



Effects of Relationship Marketing on Customer Satisfaction of First Bank Nig PLC Services in Enugu Metropolis

Arum Obumneme Matthew ¹, Cajetan Obinna Ewuzie ², Obasi Ikechi Agwu ³, Achi David Achi ^{4*}

¹ General Studies Unit, Enugu State University of Science and Technology, Enugu, Nigeria

^{2,4} Department of Marketing, University of Nigeria, Enugu Campus, Nigeria

³ Department of Library, University of Nigeria, Enugu Campus, Nigeria

* Corresponding Author: **Achi David Achi**

Article Info

ISSN (online): 2583-8261

Volume: 04

Issue: 02

March-April 2025

Received: 26-01-2025

Accepted: 22-02-2025

Page No: 43-51

Abstract

This study aimed to examine the effects of relationship marketing practices on customer satisfaction of First Bank Nig Plc in Enugu Metropolis. The specific objectives were to explore the effect of commitment, trust, and customer bonding in relationship marketing on the level of customer satisfaction in First Bank Nig Plc. The study adopted the descriptive design and survey method of data collection. The research used a sample size of 384 respondents who were chosen judgmentally. The research instrument was a Likert-scale questionnaire administered directly to the respondents at the bank premises. The formulated hypotheses which aligned with the specific objectives were tested using multiple regression analysis at a 5% level of significance. The results showed that commitment has a significant effect on customer satisfaction of First Bank Nig Plc in Enugu metropolis ($\beta = 0.548$; $t = 5.881$; $p < 0.001$). Trust has a significant effect on customer satisfaction of First Bank Nig Plc in Enugu ($B = 0.325$; $t = 3.3353$; $p < 0.001$). Customer bonding has a significant effect on customer satisfaction of First Bank Nig Plc in Enugu ($B = 0.548$; $t = 5.881$; $p < 0.000$). The study suggests that First Bank Nig Plc and other deposit money banks should establish and maintain a high degree of relationship with their consumers by implementing effective communication, providing excellent customer care, and offering personalised services.

Keywords: Relationship Marketing, Commitment, Trust, Customer Bonding, Customer Satisfaction

1. Introduction

Several organisations, including insurance, banks, and other service providers, have recognised the significance of customer relationship management (CRM) and its capacity to assist them in acquiring new customers, retaining current ones, and maximising their lifetime worth. Many banks have recognised the importance of leveraging new technologies to gain a competitive edge. They accomplish this by maximising the intrinsic worth of their brand, client base, and expensive infrastructure expenditures to boost earnings. This is due to the obvious link between technology, profitability, and consumer satisfaction (Opara *et al* 2010). To thrive in a highly competitive and dynamic market, marketers are compelled to explore strategies outside the conventional 4P's of marketing to get a competitive edge.

Hence, relationship marketing has emerged as a viable approach for organisations to establish enduring and robust connections with their clients (Andaleeb, 2016). The development of relationship marketing has garnered significant attention in both academic and practical domains over the last couple of decades (Egan, 2011) ^[9]. Relationship marketing developed as a prominent trend in marketing and company management during this time, and it was widely adopted and implemented by individuals and organisations globally.

Relationship marketing is a deliberate approach aimed at fostering client loyalty, connection, and sustained engagement by delivering tailored information that caters to their specific requirements and interests, while also encouraging transparent communication. This strategy often leads to heightened word-of-mouth engagement, recurring transactions, and a customer's readiness to offer information to the organisation (Pang & Wang, 2016).

Customer satisfaction is achieved when a purchaser's experience with a product or service matches or exceeds their expectations. Superior customer service, effective customer-organization communication, and effective service delivery are a few examples of variables that could affect the satisfaction of customers (Mazikana, 2019) ^[17]. A satisfied consumer is likely to make repeat purchases and share their experience of using the product or service with others. A satisfied consumer is likely to remain loyal to a certain product or service since they see little incentive to switch to an alternative, having previously experienced a degree of pleasure.

In Nigeria, it is customary to observe clients enduring lengthy queues for hours without any acknowledgement or apologies from the banking personnel. On several occasions, bank customers have a sense of doubt when bank personnel fail to acknowledge their loyalty, resulting in their leaving the banking hall with apprehension. The majority of the banks in Nigeria largely focused on switching from one bank to the next, frequently combining multiple services and moving or opening a new branch to meet the needs of consumers and persuade a wider audience that their services are superior to those of their rivals. Nevertheless, the formation of these establishments or branches did not lead to increased customer satisfaction since people had a difficult time accessing these services due to traffic (Okonkwo & Ugwuonah, 2019) ^[23].

Customer satisfaction is achieved when a customer's experience with a product or service matches or exceeds their expectations. Customer satisfaction may be influenced by several factors, such as exceptional customer service, effective communication between the organisation and consumers, and efficient service delivery (Mazikana, 2019) ^[17]. A contented consumer is likely to make repeat purchases and share their experience of using the product or service with others. Several Nigerian banks have had unique challenges in satisfying consumers.

Although bank services have recently become more broadly accessible in Nigeria, the greater incidence of error shows that there are still many inefficient client connections. Due to this gap, there is still much to consider on how to develop strong customer relationships utilising the appropriate relationship approaches. It is important to pay close attention to this problem of poor customer connection and find a solution. However, studies on the connection between marketing and client gratification have been undertaken in certain developed nations, and a survey of the literature in the Nigerian context finds a paucity of research in this field. For instance, relationship marketing and consumer happiness were explored from a conceptual approach by Aka, Kehinde, and Ogunnaike (2016) ^[2]. Ibojo and Dunmade (2016) used undergraduate students at a private institution in Oyo State, Nigeria, as a case study to examine the effect of relationship marketing on customer satisfaction. However, none of these studies particularly looked at the relationship between the deposit money institutions in Enugu Metropolis, Nigeria. The

purpose of this research is to fill this gap in the body of knowledge. This research, therefore, sort to explore the impact of relationship marketing practises on customer satisfaction in First Bank Nig Plc located in Enugu Metropolis.

The broad objective of this research is to investigate the impact of relationship marketing techniques on customer satisfaction in First Bank Nig Plc located in Enugu Metropolis. The specific objectives were to: ascertain the extent to which commitment, organisational trust and customer bonding impact customer satisfaction in First Bank Nig Plc located in Enugu Metropolis.

2. Review of related literature

A review of past related literature was carried out using marketing textbooks, journals, and online libraries. The review of relevant literature was segmented into three main sub-sections. These include the conceptual review, the theoretical review and the empirical review.

2.1 Conceptual Review

This study revolves around the concept of relationship marketing (independent variable) and customer satisfaction (dependent variable). The aspects of relationship marketing covered in this study are commitment, organizational trust and customer bonding.

2.1.1 Customer Satisfaction

According to Aka *et al* (2016) ^[2], customer satisfaction is the total assessment and result of a firm's goods (or services). Since satisfaction is a measure of real performance compared to projected performance, it is presumed to be a cognitive process in the mind of the client (Zakaria, 2014). According to Olayiwola (2016), customer satisfaction measures how pleased consumers are with a firm's goods and services. It is an evaluation of how well a firm provides customer service. A person feels either satisfaction or dissatisfaction depending on how well a good or service performs in comparison to expectation (Kotler & Keller, 2016) ^[16].

Client fulfilment is the subjective assessment over time by the client of the benefits and drawbacks of a good or service. It is essential for a firm's long-term performance, growth, and cost-effectiveness of its services. Customer expectations are more significant when manufacturing variance is minimal because they exert a more significant influence on customer satisfaction than price or value do.

The satisfaction of consumers is affected by the level of excellence of the services provided, which in turn affects future objectives. Customers who are happy make purchases or want to make additional purchases (Imouokhome *et al*, 2020) ^[14]. Anticipation and hope give rise to the psychological experience of pleasure and fulfilment (Okonkwo *et al*, 2019) ^[23]. The most important elements in marketing are the results of businesses' services or products, whether they make consumers pleased or unsatisfied. Customers who are pleased with the company's results tend to be more loyal to the company, than the ones that are not satisfied.

If the customers are not happy with the results of the company, they could shift to a different one (Kotler & Keller, 2016) ^[16]. Notwithstanding being happy, some clients will shift their loyalty to the company and engage with others. One of the factors that leads to higher customer satisfaction

is great service quality (Olayiwola, 2016). Customer gratification is important given that it is related to a client's propensity to do business again.

2.1.2 Relationship Marketing

Relationship marketing is a strategic approach in a company that emphasizes the cultivation of enduring client connections rather than focusing on short-lived ones (, 2021). Acquiring a new client would incur a cost for a corporation that is up to five times more compared to retaining a current customer (Ostrowsk, 2021) ^[24]. Hence, the significance of relationship marketing (RM) in ensuring the success of a firm cannot be overemphasised. Companies may achieve long-term sustainability in the market by using relationship marketing strategies to cultivate enduring ties with their consumers (Payne & Frow, 2017). Nevertheless, it is important to emphasise that cultivating a robust client connection requires considerable work since inadequate relationship marketing strategies might lead to adverse outcomes.

Relationship marketing is a strategic approach aimed at maintaining current customers and acquiring new ones by fostering long-term connections that provide the total pleasure that meets or exceeds what they expect (Aka, Kehinde & Ogunnaike, 2016) ^[2]. A connection between marketing and business may be defined as the practice of meticulously overseeing every customer's extensive "touch point" data to maximise customer satisfaction (Kotler, 2018). According to Aminu, 2012, ^[5] "a relationship forms when a customer perceives a reciprocated way of thinking between him and the seller or service provider."

According to Johanesova & Vanova (2020), relationship marketing refers to the actions undertaken by banks to allure, interact with, and retain clients that are more financially lucrative or have a higher net worth. Based on the aforementioned principle, relationship marketing seeks to enhance the profitability of service providers while concurrently delivering superior services and customer happiness (Imouokhome *et al*, 2020) ^[14]. Relationship marketing refers to the systematic approach of creating, fostering, sustaining, and improving mutually beneficial relationships with customers and other stakeholders to fulfil their objectives. This is attained by a process of complementary exchange and the satisfaction of obligations (Abuhasheh *et al*, 2020).

2.1.3 Dimensions of relationship marketing

Relationship marketing encompasses several crucial organisational components, including trust, commitment, capability, bonding, compassion, mutuality, fulfilment of promises, communication, and dispute resolution. However, this research specifically focused on commitment, organizational trust and customer bonding, since these factors were deemed to be of primary importance.

1) Commitment and customer satisfaction

Commitment refers to a promise, either spoken or implied, to maintain a long-term connection among parties involved in a client-seller relationship. Liu Yu (2008) defined commitment as the combination of the inclination to maintain a connection, the readiness to make efforts to sustain it, and the anticipation that the relationship will last. Customer commitment may be characterised by four dimensions: The factors that contribute to a strong connection include loyalty,

a willingness to make immediate sacrifices, a focus on long-term goals, and a desire to engage in the relationship. Establishing and sustaining commitment in relationships is a crucial element in the development and sustainability of corporate connections (Morgan & Hunt, 2004) ^[19]. When a company is dedicated to establishing a strong connection with its consumers, those customers are more inclined to reciprocate by keeping a loyal relationship with the company. Customer loyalty may be partially attributed to the level of commitment that consumers have in keeping their engagement with a corporation. Commitment refers to a kind of emotional connection and bias towards the ideals and objectives of an organisation (Bazvand, 2014). Moorman, Deshpande, and Zaltman (2014) ^[18] provided a more concise interpretation, defining commitment as the inclination to remain loyal to a provider or supplier. Commitment to a business connection refers to the psychological inclination of the mind to maintain a partnership with a business associate (Wetzels, De Ruyter & Van Birgelen, 2018) ^[28]. We hereby hypothesise:

Commitment does not have significant impact on customer satisfaction in First Bank Nig Plc in Enugu Metropolis.

2) Organizational trust and customer satisfaction

Long-lasting partnerships are built on trust (Mazikana, 2019) ^[17]. It is the readiness to have faith in a trading partner. A violation of confidence by a service provider might result in desertion. It necessitates acknowledging true assertions that were reached jointly and lowering the possibility that any side would behave unethically (Akintunde & Akaighe, 2016) ^[3]. The term "trust" refers to confidence in the other party's intentions in the relationship. A satisfied consumer is more likely to conduct business with you in the future. The capacity to predict contentment is supported by trust (Mazikana, 2019) ^[17]. Trust in a relationship is confidence in the sincere motives of the other partner. The development of a party's degree of assurance and dependence on the other party's ability to maintain a promise is a key component of trust in commercial relationships (Imouokhome *et al*, 2020) ^[14]. The degree of trust clients has in a company is one of the essential qualities that improves customer happiness. Failure or dissatisfaction at a firm might lead to a consumer leaving or switching brands (Olayiwola *et al*, 2016). The level of service provided by the company affects customer happiness and trust. From the foregoing, we hypothesise that:

Organisational trust does not have significant impact on customer satisfaction of First Bank Nig Plc in Enugu Metropolis.

3) Customer bonding and customer satisfaction

Bonding is a characteristic of a commercial relationship in which the buyer and the seller work together to accomplish a shared objective. A buyer and seller's relationship may be characterised as a difficult, drawn-out bonding process. The bonding phase is primarily driven by the interplay of a seller's desire to sell their items and a buyer's need to purchase things that would satisfy their needs (Mazikana, 2019) ^[17]. According to Akintunde & Akaighe (2016) ^[3], there are two kinds of bonding: Structural bonding and social bonding. In addition to personal fulfilment, social bonding also encompasses social involvement, connection, and friendship. Bonding is a relationship marketing strategy that entails cultivating and strengthening client loyalty. This fosters a

sentiment of love and belonging to both the relationship and, in turn, the brand. According to Akintunde and Akaighe (2016) [3], bonds have shown to be a very effective tool for controlling social and corporate conduct as well as reducing uncertainty, building trust, and fostering close links throughout society. Hence the hypothesis ensues:

Customer bonding does not have significant impact on customer satisfaction with First Bank Nig Plc in Enugu Metropolis.

2.2 Theoretical Review

The Stakeholder Theory and the Commitment-Trust theory of Relationship Marketing are the two main theories on which the study is predicated. The Commitment-Trust theory of Relationship Marketing, notwithstanding, is the essential foundation driving the study.

1) Stakeholder Theory

Stakeholder Theory, which Donaldson (1995) developed contends that organisations exist for a variety of stakeholders, whose unfavourable responses might harm the organization's ability to survive, rather than only to maximise shareholders' profit. These stakeholders include the communities where they operate, vendors, consumers, workers, creditors, lenders, as well as the government. According to the stakeholder hypothesis, customers are the foundation of every company given that without them, revenue would not flow, and firms would not exist. Consumers are the primary source of revenue and the driving force behind businesses, therefore maintaining a solid relationship with them is crucial to maximising shareholder value (Imouokhome *et al*, 2020) [14]. Relationship marketing and customer satisfaction may potentially be related, according to stakeholder theory (Akintunde & Akaighe, 2016) [3]. It implies that management must be capable of providing value to or offering top-notch goods and services to an organization's stakeholders, including customers, society at large, employees, suppliers, financiers, and other stakeholder groups that have an impact on corporate productivity. Okonkwo *et al* (2019) [23] claim that relationship marketing is one of the value-creation elements in which administrators attempt to meet stakeholders' requirements and aspirations to obtain an edge over their competitors.

2) Commitment-trust theory of relationship marketing

Hunt & Morgan (1994) proposed the notion of relationship marketing, emphasising the crucial role of commitment and trust in establishing sustainable relationships. They further proposed that relationship marketing demands launching a distinctive connection with consumers by sustaining their needs and prioritising commitments rather than only concentrating on immediate financial gains. Therefore, by guaranteeing client loyalty, the firm may expect recurring patronage and recommendations, leading to increased profitability. If a certain brand has established a reputation for excellence, product innovation may help open up new markets. Customer retention of innovative goods can safeguard the business from market dangers and rivals (Centobelli *et al*, 2019). The principles of commitment and trust theory may be used to define and establish relationship marketing paradigms in the study of relationship marketing. Relationship marketing refers to a varied set of 'relationship factors' that have emerged over the last few decades in

product and service marketplaces, as well as consumer and business-to-business sectors.

2.3 Empirical Review

Many studies have been conducted to find out the effects of relationship marketing practices on customer satisfaction. Such studies have used various methodologies and have come out with different findings. Some of these studies are reviewed in this segment.

Terengganu and Leni (2019) sought to find the influence of dimensions of relationship marketing (trust, communication, commitment, and handling conflict) and customer retention. A survey of 100 respondents was taken with the technique of method of purposive sampling which has criteria of consumers who had or still buy Sweet products. The result of the study shows that only the dimensions of commitment and communication, each of which affects customer retention while all dimensions in relationship marketing variables simultaneously affect customer retention.

Mohammad, Aburoub, and Saaty (2014) investigated the impact of Customer Relationship Marketing on Customer Satisfaction in the Banking Industry in KSA and Jordan. The result of the survey of 500 respondents showed that medium to high degrees of positive attributes of the two samples toward Customer Relationship Marketing of dimensions (trust, commitment, communication, empathy, social bonding and fulfilling promises) on customer satisfaction. The findings also indicate different attitudes regarding the importance of the Customer Relationship Marketing dimension between the two samples. The findings also indicate different results regarding the impact of Customer Relationship Marketing on customer satisfaction due to gender, age and educational level.

Ibojo and Dunmade (2016) examine the impact of relationship marketing on customer satisfaction using undergraduate students in a private university, Oyo State Nigeria as a case study. The result of the survey of 300 students shows that a 1% shift in relationship marketing will result in an 81.1% shift in customer satisfaction. More so, a 1% shift in trust will result in a 72.2% shift in customer satisfaction, and lastly, the R2 value of 0.604 reveals that competence and long-term relationship jointly account for 60.4% of the variation in customer satisfaction. The study therefore concludes that relationship marketing has a positive relationship with customer satisfaction, and therefore influences customer satisfaction to a great extent.

Olayiwola, Adebayo, Olugbenga and Ukorebi (2018) investigated the extent to which relationship marketing (RM) variables predict customer satisfaction. It specifically examined the relationship between RM (organizational competence, trust and communication) and customer satisfaction. The research also examined the degree to which relationship marketing predicts consumer happiness. The study involved 250 respondents chosen from various branches of Guaranty Trust Bank in the Lagos metropolis. The findings of the research identified a strong and statistically significant correlation between relationship marketing and consumers' pleasure. The variables of organisational competence ($p = 0.014$), trust ($p = 0.022$), and communication ($p = 0.014$) in the RM model were important predictors of customer satisfaction. The calculated regression equation has an F-Statistic of 79.220 and a p-value of 0.001. and efficient communication among stakeholders.

Odili, Frederick, and Nonye (2020) ^[20] in their study titled "Relationship marketing and customer retention among telecom networks in Enugu surveyed 203 telecommunications users in the Enugu Metropolis. The result of the study indicated that relationship marketing, which includes factors like service quality, trust building, customer care, and promise fulfilment, had a strong positive correlation with customer retention in telecom networks in Enugu. Based on these data, the research determined that there is a strong and favourable correlation between relationship marketing and customer retention in the telecom industry in Nigeria.

Makinde, Asebayo, and Babatunde (2021) examine the impact of relationship marketing orientation on consumer loyalty at certain filling stations in Ibadan. The research used a descriptive survey as its research methodology, with the target population consisting of persons who frequented the Bovas, Mobil, Conoil, and Total filling stations in Ibadan. A sample size of 400 clients was used, obtained using simple random sampling. The findings of the study revealed that the most significant factor in determining customer loyalty is the viewpoint of pricing, followed by communication, customer trust, and relationship commitment. The research determines that client loyalty may be predicted by factors such as customer trust, relationship commitment, communication, and pricing perception provided by filling stations.

Gebeyeh and Japee (2023) conducted a study to investigate the impact of bonding, responsiveness, and communication on customer retention and satisfaction. Additionally, they explored the indirect influence of bonding, responsiveness, and communication on customer retention via customer satisfaction. The findings of a survey of 384 clients indicated that the factors of bonding and communication had a direct and substantial impact on customer retention, although responsiveness did not demonstrate such an effect. Furthermore, the factors of bonding, communication, and responsiveness have a visible and substantial impact on consumer satisfaction. Similarly, customer satisfaction directly impacts client retention. Conversely, the factors of bonding and responsiveness were shown to have an implicit but substantial impact on customer retention through customer satisfaction, while communication did not have the same impact. The research indicates that managers may enhance customer retention by swiftly responding to client demands and communicating effectively.

Soi (2018) ^[26] investigated the impact of relationship marketing on customer loyalty among customers of Petroleum enterprises in Nairobi, Kenya. The results indicate the presence of favourable impacts stemming from several aspects of customer relationships, including trust, commitment, promise fulfilment, communication, and dispute resolution. Nevertheless, based on the results, the factors of commitment and communication were deemed to have no major impact, but the other three variables were seen to have a substantial effect on customer loyalty. The research found that a stronger focus on consumer marketing relationship orientation leads to both increased loyalty quality and improved relationship continuity.

3. Methodology

This study adopted the descriptive research design and survey method of data collection. The use of the survey method allows researchers to sample individuals' opinions and gather information from a substantial number of respondents. The research was carried out in Enugu Metropolis, the capital of Enugu state. Enugu Metropolis was chosen due to its proximity to data collection. This area consists of three local governments, namely: Enugu East, Enugu South and Enugu North. For this research, only the primary source of data was used. The instrument for data collection was a structured question.

The population of this study consists of First Bank customers above the age of 18 years (male and female) who have an account with the regional headquarters branch of the bank located at Okpara Avenue of the Enugu Metropolis. The population of the study was adjudged unknown due to the unwillingness of the bank manager to provide the number of account holders to the researcher. To calculate the study's sample size, an infinite population formula was used (Godden, 2004)

$$n = \frac{Z^2 PQ}{e^2}$$

Where, n = Sample size

Z = percentage point for the standard normal probability distribution at

the specific confidence interval (e.g Z value 1.96 for 95% confidence level)

P = percentage of picking a choice

Q = Percentage of not picking a choice (1-p)

E = margin of error (5%)

$$N = \frac{(1.96)^2 \times 0.5 \times 0.5}{(0.05)^2}$$

N = 384 customers

The survey was conducted using the convenience sampling technique. The bank customers seen at the premises were administered the questionnaire directly upon qualification based on age and maintenance of an account with the bank. Validity is the ability of a research instrument to measure correctly what it intends to measure. The questionnaire was given to some research experts in the Marketing Department, University of Nigeria, Enugu campus for correction. In the end, the tool was critically examined and confirmed valid. To guarantee the dependability of the research tool, the questionnaire was thus pre-tested through a pilot study conducted by administering 30 copies of the validated questionnaire to the respondents. The Cronbach's Alpha test was applied to determine the reliability of the research instrument. Each construct loaded above the popularly accepted benchmark reliability score of 0.70. Hence, the instrument is deemed reliable. Both descriptive and inferential statistical tools were used in this study. The descriptive statistical tools were the frequencies and mean scores presented in tables. The multiple regression analysis was used to test the three hypotheses. The analysis was conducted using the Statistical Package for Social Science (SPSS) version 23.

4. Data analysis and result

Table 1: Questionnaire Distribution/Return Response Rate

Questionnaire	Total	Percentage
Returned	344	86 %
Invalid	17	4.2%
Not returned	23	5.8%
Total	384	100%

Source: Field Survey, 2025.

A total of 384 questionnaires were provided to clients of First bank Nig Plc in Enugu Metropolis for this research. Out of the 384 questionnaires issued in this research, 344 (86%)

were returned and considered usable. 17 (4.2%) were deemed invalid while 23 (5.7%) were not returned.

Table 2: Bio-data of the Respondents

Characteristics	Respondents Category	Frequency	Percent (%)
Gender	Males	215	62.5
	Females	129	37.5
	Total	344	100
Age	18-25	59	17.2
	26-33	77	22.4
	34-41	97	28.2
	42-49	93	27
	50-above	18	5.2
	Total	344	100
Marital status	Single	110	32
	Married	180	52.3
	Widowed	33	9.6
	Divorced/Separated	21	6.1
	Total	344	100
Educational Qualification	Tertiary education	204	59.3
	Secondary education	100	29.1
	Primary education	27	7.8
	No formal education.	13	3.8
	Total	344	100

Source: Field Survey, 2025

The data shown in Table 4.2 reveals that men accounted for 62% (215) of the respondents, while females accounted for 38% (129). This implies a higher level of male participation in the research compared to females. On the age distribution, 59 (17.2%) were between the age of 18-25 years, 77 (22.4%) were between the age of 26-33 years, 97 (28.2%) were between the age of 34-41 years, 93 (27%) were between 42-49 years while 18 (5.2%) were 50 years and above. On the marital status, the result indicates that 110 (32%) of the respondents are Single, 180 (52.3%) are Married, 33 (9.6%) are Widowed and 21 (6.1%) are Divorced or Separated. On

the educational qualification, 204 (59.3%) respondents had a tertiary education, while 100 (29.1%) respondents had a secondary education. The percentage of those with primary education was around 7.8%, while those without any formal education accounted for approximately 3.8%. These figures further demonstrate that the majority of the respondents had advanced education, while a very small proportion had just completed high school, which is the minimum level of education required for the respondents to possess a well-informed understanding of the study's subject matter.

Table 3: Descriptive Statistics of Organisational Commitment

	Descriptions	SD	D	IND	A	SA	Total
1	The staff of First bank Nig Plc have a commitment towards customers' needs and complains.	55 (16%)	35 (10%)	50 (14.1%)	84 (25%)	120 (34.9%)	344 (100%)
2	The staff of First bank Nig Plc believes in the betterment of their customers	15 (4.4%)	30 (8.7%)	25 (7.3%)	139 (40.4%)	135 (39.2%)	344 (100%)
3	First bank Nig Plc adjust to meet customers' needs	20 (5.8%)	30 (8.8%)	54 (15.7%)	116 (33.7%)	124 (36%)	344 (100%)
	Mean	30 (8.7%)	32 (9.3%)	43 (12.5%)	113 (32.9%)	126 (36.6%)	344 (100)

Source: Field Survey, 2025.

The analysis in the table above shows that on average 30 (8.7%) respondents strongly disagreed, 31.7 (9.3%) of the respondents disagreed, 43(12.5%) were indifferent, 1183 (32.9%) and 126(36.6%) of the respondents agreed and

strongly agreed respectively. This shows a high positive response of 239. (69.2%) respondents either agreed or strongly agreed.

Table 4: Descriptive Statistics of Customers Trust

	Descriptions	SD	D	IND	A	SA	Total
1	First bank Nig Plc are honest with their customers regarding products	40 (11.6%)	30 (8.7%)	44 (12.8%)	80 (23.3%)	150 (43.6%)	344 (100%)
2	Customers have a favourable relationship and optimistic disposition towards the bank.	20 (5.8%)	40 (11.6%)	40 (11.6%)	114 (33.2%)	130 (37.8%)	344 (100%)
3	High level of customer trust enhances bank competitiveness	50 (14.5%)	40 (11.6%)	44 (12.8%)	90 (26.2%)	120 (34.9%)	344 (100%)
	Mean	37 (10.8%)	37 (10.8%)	42 (12.6%)	95 (27.6%)	133 (38.3%)	344 (100)

Sources: Filed Survey, 2025

The analysis in the table above shows that on average 36.7 (10.8%) respondents strongly disagreed, 36.7 (10.8%) of the respondents disagreed, 43.3(12.8%) were indifferent, 95 (27.7%) and 133.3 (38.5%) of the respondents agreed and

strongly agreed respectively. This shows a high positive response as 228.7 (66%) respondents both agreed and strongly agreed.

Table 5: Descriptive Statistics of Customer Bonding

	Descriptions	SD	D	IND	A	SA	Total
1	First bank Nig Plc have their customers' interests at heart	55 (16%)	35 (10.2%)	50 (14.5%)	84 (24.4%)	120 (34.9%)	344 (100%)
2	Staff of First bank Nig Plc show respect to their customers	15 (4.4%)	30 (8.7%)	25 (7.3%)	139 (40.4%)	135 (39.2%)	344 (100%)
3	First bank Nig Plc always try to understand their customers 'needs	20 (5.8%)	30 (8.7%)	54 (15.8%)	116 (33.7%)	124 (36%)	344 (100%)
	Mean	30 (8.7%)	32 (9.3%)	43 (12.5%)	113 (32.9%)	126 (36.6%)	344 (100)

Source: Field Survey, 2025.

The analysis in the table above shows that on average 30 (8.7%) respondents strongly disagreed, 31.7 (9.3%) of the respondents disagreed, 43(12.5%) were indifference, 1183 (32.9%) and 126(36.6%) of the respondents agreed and

strongly agreed respectively. This shows a very high positive response as 239 (69.5%) respondents both agreed and strongly agreed.

Table 6: Descriptive Statistics on Customer Satisfaction

	Descriptions	SD	D	IND	A	SA	Total
1	The staff of First bank Nig Plc have a commitment towards customers' needs and complains	40 (11.6%)	45 (13.1%)	55 (16%)	74 (21.5%)	130 (37.8%)	344 (100%)
2	First bank Nig Plc are honest with their customers regarding products	30 (8.8%)	40 (11.6%)	40 (11.6%)	110 (32%)	124 (36%)	344 (100%)
3	First bank Nig Plc have their customers' interests at heart.	50 (14.5%)	40 (11.7%)	50 (14.5%)	90 (26.2%)	114 (33.1%)	344 (100%)
	Mean	40 (11.6%)	42 (12.1%)	48 (14%)	91 (26.5%)	123 (35.8%)	344 (100)

Source: Field Research, 2023

The analysis in the table above shows that on average 40 (11.6%) respondents strongly disagreed, 42 (12.2%) of the

respondents disagreed, 48 (14%) were indifferent, 91 (26.5%) of the respondents agreed and 123 (35.8%) of the

respondents strongly agreed. This shows a very high positive response as 239 (69.5%) respondents both agreed and strongly agreed.

4.2 Test of Hypotheses

The three null hypotheses formulated to guide the study were tested using multiple regression statistics at 5% level of significance.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.493a	.243	.237	.61108

Table 8: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	47.297	3	15.766	42.219	.000b
Residual	147.502	395	.373		
Total	194.799	398			

a. Dependent Variable: CUS_SATISFACTION

b. Predictors: (Constant), COMMITMENT, ORG_TRUST, CUS_BONDING

Table 9: Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	.555	.349		1.588	.113
COMMITMENT	.197	.088	.112	5.881	.000
ORG_TRUST	.325	.080	.233	3.353	.001
CUS_BONDING	.268	.068	.237	5.881	.000

a. Dependent Variable: CUS_SATISFACTION

Hypothesis 1: Commitment does not have significant effect on customer satisfaction in First Bank Nig Plc in Enugu Metropolis.

From the analysis, Commitment has (B =.548; t =5.881; p = .000). Since $p < 0.05$, we reject the null hypothesis and deduce that commitment has significant effect on customer satisfaction in First Bank Nig Plc in Enugu Metropolis.

Hypothesis 2: Organisational trust does not have significant effect on customer satisfaction of First Bank Nig Plc in Enugu Metropolis.

The analysis indicates that the Trust has (B =.325; t =3.353; p = .001). Since $p < 0.05$, we hereby reject the null hypothesis and deduce that organisational trust have significant effect on customer satisfaction of First Bank Nig Plc in Enugu Metropolis.

Hypothesis 3: Customer bonding does not have significant effect on customer satisfaction with First Bank Nig Plc in Enugu Metropolis.

From the analysis, Customer bonding has (B =.548; t =5.881; p = .000). Since $p < 0.05$, we reject the null hypothesis. This indicates that customer bonding has significant effect on customer satisfaction with First Bank Nig Plc in Enugu Metropolis.

4.3 Summary of Findings

The result of the study's analysis provides the following findings:

- Commitment has a significant effect on customer satisfaction with First Bank Nig Plc in Enugu
- Organisational trust has a significant effect on customer satisfaction with First bank Nig Plc in Enugu
- Customer bonding has a significant effect on customer satisfaction of First Bank Nig Plc in Enugu.

5. Conclusion

Based on the above findings, we hereby conclude that

commitment, organizational trust and customer bonding as components of customer relationship marketing have significant effect on customer satisfaction of First Bank Nig Plc in Enugu Metropolis.

6. Recommendations

In accordance with the study's findings and conclusion, we hereby make the following recommendations:

- It is imperative that First Bank Nig Plc and other financial institutions establish an impressive level of trust from their customers through good communication, good customer service and personalized services. Customers want to know that their bank understands their concerns and is committed to assisting them in all their transactions. This will help create a sense of belonging among the customers and eventually lead to customer loyalty and retention.
- First Bank Nig Plc in Enugu Metropolis should prioritize the establishment of a favourable brand image to satisfy consumer expectations and provide additional advantages to customers.
- The research suggests that banks tailor relationships with consumers, enabling each consumer's wants to be recognised and serviced in accordance.
- Additionally, to facilitate simple identification and communication with customers' stated difficulties, the customer database should be upgraded appropriately. To effectively manage relationships and satisfy customers, banks should make use of data information such as "know your customer" (KYC) and "bank verification number" (BVN). Most significantly, instead of just putting it in their mission statement, banks should show that they are credible by providing services that exhibit faithfulness, competence, ethical behaviour, honesty, and dependability. To earn consumers' total loyalty, they have to comprehend that they are drawn to secrecy and confidence in the way their deposits are handled.

7. References

1. Abuhashesh M. Reviewing the literature among customer relationship management, creating values, customer satisfaction, and customer loyalty. 2020.
2. Aka DO, Kehinde OJ, Ogunnaike OO. Relationship marketing and customer satisfaction: A conceptual perspective. *Binus Business Review*. 2016;7(2):185. <https://doi.org/10.21512/bbr.v7i2.1502>.
3. Akintunde OA. Customer relationship management (CRM) and customer retention in Nigeria banking industry: A strategic standpoint. *University of Lagos, Nigeria*. 2016;10(2):81–90.
4. Alrubaiee L, Al-Nazer N. Investigate the impact of relationship marketing orientation on customer loyalty: The customer's perspective. *International Journal of Marketing Studies*. 2010;2(1):155–174.
5. Aminu SA. Empirical investigation of the effect of relationship marketing on banks' customer loyalty in Nigeria. *Interdisciplinary Journal of Contemporary Research in Business*. 2012.
6. Baratuaipera S, Ibama H, Onajite EL. Relationship marketing and customer satisfaction of First Bank Nig Plc in Port Harcourt Rivers State. *International Journal of Business and Management*. 2022;6(10):1–21.
7. Bolton RN, Lemon KN, Verhoef PC. Expanding business-to-business customer relationships: Modeling the customer's upgrade decision. *Journal of Marketing*. 2008;72(1):46–64.
8. Dwyer FR, Schurr PH, Oh S. Developing buyer-seller relationships. *The Journal of Marketing*. 2017;3(5):11–27.
9. Egan J. *Relationship Marketing: Explaining Relational Strategies in Marketing*. 4th ed. Harlow, England: Pearson Education Limited; 2011.
10. Gebeychu JN, Japee GP. The effect of bonding responsiveness and communication on customer retention: The mediatory role of customer satisfaction. *Journal of Relationship Marketing*. 2023;2(10):1–19.
11. Gundlach GT, Achrol RS, Mentzer JT. The structure of commitment in exchange. *The Journal of Marketing*. 1995;78–92.
12. Hamilton-Ibama EL. International coordination and organizational effectiveness in First Bank Nig Plc in Port Harcourt. *Contemporary Marketing Research Journal*. 2020;7(3):1–10.
13. Ikpefan OA, Ibinabo H, Osuma GO, Omojola O. Relationship marketing and deposit mobilization in five First Bank Nig Plc. 2019;18(6):1–15.
14. Imouokhome EO, Adegbola EB, Abdulraheem M, Bello KA. Relationship marketing: A sustainable tool for customer satisfaction in the Nigerian banking industry. *Journal of Sustainable Development in Africa*. 2020;22(1).
15. Johanesová V, Vaňová J. What is relationship marketing and how to use it to connect with your customers. *Research Papers Faculty of Materials Science and Technology Slovak University of Technology*. 2020;28(46):29–35. <https://doi.org/10.2478/rput-2020-0004>.
16. Kotler P, Keller K. *Marketing Management Book*. 15th ed. United States of America: Pearson Education, Inc.; 2016.
17. Mazikana AT. The effectiveness of relationship marketing strategies in driving a competitive advantage: A case of the Zimbabwean banking sector. 2019.
18. Moorman C, Deshpande R, Zaltman G. Factors affecting trust in market research relationships. *The Journal of Marketing*. 2014;2(3):81–101.
19. Morgan RM, Hunt SD. The commitment-trust theory of relationship marketing. *The Journal of Marketing*. 2014.
20. Odili G, Frederick I, Nonye P. Relationship marketing and customer retention among telecom networks in Enugu. *Journal of Marketing Management and Consumer Behavior*. 2020;2(2):120–129.
21. Ogunnaike OO, Sholarin A, Salau O, Borishade TT. Evaluation of customer service and retention: A comparative analysis of telecommunication service providers. *European Journal of Business and Social Sciences*. 2014;3(8):273–288.
22. Ojiaku O, Agbara V, Ezeoke. Effect of relationship marketing programs on customer loyalty. *International Journal of Business and Management Review*. 2017;5(5):58–71.
23. Okonkwo CD, Ugwuonah G. Improving bank customers' satisfaction through relationship marketing practices. *International Journal of Marketing Research Innovation*. 2019;3(1). Available from: www.cribfb.com/journal/index.php/ijmri.
24. Ostrowski S. Commitment ladder in the relationship between service providers and customers as added value in sustainable services development. *Sustainability (Switzerland)*. 2021;13(9).
25. Reichheld F, Detrick C. Loyalty: A prescription for cutting costs. *Marketing Management*. 2016;12(5):24–25.
26. Soi P. Influence of relationship marketing on customer loyalty in petroleum firms in Naira, Kenya. A research proposal presented in partial fulfillment of the requirements for the degree of Master of Business Administration. School of Business, University of Naira; 2018.
27. Tseng M. The impacts of relationship marketing tactics on relationship quality in the service industry. *The Business Review*. 2017;7(2):310–314.
28. Wetzels M, De Ruyter K, Van Birgelen M. Marketing service relationships: The role of commitment. *Journal of Business & Industrial Marketing*. 1998;13(4/5):406–423.