KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

DEPARTMENT OF MARKETING AND CORPORATE STRATEGY

INSTITUTE OF DISTANCE LEARNING

A THESIS ON

THE EFFECT OF MARKETING CULTURE ON CUSTOMER SATISFACTION AND LOYALTY IN THE GHANAIAN BANKING INDUSTRY: A CASE STUDY OF BANK OF AFRICA

BY

VIDA KWAFOAA DAMOAH

(20665366)

PG 9497819

June 2023

DECLARATION

I Vida Kwafoaa Damoah, hereby declare that this Research project is my own work towards the KNUST and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other postgraduate of KNUST, except where due acknowledgement has been made in the text.

KNUST

Vida Kwafoaa Damoah [Mrs] ……..… …….

Student ID: PG 9497819 Signature Date

Certified by:

Prof. Willberforce Owusu- Ansah ……..... ……..

(Supervisor) Signature Date

Certified by:

Prof. Ahmed Agyapong ……..... ……..

(Head of Department) Signature Date

DEDICATION

This work is dedicated to my families, my dear husband and my dear daughter, for their love, care and support shown towards the successful completion of our studies.

KNUST

ACKNOWLEDGEMENT

First of all, I am extremely grateful to the almighty God who gave me strength and guided me through this course.

The success of this project work would not have been possible without the commitment, motivation and hard work of my supervisor DR. Wilberforce Owusu -Ansah who read through the document timely and made valuable suggestions.

My gratitude also goes to the staff of Bank of Africa -Ghana especially staff of (Adum branch) and Mr. and Mrs. Stephen Turkson and all my msc marketing lecturers for finding time out of their busy schedule to contribute to this work.

To all my course mates for their support through my course, God bless you all for the team spirit.

To my families, mother, dear husband and daughter, and all friends, I owe you all a debt of gratitude, may God pour his blessings on all of you for your diverse contributions in my life.

KNUST

ABREVIATIONS

RM……. RELATIONSHIP MANAGEMENT

CRM…… CUSTOMER RELATIONSHIP MANAGEMENT

CS……CUSTOMER SATISFACTION

KNUST…….. KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

KNUST

TABLE OF CONTENTS

CONTENT **PAGE**

DECLARATION ii

DEDICATION iii

ACKNOWLEDGEMENT iv

ABREVIATIONS v

TABLE OF CONTENTS vi

LIST OF TABLES xi

ABSTRACT xii

CHAPTER ONE 1

INTRODUCTION 1

1.1 Background of the study 1

1.2 Problem Statement 3

1.3 Research Objectives 4

1.4 Research Questions 4

1.5 Scope of the study 4

1.6 Significance of the Study 5

1.7 Brief methodology 5

1.8 Limitation of the study 5

1.9 Thesis Outline 5

CHAPTER TWO 7

LITERATURE REVIEW 7

2.1 Introduction 7

2.2 Conceptual Review 7

2.2.1 Marketing Culture 7

2.2.2 Components and Dimensions of Marketing Culture 10

2.2.2.1 Innovativeness 10

2.2.2.1(A) Customer innovativeness: 11

2.2.2.2 Service Quality in the banking industry 13

2.2.2.3 Internal communication 15

2.2.2.4 Symmetrical Model of Communication 15

2.2.3 Customer Satisfaction 16

2.2.4 Satisfaction as A Multi-Dimensional Concept 18

2.2.4.1 Satisfaction with Item-Specific and Overall Performance 18

2.2.4.2 Levels of Satisfaction 19

2.2.4.3 Significance of Customer Satisfaction and its Measurement 19

2.2.5 Customer Loyalty 22

2.2.5.1 Price loyalty 24

2.2.5.2 Monopoly loyalty 24

2.2.5.3 Inertia loyalty 24

2.2.5.4 Disloyalty 24

2.2.5.5 Emotional loyalty 25

KNUST

2.2.5.6 Attitudinal loyalty 25

2.2.5.7 Early conceptualisations of attitudinal loyalty 26

2.2.5.8 Customer loyalty phases 26

2.2.5.9 Behavioural loyalty 27

2.3 Conceptual Framework 29

2.4 Theoretical Review 29

2.4.1 Social Exchange Theory 29

2.4.1 Application to this study 31

2.5 Empirical Review 31

2.5.1 Factors influencing Marketing Culture in the Ghanaian banking industry 31

2.5.2 Relationship between Marketing Culture and Customer Satisfaction 32

2.5.3 Relationship between Marketing Culture and Customer Loyalty 32

2.5.4 Components and dimensions of Marketing Culture 32

CHAPTER THREE 34

RESEARCH METHODOLOGY 34

3.1 Introduction 34

3.2 Research philosophy 34

3.2.1 Epistemology 34

3.2.1.1 Positivism paradigm 35

3.2.1.2 Realism paradigm 35

3.2.1.3 Interpretivism paradigm 35

KNUST

3.2.2 Ontological position....36

3.2.2.1 Objectivism....36

3.2.2.2 Subjectivism....36

3.3 Research Strategy....36

3.4 Research Design....37

3.4.1 Exploratory Research Design....37

3.4.2 Descriptive Research Design....38

3.5 Research Approach....38

3.6 Population of the study....38

3.6.1 Sample Technique, Size, and Frame....39

3.7 Data Collection....39

3.8 Data Collection Instrument....39

3.8.1 Questionnaire Design....39

3.9 Data Collection Technique....40

3.9.1 Validity and Reliability....40

3.9.2 Piloting of Measurement Instruments....40

3.9.3 Data Analysis....41

CHAPTER FOUR....42

ANALYSIS AND DISCUSSIONS ON FINDINGS....42

4.0 Introduction....42

4.1 Respondents Demographics....42

KNUST

4.2 Summary of Descriptive Results 44

4.3 Correlation 49

4.4 Regression Analysis.....54

CHAPTER FIVE 59

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS 59

5.0 Introduction.....59

5.1 Summary of Findings.....59

5.1.1 Summary of Descriptive Results 59

5.1.2 Correlation 60

5.1.2.1 Correlations for the relationship between Marketing Culture and Customer Satisfaction.....61

5.1.2.2 Correlations for the relationship between Marketing Culture and Customer Loyalty 62

5.1.3 Regression Analysis for the factors influencing Marketing Culture in the Ghanaian banking industry 63

5.2 Conclusions.....65

5.3 Recommendations.....67

REFERENCES 69

KNUST

LIST OF TABLES

TABLE **PAGE**

Table 4.1 Gender....42

Table 4.2 Age....43

Table 4.3 Educational level....43

Table 4.4 Current position....44

Table 4.5 Descriptive Statistics for Market Culture....45

Table 4.6 Descriptive Statistics for Customer Satisfaction....46

Table 4.7 Descriptive Statistics for Customer Loyalty....48

Table 4.8 Correlations for Market Culture and Customer Satisfaction....49

Table 4.9 Correlations for Market Culture and Customer Loyalty....52

Table 4.10 Model Summary....54

Table 4.11 ANOVA[a]....55

Table 4.12 Coefficients....56

KNUST

ABSTRACT

As the completive environment becomes more turbulent, the most important issue the service providers face is no longer to provide excellent, good quality products or services, but also to keep loyal customers who will contribute long -term profit to organizations. To compete in such overcrowded and interactive marketplace, marketers are forced to look beyond the traditional ‘’MARCOM’’ (4PS) of marketing strategy, which are no longer enough to be implemented for achieving completive advantage.

Therefore, relationship marketing incorporated in a good marketing culture has become an alternative means for organization to build strong ongoing associations with their customers. The work concentrated itself on finding out the effect of bank of Africa’s marketing culture has on customer satisfaction and loyalty. Using purposive sampling and convenience sampling, data was collected from both the bank’s management, staff and its customers. Data collected was analysed using SPSS (statistical package for the social sciences), Equinox software, excel, (Likert scale questionnaire was used also for data collection, moreover secondary and primary data were also used to retrieve from journals and scientific reports, articles, academic papers, statistical tables and graphs were used to represent the data gathered and presented in tables, correlation analysis, and regression analysis using Stata collected in its interpretation. The research found out that marketing culture has a positive correlation with customer satisfaction and loyalty. Where a good marketing culture geared at customers will have positive feedback in terms of profits and cost and the vice versa.

The major recommendation was that banks should develop a marketing culture with customers in mind or a culture that is geared towards customers and this will ensure a positive customer satisfaction and increased word of mouth.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Due to the worldwide economic difficulties as a result of the pandemic and the Ukraine intrusion, there has been a crackdown on various economies (Corbet et al., 2021), considerable inflation (Umar et al., 2022), lower development and a disturbance to monetary business sectors (Dunford and Qi, 2020). Once more, a surge in commodity prices overreacted response on the capital markets, adverse consequences on financial stocks and a material decrease in worldwide stock prices (Shaikh and Huynh, 2021) are all due to COVID 19 and Russia invasion. Therefore, to significantly restructure various economic sectors from these constraints, there is the need for banks to capitalize on their shared values (Almansoori and Nobanee, 2019) as it is of tremendous potential and integrate their market culture.

Informal and other hidden forces within banks meaningfully affect the behaviours and efficiency of workers (Cross et al., 2004). Business clients and employees should have a positive sentiment toward the culture within the organization(s) (Škerlavaj et al., 2007) as the theme of culture can be manipulated by organizational duties and responsibilities and/or employed by workers or by external determinants. Culture is mostly speculated as an abstract and a challenging concept to most organizations in Ghana (Al-Swidi and Mahmood, 2011), and besides, the ability to identify the features of culture of a firm provides a medium for better understanding of the activities of the firm for an enhanced performance and customer satisfaction. Ungerman et al., (2018) and Shanker (2019) argues that marketing culture concentrates on the implementation and practice of innovation within the banking industry, continuous monitoring and

improving of the quality of established practices in the bank. Again, Sapada et al., (2018) propose that marketing culture is a necessity and a pre-requisite for providing satisfactory and high-quality services.

Practically, bank customers get satisfied by the quality of service, interpersonal relations between staff and customers, sales orientation, the internal communications and the level of innovation the bank offers (Saura et al., 2005). The game plan or principles of banks which help the employees to understand the function of marketing and impacts the satisfaction levels of customers (De Bruin et al., 2020). Bank customers' satisfaction is as of now at the focal point of consideration of researchers (marketers) and financiers, as it addresses a significant marketing variable for most organizations, particularly those functioning in competitive markets. Customer satisfaction has been accepted and practiced at large, as it is crucial to meeting various needs of business, and society at large (Li et al., 2021).

According to Zaato et al., (2022) organizations with the mandate of exploring opportunities for new value creation is highly dependent on customer satisfaction. Markedly, when a customer gets stuck with his/her banking issue, and the principles within the bank does not thoroughly permit employees to spend quality time with customers to know their plight, their likes and dislikes, it eventually makes them disloyal to the bank (Chochoľáková et al., 2015). Customers coming back or continuously utilizing the same product or service from the same bank, make business referrals, and directly or even indirectly offering strong word-of-mouth references and publicity is referred to as customer loyalty (Poku et al., 2014).

Conclusively, Hawkins and Hoon (2019) assert that loyal customers are more likely to focus on long-term benefits and engage in cooperative actions beneficial to both partners, creating a loyal customer base is not just about keeping up with customers after some time, yet with regards to business-to-business, it is likewise about supporting one's relationship with their business customers to empowering future purchases and a level of advocacy.

KNUST

1.2 Problem Statement

Banking experience demonstrates that accomplishing a considerable pace of consumer loyalty represents a challenge for the bank and it is a long-lasting process with varied results (Makudza, 2020). Customers don't want to play games – if they feel that the norms and conventions (market culture) operating in the bank has gone wrong, they go away and choose another bank (Mansori et al., 2014). Banking practice confirms that achieving a reasonable level of customer satisfaction is an extremely difficult task for a bank and is a permanent process with varied results. Customers in many countries show a significant level of dissatisfaction and many banks recognize the fact that there is a need to increase the level of customer care.

Particularly, market culture breeds competitiveness between bank employees which enhances productivity, but when these competitions result to conflict of interest, then the banking industry has no headway and ought to be clearly reviewed by top management of the bank. Moreover, behavioural attitudes to marketing by employee's massive pushes business clients away from the services and products of banks. This paper examines the adoption of a marketing culture, customer satisfaction and loyalty in the Ghanaian banking industry.

1.3 Research Objectives

The general objective of this study is to ascertain the effects of Marketing culture on Customer satisfaction and loyalty: A case study of Bank of Africa

The specific objectives are:

1. To assess the factors influencing Marketing Culture in the Ghanaian banking industry
2. To examine the relationship between Marketing Culture and Customer Satisfaction
3. To examine the relationship between Marketing Culture and Customer Loyalty
4. To examine the relationship between Customer Satisfaction and Customer Loyalty

1.4 Research Questions

1. What are the dimensions of Marketing Culture in the Ghanaian banking industry?
2. What are the effect of Marketing Culture and Customer Satisfaction?
3. What are the prospects and challenges to adopt Marketing Culture and Customer Loyalty in the banking industry?
4. What is the relationship between Customer Satisfaction and Customer Loyalty?

1.5 Scope of the study

Contextually, the study assessed the factors influencing Marketing Culture in the Ghanaian banking industry, examined the relationship between Marketing Culture and Customer Satisfaction, examined the relationship between Marketing Culture and Customer Loyalty, and examined the relationship between Customer Satisfaction and Customer Loyalty. Geographically, the study was limited to the Bank of Africa – Amakom branch in the Kumasi Metropolis of Ghana.

1.6 Significance of the Study

The information from this study serves as reference material for business researchers and will provide the likelihood of significant recommendations for addressing the issues of marketing culture, customer satisfaction and loyalty of banks.

KNUST

1.7 Brief methodology

This study is cross-sectional and a descriptive one, it emphasizes on the effects of Marketing Culture on Customer satisfaction and loyalty: A case study of Bank of Africa. A total of 240 respondents were targeted and responses would be received within two weeks. Questionnaires (Likert scale questionnaire was used for data collection) would be employed. Secondary data would be retrieved from journals and scientific reports, articles, academic papers. Data gathered was presented in tables, correlation analysis, and regression analysis using STATA 13.0

1.8 Limitation of the study

The study was limited to a cross-sectional study as data was taken once off from the Bank of Africa – Amakom branch. Some staff of the bank were unable to effectively partake in the research due to a lack of time, but questionnaire(s) were sent via mail for them to answer and the responses were accurate. Again, this study has been constrained by lack of resources and funding, but the researcher managed to secure ample time and funds for the study.

1.9 Thesis Outline

This study is organized in five chapters Chapter One gives an overview of the background to the study, the problem statement, the purpose of the study, the objectives

and research questions, and the significance of the study. Chapter Two examines relevant literature on marketing culture and customer satisfaction and loyalty. Chapter Three draws attention to the methodology, Chapter Four presents the results of the research and discusses the findings based on the data analysed, and Chapter Five presents the summary, conclusions and recommendations of the study.

KNUST

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a review of the conceptual, theoretical and the empirical framework on the effects of marketing culture on customer satisfaction and loyalty: A case study of Bank of Africa. The review also shows how these constructs relate in a banking setting. This chapter is based on the study's research problem and objectives. The write-up of the chapter will begin with review of concepts, theories, conceptual and empirical issues of marketing culture on customer satisfaction and loyalty.

2.2 Conceptual Review

2.2.1 Marketing Culture

Fırat (2013) asserts that marketing culture alludes to the example of shared values and convictions that assist people with understanding the marketing capability and furnish them with standards for conduct in the firm. An orientation and culture towards marketing within the business association are basic. Serazio (2017) characterize marketing culture as organizational culture, which makes the way of behaving of representatives presenting extraordinary value to the clients of an organization's merchandise and empowers accomplishing excellent business results the most successfully and beneficially. That is what these researchers underlined assuming business sector direction was a basic complex of various activities, totally separated from the primary upsides of the organization, then, at that point, no matter what the organizational culture, the organization could without much of a stretch whenever present market direction (Wiechetek, 2012).

According to Sheth and Sisodia (2012) creating value for buyers is much more than a marketing function, instead of letting marketing dominate the departments, setting up a culture that integrates all the functions in order to create customer value which leads to a market orientation is a better way of achieving expected performance of banks (Gebhardt et al., 2006). Market orientation, as a behavioural aspect, is the "organization wide generation of market intelligence pertaining to current/future customer needs, dissemination of the intelligence across departments and organization-wide responsiveness to it. Talking off marketing culture, market orientation is a business culture that consists of three behavioural components which mostly overlap with the elements of Halim et al., (2019): customer orientation, competitor orientation, and interfunctional coordination. While maintaining the sustained competitive advantage is the ultimate aim, market-orientation is something that is both embedded in an organization's culture and exploits the core competencies of that organization (bank).

Thines (2018) avers that marketing culture of a bank implies what marketing means to the whole organization and how marketing activities are practiced. Although researchers mostly use marketing culture as a synonym of market-oriented culture, market-oriented culture is organization-wide and dominant while marketing culture does not necessarily need to be market-oriented. The four features – intangibility, perishability, inseparability and heterogeneity distinguish services marketing from goods marketing. These characteristics, especially heterogeneity inseparability, make services marketing more fragile and more dependent on an organizational culture (Steinhoff et al., 2022).

Warrick (2017) explains the necessity of an appropriate organizational culture in order to overcome these problems. (ibid) claims that market orientation is an ideal type of culture depending on the objectives and strategies of the organization. Marketing culture is the way marketing things are done in the firm and a component of the overall organizational culture (Webster, 1993). In this definition, she refers to the unwritten applications/norms that emerged from shared beliefs and values which make people understand how marketing functions are executed throughout the firm. Moreover, Ali and Anwar (2021) proposed that service quality, interpersonal relationships, the selling task, organization, internal communication, and innovativeness are the dimensions of marketing culture. In this study, using the content term "competitive human resources" was preferred to the term "selling task."

However, changing culture does not come easily. Sarooghi et al., (2015) reflects the essence of the marketing culture; however, it does not take into account the differences between different layers of culture, which has been pointed out by scientists working in the field of organizational culture as vital when analyzing the organizational culture. For example, Weerts et al., (2018) such layers of organizational culture: values, norms and experience. The three main layers of organizational culture, including the main preconditions, values and visible expressions of behavior (Zostautiene et al., 2017). Organizational culture model of Schein (1992) put too much emphasis on layers of culture and paid too little attention to processes, which link those layers. When analysing organizational culture, firstly its layers should be distinguished (i.e., that culture comprises measures, values and preconditions).

Later on, it is important to draw attention to processes, linking those layers (i.e., layers of culture interact among themselves). Leung and Morris (2015) suggest that marketing culture is approached as integral part of organizational culture, encompassing the entirety of values, norms (rules), measures and behaviours prevailing within it, which reflects the individuality of the company through its - interaction (relationships) with the market players. Researchers working in the field of organizational culture contend that different layers of culture are resiliently linked. Roscoe et al., (2019) perceived the organizational culture as a model of values and beliefs, which helps the staff to understand the functioning of the company and provides for the norms of employee conduct. Marketing culture comprises a dynamic set of values, norms (rules) means and behaviours, acquired by the members of the company through conveyance. This statement emphasizes the layers of culture, meaning conveyed and process interaction among the employees of the company. Structure of marketing culture comprises three levels, separated by identifiability and tangibility (Ali and Anwar, G. (2021):

- the first level corresponds to the first layer of marketing culture – values;
- the second level – to norms (rules);
- the third level – to third and fourth layers, representing means and behaviors respectively.

2.2.2 Components and Dimensions of Marketing Culture

2.2.2.1 Innovativeness

Talking about innovativeness, Alkailani and Kumar (2016) underlined that: „innovativeness is one of a handful of the ideas that are mean a lot to the consumer behavior. The consumer's tendency to take on new products, thoughts, goods or services.

2.2.2.1(A) Customer innovativeness:

A marketing approach assumes a significant part in the theories concerning brand loyalty, decision making, preferences and communication (Othman et al., 2020). According to the individual perspective, every customer is, an innovator, every one of us embracing a few products or thoughts viewed as new by us through our lives." Two theories have been figured out with respect to innovativeness (Santos-Vijande et al., 2013). The first, having a place with Rogers and Shoemaker, underlines the way that innovativeness addresses the degree an individual might be the first who embraces innovation contrasted with different individuals from the social system they have a place with (Kock et al., 2011).

The significant commitment to the explaining of the innovativeness concept is that it relies upon the thought of innovation viewed as a thought, a training or an object, seen as new by every individual (Shams et al., 2015). Albeit every customer has various impression of oddity, the writers guarantee that the variety of curiosity discernment is associated with the cognitive origins of innovativeness. The subsequent theory shows that innovativeness addresses the degree an individual is responsive to novel thoughts and chooses to take on them no matter what the other people's experiences ". Regarded from this point of view, innovativeness is a bunch of character qualities claimed, pretty much, by all customers. The purpose for some studies concerning this subject is to involve innovativeness in market segmentation, to partition the market into innovators and non-innovators (Durmuşoğlu and Barczak, 2011).

With respect to marketing culture, Bock et al., (2012) postulates that it is essential to distinguish the innovators since they impact the achievement or disappointment of new

products and their diffusion rate, permit to recognize of the marketing actions, allow to set up marketing activities planned to various focuses as per their innovativeness level - embracing decisions concerning advertising means, subjects of messages, argumentation utilized, messages styles taking on decisions concerning costs, promotional actions according to prices, risk acceptance (instalments sales); - taking on decisions concerning distribution - picking stores to initially sell the products and the future development of market coverage.

Shankar et al., (2011) shows that uplifting innovativeness relies upon two components of innovation: representative aspect and innovative aspect. The symbolic innovation alludes to social implications that have not previously existed, and technological innovation has substantial qualities, which have not been recently recognized. Attempting to characterize the elements of innovation, and technological innovation has a high monetary expense, though social cost is very low (Diaconu, 2011). The overall benefit of symbolic innovation relies upon the consumers' desire to spread another picture inside their social environment (Ferreira et al., 2016).

Coccia (2021) indicates that the technological innovation is, for the most part, a discontinuous innovation, and meeting consumer's customs and experiences is exceptionally improbable. Symbolic innovation is, all things considered, persistent innovation, dynamic or consistent. The technological innovation is less perceived by consumers than symbolic on due to its discontinuous character. Having low costs, the symbolic innovation is more available to consumers. Because of their social capability, they are likewise simpler to be seen by consumers. (ibid)

2.2.2.2 Service Quality in the banking industry

Cudjoe et al., (2015) writes that in the mid-1980s, the meaning of service quality in goods and services was totally figured out by a few organizations. The term Service quality is an imperative device in measuring consumer satisfaction. The quality of goods and services might be just determined by clients then again it is many times accepted that service quality is significantly more perplexing. Service quality is an assessment of how great the product or service presented by the firm matches client expectations. Offering great service quality means being customary to client assumptions consistently (Pourmohammad et al., 2016).

To guarantee astounding consumer satisfaction each firm ought to zero in on delivering the best customer service which might make the client satisfied and happy (Ullah, 2012). In this way, many writers and scholars like Saleem and Raja (2014) accepted that the idea of consumer satisfaction is frequently connected with service quality. Service quality might be referred to as the attention on arriving at the customer's desires and needs and how well the service provided is gotten by the clients. Lee (2013) contended that the idea of service quality has been related with costs, viability, better consumer satisfaction, and sustaining existing customers. It is a device for consumer satisfaction. The cheerfulness of a customer is an inclination or outlook of a customer towards a specific product or service after it is being consumed (Hossain and Rahman, 2022).

A satisfied purchaser helps in the advancement of deals of products, consequently consumer satisfaction goes about as an interlink between a few phases of the way of behaving of imminent clients. For example, a consumer might repurchase a product assuming that he is happier with that. The brand or image of an association is many

times worked on in view of the quantity of fulfilled clients on the grounds that a satisfied client might get new clients (Curtis et al., 2011). Consumer satisfaction might be estimated by critical customer perceptions of service quality, affection and possibilities.

To be exact, satisfaction or dissatisfaction is the contrast between how a client hopes to be concerned and how the individual in question believes is being really focused on. Gruber (2011) states service quality as "the level to which the service, the service method and the service foundation can meet the standpoint of the client. A few well-known definitions include "reasonableness to use" or "one that satisfies the client" (ibid).

Ulaga and Reinartz (2011) argue that firms produce merchandise and offer services to their clients, for example, customer service and promotion, and product protection. Moreover, service quality has more intangible factors than produced merchandise. The term might be unmistakable as the point of convergence on meeting the client's needs and wants, and how well the service conveyed reaches at the clients. In turn, it might be expressed as the perception of consumers of how better a service comes to or go above and beyond.

In the case of banks, Oliveira and von Hippel (2011) opine that service activities are truly basic for the monetary framework to work and to improve on the nature of our life. It is an "unpreserved, unpretentious experience carried out for a consumer acting in the role of co-producer". Services are frequently depicted as thoughts and ideas; merchandise as products or wares.

2.2.2.3 Internal communication

Yildirim et al., (2016) argue that internal communication as a component of marketing culture it is a focal cycle by which employees share business/organizational information, make connections, make significance, and develop institutional culture and qualities. opined that internal communication is quite possibly the most prominent and significant exercises in public and private institutions since it "helps people and teams facilitate activities to accomplish objectives, and is crucial in socialization, dynamic, critical thinking, and change-management processes.

Further to that, Ali and Anwar (2021) assert that compelling internal communication assumes a crucial part in creating positive worker perspectives, for example, customer satisfaction and loyalty in banks offers recognition with the institution, trust and institutional commitment**,** and positive worker-institution connections. These sentiments enhance efficiency, develop organizational performance, and improve external relations.

Subsequently, the impact of employees as important communication resources in the institution and the capacity of internal communication in producing positive worker results (Quirke, 2017) have gotten expanding consideration from researchers and experts. Therefore, it is believed that effective internal communication can enhance marketing culture on customer satisfaction and loyalty in the banking sector.

2.2.2.4 Symmetrical Model of Communication

This form of communication would empower workers in the banks to team up to build their force and advantage within the banking sector (Men and Jiang, 2016). *S*ymmetrical communication (two-way) alludes to the ability of an institution to tune in and react to the worries and interests of general society, fully intent on building

discourse and advancing shared comprehension between the institution and its workers (ibid).

Kang and Sung (2017) opine that with regards to internal communication, two-way symmetrical communication encourages a participative culture that gives bank staff more freedoms for conversation, negotiations, and talk on issues. Internal symmetrical communication – particularly two-way symmetrical communication – has been commended as a great arrangement of internal communication. Also, it features how people, institutions, and publics utilize communication to change their thoughts and practices, as opposed to control or control how the other party thinks or acts.

The two-way symmetrical communication can be worked by an accentuation on 'trust, trustworthiness, transparency, ampleness of data, worker focused style, capacity to bear conflict, and discourse, additionally, the organization can 'advance shared agreement, resolve struggle, and build up respect' with its staff by empowering communication symmetry. Conclusively, this form of communication is viewed as the best way by which superiors speak with employees.

2.2.3 Customer Satisfaction

Gomachab and Maseke (2018) writes that satisfaction the happiness relying upon an individual's cravings or assumptions made before an encounter which is in this way contrasted and the feeling got from the experience. It is viewed as the best judgment and assessment strategy based on the consumption experience. Also, customer satisfaction is chiefly significant with service operations because of the advantages it brings to associations and it will straightforwardly influence the presentation of banks. As per Singh and Kaur (2011) consumer satisfaction is turning into the main piece of the business field since when the client is fulfilled then it will give a productive business

to the business. Fundamentally, consumer satisfaction is a term which implies that how clients foresee the products and services of banks after the utilization of a particular product or service and how they assess the product or service in a solitary way and contrast and the contenders' products (Al Hakim and Maamari, 2017).

Abeku (2022) propose that consumer satisfaction is the client's assessment of labor and products as far as whether it is as per the client's necessities or it is disappointed with the consumer's requirements and needs. As per Nobar and Rostamzadeh (2018) really, consumer satisfaction is the assessment of consumers labor and products as far as whether it is as per the client's necessities and needs or clients dissatisfied with the product services or the dissatisfied with the performance of the products and not as per the assumption for clients and at times clients more fulfilled in the event that products performance is past with their assumptions and in the event that one part of product and services doesn't meet the satisfaction of the consumer then they can be dissatisfied with the general performance of the bank.

Further, Madjid (2013) asserts that the satisfaction of a customer is the current performance of the product or services which are given to it at a particular time or at when clients are utilizing it. The concept is a vital component to construct the brand for quite a while as well as fostering the brand image of the organization with a brief time frame. As per Swaminathan (2014), it tends to be a long term and expensive process to fulfill the client yet on the off chance that organizations gain it, it will give a drawn-out connection among clients and the organization brand as well as give greater productivity. Satisfaction is a complicated idea in itself which makes it hard to depict

and measure. As depicted by Agbor (2011), satisfaction is a perplexing idea making it trying to think of a typical definition.

2.2.4 Satisfaction as A Multi-Dimensional Concept

Talukder and Bhowal (2017) opine that consumer satisfaction is a complex idea connecting with different extents of various inclusions with a product/service provider. Consumer satisfaction connects with the quality of a service or a product offering. Also, customer satisfaction includes a continuous business relationship with price-performance, satisfaction with the time or service delivery or the service experience, service context and general satisfaction with the performance of banks (Ganguli and Roy, 2011). With product or service there can be various aspects, for instance; what the product offers, the reliability of product or services, practicality, and cordiality of the firm offering a service, etc. Comparable to the motivation behind what a customer needs to accomplish, one can relate satisfaction to any item of interest (Murugiah and Akgam, 2015).

2.2.4.1 Satisfaction with Item-Specific and Overall Performance

Satisfaction is connected with a particular of a product or a service. For example, in Bank of Africa, satisfaction can be related to the following specific attributes such as the fast cash delivery to clients, checking of balances and opening accounts (Paul et al., 2016). Customer satisfaction can likewise be connected with the general performance of a product/service or the general performance of the services or products of the bank. Taking into account satisfaction as an attribute specific or overall performance relies upon what one is keen on, in the event that the premium is more on accomplishing market value, attribute specific would give more valuable bits to practitioners to a

degree that a particular component of service e meets the expectations of consumers (Hadid et al., 2020). Conversely, if the interest is to achieve scholastic value, the measure needs to zero in on the provision of useful information to academics and other stakeholders for the purpose of generalizations which might bring about additional research.

2.2.4.2 Levels of Satisfaction

Al-Hawari (2014) avers that satisfaction can be described on various levels according to the assessment of bank customers; thus, some clients might communicate a gloomy inclination towards a service or a product while others might express a positive feeling towards it. Various clients assess a product or a service diversely making them either exceptionally fulfilled (positive feeling) while others might feel profoundly dissatisfied (negative feeling). Moreover, the satisfaction of a consumer as preventing complaints from clients by attempting to meet or surpass their assumptions (January, 2015). In any case, the absence of complaints doesn't imply that customers are completely happy with the service or product provided yet rather concur with what they get in light of intrinsic merit.

2.2.4.3 Significance of Customer Satisfaction and its Measurement

According to Zameer et al., (2015) many firms have used the customer satisfaction measurement for the purpose of further developing business knowledge, decision making, better customer relations, and an improved quality of service and product offerings. Again, the measurement is foremost in a business organization. The measurement of customer satisfaction is additionally contained in the main principles of continuous improvement of contemporary innovation (Singh and Singh, 2015). As a

matter of fact, the satisfaction of a customer should be measured and translated into a number of quantifiable parameters, which helps a firm with better comprehend its clients and be in a superior situation to offer a superior quality of service (Angelova and Zekiri, 2011).

As of late, numerous scholars like Nisar and Prabhakar (2017) have remarked on an expansion in the significance of customer satisfaction among other theories, which prompts the knowledge that customer satisfaction aspects are the most dependable criticism for the improvement of a company's performance to raise satisfaction levels among clients. Again, customer satisfaction is the most trustworthy input, considering the way that it gives a viable, immediate, significant and fair way to deal with customers' preferences and expectations. Along these lines, it upholds the viewpoint that the satisfaction of customers is viewed as the standard of performance and a standard of excellence for any business firm. Moreover, Aka et al., (2016) customer satisfaction is the measurement of how well the organization's products or services meet or surpass customer expectations. It is expressed that the customer satisfaction measurements are the in general psychological assessment that depends on the client's life expectancy of product.

Measurements of customer satisfaction is major areas of strength for customer retention, loyalty and repeat purchase and is therefore critical to any product or service a company can provide (Ali et al., 2012). The quantification of satisfaction involves three psychological elements for assessment of the product or service experience: cognitive (thinking/evaluation), affective (emotional-feeling/like-dislike) and behavior (current/future actions). Such validation is associated with Oliver's (1993) cited by

Teikake (2012) analysis that consumer satisfaction was first viewed as the consumer's accomplishment response. Conversely, Oliver further interprets that satisfaction also involves situations that are not restricted to simple profligacy and can also be considered as a process as well as an outcome. In recent studies Oliver empirically presents a validated model of customer satisfaction which clearly explains the specified interpretation. With that authenticated model of customer satisfaction, it was revealed that determinants of satisfaction are subject to both positive and negative affective (emotional) responses and cognitive disconformities.

As explained by Coelho and Henseler (2012), customer satisfaction should be obviously characterized and supported as a process or a result and the issue has led to substantial debate in customer satisfaction literature. Satisfaction is conceptualized as a cycle and was held up to traditional investigation by most researchers around then. In this conceptualization, it is assumed that customer satisfaction is a consequence of satisfaction from the most common way of looking at perceived performance and expectations or desires (Boyce et al, 2015). Looking at the expectancy disconformity theory suggested by Oliver (1980), where "customer is satisfied if the performance of a product/service is equal to his/her expectations regarded as positive disconformity and he/she is dissatisfied if the product/service performance is perceived to be below his/her expectation regarded as negative disconformity." (Unterkalmsteiner et al, 2011).

Therefore, recommending satisfaction as a process, satisfaction is not engrossed in this case but rather the qualifications to satisfaction, which occur primarily during the service delivery process (Elsharnouby, 2015). Erichsen et al (2014) provided that, customer satisfaction as a cognitive and affective response is another debatable issue in

customer satisfaction literature; hence a clear definition needs to be reached as to whether customer satisfaction is a cognitive response or an effective response. Although satisfaction has been widely conceptualized as a process by many scholars its nature remains unclear. While some authors maintain satisfaction as a cognitive response which encompasses an evaluation of product/service offerings from a provider against expectations, others believe satisfaction as an emotional or affective state of mind that is formed through the progress of service delivery at which customers encounter service experiences that affect their emotions (Cristobal, 2018).

Nevertheless, satisfaction is both cognitive and affective Roberts et al (2011). This belief depicts that customers do not only consume an offering which they cognitively appraise, but their participation in the service production and delivery process allows them to emotionally assess the service quality. Consequently, this study conceptualizes customer satisfaction as cognitive and affective since we believe customers of banks express their satisfaction with the service quality cognitively and emotionally (Ledden et al, 2011).

2.2.5 Customer Loyalty

Customer loyalty has been characterized in different ways. Per this study, loyalty is seen in behavioural terms (Khan, 2013). Rahmani-Nejad et al (2014) characterizes customer loyalty as a "profoundly held psychological commitment to repurchase a product or patronise a service in the future in spite of deterrents or disincentives to accomplish the consumption goal. Moreover, Hamilton et al (2017) characterize customer loyalty as the inclination of some random client to buy goods or services over similar ones accessible in the commercial centre. Loyalty includes attitudes,

psychological involvement, thoughts of bias and a feeling of generosity towards a specific product or service. As per Ramaswami and Arunachalam (2016), three circumstances decide loyalty: First and foremost, when the client can demonstrate that a chosen brand is better than its rivals.

Furthermore, on an emotional level, when the buyer should prefer the brand to others and finally, when the customer has the aim to buy the brand once more (Mostafa and Kasamani, 2020). Customer loyalty can't be tended to as a concept all alone. Substantial literature identifies three main drivers of customer loyalty as trust, commitment and satisfaction (Bricci et al., 2016). Customer satisfaction characterized as a desirable reinforcing, pleasurable end-state of consumption or patronisation.

Again, Chinomona and Dubihlela (2014) found that elevated degrees of customer satisfaction led to customer loyalty, as higher levels of customer satisfaction have been shown to reduce the customer's perception of the potential benefits of alternative suppliers and thus enhance repurchase intentions with the present supplier. Also, customer satisfaction prompts more noteworthy trust, which, thus, upgrades customer loyalty, readiness to pay more and cross-buying. It is important that customer satisfaction to the firm's product or services is high before customer loyalty can be achieved.

Santouridis and Trivellas (2010) contend that customer satisfaction isn't enough any longer. They maintain that not exactly 50% of fulfilled clients will return and that organizations need to overcome any barrier from customer satisfaction to customer loyalty. Murphy (2001) distinguishes and portrays five kinds of loyalty:

2.2.5.1 Price loyalty

Price assumes a part in the buying choices of numerous clients. Cost-steadfast clients who are considered to be price loyal are clients who stay faithful to a firm however long the association can coordinate or enhance the competition on price (Allender and Richards, 2012).

KNUST

2.2.5.2 Monopoly loyalty

Firms that stand firm on monopoly position in the market have a hostage client base and typically overlook retention (Ackermann, 2010). In this case, at the earliest hint of an alternative supplier, clients who are loyal of the previous syndication who have been dismissed will abscond. In any case, with firms that hold monopoly and offer great service, new rivalry should strive to catch their clients.

2.2.5.3 Inertia loyalty

Inertia loyalty is "where a brand is purchased without really thinking just in light of the fact that this requires less effort and the customer won't hold back to change to another brand assuming that there is a helpful motivation to do as such (Han et al., 2011).

2.2.5.4 Disloyalty

Disloyalty happens when regular clients become familiar with both the firm and with one another as clients. Except if the quality of service is satisfactory and coordinated to each client, dissatisfied clients will converse with each other and start creating some distance from the firm towards the competition (Slack et al., 2020).

2.2.5.5 Emotional loyalty

Jani and Han (2015) aver that this sort of loyalty happens when an individual is genuinely connected to the firm. This sort of client will follow through on over the normal price for incredible service and prescribes the firm to others. The sum this kind of client is probably going to spend and the misfortune brought about, assuming that they imperfection, can be determined. This is the ideal as to clients who are loyal. Customers with minimum relative attitude and low repeat patronage connote a shortfall of loyalty. Clients with low relative attitude joined by high repeat patronage are considered as clients with deceptive loyalty and are described by no attitudinal impacts on behaviour (Kabiraj and Shanmugan, 2011).

This sort of loyalty is theoretically like inertia loyalty as begat by Murphy (2001). Latent loyalty happens when clients have a generally high attitude with minimum repeat patronage. Making a much higher relative attitude is both monetarily costly and far-fetched to influence this latent loyalty (Stading and Johnson, 2012). Managerial efforts ought to be aimed at tending to the standardizing or situational imperatives straightforwardly and eliminating these in a viable way. The last type of loyalty connotes positive correspondence between relative attitude and repeat patronage.

2.2.5.6 Attitudinal loyalty

Attitudinal loyalty alludes to the client's inclination to suggest a store or brand and hold commonly positive attitudes (Jaiswal and Niraj, 2011). Again, attitude is the disposition that emerges from assessment processes in a person's mind and is said to shape the reason for repeat purchase behaviour (ibid).

Coetzee and Coetzee (2019) aver that customer loyalty, portrayed through repeat purchases, where clients are given different other options, is credited to serious areas of strength for some positive attitude held by the client towards the service provider. They likewise keep up with that "scholars who buy into attitude similar to the primary driver of customer loyalty rule out revealed behaviour as a prevailing measure of customer loyalty.

KNUST

2.2.5.7 Early conceptualisations of attitudinal loyalty

Koller et al., (2011) investigation on the significance of customer loyalty focussed on the psychological viewpoint fully intent on distinctive it from behavioural loyalty definitions. That's what they reasoned "exclusively measuring behavioural patterns in regard of repeat purchasing could be off base because of the likelihood that clients could be multi-brand loyal, or rather have an inclination for comfort. With an end goal to identify genuine customer loyalty, Chestnut and Jacoby (1978) figured out an attitudinal loyalty structure, which included; convictions - The brand attribute ratings should be desirable over competitive offerings; attitude - This information should concur with an emotional inclination for the brand; conation - The shopper should have a higher expectation (conation) to purchase the brand than that of choices.

Loyalty phases identified by Oliver are represented beneath.

2.2.5.8 Customer loyalty phases

Element	Identifying Marker	Vulnerabilities
Cognitive	Loyalty to information such as price, features etc.	Actual or imagined competitive features or price through communication (e.g.,

		advertising) and vicarious or personal experience
Affective	Loyalty to a liking: "I buy it because I like it".	Cognitively induced dissatisfaction. Enhanced liking for competitive brands perhaps conveyed through imagery and association
Conative	Loyalty to an intention: "I'm committed to buying it".	Persuasive counter argumentative competitive messages. Induced trial (e.g., coupons, sampling).
Action	Loyalty to action inertia, coupled with the overcoming of obstacles.	Induced unavailability (Stock lifts-purchasing the entire inventory of a competitor's product from a merchant).

Adopted from Vilkaite-Vaitone and Skackauskiene (2020).

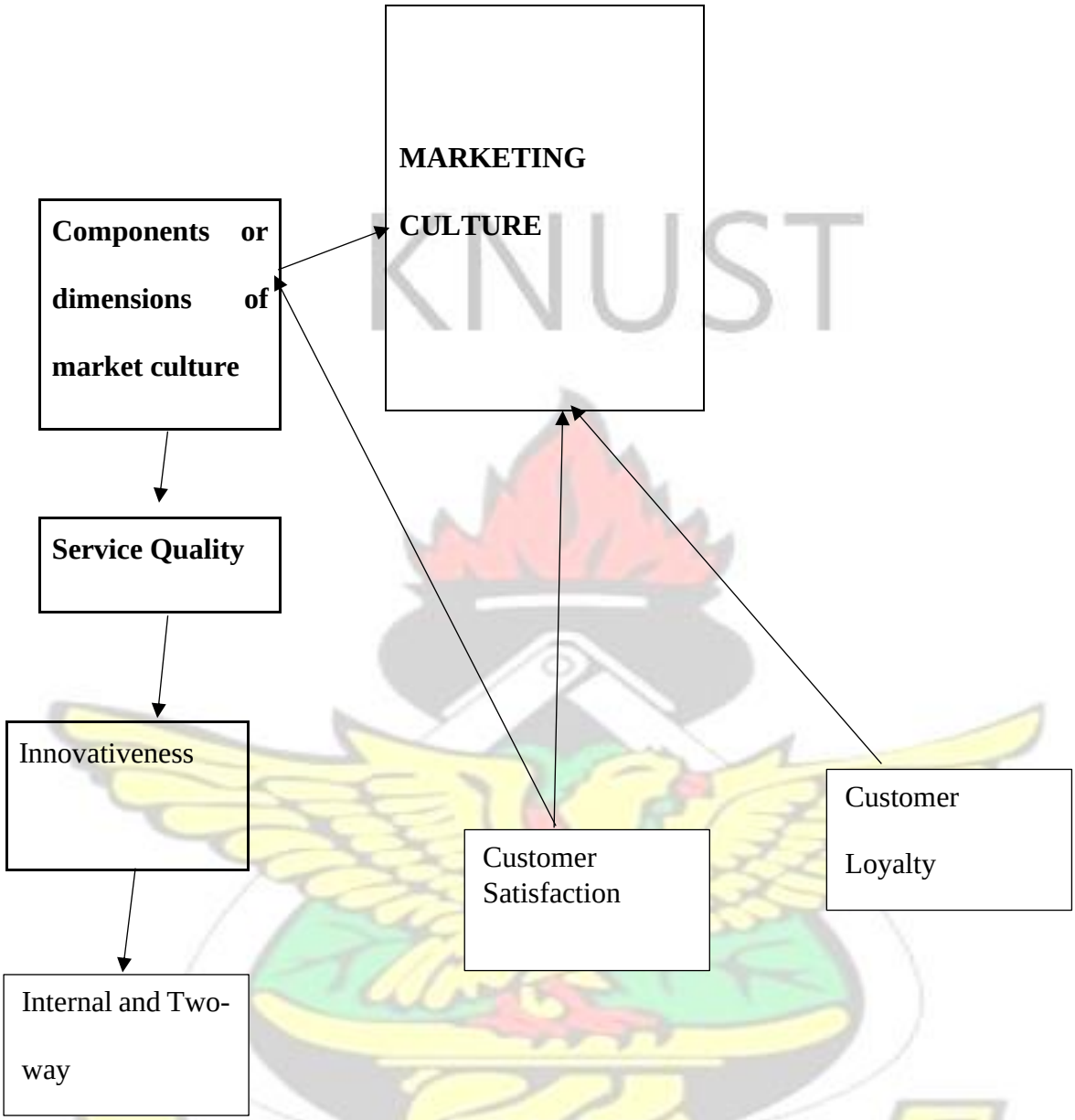
2.2.5.9 Behavioural loyalty

According to Chahal and Bala (2010) behavioural loyalty is comprised of tangible components that can be noticed and estimated as for purchasing behaviour. Behavioural loyalty is rehashing buys by a buyer at a particular store. This concept is more significant as it impacts the firm's bottom line straightforwardly. It can be measured through the number of store visits, volumes of buys and portion of purchases. The behavioural approach hypothesizes that the recurrent purchasing of a brand after some time by a client uncovers their loyalty". As indicated by Liu et al., (2019), attitudinal and behavioural loyalty are two particular constructs, be that as it may, the two developments are firmly related.

The authors suggest that “attitude will lead to behaviour although there are instances when positive attitude towards some product does not lead to a purchase and this phenomenon is termed “latent loyalty” (Sheeran et al., 2016). There are also instances when repeat purchases do not result from a positive attitude. This phenomenon is termed “spurious loyalty”. In general, however, the instances described above (spurious and latent loyalty) are not the norm and mostly are the exception. There is enough evidence in literature that suggests a positive causal relationship between attitudinal and behavioural loyalty”.

KNUST

2.3 Conceptual Framework



Author conception (2022

2.4 Theoretical Review

2.4.1 Social Exchange Theory

argues that if directors or managers of banks show a remarkable worry for their improvement, the workers will answer in a similar way and with an end goal to cultivate a healthy composition relationship in associating the workers to the employer. More grounded and more agreeable seeking among managers and subordinates improves the

responsibility level of staff to living longer within the employer. Social behavior is an exchange of merchandise, bank transfers and financial transactions and social conduct is seen "as an exchange of interest, substantial or elusive, and extra or less productive or steeply-evaluated, among as a base person.

KNUST

At the intangible stage, carrying on a verbal trade with individual costs your time and strength anyway might be balanced via the prizes got comprising of affirmation of your value and improvement of a relationship. The concept of social exchange applies to conduct in gatherings or associations, the theory additionally has software to interpersonal relationships. Social exchanges are a wilful activity of individuals which are spurred via the profits they're anticipated to convey and ordinarily do truly convey from others. He underscores that the development is intentional to recognize it from pressured behaviour which incorporates giving your pockets to a mugger.

According to Lioukas and Reuer (2015), the two standard capabilities of social exchanges are established bonds of friendship, and to establish superordination over other, engaging in ongoing social exchanges can create a pattern of believe that facilitate the development of near relationships. When each partner is assembly each other's personal desires, they devise a balanced, reciprocal, interdependent courting, and super-ordination or status difference is created when social exchanges create on-going dependence at the character imparting the preferred praise. Exchanges can be reciprocal or negotiated.

2.4.1 Application to this study

Birtch et al., (2016) opines that social exchange theory is the anchoring theory in this study. The theory emphasises the importance of trust, mutually beneficial relationships and cost benefit analysis in relations. Measures of customer satisfaction and loyalty programme managers have to take factors in social exchange theory into account when developing marketing culture, customer satisfaction and loyalty programmes. Clients need to be loyal with the organisation (bank) offering the marketing culture.

Again, the social exchange theory suggests that for loyalty programmes to be successful, bank staff and customers must trust that the marketing culture of the bank will deliver the promised rewards, client data will not be sold to other parties and other trust related issues need to be taken into consideration.

2.5 Empirical Review

The empirical evaluation was advanced in keeping with the specific goals of the study. The contributions of leadership patterns on employee dedication have been mentioned in literature.

2.5.1 Factors influencing Marketing Culture in the Ghanaian banking industry

Shanker (2019) argued that adopting a market-oriented culture requires continuous monitoring of the changing market needs and introducing innovative products and services to respond these evolving needs. Further, (ibid) declared that innovation (component of marketing culture) is the key to being in close and continuous touch with the target market and responding appropriately to it. Moreover, innovative firms have the ability to find new ways to serve their customers and new bases to differentiate their offerings from their competitors

2.5.2 Relationship between Marketing Culture and Customer Satisfaction

Within the Not-for-profit industry, Halac et al., (2013) indicated that banks should have more emphasis on the aspects where they have shortcomings, employee relations, skills, training and motivation to develop a marketing culture which will help in developing market-oriented approach for customer satisfaction. Banks should set marketing culture benchmark to achieve marketing effectiveness and routinely examine their current level of marketing culture. Compare it with that of competitors and set benchmark to identify gaps, and focus on the marketing culture elements where they lack to improve their marketing culture to gain competitiveness.

2.5.3 Relationship between Marketing Culture and Customer Loyalty

In Iraq**,** Ali and Anwar (2021) found out that cultural experience mediates cultural value as marketing culture aspect with marketing creativity, and showed a significant and positive relationship between Cultural value as marketing culture aspect and marketing creativity. Again, there was a positive and significant direct and indirect relationship between cultural value as marketing culture aspect and marketing creativity, moreover cultural experience has a positive and significant mediating role between cultural value as marketing culture aspect and marketing experience.

2.5.4 Components and dimensions of Marketing Culture

In Ghana, Appiah-Adu and Blankson (1998) cited in Coffie et al., (2020) assert that interpersonal relationships Service firms are always based on relationships. (ibid) opines that it is impossible to separate a service firm from a service provider, thus we cannot get rid of teachers just because we have computers. The inseparability of service marketing makes the contact employee critical in providing service. The service

employee who is satisfied enough to deliver value to the customers affects the customer's judgments on satisfaction. Paying attention to both internal and external customers enable a firm (bank) to construct long-term and mutually beneficial relationships with customers.

KNUST

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that will be adopted for the study. Research methodology refers to the investigation of techniques and standards and their application in a given field of academic overview. It discusses the research philosophy, research strategy, research design, population of the study, sample technique and size, piloting, data collection, and data analysis.

3.2 Research philosophy

Research philosophy is the development of knowledge that explains a research paradigm. Such knowledge development is based on certain assumptions on how individuals see the world (Saunders et al., 2016). Research philosophy is classified into positivism, realism, interpretivism, and pragmatism (Saunders et al., 2019). Again, research philosophy investigates essential individual convictions that prompt fathoming philosophical issues for example the exchange between ontological, epistemological, and methodological viewpoints (Galli, 2019).

3.2.1 Epistemology

This type of research philosophy concerned with the nature of knowledge and based on the criteria of the view of the researcher to create the necessary insights about the research field (Roots, 2007). Three main ways regarding the epistemological research philosophy have been identified, namely positivism, realism, and interpretivism.

3.2.1.1 Positivism paradigm

Positivism accepts that assumptions can be concentrated as difficult realities studied as hard facts and the relationship amongst those realities could be controlled by logical laws (Palys and Given, 2008). Positivism holds that the creation of knowledge or science should be limited or restricted to what can be measured and perceived, and tends to exclusively depend on theories that can be tested directly.

3.2.1.2 Realism paradigm

Realism is also known as post-positivism and critical realism. critical realism has taken features from both philosophies and combined them uniquely (Krauss, 2005). Realism in its place is conscious of the values of human systems and researchers as it identifies that perceptions have a certain 'softness', and there are dissimilarities among an individual's perception of reality and reality itself. The philosophy of realism shows that reality is relatively independent of the mind.

3.2.1.3 Interpretivism paradigm

Interpretivism has its foundation on the philosophical doctrines of humanism and idealism (Kelliher, 2011) and states that the perception of the world around us is created by the mind. This means that we may only experience the world individually via our perceptions that are influenced by our principles, preconceptions, and values. It proposes that the researcher, in the role of social actor, needs to understand the differences between individuals.

This study followed the interpretive paradigm as the researcher aimed at studying reality subjectively, ascertains the effects of Marketing culture on Customer satisfaction and loyalty.

3.2.2 Ontological position

Ansari et al., (2016) state that ontology is concerned with the study of being, reality, or existence. These result in questions about assumptions researchers have concerning how the world operates. Two positions exist in the ontology:

3.2.2.1 Objectivism

Which holds that social entities exist in reality external to social actors concerned with their existence. It is free from an individual's perception as it is value-free, culture-free, and universally and certain.

3.2.2.2 Subjectivism

It holds that social phenomena are created from the opinions and subsequent actions of those social actors concerned with their existence. Furthermore, some scholars do not accept that objective knowledge is possible. They argue that subjective factors from the phenomenon itself plus the researcher take part in knowledge attainment.

3.3 Research Strategy

The researcher employs the survey research approach due to limited time for the study and to solicit data (Vaske, 2019) from managers and tellers of Bank of Africa – Amakom -Kumasi (case study) by answering questionnaires and expressing their understanding of marketing culture on customer satisfaction and loyalty. The study

made emphasis on the quantitative study which enables the researcher to estimate a population, provide indicators of people's attitude in terms of its extensiveness, and enables the condensation of research results to statistics.

3.4 Research Design

Mishra and Alok (2017) assert that there are numerous research design and sub-design types available for selection in scientific research. The nature of this study is a survey and it allows for comparison of relationships between variables. Research design empowers the researcher to expect what the legitimate choices should be to exploit the legitimacy of the possible outcomes. It is a bunch of rules and guidelines on the best way to arrive at an objective.

The study employed quantitative design and focused more on the "what" and "why" questions and hypothesis testing. This study ascertained the effects of marketing culture on customer satisfaction and loyalty through regression analysis. Cross-sectional was used in a study by collecting data once off from the Bank of Africa -Amakom, Kumasi.

3.4.1 Exploratory Research Design

The researcher adopts the exploratory research design. The researcher adopted it because she wanted to gain a deeper understanding of marketing culture on customer satisfaction and loyalty in the Bank of Africa – Amakom branch. Thus, the researcher wants to pilot the questionnaires first. Again, this type of research design is flexible and investigative in methodology.

3.4.2 Descriptive Research Design

The objective of descriptive research design is to offer an extensive explanation of the phenomena under study. It is ideal for establishing a correlation between two variables under study.

KNUST

3.5 Research Approach

Deductive reasoning is grounded on the syllogism that has a major supposition that is premised on a priori or a proposition that is obvious or explicit, a minor supposition that is linked to a particular situation, and a conclusion. Deduction begins with a general view of a phenomenon and culminates in a particular case of the phenomenon while induction particular detail to a more general or connected view of a phenomenon.

Another important characteristic of the deductive approach is that it uses hypothesis testing to derive results of the research whereas the inductive approach draws an inference from a definite number of specific cases to derive a general conclusion. Therefore, this study adopts the deductive approach because research questions would be tested statistically.

3.6 Population of the study

Fowler Jr (2013) avers that the population of a study can be viewed as the objective gathering about which the researcher is keen on acquiring data and making inferences. It consists of the staff of the Bank of Africa – Amakom, Kumasi. These respondents took part in the study by completing questionnaires through google forms.

3.6.1 Sample Technique, Size, and Frame

According to Taherdoost (2017), the sample is a fraction of the population that addresses the questions of the research**.** Probability (chance of selection is already determined for each population element) and non-probability (samples are chosen based on the personal decision) are the two types of sampling techniques (Langer, 2018). The researcher used convenience sampling (Selby et al., 2018) to gather data from many employees in the Municipal Assembly. The study sample consisted of 240 respondents which included staff of Bank of Africa through purposive sampling. The sample size of the exploration was 240 staff. This was achieved by utilizing Krejcie and Morgan's (1970) sample determination table, joined in this work as Appendix E (K&M).

3.7 Data Collection

Both primary and secondary sources of data were employed. Primary information is gathered by the researcher utilizing a scope of collection tools, for example, interviews, and questionnaires. It will be gathered from the administration of open-ended questionnaires. Secondary data from journals, thesis, and reports.

3.8 Data Collection Instrument

3.8.1 Questionnaire Design

McLafferty (2003) argues that questionnaires are in several forms including structured, semi-structured, and unstructured. Structured questionnaires that mainly constitute closed-ended questions are often used for quantitative studies whereas unstructured questionnaires made up of mainly open-ended questions are often employed in qualitative studies. The semi-structured combines the characteristics of both structured

and unstructured and is often employed in mixed-method studies. Based on the quantitative characteristics, the study relied mainly on a structured format of the questionnaire. The question types mainly employed in the design of the questionnaire included the categorical (multiple choice) and Liker-scale methods.

KNUST

3.9 Data Collection Technique

3.9.1 Validity and Reliability

Validity and reliability were achieved by adopting questions from reliable academic sources like journals and peer review papers and others (Morad et al., 2021). In the SPSS software, reliability can, however, be checked using Cronbach's alpha. The reliability analysis with a Cronbach alpha above 0.7 suggests that the data is highly reliable. Reliability addresses the extent to which the data collection methods will yield constant/reliable results, and comparable observations or inferences can be made by other researchers, or whether there is transparency in how the raw data was analyzed.

3.9.2 Piloting of Measurement Instruments

The instruments were pre-tested with 10 bankers within the Bank of Africa -Amakom, Kumasi. The rationale was to assess the reliability of the instruments. The insight into the sampling techniques and organization of statements was acquired and necessary corrections were made. The researcher used a 5-point Likert scale strongly disagree = 1 to strongly agree = 5 (Silva and Mendis, 2017).

3.9.3 Data Analysis

The study adopted the quantitative technique which involves inferential statistics and descriptive methods of analyzing gathered data. The data for the study will be collected, cleaned, edited, and coded into a computer program for analysis. It consisted of describing, recording, analyzing, and interpreting conditions that existed. STATA version 13.0 was used for descriptive, regression, and correlation analysis.

KNUST

CHAPTER FOUR

ANALYSIS AND DISCUSSIONS ON FINDINGS

4.0 Introduction

This chapter of the research gives detailed information about the data collected and how it was analysed. The chapter made use of tables to enable a good understanding of the presentation and interpretation. The analyses are presented alongside robust interpretation of findings in relation to previous studies.

4.1 Respondents Demographics

This section examines the distribution of the data using percentages as provided by the responses from the five Likert scale. The results are presented in Table 4.1

Table 4.1 Gender

		Frequency	Valid Percent	Cumulative Percent
	Males	164	68.3	68.3
	Females	76	31.7	100.0
	Total	240	100.0	

Field survey, 2023

Total respondents of 240 were used: 164 respondents representing 68.3% were males and 76 respondents representing 31.7% were females. This is obvious that a greater percentage of the respondents were males.

Table 4.2 Age

		Frequency	Valid Percent	Cumulative Percent
	18 – 30	42	17.5	17.5
	31 – 40	67	27.9	45.4
	41 – 50	44	18.3	63.8
	Above 50	87	36.3	100.0
	Total	240	100.0	

Field survey, 2023

Table 4.2 above indicates that 42 (17.5%) respondents were within 18 to 30 years of age, 67 (27.9%) respondents were within 31 to 40 years of age, 44 (18.3%) respondents were within 41 to 50 years of age, and 87 (36.3%) respondents were above 50 years of age. This is evident that the majority of the respondents were above 50 years of age.

Table 4.3 Educational level

		Frequency	Valid Percent	Cumulative Percent
	Postgraduates	23	9.6	9.6
	Degree	50	20.8	30.4
	Diploma	58	24.2	54.6
	JHS/SHS	109	45.4	100.0
	Total	240	100.0	

Field survey, 2023

Table 4.1d explains that 23 (9.6%) respondents were postgraduates, 50 (20.8%) respondents were degree holders, 58 (24.2%) respondents were diploma holders, and

109 (45.4%) respondents were SHS/JHS graduates. This reveals that most of the respondents were SHS/JHS graduates.

Table 4.4 Current position

		Frequency	Valid Percent	Cumulative Percent
	Relationship Managers	21	8.8	8.8
	General Managers	30	12.5	21.3
	Tellers	70	29.2	50.4
	Customers	119	49.6	100.0
	Total	240	100.0	

Field survey, 2023

Table 4.4 explains that 21 (8.8%) respondents were relationship managers, 30 (12.5%) respondents were general managers, 70 (29.2%) respondents were tellers, and 119 (49.6%) respondents were customers. It is clear that most of the respondents were customers of Bbank of Africa.

4.2 Summary of Descriptive Results

This section of the chapter presents a descriptive statistical analysis, a 5-point Likert scale with a range from 'to no extent' – (1) to 'to the largest extent' – (5), ranging from 'strongly disagree' (1) to 'strongly agree' (5), was used to analyse the effect of marketing culture on customer satisfaction and loyalty in the Ghanaian banking industry. The descriptive results are presented in table 4.5, table 4.6, and table 4.7 below:

Table 4.5 Descriptive Statistics for Market Culture

	N	Std. Deviation	Mean
Bank of Africa has a friendly working culture (Q1)	240	1.09056	4.3750
With Bank of Africa, customers come first (Q2)	240	1.13514	4.1125
The operations of Bank of Africa are fuelled by Passion (Q3)	240	1.30062	4.0542
Employees of Bank of Africa are open and caring (Q4)	240	1.20100	4.1167
The marketing culture within Bank of Africa is customer obsessed (Q5)	240	1.21559	4.0875
Total mean			20.7459
Overall mean			4.1492

Field survey, 2023

Table 4.5 indicates the descriptive results for the components and dimensions of marketing culture. Bank of Africa has a friendly working culture (Q1) revealing a mean score of 4.3750, with Bank of Africa, customers coming first (Q2) revealing a mean score of 4.1125, the operations of Bank of Africa are fuelled by Passion (Q3) reveals a mean score of 4.0542, employees of Bank of Africa are open and caring (Q4) reveals a mean score of 4.1167, and the marketing culture within Bank of Africa is customer obsessed (Q5) reveals a mean score of 4.0875. From the 5-point Likert scale, 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree, and 5 means strongly agree. The overall mean is 4.1492, which explains that most of the responses strongly agree that, the market culture of Bank of Africa is satisfactory. Fırat (2013)

asserts that marketing culture alludes to the example of shared values and convictions that assist people with understanding the marketing capability and furnish them with standards for conduct in the firm. An orientation and culture towards marketing within the business association are basic. Shanker (2019) argued that adopting a market-oriented culture requires continuous monitoring of the changing market needs and introducing innovative products and services to respond to these evolving needs.

KNUST

Table 4.6 Descriptive Statistics for Customer Satisfaction

	N	Std. Deviation	Mean
Overall, I am satisfied with the decision to use Bank of Africa (Q6)	240	1.09745	4.0250
My overall evaluation of the services provided by Bank of Africa is very good (Q7)	240	1.26837	3.9542
Based on all of my experience with Bank of Africa, I am very satisfied with the banking services it provides (Q8)	240	1.09388	4.2583
My choice to use Bank of Africa was a wise one (Q9)	240	1.14682	4.0833
I think I did the right thing when I decided to use Bank of Africa for my banking needs (Q10)	240	1.20927	4.2542
Total mean			20.575
Overall mean			4.1150

Field survey, 2023

Table 4.6 indicates the descriptive results for customer satisfaction. Overall, I am satisfied with the decision to use Bank of Africa (Q6) reveals a mean score of 4.0250, my overall evaluation of the services provided by Bank of Africa is very good (Q7) revealing a mean score of 3.9542, based on all of my experience with Bank of Africa, I am very satisfied with the banking services it provides (Q8) reveals a mean score of 4.2583, my choice to use Bank of Africa was a wise one (Q9) reveals a mean score of 4.0833, and I think I did the right thing when I decided to use Bank of Africa for my banking needs (Q10) reveals a mean score of 4.2542. From the 5-point Likert scale, 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree, and 5 means strongly agree. The overall mean is 4.1150, which explains that most of the responses strongly agree that, the customers of Bank of Africa are satisfied with their services. According to Ullah (2012), to guarantee astounding consumer satisfaction each firm ought to focus on delivering the best customer service which might make the client satisfied and happy. As per Singh and Kaur (2011), consumer satisfaction is turning into the main piece of the business field since when the client is fulfilled then it will give a productive business to the business. Fundamentally, consumer satisfaction is a term which implies that how clients foresee the products and services of banks after the utilization of a particular product or service and how they are assessed.

KNUST

Table 4.7 Descriptive Statistics for Customer Loyalty

	N	Std. Deviation	Mean
I will do more business with Bank of Africa in the next few years (Q11)	240	1.16922	4.2833
I consider Bank of Africa as first choice to buy banking services (Q12)	240	1.12688	4.1208
I encourage friends and relatives to do business with Bank of Africa (Q13)	240	1.23478	4.2000
I say positive things about Bank of Africa to other people (Q14)	240	.99887	4.2625
I recommend Bank of Africa to someone who seeks my advice (Q15)	240	1.23535	4.1167
Total mean			20.9833
Overall mean			4.1967

Field survey, 2023

Table 4.6 indicates the descriptive results for customer loyalty. I will do more business with Bank of Africa in the next few years (Q11) reveals a mean score of 4.2833, I consider Bank of Africa as my first choice to buy banking services (Q12) revealing a mean score of 4.1208, I encourage friends and relatives to do business with Bank of Africa (Q13) reveals a mean score of 4.2000, I say positive things about Bank of Africa to other people (Q14) reveals a mean score of 4.2625, and I recommend Bank of Africa to someone who seeks my advice (Q15) reveals a mean score of 4.1167. From the 5-point Likert scale, 1 means strongly disagree, 2 means disagree, 3 means neutral, 4

means agree, and 5 means strongly agree. The overall mean is 4.1967, which explains that most of the respondents strongly agree that, the customers of Bank of Africa are loyal to them. Customer loyalty has been characterized in different ways. Per this study, loyalty is seen in behavioural terms (Khan, 2013). Rahmani-Nejad et al (2014) characterize customer loyalty as a "profoundly held psychological commitment to repurchase a product or patronise a service in the future in spite of deterrents or disincentives to accomplish the consumption goal. Moreover, Hamilton et al (2017) characterize customer loyalty as the inclination of some random client to buy goods or services over similar ones.

4.3 Correlation

Correlation coefficients are signs of the strength of the linear connection between two distinct factors. A linear connection coefficient that is more than zero shows a positive linkage. A worth that is under zero connotes a negative relationship. At last, a worth of zero demonstrates no connection between the two factors. The connection coefficient is an action that decides how much the development of two unique factors is related. The correlation results are presented in table 4.8, and table 4.9 below:

Table 4.8 Correlations for Market Culture and Customer Satisfaction

		(Q1)	(Q6)	(Q7)	(Q8)	(Q9)
Bank of Africa has a friendly working culture (Q1)	Pearson Correlation	1	.957**	.915**	.946**	.903**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	240	240	240	240	240

Overall, I am satisfied with the decision to use Bank of Africa (Q6)	Pearson Correlation	.957**	1	.925**	.966**	.932**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	240	240	240	240	240
My overall evaluation of the services provided by Bank of Africa is very good (Q7)	Pearson Correlation	.915**	.925**	1	.943**	.953**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	240	240	240	240	240
Based on all of my experience with the Bank of Africa, I am very satisfied with the banking services it provides (Q8)	Pearson Correlation	.946**	.966**	.943**	1	.938**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	240	240	240	240	240
My choice to use Bank of Africa was a wise one (Q9)	Pearson Correlation	.903**	.932**	.953**	.938**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	240	240	240	240	240
**. Correlation is significant at the 0.01 level (2-tailed).						

Field survey, 2023

The Pearson Coefficient can take a value between +1 to -1. The significant Pearson correlation coefficient value of 0.00-0.19 indicates a very weak relationship between

variables, the coefficient value of 0.20-0.39 indicates a weak relationship between variables, the coefficient value of 0.40-0.59 indicates a moderate relationship between variables, the coefficient value of 0.60-0.79 indicates a strong relationship between variables, and coefficient value of 0.80-1.0 indicates a very strong relationship between variables.

KNUST

The Pearson correlation coefficient value for market culture and customer satisfaction is positive. The coefficient value for Q1 and Q1 is 1, the coefficient value for Q1 and Q6 is 0.957, the coefficient value for Q1 and Q7 is 0.915, the coefficient value for Q1 and Q8 is 0.946, and the coefficient value for Q1 and Q9 is 0.903. This is clear that some of the correlation coefficient values for market culture and customer satisfaction are nearing +1, where some are +1, which can be concluded that, there is a very strong positive correlation between the variables.

Within the Not-for-profit industry, Halac et al., (2013) indicated that banks should have more emphasis on the aspects where they have shortcomings, employee relations, skills, training and motivation to develop a marketing culture which will help in developing a market-oriented approach for customer satisfaction. Banks should set marketing culture benchmark to achieve marketing effectiveness and routinely examine their current level of marketing culture. Compare it with that of competitors and set the benchmark to identify gaps, and focus on the marketing culture elements where they lack to improve their marketing culture to gain competitiveness.

Table 4.9 Correlations for Market Culture and Customer Loyalty

		(Q5)	(Q11)	(Q12)	(Q13)	(Q14)
The marketing culture within Bank of Africa is customer obsessed (Q5)	Pearson Correlation	1	.930**	.975**	.936**	.953**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	240	240	240	240	240
I will do more business with Bank of Africa in the next few years (Q11)	Pearson Correlation	.930**	1	.933**	.927**	.937**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	240	240	240	240	240
I consider Bank of Africa as the first choice to buy banking services (Q12)	Pearson Correlation	.975**	.933**	1	.944**	.972**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	240	240	240	240	240
I encourage friends and relatives to do business with Bank of Africa (Q13)	Pearson Correlation	.936**	.927**	.944**	1	.962**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	240	240	240	240	240
	Pearson Correlation	.953**	.937**	.972**	.962**	1

I say positive things about Bank of Africa to other people (Q14)	Sig. (2-tailed)	.000	.000	.000	.000	
	N	240	240	240	240	240
**. Correlation is significant at the 0.01 level (2-tailed).						

Field survey, 2023

KNUST

The Pearson Coefficient can take a value between +1 to -1. The significant Pearson correlation coefficient value of 0.00-0.19 indicates a very weak relationship between variables, the coefficient value of 0.20-0.39 indicates a weak relationship between variables, the coefficient value of 0.40-0.59 indicates a moderate relationship between variables, the coefficient value of 0.60-0.79 indicates a strong relationship between variables, and coefficient value of 0.80-1.0 indicates a very strong relationship between variables.

The Pearson correlation coefficient value for market culture and customer loyalty is positive. The coefficient value for Q5 and Q5 is 1, the coefficient value for Q5 and Q11 is 0.930, the coefficient value for Q5 and Q12 is 0.975, the coefficient value for Q5 and Q13 is 0.936, and the coefficient value for Q5 and Q14 is 0.953. This is clear that some of the correlation coefficient values for market culture and customer loyalty are nearing +1, where some are +1, which can be concluded that, there is very strong positive correlations between the variables.

In Iraq**,** Ali and Anwar (2021) found out that cultural experience mediates cultural value as a marketing culture aspect with marketing creativity, and showed a significant and positive relationship between Cultural value as a marketing culture aspect and

marketing creativity. Again, there was a positive and significant direct and indirect relationship between cultural value as a marketing culture aspect and marketing creativity, moreover, cultural experience has a positive and significant mediating role between cultural value as a marketing culture aspect and marketing experience.

KNUST

4.4 Regression Analysis

This type of analysis is a measurable tool for the examination of the connection between factors. Typically, the examiner looks to keep up with the casual impact of a variable upon another. Regression analysis permits one to demonstrate, inspect and investigate the spatial relationship and can assist with clarifying the variables behind noticed spatial examples. Regression analysis is additionally utilized to forecast. The regression results for the factors influencing marketing culture in the Ghanaian banking industry are presented in table 4.10, table 4.11, and table 4.12 below:

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.972[a]	.945	.944	.25745
a. Predictors: (Constant), Q11, Q6, Q2				

Table 4.10 depicts the regression model of the factors that influence marketing culture in the Ghanaian banking industry included R-square which alludes to the level of the dependent variable variety that a linear model clarifies. It is consistently somewhere in the range of 0 and 100%. 0 addresses a model that does not clarify any of the variety in the reaction variable around its mean, and 100% address a model that clarifies all the variety in the reaction variable around its mean. The R Square was utilized to decide

the level of importance and variety that significance of the effect of marketing culture on customer satisfaction and customer loyalty clarify overall. The R-square demonstrates that 94.5% (0.945) of the variation in marketing culture in the Ghanaian banking industry is affected by some factors.

This implies that there are some factors that influence marketing culture in the Ghanaian banking industry. Shanker (2019) argued that adopting a market-oriented culture requires continuous monitoring of the changing market needs and introducing innovative products and services to respond to these evolving needs. Leung and Morris (2015) suggest that marketing culture is approached as an integral part of organizational culture, encompassing the entirety of values, norms (rules), measures and behaviours prevailing within it, which reflects the individuality of the company through its - interaction (relationships) with the market players. Researchers working in the field of organizational culture contend that different layers of culture are resiliently linked. Roscoe et al., (2019) perceived the organizational culture as a model of values and beliefs, which helps the staff to understand the functioning of the company and provides for the norms of employee conduct.

Table 4.11 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	268.608	3	89.536	1350.848	.000[b]
	Residual	15.642	236	.066		
	Total	284.250	239			
a. Dependent Variable: Q1						
b. Predictors: (Constant), Q11, Q6, Q2						

Field survey, 2023

Table 4.11 depicts the results of the Analysis of variance (ANOVA) for regression coefficients of the factors that influence marketing culture in the Ghanaian banking industry. The analysis results revealed that the significance of F statistics is 0.00 which is less than 0.05. The table also depicts the regression sum of squares of 268.608 and a residual of 15.642. There is a great difference between the regression and the residual, which is 252.966, therefore the regression analysis was successful, and the purpose has been achieved. The goal was to analyse the factors that influence marketing culture in the Ghanaian banking industry.

This implies that there are some factors that influence marketing culture in the Ghanaian banking industry. Shanker (2019) declared that innovation (a component of marketing culture) is the key to being in close and continuous touch with the target market and responding appropriately to it. The four features – intangibility, perishability, inseparability and heterogeneity distinguish services marketing from goods marketing. These characteristics, especially heterogeneity inseparability, make service marketing more fragile and more dependent on organizational culture (Steinhoff et al., 2022).

Table 4.12 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.440	.065		6.804	.000
	Q2	.079	.053	.082	1.500	.135
	Q6	.104	.048	.105	2.190	.030

	Q11	.745	.039	.799	18.994	.000
a. Dependent Variable: Q1						

Field survey, 2023

Regression analysis is all about determining how changes in the independent variables are associated with changes in the dependent variable. Coefficients tell you about these changes and p-values tell you if these coefficients are significantly different from zero. A standardized variable is a variable rescaled to have a mean of 0 and a standard deviation of 1. The standardized coefficient is measured in units of standard deviation. Q2 reveals a beta value of 0.082 indicates that a change of one standard deviation in some factors results in a 0.082 standard deviations increase in marketing culture in the Ghanaian banking industry, Q6 reveals a beta value of 0.105 indicates that a change of one standard deviation in some factors results in 0.105 standard deviations increase in marketing culture in the Ghanaian banking industry, and Q11 reveals a beta value of 0.799 indicates that a change of one standard deviation in some factors results in 0.799 standard deviations increase in marketing culture in the Ghanaian banking industry.

The regression output from table 4.12 shows that the predictor variables are statistically significant because their p-values are below 0.05, with the exception of Q2 which has p-value of 0.135. If a variable is significant for a particular model, it means its coefficient value is significant and different from zero. This shows that there exists a positive relationship between the variable. It can be concluded that, there are some factors that influence marketing culture in the Ghanaian banking industry. Shanker (2019) argued that adopting a market-oriented culture requires continuous monitoring of the changing market needs and introducing innovative products and services to respond these evolving needs. Moreover, innovative firms have the ability to find new

ways to serve their customers and new bases to differentiate their offerings from their competitors. Moreover, Ali and Anwar (2021) proposed that service quality, interpersonal relationships, the selling task, organization, internal communication, and innovativeness are the dimensions of marketing culture.

KNUST

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The study aimed to assess the effect of marketing culture on customer satisfaction and customer loyalty. Relevant concepts and variables from the literature were used and a well-justified methodology was adopted to obtain primary data for the research. Data were analysed in the preceding chapter and a discussion was presented. Conclusions and recommendations arising from the study are also presented.

5.1 Summary of Findings

Total respondents of 240 were used: it was obvious that a greater percentage of the respondents were males, it was evident that the majority of the respondents were above 50 years of age, it was revealed that most of the respondents were SHS/JHS graduates, and it was clear that most of the respondents were customers of Bank of Africa.

5.1.1 Summary of Descriptive Results

Descriptive statistical analysis was used to analyse the effect of marketing culture on customer satisfaction and loyalty in the Ghanaian banking industry.

The descriptive results for the components and dimensions of marketing culture explain that most of the responses strongly agree that, the market culture of the Bank of Africa is satisfactory. Fırat (2013) asserts that marketing culture alludes to the example of shared values and convictions that assist people with understanding the marketing capability and furnish them with standards for conduct in the firm. An orientation and culture towards marketing within the business association are basic. Shanker (2019) argued that adopting a market-oriented culture requires continuous monitoring of the

changing market needs and introducing innovative products and services to respond to these evolving needs.

The descriptive results for customer satisfaction explain that the customers of the Bank of Africa are satisfied with their services. According to Ullah (2012), to guarantee astounding consumer satisfaction each firm ought to focus on delivering the best customer service which might make the client satisfied and happy. As per Singh and Kaur (2011), consumer satisfaction is turning into the main piece of the business field since when the client is fulfilled then it will give a productive business to the business. Fundamentally, consumer satisfaction is a term which implies that how clients foresee the products and services of banks after the utilization of a particular product or service and how they are assessed.

The descriptive results for customer loyalty explain that most of the responses strongly agree that, the customers of Bank of Africa are loyal to them. Customer loyalty has been characterized in different ways. Per this study, loyalty is seen in behavioural terms (Khan, 2013). Rahmani-Nejad et al (2014) characterize customer loyalty as a "profoundly held psychological commitment to repurchase a product or patronise a service in the future in spite of deterrents or disincentives to accomplish the consumption goal. Moreover, Hamilton et al (2017) characterize customer loyalty as the inclination of some random client to buy goods or services over similar ones.

5.1.2 Correlation

Correlation coefficients are signs of the strength of the linear connection between two distinct factors. A linear connection coefficient that is more than zero shows a positive linkage. A worth that is under zero connotes a negative relationship. At last, a worth of

zero demonstrates no connection between the two factors. The connection coefficient is an action that decides how much the development of two unique factors is related. The correlation results are presented in table 4.8, and table 4.9 below:

The Pearson Coefficient can take a value between +1 to -1. The significant Pearson correlation coefficient value of 0.00-0.19 indicates a very weak relationship between variables, the coefficient value of 0.20-0.39 indicates a weak relationship between variables, the coefficient value of 0.40-0.59 indicates a moderate relationship between variables, the coefficient value of 0.60-0.79 indicates a strong relationship between variables, and coefficient value of 0.80-1.0 indicates a very strong relationship between variables.

5.1.2.1 Correlations for the relationship between Marketing Culture and Customer Satisfaction

The Pearson correlation coefficient value for market culture and customer satisfaction is positive. The coefficient value for Q1 and Q1 is 1, the coefficient value for Q1 and Q6 is 0.957, the coefficient value for Q1 and Q7 is 0.915, the coefficient value for Q1 and Q8 is 0.946, and the coefficient value for Q1 and Q9 is 0.903. This is clear that some of the correlation coefficient values for market culture and customer satisfaction are nearing +1, where some are +1, which can be concluded that, there is very strong positive correlations between the variables.

Within the Not-for-profit industry, Halac et al., (2013) indicated that banks should have more emphasis on the aspects where they have shortcomings, employee relations, skills, training and motivation to develop a marketing culture which will help in developing a market-oriented approach for customer satisfaction. Banks should set marketing culture

benchmark to achieve marketing effectiveness and routinely examine their current level of marketing culture. Compare it with that of competitors and set a benchmark to identify gaps, and focus on the marketing culture elements where they lack to improve their marketing culture to gain competitiveness.

5.1.2.2 Correlations for the relationship between Marketing Culture and Customer Loyalty

The Pearson correlation coefficient value for market culture and customer loyalty is positive. The coefficient value for Q5 and Q5 is 1, the coefficient value for Q5 and Q11 is 0.930, the coefficient value for Q5 and Q12 is 0.975, the coefficient value for Q5 and Q13 is 0.936, and the coefficient value for Q5 and Q14 is 0.953. This is clear that some of the correlation coefficient values for market culture and customer loyalty are nearing +1, where some are +1, which can be concluded that, there are very strong positive correlations between the variables.

In Iraq**,** Ali and Anwar (2021) found out that cultural experience mediates cultural value as a marketing culture aspect with marketing creativity, and showed a significant and positive relationship between Cultural value as a marketing culture aspect and marketing creativity. Again, there was a positive and significant direct and indirect relationship between cultural value as a marketing culture aspect and marketing creativity, moreover, cultural experience has a positive and significant mediating role between cultural value as a marketing culture aspect and marketing experience.

5.1.3 Regression Analysis for the factors influencing Marketing Culture in the Ghanaian banking industry

Regression analysis is a measurable tool for the examination of the connection between factors. Typically, the examiner looks to keep up with the casual impact of a variable upon another. Regression analysis permits one to demonstrate, inspect and investigate the spatial relationship and can assist with clarifying the variables behind noticed spatial examples. Regression analysis is additionally utilized to forecast.

The regression results for the factors influencing marketing culture in the Ghanaian banking industry were presented and depicted the model of the factors that influence marketing culture in the Ghanaian banking industry included R-square which alludes to the level of the dependent variable variety that a linear model clarifies. It is consistently somewhere in the range of 0 and 100%. 0 addresses a model that does not clarify any of the variety in the reaction variable around its mean, and 100% address a model that clarifies all the variety in the reaction variable around its mean. The R Square was utilized to decide the level of importance and variety that significance of the effect of marketing culture on customer satisfaction and customer loyalty clarify overall. The R-square demonstrates that 94.5% (0.945) of the variation in marketing culture in the Ghanaian banking industry is affected by some factors.

This implies that there are some factors that influence marketing culture in the Ghanaian banking industry. Shanker (2019) argued that adopting a market-oriented culture requires continuous monitoring of the changing market needs and introducing innovative products and services to respond to these evolving needs. Leung and Morris (2015) suggest that marketing culture is approached as an integral part of organizational culture, encompassing the entirety of values, norms (rules), measures and behaviours prevailing within it, which reflects the individuality of the company through its -

interaction (relationships) with the market players. Researchers working in the field of organizational culture contend that different layers of culture are resiliently linked. Roscoe et al., (2019) perceived the organizational culture as a model of values and beliefs, which helps the staff to understand the functioning of the company and provides for the norms of employee conduct.

The results of Analysis of variance (ANOVA) for regression coefficients of the factors that influence marketing culture in the Ghanaian banking industry. The analysis results revealed that the significance of F statistics is 0.00 which is less than 0.05. The table also depicts the regression sum of squares of 268.608 and a residual of 15.642. There is a great difference between the regression and the residual, which is 252.966, therefore the regression analysis was successful, and the purpose has been achieved. The goal was to analyse the factors that influence marketing culture in the Ghanaian banking industry.

This implies that there are some factors that influence marketing culture in the Ghanaian banking industry. Shanker (2019) declared that innovation (a component of marketing culture) is the key to being in close and continuous touch with the target market and responding appropriately to it. The four features – intangibility, perishability, inseparability and heterogeneity distinguish services marketing from goods marketing. These characteristics, especially heterogeneity inseparability, make service marketing more fragile and more dependent on organizational culture (Steinhoff et al., 2022).

The regression output showed that the predictor variables are statistically significant because their p-values are below 0.05, with the exception of Q2 which has a p-value of 0.135. If a variable is significant for a particular model, it means its coefficient value is significant and different from zero. This shows that there exists a positive relationship between the variable. It can be concluded that there are some factors that influence

marketing culture in the Ghanaian banking industry. Shanker (2019) argued that adopting a market-oriented culture requires continuous monitoring of the changing market needs and introducing innovative products and services to respond to these evolving needs. Moreover, innovative firms have the ability to find new ways to serve their customers and new bases to differentiate their offerings from their competitors. Moreover, Ali and Anwar (2021) proposed that service quality, interpersonal relationships, the selling task, organization, internal communication, and innovativeness are the dimensions of marketing culture.

5.2 Conclusions

According to Sheth and Sisodia (2012) creating value for buyers is much more than a marketing function, instead of letting marketing dominate the departments, setting up a culture that integrates all the functions in order to create customer value which leads to a market orientation is a better way of achieving the expected performance of banks (Gebhardt et al., 2006). Market orientation, as a behavioural aspect, is the "organization-wide generation of market intelligence pertaining to current/future customer needs, dissemination of the intelligence across departments and organization-wide responsiveness to it. Talking of marketing culture, market orientation is a business culture that consists of three behavioural components which mostly overlap with the elements of Halim et al., (2019): customer orientation, competitor orientation, and inter-functional coordination.

Abeku (2022) propose that consumer satisfaction is the client's assessment of labour and products as far as whether it is per the client's necessities or it is disappointed with the consumer's requirements and needs. Shanker (2019) argued that adopting a market-oriented culture requires continuous monitoring of the changing market needs and

introducing innovative products and services to respond to these evolving needs. Further, (ibid) declared that innovation (a component of marketing culture) is the key to being in close and continuous touch with the target market and responding appropriately to it. Moreover, innovative firms have the ability to find new ways to serve their customers and new bases to differentiate their offerings from their competitors

Again, Chinomona and Dubihlela (2014) found that elevated degrees of customer satisfaction led to customer loyalty, as higher levels of customer satisfaction have been shown to reduce the customer's perception of the potential benefits of alternative suppliers and thus enhance repurchase intentions with the present supplier. Also, customer satisfaction prompts more noteworthy trust, which, thus, upgrades customer loyalty, readiness to pay more and cross-buying. It is important that customer satisfaction with the firm's product or services is high before customer loyalty can be achieved.

In Ghana, Appiah-Adu and Blankson (1998) cited in Coffie et al., (2020) assert that interpersonal relationships in Service firms are always based on relationships. (ibid) opines that it is impossible to separate a service firm from a service provider, thus we cannot get rid of teachers just because we have computers.

Shanker (2019) argued that adopting a market-oriented culture requires continuous monitoring of the changing market needs and introducing innovative products and services to respond to these evolving needs. Further, (ibid) declared that innovation (is a component of marketing culture). In Ghana, Appiah-Adu and Blankson (1998) cited in Coffie et al., (2020) assert that interpersonal relationships in Service firms are always based on relationships. (ibid) opines that it is impossible to separate a service firm from a service provider, thus we cannot get rid of teachers just because we have computers.

is the key to being in close and continuous touch with the target market and responding appropriately to it. Moreover, innovative firms have the ability to find new ways to serve their customers and new bases to differentiate their offerings from their competitors.

The inseparability of service marketing makes the contact employee critical in providing service. The service employee who is satisfied enough to deliver value to the customers affects the customer's judgments of satisfaction. Paying attention to both internal and external customers enable a firm (bank) to construct long-term and mutually beneficial relationships with customers.

5.3 Recommendations

The following recommendations are made based on the findings:

It is my recommendation that banks, AI tools to enhance customer satisfaction and loyalty. Culture is important for services marketing because it contributes to a deeper understanding of which facets of the offering can be standardized/adapted, as well as the growth of trust and networks that sustain the international process by increasing homogeneity and tangibility. To overcome issues of intangibility and heterogeneity of programs, our research contributes to the international services marketing literature by creating a model of internationalization of bank services marketing focused on adaptation/standardization, confidence, and network.

Moreover, in the age of Artificial intelligence in the banking sector, data is combined and updated regularly in banks to save consumer data and enhance sales. The IT department consolidates branch/headquarters details to ensure that a centralized database can be set up and unified. As a result, both branches and headquarters of banks

can manage consumer accounts and deal with customer loyalty and incoming products when consumers vary from one branch to another.

KNUST

REFERENCES

Abeku, H. E. (2022). Assessing Customer Satisfaction on Service Delivery of Cooperative Bank of Oromiya Nekemte Branch. *American Journal of Theoretical and Applied Business*, *8*(3), 50-61.

Ackermann, P. (2010). Loyalty rewards and monopoly pricing.

Agbor, J. M. (2011). The Relationship between Customer Satisfaction and Service Quality: a study of three Service sectors in Umeå.

Aka, D., Kehinde, O., & Ogunnaike, O. (2016). Relationship marketing and customer satisfaction: A conceptual perspective. *Binus Business Review*, *7*(2), 185-190.

Al Hakim, Z. T., & Maamari, B. E. (2017). Measuring Perceived Service Quality and Customer Satisfaction for Service Managers: The case of the Lebanese Retail Banking Industry. *e-Service Journal*, *10*(2), 23-44.

Al-Hawari, M. A. A. (2014). Does customer sociability matter? Differences in e-quality, e-satisfaction, and e-loyalty between introvert and extravert online banking users. *Journal of Services Marketing*.

Ali, B. J., & Anwar, G. (2021). The Effect of Marketing Culture Aspects of Healthcare Care on Marketing Creativity. *Ali, BJ, & Anwar, G.(2021). The Effect of Marketing Culture Aspects of Healthcare Care on Marketing Creativity. International Journal of English Literature and Social Sciences*, *6*(2), 171-182.

Ali, I., Alvi, A. K., & Ali, R. R. (2012). CORPORATE REPUTATION, CONSUMER SATISFACTION AND LOYALTY. *Romanian Review of Social Sciences*, (3).

Alkailani, M., & Kumar, R. (2016). Impacting innovativeness: The role of interpersonal influences and cultural dimensions on consumer innovativeness. *Journal of Strategic Innovation and Sustainability*, *11*(1), 62-78.

Allender, W. J., & Richards, T. J. (2012). Brand loyalty and price promotion strategies: an empirical analysis. *Journal of Retailing*, *88*(3), 323-342.

Almansoori, A., & Nobanee, H. (2019). How sustainability contributes to shared value creation and firms' value. *Available at SSRN 3472411*.

Al-Swidi, A. K., & Mahmood, R. (2011). How does organizational culture shape the relationship between entrepreneurial orientation and the organizational performance of banks?. *European Journal of Social Sciences*, *20*(1), 28-46.

Angelova, B., & Zekiri, J. (2011). Measuring customer satisfaction with service quality using American Customer Satisfaction Model (ACSI Model). *International journal of academic research in business and social sciences*, *1*(3), 232.

Appiah-Adu, K., & Blankson, C. (1998). Business strategy, organizational culture, and market orientation. *Thunderbird International Business Review*, *40*(3), 235-256.

Birtch, T. A., Chiang, F. F., & Van Esch, E. (2016). A social exchange theory framework for understanding the job characteristics–job outcomes relationship: the mediating role of psychological contract fulfillment. *The international journal of human resource management*, *27*(11), 1217-1236.

Bock, A. J., Opsahl, T., George, G., & Gann, D. M. (2012). The effects of culture and structure on strategic flexibility during business model innovation. *Journal of Management studies*, *49*(2), 279-305.

Boyce, A. S., Nieminen, L. R., Gillespie, M. A., Ryan, A. M., & Denison, D. R. (2015). Which comes first, organizational culture or performance? A longitudinal study of causal priority with automobile dealerships. *Journal of Organizational Behavior*, *36*(3), 339-359.

Bricci, L., Fragata, A., & Antunes, J. (2016). The effects of trust, commitment and satisfaction on customer loyalty in the distribution sector. *Journal of Economics, Business and Management,*, *4*(2), 173-177.

Chahal, H., & Bala, M. (2010). Confirmatory study on brand equity and brand loyalty: a special look at the impact of attitudinal and behavioural loyalty. *Vision*, *14*(1-2), 1-12.

Chinomona, R., & Dubihlela, D. (2014). Does customer satisfaction lead to customer trust, loyalty and repurchase intention of local store brands? The case of Gauteng Province of South Africa. *Mediterranean Journal of Social Sciences*, *5*(9), 23.

Chochoľáková, A., Gabčová, L., Belás, J., & Sipko, J. (2015). Bank customers' satisfaction, customers' loyalty and additional purchases of banking products and services. A case study from the Czech Republic. *Economics and Sociology*.

Coccia, M. (2021). Technological innovation. *innovations*, *11*, I12.

Coelho, P. S., & Henseler, J. (2012). Creating customer loyalty through service customization. *European Journal of Marketing*.

Coetzee, A., & Coetzee, J. (2019). Service quality and attitudinal loyalty: the mediating effect of delight on retail banking relationships. *Global Business and Economics Review*, *21*(1), 120-138.

Coffie, S., Blankson, C., & Dadzie, S. A. (2020). A review and evaluation of market orientation research in an emerging African economy. *Journal of Strategic Marketing*, *28*(7), 565-582.

Corbet, S., Hou, Y. G., Hu, Y., Oxley, L., & Xu, D. (2021). Pandemic-related financial market volatility spillovers: Evidence from the Chinese COVID-19 epicentre. *International Review of Economics & Finance, 71*, 55-81.

Cristobal, A. S. (2018). Expectations on library services, library quality (LibQual) dimension and library customer satisfaction: relationship to customer loyalty. *Library Philosophy and Practice (e-journal), 1706*, 1-24.

Cross, R. L., Cross, R. L., & Parker, A. (2004). *The hidden power of social networks: Understanding how work really gets done in organizations*. Harvard Business Press.

Cudjoe, A. G., Anim, P. A., & Nyanyofio, J. G. N. T. (2015). Service quality and customer satisfaction in the Ghanaian banking industry (A case of Ghana commercial bank). *European Journal of Business and Management*, *7*(3), 123-140.

Curtis, T., Abratt, R., Rhoades, D., & Dion, P. (2011). Customer loyalty, repurchase and satisfaction: A meta-analytical review. *The Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, *24*.

De Bruin, L., Roberts-Lombard, M., & De Meyer-Heydenrych, C. (2020). Internal marketing, service quality and perceived customer satisfaction: An Islamic banking perspective. *Journal of Islamic Marketing*.

Diaconu, M. (2011). Technological Innovation: Concept, Process, Typology and Implications in the Economy. *Theoretical & Applied Economics*, *18*(10).

Dunford, M., & Qi, B. (2020). Global reset: COVID-19, systemic rivalry and the global order. *Research in Globalization*, *2*, 100021.

Durmuşoğlu, S. S., & Barczak, G. (2011). The use of information technology tools in new product development phases: Analysis of effects on new product

innovativeness, quality, and market performance. *Industrial Marketing Management*, *40*(2), 321-330.

Elsharnouby, T. H. (2015). Student co-creation behavior in higher education: The role of satisfaction with the university experience. *Journal of marketing for higher education*, *25*(2), 238-262.

Erichsen, E. A., Bolliger, D. U., & Halupa, C. (2014). Student satisfaction with graduate supervision in doctoral programs primarily delivered in distance education settings. *Studies in Higher education*, *39*(2), 321-338.

Ferreira, C. M. F., Marques, T. S., & Guerra, P. (2016). Bottom-up initiatives of economic and symbolic innovation in Oporto city centre. *Innovation for resilience*.

Fırat, A. F. (2013). Marketing: culture institutionalized. *Journal of Macromarketing*, *33*(1), 78-82.

Ganguli, S., & Roy, S. K. (2011). Generic technology-based service quality dimensions in banking: Impact on customer satisfaction and loyalty. *International journal of bank marketing*.

Gebhardt, G. F., Carpenter, G. S., & Sherry Jr, J. F. (2006). Creating a market orientation: A longitudinal, multifirm, grounded analysis of cultural transformation. *Journal of marketing*, *70*(4), 37-55.

Gomachab, R., & Maseke, B. F. (2018). The impact of mobile banking on customer satisfaction: commercial banks of Namibia (Keetmanshoop).

Gruber, T. (2011). I want to believe they really care: How complaining customers want to be treated by frontline employees. *Journal of service management*.

Hadid, K. I., Soon, N. K., & Amreeghah, A. A. E. (2020). The effect of digital banking service quality on customer satisfaction: a case study on the Malaysian banks. *Asian Journal of Applied Science and Technology*, *4*(01), 06-29.

Halac, D., Biloslavo, R., & Bulut, C. (2013). Marketing culture and perceived customer satisfaction in non-profit service organizations. *Bogazici Journal of Economics and Administrative Sciences*, *27*(2), 85-106.

Halim, H. A., Ahmad, N. H., & Ramayah, T. (2019). Sustaining the innovation culture in SMEs: The importance of organisational culture, organisational learning and market orientation. *Asian Journal of Business Research*, *9*(2), 14.

Hamilton, R. W., Rust, R. T., & Dev, C. S. (2017). Which features increase customer retention. *MIT Sloan Management Review*, *58*(2), 79-84.

Han, H., Kim, Y., & Kim, E. K. (2011). Cognitive, affective, conative, and action loyalty: Testing the impact of inertia. *International journal of hospitality management*, *30*(4), 1008-1019.

Hawkins, D., & Hoon, S. (2019). The impact of customer retention strategies and the survival of small service-based businesses. *Stephanie, The Impact of Customer Retention Strategies and the Survival of Small Service-Based Businesses (August 29, 2019)*.

Hossain, M. S., & Rahman, M. F. (2022). Detection of potential customers' empathy behavior towards customers' reviews. *Journal of Retailing and Consumer Services*, *65*, 102881.

Jaiswal, A. K., & Niraj, R. (2011). Examining mediating role of attitudinal loyalty and nonlinear effects in satisfaction-behavioral intentions relationship. *Journal of services marketing*.

Jani, D., & Han, H. (2015). Influence of environmental stimuli on hotel customer emotional loyalty response: Testing the moderating effect of the big five personality factors. *International journal of hospitality management*, *44*, 48-57.

January, H. R. (2015). *The impact of customer care on customer satisfaction in financial institutions: a case of National Microfinance Bank (NMB) in Mbeya city* (Doctoral dissertation, The University of Dodoma).

Kabiraj, S., & Shanmugan, J. (2011). Development of a conceptual framework for brand loyalty: A Euro-Mediterranean perspective. *Journal of Brand Management*, *18*(4), 285-299.

Kang, M., & Sung, M. (2017). How symmetrical employee communication leads to employee engagement and positive employee communication behaviors: The mediation of employee-organization relationships. *Journal of Communication Management*.

Khan, M. T. (2013). Customers loyalty: Concept & definition (a review). *International Journal of Information, Business and Management*, *5*(3), 168.

Kock, A., Gemünden, H. G., Salomo, S., & Schultz, C. (2011). The mixed blessings of technological innovativeness for the commercial success of new products. *Journal of Product Innovation Management*, *28*(s1), 28-43.

Koller, M., Floh, A., & Zauner, A. (2011). Further insights into perceived value and consumer loyalty: A "green" perspective. *Psychology & Marketing*, *28*(12), 1154-1176.

Ledden, L., Kalafatis, S. P., & Mathioudakis, A. (2011). The idiosyncratic behaviour of service quality, value, satisfaction, and intention to recommend in higher

education: An empirical examination. *Journal of marketing management*, *27*(11-12), 1232-1260.

Lee, H. S. (2013). Major moderators influencing the relationships of service quality, customer satisfaction and customer loyalty. *Asian Social Science*, *9*(2), 1.

Leung, K., & Morris, M. W. (2015). Values, schemas, and norms in the culture–behavior nexus: A situated dynamics framework. *Journal of International Business Studies*, *46*(9), 1028-1050.

Li, F., Lu, H., Hou, M., Cui, K., & Darbandi, M. (2021). Customer satisfaction with bank services: The role of cloud services, security, e-learning and service quality. *Technology in Society*, *64*, 101487.

Liu, M. T., Liu, Y., Mo, Z., Zhao, Z., & Zhu, Z. (2019). How CSR influences customer behavioural loyalty in the Chinese hotel industry. *Asia Pacific Journal of Marketing and Logistics*.

Madjid, R. (2013). Customer trust as relationship mediation between customer satisfaction and loyalty at Bank Rakyat Indonesia (BRI) Southeast Sulawesi. *The international journal of engineering and science*, *2*(5), 48-60.

Makudza, F. (2020). Augmenting customer loyalty through customer experience management in the banking industry. *Journal of Asian Business and Economic Studies*.

Men, L. R., & Jiang, H. (2016). Cultivating quality employee-organization relationships: The interplay among organizational leadership, culture, and communication. *International Journal of Strategic Communication*, *10*(5), 462-479.

Mostafa, R. B., & Kasamani, T. (2020). Brand experience and brand loyalty: is it a matter of emotions?. *Asia Pacific Journal of Marketing and Logistics*.

Murugiah, L., & Akgam, H. A. (2015). Study of customer satisfaction in the banking sector in Libya. *Journal of Economics, Business and Management*, *3*(7), 674-677.

Nisar, T. M., & Prabhakar, G. (2017). What factors determine e-satisfaction and consumer spending in e-commerce retailing?. *Journal of retailing and consumer services*, *39*, 135-144.

Nobar, H. B. K., & Rostamzadeh, R. (2018). The impact of customer satisfaction, customer experience and customer loyalty on brand power: empirical evidence from hotel industry. *Journal of Business Economics and Management*, *19*(2), 417-430.

Oliveira, P., & von Hippel, E. (2011). Users as service innovators: The case of banking services. *Research policy*, *40*(6), 806-818.

Paul, J., Mittal, A., & Srivastav, G. (2016). Impact of service quality on customer satisfaction in private and public sector banks. *International Journal of Bank Marketing*.

Poku, K., Ansah, M. O., & Lamptey, D. I. (2014). The impact of service quality delivery on customer loyalty in the telecommunication industry: a case study of Expresso telecom, Ghana. *Journal of Research in Marketing*, *3*(1), 212-221.

Pourmohammad, H., Zandieh, M., & Farsijani, H. (2016). The effect of quality of electronic banking services on agility of a bank. *Management Science Letters*, *6*(7), 521-534.

Quirke, B. (2017). *Making the connections: Using internal communication to turn strategy into action*. Routledge.

Rahmani-Nejad, L., Firoozbakht, Z., & Taghipoor, A. (2014). Service quality, relationship quality and customer loyalty (Case study: Banking industry in Iran). *Open Journal of Social Sciences*, *2*(04), 262.

Ramaswami, S. N., & Arunachalam, S. (2016). Divided attitudinal loyalty and customer value: role of dealers in an indirect channel. *Journal of the Academy of Marketing Science*, *44*(6), 770-790.

Roberts, J. B., Crittenden, L. A., & Crittenden, J. C. (2011). Students with disabilities and online learning: A cross-institutional study of perceived satisfaction with accessibility compliance and services. *The Internet and Higher Education*, *14*(4), 242-250.

Saleem, H., & Raja, N. S. (2014). The impact of service quality on customer satisfaction, customer loyalty and brand image: Evidence from hotel industry of Pakistan. *Middle-East Journal of Scientific Research*, *19*(5), 706-711.

Santos-Vijande, M. L., González-Mieres, C., & López-Sánchez, J. Á. (2013). An assessment of innovativeness in KIBS: Implications on KIBS'co-creation culture, innovation capability, and performance. *Journal of Business & Industrial Marketing*.

Santouridis, I., & Trivellas, P. (2010). Investigating the impact of service quality and customer satisfaction on customer loyalty in mobile telephony in Greece. *The TQM Journal*.

Sapada, A. F. A., Modding, H. B., Gani, A., & Nujum, S. (2018). The effect of organizational culture and work ethics on job satisfaction and employees performance.

Saura, I. G., Contri, G. B., Taulet, A. C., & Velazquez, B. M. (2005). Relationships among customer orientation, service orientation and job satisfaction in

financial services. *International journal of service industry management*, *16*(5), 497-525.

Serazio, M. (2017). Branding politics: Emotion, authenticity, and the marketing culture of American political communication. *Journal of Consumer Culture*, *17*(2), 225-241.

Shaikh, I., & Huynh, T. L. D. (2021). Does disease outbreak news impact equity, commodity and foreign exchange market? Investors' fear of the pandemic COVID-19. *Journal of Economic Studies*.

Shams, R., Alpert, F., & Brown, M. (2015). Consumer perceived brand innovativeness: Conceptualization and operationalization. *European Journal of Marketing*.

Shankar, V., Inman, J. J., Mantrala, M., Kelley, E., & Rizley, R. (2011). Innovations in shopper marketing: Current insights and future research issues. *Journal of Retailing*, *87*, S29-S42.

Shanker, R. (2019). Marketing Culture in Financial Services with Specific Reference to Retail Banking in India. *Facta Universitatis, Series: Economics and Organization*, (2), 331-348.

Sheeran, P., Maki, A., Montanaro, E., Avishai-Yitshak, A., Bryan, A., Klein, W. M., ... & Rothman, A. J. (2016). The impact of changing attitudes, norms, and self-efficacy on health-related intentions and behavior: A meta-analysis. *Health psychology*, *35*(11), 1178.

Sheth, J., & Sisodia, R. (2012). *The 4 A's of marketing: Creating value for customer, company and society*. Routledge.

Singh, J., & Kaur, G. (2011). Customer satisfaction and universal banks: an empirical study. *International Journal of Commerce and Management*.

Singh, J., & Singh, H. (2015). Continuous improvement philosophy–literature review and directions. *Benchmarking: An International Journal*.

Škerlavaj, M., Štemberger, M. I., & Dimovski, V. (2007). Organizational learning culture—the missing link between business process change and organizational performance. *International journal of production economics*, *106*(2), 346-367.

Slack, N., Singh, G., & Sharma, S. (2020). The effect of supermarket service quality dimensions and customer satisfaction on customer loyalty and disloyalty dimensions. *International Journal of Quality and Service Sciences*.

Stading, G. L., & Johnson, M. (2012). An examination of the relationship between a firm's offerings and different customer loyalty segments. *Journal of Business-to-Business Marketing*, *19*(4), 367-391.

Steinhoff, L., Palmatier, R. W., Martin, K. D., Fox, G., Henderson, C. M., Saint Clair, J. K., ... & Harmeling, C. M. (2022). Commentaries on Relationship Marketing: The Present and Future of Customer Relationships in Services. *SMR-Journal of Service Management Research*, *6*(1), 2-27.

Talukder, A. K., & Bhowal, A. (2017). A Study of Service Quality and Customer Satisfaction of Banking Sector in Nagaland. *International Journal in Management & Social Science*, *5*(7), 1-10.

Teikake, A. (2012). *Customer satisfaction with air service delivery within Kiribati: a thesis submitted in partial fulfilment of the requirements for the degree of Master of Aviation at Massey University, Turitea campus, Palmerston North* (Doctoral dissertation, Massey University).

Thines, K. (2018). A Study on Marketing Culture in Regional Development Bank-Batticaloa District.

Ulaga, W., & Reinartz, W. J. (2011). Hybrid offerings: how manufacturing firms combine goods and services successfully. *Journal of marketing*, *75*(6), 5-23.

Ullah, S. (2012). Customer satisfaction, perceived service quality and mediating role of perceived value. *International journal of marketing studies*, *4*(1).

Umar, Z., Polat, O., Choi, S. Y., & Teplova, T. (2022). The impact of the Russia-Ukraine conflict on the connectedness of financial markets. *Finance Research Letters*, 102976.

Ungerman, O., Dedkova, J., & Gurinova, K. (2018). The impact of marketing innovation on the competitiveness of enterprises in the context of industry 4.0. *Journal of competitiveness*, *10*(2), 132.

Unterkalmsteiner, M., Gorschek, T., Islam, A. M., Cheng, C. K., Permadi, R. B., & Feldt, R. (2011). Evaluation and measurement of software process improvement—a systematic literature review. *IEEE Transactions on Software Engineering*, *38*(2), 398-424.

Vilkaite-Vaitone, N., & Skackauskiene, I. (2020). Service customer loyalty: An evaluation based on loyalty factors. *Sustainability*, *12*(6), 2260.

Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons*, *60*(3), 395-404.

Wiechetek, Ł. (2012). Effectiveness of information systems implementation: The case of the Polish small and medium enterprises. In *Management, Knowledge and Learning, International Conference 2012* (pp. 193-202).

Yildirim, S., Acaray, A., & Candan, B. (2016). The relationship between marketing culture and organizational commitment: An empirical study in Turkey. *World Journal of Entrepreneurship, Management and Sustainable Development*.

Zaato, S. G., Ismail, M., Uthamaputhran, S., Saufi, R. A., Thoti, K. K., Owusu-Ansah, W., & Owusu, J. (2022). How Social Capital Activates Entrepreneurial Orientation, Access to Government support policies, and SMEs Performance in an Emerging Market Amidst Covid-19. *Specialusis Ugdymas*, *1*(43), 553-574.

Zameer, H., Tara, A., Kausar, U., & Mohsin, A. (2015). Impact of service quality, corporate image and customer satisfaction towards customers' perceived value in the banking sector in Pakistan. *International journal of bank marketing*.

KNUST