

THE INFLUENCE OF QUALITY SERVICE ON CUSTOMER SATISFACTION: THE MEDIATING ROLE OF CULTURAL INTELLIGENCE IN SOME SELECTED BANKS IN JOS NORTH LGA, PLATEAU STATE.

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**Abstract:** The complaining attitudes of customers about poor service delivery in most Nigeria banks posed a great concern to so many Nigerians. Most customers complain of the unfriendly attitude and nonchalant dispositions of so many bank workers, as the performance of most staff is below the expectations of so many customers patronizing the organization. Based on this, the study therefore aims to evaluate how the role of cultural intelligence in mediating the relationship between service quality and customer satisfaction among some selected banks in Jos North LGA of Plateau State. The total population of 562 staff of the selected banks was used for the study. The use of questionnaire was adopted as the primary method of data collection, administered to the sample size of 234 staff out of which 230 was duly completed and retrieved. Co-variance Structural equation modeling was used in analyzing the data. From the result, hypothesis one was tested and it was discovered that there is a significant relationship between service quality and customer satisfaction. Hypothesis two also showed that there is a significant relationship between service quality and cultural intelligence. Hypothesis three showed a significant relationship between cultural intelligence and customer satisfaction, and finally hypothesis four shows that cultural intelligence mediates the relationship between service quality and customer satisfaction. This study concluded that cultural intelligence which has to do with the ability of employees to understand the various cultures, beliefs, norms, and values of customers goes a long way in adding value to the level of service quality of the bank which goes a long way in enhancing customer satisfaction in the selected banks. The study recommended that employees are to be culturally intelligent enough to manage customers by valuing the individual cultural diversity and also treat them as such. This will go a long way in encouraging customers to stay with the banks.

**Keywords:** Service Quality, Customer Satisfaction, Cultural Intelligence

## BACKGROUND TO THE STUDY

Customer satisfaction has globally become a strategic initiative for organizations to achieve their objectives. Customer satisfaction is primarily measured to assess how well an organization meets the needs of its customers and what should be done better (Pizam, Shapoval, and Ellis 2016; Makanyeza, and Chikazhe, 2017). Customers have an inherent expectation that they will be treated well, i.e. in a friendly, kind, and respectful manner. Answering the customers' questions and being knowledgeable about the product or service is also a characteristic of customer satisfaction. If you deliver the product or service you promised, in the manner in which you promised, and help the customer with any difficulties or challenges they may have with the product or service, and the customer is ultimately happy with the experience, the customer becomes satisfied with the service.

According to Begum (2021), customer satisfaction is highly enhanced because customers are provided with support solutions, live chat, self-service resources, and online customer service centers which guaranteed their satisfaction regardless of where they are and when. This help in providing consistent, timely responses and updates in an organized and systematic way. The relevance of customer satisfaction in every business organization most especially in the banking sector cannot be overemphasized, having known that the customer is the lifeblood of the bank. Moreover, commercial banks have the responsibility to provide the best services to their customers in order to have sustainable customer satisfaction. According to Ali, Othman, Hassan, Zainudin, and Fadzil (2018), Service quality is concerned with customers receiving the appropriate product or service they truly need

and not selling them more product or service than they need. It is recognized that service quality is essential to firms that want to be successful in their business; therefore, organizations need to focus on quality as this becomes the major target of their customers. But the issue of cultural diversity in enhancing the quality delivery of most organizations is also a matter of concern. Due to the critical cultural diversity, it is difficult for service providers to measure the quality of services. The difficulty of measuring the service quality on customer satisfaction stems from cultural diversity (Siadat 2008).

According to Kaura Datta and Vyas (2012), cultural intelligence constitutes “acquired knowledge that people use to interpret experience and generate social behaviour. Cultural intelligence reflects knowledge of the norms, practices and conventions in different cultures acquired from education and personal experiences. This includes knowledge of the economic, legal and social systems of different cultures and subcultures and knowledge of basic frameworks of cultural values (Hofstede, 2001). Those with high cognitive CQ understand similarities and differences across cultures (Kealesitse et al 2013). This knowledge forms values, creates attitudes, and influences behaviour. Based on this research background, this study is conducted to examine and explain the role of cultural intelligence in mediating the influence of service quality on customer satisfaction among some selected banks in Jos North LGA, Plateau State.

### **STATEMENT OF THE PROBLEM**

The complaining attitude of customers on poor service delivery in most banks has posed a great concern to so many Nigerians. Most customers complain of the unfriendly attitude and nonchalant dispositions of bank’s workers, as the performance of most staff is below the expectations of so many customers patronizing the organization. This is because the expectation of many customers is to receive adequate attention from the staff since their paramount need is satisfaction. But among these banks in Nigeria, little or no attention is given to the customers, coupled with the fact that most of them are illiterate and some cultures prohibit certain practices, for example; males joining same queue with their female counterparts. From the behaviour exhibited by these banks staff, it is very glaring that most of these bank workers are ignorant of the customers’ culture which also affects their service delivery.

Customers today are expected to operate via a channel that is convenient for them, not the one you defined for them. Therefore, service providers need to be ready to understand the cultural diversity of customers to be able to handle them appropriately. Research shows 1 in 3 customers will leave their service provider after just one bad experience; so it becomes important to ensure customer gets the required and expected services. It is inline with this that the study intends to investigate the role of cultural intelligence in mediating the relationship between service quality delivery customer satisfaction among customers of some selected banks in Jos North Local Government area of Plateau State.

### **OBJECTIVES OF THE STUDY**

The objective of the study is to evaluate the role of cultural intelligence, mediating the influence of service quality on customer satisfaction in some selected banks in Jos North L.G.A of Plateau State: The sub-objectives shall therefore be:

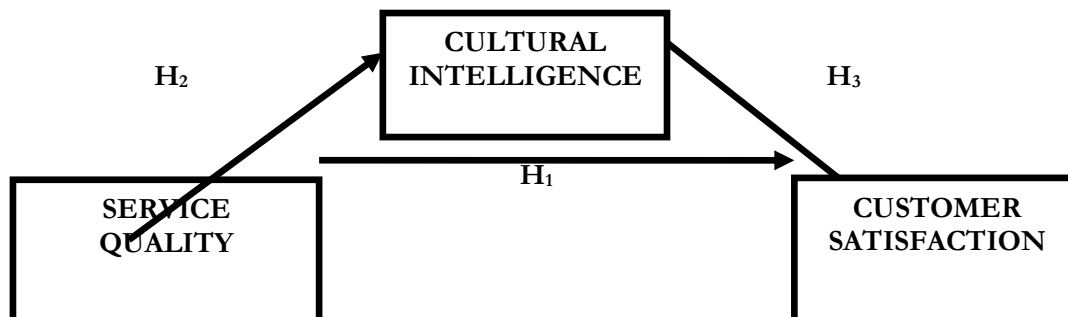
- i. To examine the relationship between service quality and customer satisfaction in some selected banks in Jos North LGA.
- ii. To examine the relationship between service quality and cultural intelligence in some selected banks in Jos North LGA.
- iii. To examine the relationship between cultural intelligence and customer satisfaction in some selected banks in Jos North LGA.
- iv. To examine the extent to which cultural intelligence mediate the relationship between service quality and customer satisfaction in some selected banks in Jos North LGA.

### **RESEARCH HYPOTHESES**

The following hypotheses were tested:

- HO<sub>1</sub>: There is no significant relationship between service quality and customer satisfaction.
- HO<sub>2</sub>: There is no significant relationship between service quality and cultural intelligence.
- HO<sub>3</sub>: There is no significant relationship between cultural intelligence and customer satisfaction.
- HO<sub>4</sub>: Cultural intelligence does not mediate the relationship between service quality and customer satisfaction.

LITERATURE REVIEW



Source: The Researcher (2022)

Customer Satisfaction

Customers perceive service in terms of quality, but how satisfied they are with the overall experience, is what defines their satisfaction. Whether the customer is satisfied after purchase depends on the offer’s performance or the customer service in this case, in relation to the customer expectations. However, according to Zeithaml et al (2006) although service quality and customer satisfaction are used interchangeably, there is indeed a distinction. If the customers of an organization are satisfied by quality services the result is that, they will be loyal to them and consequently be retained by the organization, which is positive for the organization because it could also mean higher profits, higher market share, and increasing customer base. Kondo (2001) argues that customers value satisfaction and quality in many different ways. Therefore, the expression “no customer dissatisfaction” does not necessarily go hand-in-hand with “customer satisfaction”. Fornell (1992) argues that changes in satisfaction are consequences of past decisions. He continues to explain that quality is judged by the consumer and that the most important measurement of quality is how it affects customer satisfaction (Fornell, 1992). This is further strengthened by Herrmann, Huber and Braunstein (2000), who argue that whether or not a customer considers their purchase to live up to their expectations, i.e. whether the customer is satisfied or not, is dependent on the perceived quality.

According to Fornell and Johnson (1993), there is a positive relationship between customer satisfaction and economic profit for the company. Arguably, customer satisfaction is an important component in order for the company to be profitable. Increased global competition has leads to a greater emphasis on customer satisfaction. Matzler, Hinterhuber, Bailom, and Sauerwein (1996), argues that there are an increasing number of companies that starts to recognize the importance of customer satisfaction for future business. In attempting to increase customer satisfaction it is necessary to understand what the customer wants before they realize it themselves. One major challenge that companies are facing is how to improve customer satisfaction and continue keeping their customers satisfied, which becomes a way for companies to differentiate themselves from their competitors (Torbica and Stroh, 2000). According to Berry et al (1985), customer satisfaction has ten dimensions as enumerated below:

**Access-** it refers to how easily a service could be obtained. That is flexibility of working hours of the service provider, method of contact, and waiting time.

**Communication-** addresses how information is conveyed and received from customers among others, it entails empathetic listening, the use if common language, explanation of the service, its advantages and disadvantages.

**Competence** – it deals with the level of skills and knowledge of the service provider Courtesy- it is indicated by friendliness and politeness of service provider(s).

**Credibility**- it is the trust that customers repose in the organisation and the staff providing the service.

**Reliability**- it implies the consistent performance or rendering of the right service at the right time, done right the first time.

**Responsiveness**- willingness and readiness of employees to provide immediate service. **Security**- absence of danger, doubt and risk. It implies physical safety and confidentiality.

**Tangibles**-is the evidence that the service and the organisation are credible and trustworthy.

**Understanding**- refers to how well the organisation understands the expectations of its customers in their feeling about services being provided.

It should however be noted that, not every one of the ten points listed above needed to be present for a customer to be satisfied. A model that discusses characteristics of a product or service and how they relate to customer satisfaction is attributed to Dr. Noriaki Kano (undated). He has categorised these characteristics into three groups: dissatisfiers, satisfiers and delighters. Dissatisfiers are characteristics that a customers expect to see in a good or service. Customers assume or expect the presence of such characteristics even though they may not mention them when asked about what they are looking for in a product or service. Satisfiers are characteristics that customers expressly say they want in a product or service and their presence leads to satisfaction. Delighters are new and innovative characteristics of a product or a service not expected by the customer. Its presence delights the customer.

## Service Quality

Quality is the lifeblood of service delivery firms, bringing increased customer patronage, competitive advantage and long-term profitability (Cronin and Taylor, 1992). Services are non-stoppable interactions that involve both customer and service providers. These services may be considered as superior non-touchable services but do require tangible resources and any valuable instruments that will facilitate the process of solving problems for customers. Zeithaml (1988) defined service quality as the process where customers conduct a comparative analysis of the entire services being provided. While Sureshchandar, Rajendran and Anantharaman, (2002) stated that service delivery organizations can gain a successful competitive edge over competitors through good service quality. However, a good administration that focuses on well trained staff, valuable program offering and its influence on customers, are also components of quality dimensions (Naidoo, 2011). Top management deems it necessary to invest time, energy, required training and resources to keep their staff sensitive and customer centric (Khan and Fash, 2014; Naidoo, 2011 and Schneider, et al., 2005).

Since the role of service was evident in everyday life, also categories of service quality as main characteristic of competition between organizations was considered, So that considering quality of service, organization made different from its competitors and is caused competitive advantage (Hosseini & et al, 2010). Gronroos (2000) defines service:” a service is an activity or series of activities of more or less intangible that are usually done and not necessarily in the interaction between customer and staff or physical resources or goods and or supplier systems for services but are provided as solutions to customers problems (Gronroos, 2000). But concept of service quality based on the opinions Parasuraman (1985), quality of service is based on a comparison between what customers feels should be offered to him/her, and what is actually provided to him/her (Shao Yah and Li, 2009) Elsewhere he defined service quality as sustained compliance with customer expectations and understanding customer expectations from particular service.

Ali, Othman, Hassan, Zainudin, and Fadzil (2018) believed that service quality shows the degree of difference between the perceptions and expectations of customer services. Today, quality of service plays a crucial role in the success of the organization in creating competitive advantage and increase competitive power. Gronroos (1998) said, quality of service meets two dimensions, of technical (outcome) and operational (process-oriented). He believes that technical dimension of service is what the customer gets from service and is measurable so as objective, because it is what customers sees in the end of serving process. On the other hand, the functional quality associated with how to get service and is not easily measured and also understood by the client mentally. In

other words, the technical quality is the practical result of the service while the operational dimension quality shows process how service provided. He expressed six specifications for the perceived quality of service to guidance for other empirical research and conceptual: Expertise and skills, attitudes and behavior, accessibility and flexibility, reliability and confidence, improved service and reputation. Other researchers have presented evidence that customers perceptions from service quality is based on his/her assessment from performance of organization in different levels and finally, customers can combine assessment obtained to their perception from quality of service received identified. Based on study done, it can be stated that several dimensions affect the overall quality of service, customer expectations from each of these factors is also different as well as the impact of customer expectations on understanding overall quality of service is different (Siadat, 2008). Siadat (2008) says because both structure of satisfaction and quality of service have the field related to cognitive expectations and evaluations, in theory can link these two concepts with regard to factor of expectations.

The distinction between customer satisfaction and service quality are considered an important issue for managers and service providers need to provide high quality services to meet customer satisfaction as their business objectives. Kaura (2012) during his investigation also concluded that high quality services will bring & customer satisfaction & and therefore distinction between these two structures does not seem so important. Kealesitse (2013) pointed out that though both structure of satisfaction and service quality are distinct from each other but highly correlated with each other.

Quality of service is closely related to customer satisfaction so that improve service quality increases also the likelihood of customer satisfaction. Increasing customer satisfaction leads to behavioral outcomes such as commitment, a desire to remain a two-way link between the service provider and the customer, increasing customer's tolerance to failures in service delivery and positive oral advertising about organization (Hosseini et al, 2010).

### **Cultural Intelligence (CQ)**

Business has always go about competing for markets, territories and most of all, customers. Today's customer expectations are higher than ever before, and the range of choices open to them is wider than ever before (Brown, 1991). Therefore, it becomes necessary to identify "who is your customer?". With the increasing impact of globalization, the world seems small in many ways. Still, cultural diversity remains a challenge to be dealt by individuals and organizations. Thus, your customer may be of the same nationality or belong to a different country or a different cultural background. The extent to which a manager or an employee understands his customer and satisfies him, elicits his level of Cultural Intelligence (CQ). Consequently, there is a strong need to hire and maintain global leaders and workers proficient in global knowledge of international business processes, such as consumer demands and etiquette in various cultures (Earley & Peterson 2004).

Cultural Intelligence is relevant and also essential for those who deal with people from different cultures. According to Earley and Ang (2003), CQ is "a person's capability for successful adaptation to new cultural settings, that for unfamiliar settings attributable to cultural context". It recognizes the skills and characteristics required to work effectively with international clients, and partners. As an individual difference capability, CQ reflects what a person can do in culturally diverse settings. Thus, it is distinct from stable personality traits which can describe what a person typically does across time and across

Still some personality traits may relate to CQ. Earley and Ang (2003) conceptualized CQ as comprising of four facets, namely meta cognitive, cognitive, motivational and / dimensions which have relevance to functioning in culturally diverse situations. Meta-cognitive CQ reflects mental process that individuals use to acquire and understand cultural knowledge including knowledge and control over individual thought processes relating to culture. Those with high meta- cognitive CQ are consciously aware of other's cultural preferences before and after interactions (Ang et al., 2007).

Cognitive CQ focuses on the knowledge of the norms, practices and conventions in different cultures acquired from education and professional experiences (Ang et al., 2007). This includes the knowledge of the economic, legal and social systems of different cultures and subcultures (Triandis, 1994) and knowledge of the basic frameworks of cultural values (e.g., Hofstede, 2001). Those with high cognitive CQ understand similarities and

differences across cultures (Brislin et al., 2006).

Motivational CQ reflects the capability to direct attention and energy toward learning about and functioning in situations characterized by cultural differences (Ang et al., 2007). Those with high motivational CQ direct attention and energy toward cross cultural situations based on intrinsic interest and confidence in their cross cultural effectiveness. Behavioural CQ reflects the capability to exhibit appropriate verbal and non-verbal actions when interacting with people from different cultures (Ang et al., 2007). Those with high behavioural CQ exhibit situationally appropriate behaviours based on broad range of verbal and non-verbal capabilities such as exhibiting culturally appropriate words, tones, gestures and facial expressions.

The four dimensions of CQ are qualitatively different facets of the overall capability to function and manage effectively in culturally diverse settings (Earley and Ang, 2003). The amalgamation of all these four elements produces a powerful and systematic framework for understanding why individuals vary in their effectiveness in coping with novel cultural settings. However, research on individual capabilities for individual effectiveness is sparse and unsystematic, leaving an important gap in our understanding of why some individuals are more effective than others in culturally diverse situations (Ang et al., 2007). Ang et al. (2006) demonstrated that the four dimensions of CQ were distinct from, and yet related to, more distal Big Five personality traits in conceptually meaningful ways. In another study, Sternberg & Grigorenko (2006) points out, "Someone could be relatively successful across cultures but not highly successful within any one of those cultures".

Based on Gardner's (1984) multiple intelligences theory, four dimensions of CQ: (a) linguistic intelligence refers to the language skills needed to interact with people from other cultures, but one does not have to speak a second language fluently to have cultural intelligence; (b) spatial intelligence refers to the ability to adapt spatial behaviors in other cultural settings; (c) intrapersonal intelligence refers to the ability to know one's own cultural style; and (d) interpersonal intelligence refers to the ability to respond appropriately to others.

According to Thomas and Inkson (2004), a manager who is high on CQ will first be knowledgeable about the cultures and fundamental issues in cross cultural interactions; second, be mindful of what is going on in intercultural situations, having a sensitivity to cues and an ability to interpret them to respond appropriately to different inter cultural situations. Thus, higher CQ can strengthen workplace communication and build solid business relationship and Earley (2006) discussed conceptual distinctions between CQ, a culture-free etic construct, and the traditional view of intelligence that is culture-bound and emic; Triandis (2006) discussed theoretical relationships between CQ capabilities and forming accurate judgments; Brislin et al. (2006) discussed Cultural Intelligence (CQ) as critical for expecting the unexpected during intercultural encounters. Earley and Peterson (2004) developed a systematic approach to intercultural training that links trainee CQ strengths and weaknesses to training interventions.

Janssens and Brett (2006) advanced a fusion model of team collaboration for making culturally intelligent, creatively realistic team decisions. Thus, being cognisant of the importance of CQ will be critical factor in providing the service. Ang et al. (2007) conducted three substantive studies in Singapore and US across different cultural, educational and work settings which demonstrate a systematic pattern of relationships between dimensions of CQ and specific intercultural effectiveness outcomes. It has also helped to describe the development and cross validation of the 20-item cultural intelligence scale (CQS) and test substantive predictions based on integration of the intelligence and inter cultural competencies literatures. The multidimensional conceptualization of CQ and the differential relationships of the dimensions of CQ with specific intercultural effectiveness outcomes suggest the importance of continuing to theorize about and examine CQ as a multidimensional construct, where specific dimensions of CQ have special relevance to different outcomes.

## METHODOLOGY AND ANALYSIS

Survey research design was adopted with the use of cross-sectional approach for the data collection while carrying out the study. This was because the researcher collected data in one shot through personal response questionnaire. The populations of the study comprised the staff of the selected banks within Jos North Local Government of Plateau State. The choice of employee was made because they are responsible to study the culture of the environment, they operate in other to manage the affairs of the customers and to improve on their quality delivery

to enhance satisfaction. The population breakdown is as follows:

**Table 1: population distribution**

Category	Population
First Bank of Nigeria	170
United Bank for Africa	153
Access Bank	141
Fidelity Bank	98
<b>Total</b>	<b>562</b>

Source: Field Survey, 2022

The total population of 562 was used for this study, out of which the sample size of 234 was derived with the use of Taro Yamane (1967) sample determination formula. The analysis of the study was run based on the sample size with Co-Variance Based Structural Equation Modeling (CB-SEM)

### RESULTS AND DISCUSSIONS

Based on the Exploratory Factor Analysis (EFA), it was discovered that only 13 items were able to make it to the analysis stage, and the reliability of the measures of the final items was assessed by the use of Cronbachs alpha “ $\alpha$ ”. The closer the alpha coefficient is to 1 the greater the internal consistency. George and Mallery (2003) showed that, alpha greater than or equal to 0.7 is acceptable and a good indication of a reliable measure. The Cronbach’s alpha for service quality scored 0.711; Customer Satisfaction is 0.759, while Cultural Intelligence is 0.730. With the above scores, all the 13 items were found to be valid are all included in the analysis.

#### Model Fit Summary

Fit Statistic	Critical Value	Obtained Value	Model fit	Source
Relative chi-square (CMIN/DF)	<5.0	2.506	Good	Hooper, Coughlan, and Mullen (2008)
RMSEA	<0.06	0.049	Good	Hooper, Coughlan, and Mullen (2008)
CFI	$\geq 0.95$	0.954	Good	Hu and Bentler (1999),
TLI (NNFI)	>0.90	0.907	Good	Bentler and Bonnet (1980)
NFI	>0.90	0.915	Good	Hooper, Coughlan, and Mullen (2008)
GFI	$\geq 0.90$	0.908	Good	Hu and Bentler (1999),

Source: CB-SEM

According to Hooper, Coughlan, and Mullen (2008), Given that  $n = 230$ , it is required that relative chi-square can be less than equal to ( $\leq$ ) 5.00. Here the relative chi-square is 2.506 which mean that the model fit is good. The RMSEA is also 0.049 which is less than 0.06 which is an indicator of good fitness. The CFI is 0.954 which is greater than the critical value, which is also an indicator of good fitness according to Hu and Bentler (1999). Tucker-Lewis’s index (TLI) also known as Non-Normed Fit Index (NNFI) was 0.907 according to Bentler and Bonnet (1980) who recommended values greater than 0.90 to indicate a good fit. Following the table above, TLI obtained value is 0.907 is also an indicator of good fitness, while the NFI is 0.915 which is also an indicator of a good fitness.

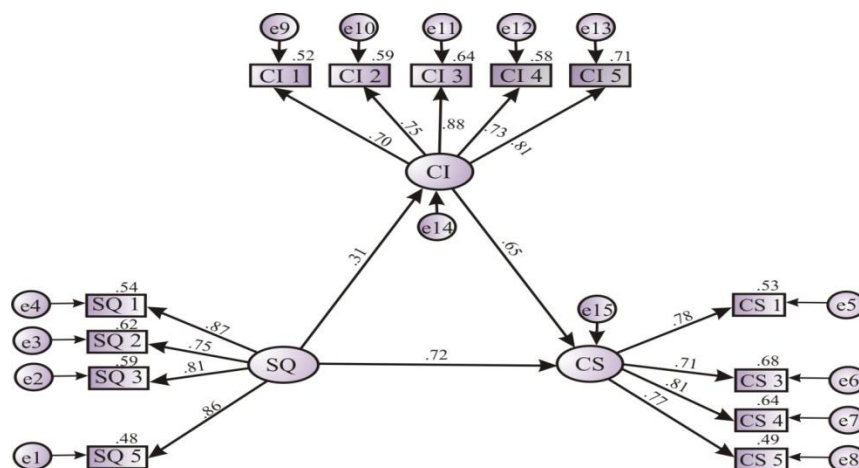


Fig. 2: Path Analysis Results at the Standard estimation state

Table 7: Regression Weights Estimates

Hyp.	Variable	Estimate	Std. error	T-value	P	Decision
H1	CS <--- S.Q	0.72	0.101	2.482	.000	Rejected
H2	CI <--- S.Q	0.31	0.273	2.739	.002	Rejected
H3	CS<--- CI	0.65	0.024	4.111	.001	Rejected

Source: CB-SEM

The hypotheses formulated are tested at 5% level of significance and the decision rule is that, if the t-value is less than the critical value, the hypothesis will be accepted and if equal or greater than the critical value, it will be rejected

**Hypothesis One**

Hypothesis one shows the relationship between service quality and customer satisfaction in the selected banks, and based on the regression weight estimates, a significant relationship was discovered between the two variables, with an estimate of 0.72 indicating 72% relationship between service quality and customer satisfaction. The p-value is also less than 0.05 which means it is statistically significant. It means there is a significant relationship between service quality and customer satisfaction in the selected banks. This means that the way and manner the service is delivered in the selected banks goes a long way in enhancing the satisfaction of the customers. The tangibles, assurance, reliability of staff, their manner of responsiveness to customers, and the empathy shown by staff to customers goes a long way in influencing the level of satisfaction of the customer with the bank. With this, objective one is achieved and the findings is consistent with the findings of Schneider and White, (2004) who discovered that satisfaction is more related to a judgment of how the service emotionally affects the customer and customer’s experiences, while service quality is related to a judgment of the service product itself and is not necessarily tied to these experiential processes.

**Hypothesis two**

Hypothesis two also shows the relationship between service quality and cultural intelligence in the selected banks, and base on the regression weight estimate, 31% relationship was discovered between the two relationships, which means service quality constitutes 32% of cultural intelligence to enhance customer satisfaction. The P-value is 0.001 which is less than 0.05 signifying that the relationship is statistically significant. Here, the alternative hypothesis is accepted since it is statistically significant with P-value less than 0.05. The study discovered that there is a relationship between service quality and cultural intelligence, and this is consistent with the findings of



Weiermair, (2000) in the hospitality sector where the customer may belong to a different cultural background and the employee takes the challenge of addressing the needs of the customer and bringing him satisfaction, contentment and most importantly meeting his cultural expectations. When customer expectations are not met this often leads to disappointments, fear, loneliness which can result in cultural conflicts. It is also consistent with the findings of Heo et al. (2004) points out that tourism providers must be able to accommodate culturally based needs in order to tap into the increasingly lucrative market of international travelers. Thus, the employees need to be culturally intelligent in order to deal with such customers. Since, cultures differ in their norms for appropriate behaviours (Triandis, 1994), the ability to display a flexible range of behaviours is creating positive impressions and developing inter-cultural relationships, and this will help in complementing the service quality of any organization.

### Hypothesis Three

Hypothesis three also shows the relationship between cultural intelligence and customer satisfaction in the selected banks, and base on the regression weight estimates, the result shows that 65% relationship exist between cultural intelligence and customer satisfaction. The relationship is statistically significant with T-value of 4.111 and P-value of 0.001, which is less than 0.05. It means that there is a significant relationship between cultural intelligence and customer satisfaction in the selected banks. This finding supports the findings of Mattila (1999) who studied the influence of culture on consumer perceptions of service encounters. In his study he pointed out with relation to hotel industry that because first class hotel services are delivered by people, cultural factors are likely to mediate the hotel customers' attitude toward the service component of their service experience. Mattila (2000) states that today's bank managers need to be aware of the parts of consumer experience that are open to cultural influences in contrast to those that remain stable across cultures. Also, in consistent with the studies conducted by Chadee and Mattson (1995) and Scott and Shieff (1993) found significant cross-cultural differences when measuring customer satisfaction. Services and products important to Asians may be completely different from those sought by Europeans. Culture holds an impact upon the perception and problem solving of global customers leading to a difference in the satisfaction level for the same service.

### Estimates of the Mediating effect (Hypothesis four)

Hyp.	Indirect Relationship	STD Beta	STD Error	T Stat	LCI	UCI	Decision
H4	(C.S <---CI <--- S.Q.)	0.532	0.259	4.162	0.217	0.411	Rejected

Source: CB-SEM

### Hypothesis Four

Following the result in the table above, it shows that cultural intelligence has a significant relationship between service quality and customer satisfaction. The study discovered that cultural intelligence constitutes 53% influence in strengthening the relationship between the two variables, which means that the relationship between service quality and customer satisfaction can be so limited if the adoption of understanding the culture, belief and values of customers are not welcomed by staff. The study revealed that the adoption of cultural intelligence has helped to increase the level of customer satisfaction over the years thereby making customers to be satisfied with their services, and also enables them to receive feedback on how they have been able to improve on their services.

## CONCLUSION AND RECOMMENDATIONS

Though several studies have confirmed the relationship between service quality on customer satisfaction using several contexts of studies, but this study looked into the role of cultural intelligence in mediating the influence of service quality on customer's satisfaction in some selected banks. This study confirmed and concluded that cultural intelligence which has to do with the ability of employees to understand the various cultures, beliefs, norms, and values of customers goes a long way in adding value to the level of service quality of the bank which goes a long way in enhancing customer satisfaction in the selected banks.

Having done a proper study on how to enhance customer loyalty through satisfaction and financial switching cost, the researcher therefore makes the following recommendations;

- i. There is need for financial institutions to understand the important of service quality in enhancing customer satisfaction, as most business organizations are faced with competitions on a daily basis. Service quality should be maintained and also be improved on from time to time to meet up with the need of customers.
- ii. Financial institutions management should also take into cognizance the importance of cultural intelligence. They need to continually relate with customers based on their cultural background and believes as this goes a long way in enhancing the quality delivery of the banks.
- iii. Since customer satisfaction is paramount to the success of an organization, several factors need to be build upon to ensure that customers are satisfied. Based on this study, cultural intelligence was adopted but needed to be constantly improved on to ensure that customers are motivated and encouraged for continuous patronage.
- iv. Quality is known to be one of the major predictors of customer satisfaction, but in the situation whereby customers still switch from one bank to another in search of satisfaction, it then becomes necessary to adopt a mediating practice to be able to keep the customers in the midst of the competition. The study therefore suggested that employees are to be culturally intelligent enough to manage customers by valuing the individual cultural diversity and also treat them as such. This will go a long way in encouraging customers to stay with the banks.

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