

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.

The paper is generally well written and noted a few areas of concern that the authors should address or clarify.

- There is a sentence in the abstract which suggests that the research is a mixed research approach. However, in the methodology section, there are two parts which suggest that the research was quantitative and this contradicts the statement in the abstract.
- The authors should also highlight the statistical findings in the abstract.
- In the introductory section, there are some statements that the authors need to back up with citations. For example, "A motivated and engaged staff leads to higher productivity, improved customer service, and increased output. It is also essential to ensure that employees are given the tools and resources necessary to meet their goals and objectives through successful transformational leadership implementation" . Source????
- A number of sweeping statements have been made by the researchers and these have not been backed by any citations. The authors must endeavour to include citations.
- I suggest section 1.2 to change to research objectives as the authors have not shown yet how the hypotheses were developed.
- Literature review and empirical review - Correct citation must be done and there is need for consistency by the authors in making citations. When they allude to recent research, it is imperative that those studies are cited.
- Definition of all key terms in the conceptual model should be done by the authors. For example, Affective commitment must be defined.
- Section 2.5 (Literature Gap) - No citations have been made by the authors. There is need to back up the literature gap with citations.
- Methodology - A number of observations were made as well as suggestions.
- There is need for the authors to generate a sample profile that contains the social-economic demographics of the respondents.
- The correlations analysis and regression indicate that no control variables were taken into account in the analysis. can the authors consider introducing control variables in the analysis.
- The measures are also not show. Can the authors include the measures as part of the appendix.
- The reliability analysis for the individual variables are not shown. The authors only show the reliability analysis for all the items.
- The authors do not show whether or not the assumptions for performing a regression analysis are met or not.

- Transformational leadership implementation is not in the conceptual model and the discussion should be limited to variables in the model. For example, descriptives on transformational leadership are reported and this does not make sense.
- The idea of having customer satisfaction as a dependent variable when customers are not interviewed does not make sense and makes the study biased somehow. It would have made sense if the dependent variable was either employee satisfaction or organisational citizenship behaviour.