service..."
4. **Revise Use of Adjectives:** The word "passionate" is used excessively. Consider using synonyms or other descriptors to provide variety.
5. **Specify Thesis Statement:** The thesis statement "Hence, the aim of this research paper was to explore influence of employees' commitment on customers' satisfaction in largest banks operating in Africa." is the core of your introduction but it's buried at the very end. Consider moving this to the beginning and adding more specific details about the aim of the research.
6. **Consistent Verb Tense Usage:** Make sure to use consistent verb tenses. The use of past tense in "the aim of this research paper was" is not consistent with the rest of the text which is written in the present tense. Consider changing it to: "The aim of this research paper is..."
7. **Improve Citation Format:** Ensure all citations are correctly formatted according to the chosen citation style (e.g., APA, MLA, Chicago, etc.). For instance, it's unclear whether (Filter & Brown, 2019) is a direct citation or a paraphrase.
8. **Clarify Connection to Banks:** There is a disconnect between the general discussion about employee commitment and the specific focus on African banks. Make the connection clearer by giving a brief overview of the banking context in Africa or why this research is particularly relevant to banks in Africa.
9. **Clear Transition:** Make sure to use clear transitions between ideas to guide the reader through your argument. For example, when shifting from discussing the benefits of employee commitment to its effect on customer relationships, use a transition to make it clear you're moving to a new point.

## Literature review

Well-done aspects of the Literature Review:

1. **Comprehensive Coverage:** The literature review covers a broad range of literature related to staff commitment, customer satisfaction, and the banking industry. It includes a discussion of the different concepts, empirical research, and studies on different dimensions of staff commitment.
2. **Use of Empirical Studies:** The review utilizes a variety of empirical studies to support arguments. This lends credibility to the discussion and allows for a more in-depth understanding of the relationship between staff commitment and customer satisfaction.
3. **Model and Hypotheses Development:** The development of a conceptual model and the inclusion of specific hypotheses to be tested are well-executed. This helps readers understand the theoretical underpinnings of the research and the relationships being tested.

Suggested improvements for the Literature Review Section:

1. **Clarify Paragraph Organization:** The information within each sub-section needs to be better organized. For example, in section 2.3, the concepts and studies are not clearly distinguished. Improve the clarity by using clear topic sentences and transitions.
2. **Improve Citation Consistency:** The format of citations seems inconsistent. Adhere to a specific citation style consistently throughout the review.
3. **Avoid Repetition:** Certain ideas and phrases are repeated multiple times. For instance, the idea of transformational leadership increasing commitment and leading to customer satisfaction is repeated in the discussion of affective, continuance, and normative commitment.
4. **Clarify the Link between Studies and Concepts:** Ensure each study or piece of evidence presented is clearly tied to the concept it's meant to illustrate. For example, in the section on Continuance Commitment & Customer Satisfaction, the link between the studies cited and continuance commitment is not clear.
5. **Include Contradictory Findings:** The review does not present any studies or arguments that contradict or challenge the proposed relationships. To create a balanced review, include such studies and provide reasoning as to why your research might expect different results.
6. **Address the Literature Gap More Clearly:** The statement of the literature gap is vague. Provide specific examples of what aspects of employees' commitment and its influence on customer satisfaction in African banks have not been sufficiently explored in the literature.
7. **Proofread for Grammar and Clarity:** The review contains several grammatical errors and awkwardly phrased sentences, such as "Clients' satisfaction is effective in eliciting continuance commitment from employees because it provides them with a sense of meaningfulness." Make sure to proofread for grammar and clarity.
8. **Ensure Consistency in Terminology:** Ensure terms are used consistently throughout. For instance, the review refers to "staff," "employees," and "followers" interchangeably. While these are largely synonymous, maintaining consistent terminology can improve clarity.

## Methodology

Suggested improvements for the methodology section:

1. **Specify Research Design:** Specify the type of explanatory research design you are using. There are several kinds of explanatory research, such as experimental design, quasi-experimental design, correlational design, etc.
2. **Revise Grammar and Phrasing:** Be sure to revise grammar and phrasing throughout. For instance, the phrase "The study was examined the relationship..." is grammatically incorrect and unclear.
3. **Clarify Research Approach:** Under the Research Approach section, more detail is needed. It's important to explain why a quantitative approach is suitable for the study's objectives and why post-positivism is chosen as the knowledge claim.
4. **Detail Sampling Technique:** Elaborate on the "purposive" sampling technique used. Why was this method chosen, and why is it suitable for this study?
5. **Specify Questionnaire Design:** In the Data Collection section, provide details about how the questionnaire was designed, what kind of questions it contained, how they were administered, etc.
6. **Clarify Data Analysis Techniques:** In the Tools of data processing section, provide more detail on how SPSS was used for the data analysis and how the descriptive and regression analyses were performed.
7. **Detail Econometric Model Specification:** More details should be provided for the econometric model specification. Explain the variables in detail and specify their operational definitions. Additionally, provide rationale behind why this specific model is being used.
8. **Revise Cronbach's Alpha Spelling:** Correct the spelling of Cronbach's Alpha in the Reliability and Validity Test section. It's spelled as "Cornbrash's Alpha", which is incorrect.
9. **Explain Reliability and Validity Tests:** Provide more details on how you tested the reliability and validity of your research instruments. Explain what the Cronbach's Alpha value and Content Validity Index (CVI) mean in the context of your study.
10. **Consistent Formatting of Tables:** Make sure the formatting of tables is consistent. For instance, the table number, title, and source should be in the same format in all tables.
11. **Proofread for Grammar and Clarity:** The methodology section contains several grammatical errors and awkwardly phrased sentences, for instance, "In the second model, the regression analysis is considered the effect of three staff commitment dimensions". Ensure to proofread for grammar and clarity.

## Results

Suggested improvements for this section:

1. **Clarify Collection Rate:** Clarify what is meant by "this enables the researchers to produce reliable output." It's important to explain how the 90% response rate lends credibility to your findings.
2. **Resolve Typographical Errors:** Rectify the spelling error in "Statnandrd deviation value." It should be "Standard deviation value".
3. **Clarify Presentation of Data:** For the table presenting descriptive statistics, specify what the minimum and maximum values represent.
4. **Address Transformational Leadership Mention:** There is no mention of transformational leadership in the methods

section, but it appears in the results. This inconsistency should be addressed. Either add transformational leadership to the methodology or remove it from the results.

5. Review Mean Value Interpretations: The interpretations of the mean values are inconsistent. For instance, it says that the mean value of customer satisfaction falls within 2.5-3.00, which is a neutral response. But the actual mean value given is 3.75 which is above 3.00. This needs to be corrected.
6. Clarify Correlation Analysis: For the correlation analysis, clarify what it means for the variables to be "positively correlated at 1% level of significance."
7. Clarify Regression Analysis: In the regression analysis, specify what model was used. Also, explain what each component of the model (the coefficients, standard error, Wald value, p-value, confidence intervals) represents and how it contributes to the overall analysis.
8. Double check P-value Interpretation.
9. Explain Pseudo R-Square Values: Provide more explanation on the Pseudo R-Square values, and their interpretation.
10. Elucidate Results of Regression Model: Elucidate what the results from the ordered logistic regression model imply about the relationship between the independent variables and the dependent variable.
11. Ensure Consistency: Ensure that names and abbreviations of variables are consistent throughout the document. For example, Continuance staff commitment is abbreviated as both "CSC" and "continence staff commitment."
12. Proofread for Grammar and Clarity: The results section contains several grammatical errors and awkwardly phrased sentences. Ensure to proofread for grammar and clarity.
13. Formatting: Use a consistent formatting style for all the tables and their titles. Make sure to follow the same numbering style, capitalization, and font size throughout.
14. Interpretation of Regression Coefficients: Provide interpretation of the regression coefficients. These interpretations are crucial as they help to understand the relationship and impact of each independent variable on the dependent variable.
15. Clarify Significance Levels: Make sure to clearly explain what the asterisks represent in Table 6 in terms of levels of statistical significance.

## Discussion and conclusion

Suggested improvements for the mentioned sections.

1. The mention of "TVET colleges" seems out of place. TVET stands for Technical and Vocational Education and Training, which does not appear to relate to the main focus of the text, which is on banks in Africa and how staff commitment influences customer satisfaction.
2. Improve Clarity: Consider simplifying language and ensuring explanations are clear and easy to follow. For example, in the first paragraph, the relationship between Customer Satisfaction and Affective Commitment is called "complex", but there is no further explanation about what makes it complex.
3. Correct Inconsistent Terminology: Correct the use of "Countenance Staff commitment" in the second paragraph. The previous mention of this variable called it "Continuance Staff commitment". Consistent terminology is critical for the reader's understanding.

4. **Add Context to Statistical Significance:** The significant positive correlations found in the data are repeatedly emphasized, but it may be beneficial to provide some context as to why these findings are important and what they could imply for the banks under study.
5. **Clarify Hypotheses:** Clearly state the original hypotheses before discussing whether they were accepted or rejected.
6. **Ensure Consistent Referencing:** Ensure that all sources are correctly and consistently referenced. For example, Ghasemi & Kordi (2018); Kamalanabhan & Subramaniam (2015); and Pillay & Marimuthu (2014) are cited as evidence of Continuance Staff commitment's positive influence on customer satisfaction, but the citation format varies from earlier references like Oduro & Sarpong (2018). Some of these references are too old.
7. **Discuss Contradictions:** Mention if there are any contrasting findings from previous studies and discuss possible reasons for these contradictions.
8. **Conclusion - Add Specific Findings:** In the conclusion section, restate the specific findings from the data analysis rather than speaking generally about the importance of staff commitment and customer satisfaction.
9. **Discuss Limitations:** Discuss the limitations of the current study, which would justify the suggestions for future research.
10. **Future Research Recommendations - Specificity:** In the "Direction for future research" section, be more specific about which additional variables future researchers might consider and why. Also, clarify why obtaining both customer and staff points of view might be beneficial.
11. **Explain Implications of Research:** Discuss the implications of the research findings for banking practices in Africa and how they might impact the decision-making process in these banks.
12. **Improve Transitions:** Improve transitions between topics to ensure a smooth flow of ideas. This will make the text easier to read and comprehend.
13. **Proofread for Grammar and Clarity:** The sections contain some grammatical errors and awkwardly phrased sentences. Ensure to proofread for grammar and clarity.
14. **Formatting:** Use a consistent formatting style for all the paragraphs, sub-headings, and citations. Consistency in format aids in reader comprehension and gives the document a professional appearance.
15. **Interpretation of Regression Coefficients:** Provide interpretation of the regression coefficients in terms of real-world understanding. These interpretations are crucial as they help to understand the relationship and impact of each independent variable on the dependent variable.
16. **Discuss the Contribution to Existing Literature:** Discuss how this study contributes to the existing body of literature. This might include filling a research gap, providing empirical evidence in a new context, or challenging existing theories or assumptions.