



Strategic planning and customer satisfaction in Access Bank Plc Makurdi Benue State Nigeria

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Abstract

This study examined the effect of Strategic Planning on Customer Satisfaction in Access Bank Makurdi Benue State Nigeria using primary data. The specific objectives were to evaluate the effect of setting objectives on customer satisfaction in of Access Bank Makurdi; assess the effect of budgetary allocations on customer satisfaction, determine the effect of organization structure on customer satisfaction and ascertain the effect of performance reviews on customer satisfaction of Access Bank Makurdi. The research adopted survey research design to generate the primary data using questionnaire. The study used a sample size of 398 respondents comprising of staff and customers of Access Bank. Statistical Package for Social Sciences (SPSS) version 25.0 was used in analyzing the data at 0.05 level of significance. The result showed Setting Objectives has significant positive effect on customer satisfaction ($p < 0.000 < 0.05$), Budgetary allocation has significant positive effect on customer satisfaction ($p < 0.001 < 0.05$), Organization Structure has significant positive effect on customer satisfaction ($p < 0.003 < 0.05$), Performance Review has significant positive effect on customer satisfaction ($p < 0.000 < 0.05$). The study recommended that Banks should adopt goal setting and monitor employees to ensure that every goal set for each of them is achieved especially as it concerns customer satisfaction. This will lead to growth in the banks.

Keywords: Strategic planning, customer satisfaction, banking sector

Introduction

1. Background of the Study

Strategic planning and performance measurements are key areas of investigation in strategic management research. Scholars advocate for strategic planning as a basis of better performance. Armstrong (2012) argued that strategic planning enables firms to achieve an alignment with the environment. Similarly, Ansoff (2017) ^[3] argued that strategic planning produces better alignment than trial and error learning. Strategic planning encompasses the process of formulating, implementing and evaluating business strategies to achieve future objectives. Formal Strategic Planning began in the 1950's in the United States of America with leading authorities being Drucker, (Drucker, 1970). Ansoff (2017) ^[3] viewed strategy planning as the common thread in an organization's business growth and the product scope of an organization. All managers are involved in planning but the nature of policies and plans set out by supervisors vary with each manager's authority.

Strategic planning takes place at a higher level in the organization and usually have a longer time horizon ranging from three to five years or more with annual updates when need be (Kreither, 2016) ^[17]. To develop a strategic plan, the plan should contain statement of organization mission and goals, strategies for obtaining and utilizing the necessary technological, marketing, and financial and human resources to achieve organization goals. Organization growth has its basis to a larger extent on strategic planning of the organization. It is with this respect that strategic planning should be employed by organization to enhance their growth (Cole, 2012) ^[7]. Customer satisfaction is used in the assessment of service quality and this can be achieved through the company's strategic planning processes. One of the studies of the relationship between quality and satisfaction Lacobucci *et al* (2015) ^[18] concluded that the

key difference between the two constructs is that quality relates to managerial delivery of the service while satisfaction reflects customer's experiences with the service. Access Bank is one the leading banks in Nigeria with branches all over the country. Their customer's population is large and is still growing very strong. Could it be as a result of their strategic planning processes? In order to achieve customer satisfaction in Access Bank, management needs to put in place strategic plans that will be effective and successful. Hence the researcher intends to find out the effect of strategic planning of Access Bank Makurdi as it affects customer satisfaction.

2. Statement of the Problem

There has been scarce research on whether parastatals apply strategic planning on their management processes (Brendan, 2018). This is partly due to the fact that there is less attention on quality of services being provided by private organizations. This trend changed due to private organizations such as banks refocusing their effort on improvement of public services by implanting strategic planning at their organizations. Issues have been raised by employees that the planning processes tended to be inflexible and rigid since it is operated in changing environment and poor adaptation to changing environment usually affect organization adversely. They perceive strategic planning process being unrealistic due to the fact that it is separated with actions which hindered growth, thus strategies not being linked with actions (Brendan, 2018). This seems not to be true for the management of Access Bank whose ultimate aim is customer satisfaction. Every plan put in place in the bank is meant to gain customer's satisfaction and loyalty to the bank. Access Bank's strategic plans and management actions align in such a way so to achieve its aim which is part of customer satisfaction, hence

without the customers, the bank cannot exist. This cannot be certain unless a study of this kind is conducted to ascertain such claims. Unfortunately, many empirical studies on strategic planning focused on organizational performance rather than customer satisfaction. For instance, the study of authors like Philips, (2020), Aldehayyat and Twaissi (2011), Karel, Adam & Radomir, (2018)^[13] and many others. Very limited studies like the study of Oseni, (2022) have examined the effect of strategic planning on the banking sector especially at the state level. Other studies on strategic planning and organizational performance such as the study of Donkor and Kwarteng (2018)^[9] used different dimensions, population, area of study as well as analytical techniques, hence the justification for the current study. The question therefore is whether Access bank actually has strategic plans put in place? have they been able to achieve customer satisfaction through their strategic planning. This study sought to establish whether planning strategies have been linked with actions of the Access Bank management for the achievement of customer satisfaction.

3. Objectives of the Study

The main objective of the study is to determine the effect of strategic planning on customer satisfaction of Access bank Makurdi Benue State Nigeria. The specific objectives are to;

1. Evaluate the effect of setting objectives on customer satisfaction in Access Bank Plc, Makurdi branch; Benue State
2. assess the effect of budgetary allocations on customer satisfaction in Access Bank Makurdi branch; Benue State
3. determine the effect of organization structure on customer satisfaction in Access Bank Makurdi branch; Benue State;
4. ascertain the effect of performance review on customer satisfaction in Access Bank Plc Makurdi branch, Benue State

Literature Review

This section discusses theoretical framework, conceptual framework and review of related studies.

1. Theoretical Framework

This paper is anchored on resource base view theory. The resource base view theory was propounded by (McGee, 2001). According to him, Strategists are interested in those resources and capabilities that can earn surplus of revenue over cost. These are collectively known as strategic assets or core competences and are a subset of, but distinct from those other resources and capabilities that do not distinctively support the competitive advantage. RBV focuses on the resources and capabilities of the firm, asserting that it is the distinctiveness of these which enables performance growth and sustainability. Madhani (2010)^[20] claims that formal planning is an organizational capability under resource-based view. In the resource-based view, strategists select the strategy or competitive position that best exploits the internal resources and capabilities relative to external opportunities. Given that strategic resources represent a complex network of inter-related assets and capabilities, organizations can adopt many possible competitive positions. Although scholars debate the precise categories of competitive positions that are used, there is general agreement, within the literature, that the resource-

based view is much more flexible than Porter's prescriptive approach to strategy formulation. Resource base view in terms of putting in place strategies that can lead to customer satisfaction is paramount to the banking sector. Pardo Del Val and Fuentes, (2013) opined that human resources are usually an embedded, complex combination of individual characteristics, like cognition, behavior, and emotions. Thus, the relationship between HR management and performance is directly related to the organizational ability to influence customer satisfaction. This theory is relevant to the study as it talks about resources and capabilities such as human and financial resources which when put in place can earn surplus of revenue over cost. These are collectively known as strategic assets or core competences resources and capabilities of the firm which enables performance growth and sustainability.

2. Conceptual Framework

1.1 Strategic Planning

Strategic planning is a process in which an organization's leaders define their vision for the future and identify their organization's goals and objectives. Jennings and Disney (2016) viewed strategic planning as a generally used management practice, used by business owners in all business sectors and types, to decide on the allocation of resources in order to attain superior financial and strategic performance. They pointed out that, in addition to its use as a resource allocation process, the strategic planning process can provide a number of roles in the organization, such as helping the business organization respond to changes in the environment, protecting core expertise by identifying, and dealing with uncertainties and offering an avenue to integrate all business plans and control. Strategic planning is intended to help business organizations seize competitive advantages. According to Karnani (2018), strategic planning most of the time attempts to articulate what is to be accomplished, when it is to be accomplished who is accountable, what resources are needed for the execution and how the final result integrates with other planning activities to meet the end goals. In the words of Obaje (2011)^[24], strategic planning makes possible the awareness of a business environment via the analysis of the whole business strength, weaknesses, opportunity and threats (SWOT) and also possible future uncertainty. Hence strategic planning is necessary for any business that desires to grow and develop.

1.2 Measures of Strategic Planning

The study focused on strategic planning variables/dimensions which were adopted from Aldehayyat and Khattab (2011) study such as setting objectives, budgetary allocations, organization structure and performance review.

1. Setting Objectives

Objectives are the specific targets to be reached by organization, in which results can be measured. Weinrich (2017) defines objectives as goals or aims which the management wishes the organization achieve. These are the end points or pole-star towards which all business activities like organizing, staffing, directing and controlling are decided. Only after having defined those points can the manager determine the kind of organization, the kind of personnel and their qualification, the kind of motivation,

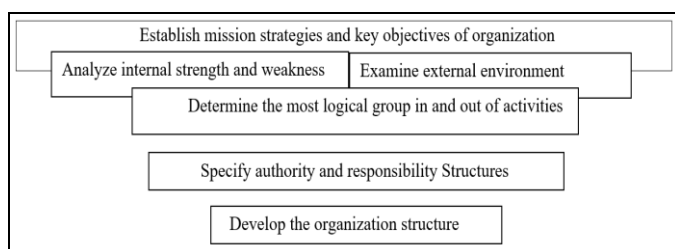
supervision and direction and the kind of control techniques which he must employ to reach those points. Weinrich further states that objectives should be distinguished from three other words ‘vision’ ‘purpose’ and ‘mission’. The ‘vision’ is the dream that an entrepreneur creates in his dream that an entrepreneur creates in his waking hours of his preferred future.

2. Budgetary Allocation

Murugan (2016) [23] defines budget as a statement of expected results expressed in numeral terms. It may be called a “quantified” plan. A budget may be expressed in financial terms; in terms of labour hours, units of product, or machine hours; or in any other numerically measurable terms. It may deal with operations, as the capital expenditure budget does, show cash inflow, as cash budget does. However, making a budget is clearly planning. He states that budgeting is a significant part of both planning and the controlling processes and widely used by managers to plan, monitor and control various activities at every level of the organization. Tosi (2015) [28] identified some of characteristics of efficient budgetary system which include budget oriented towards results, budgetary system should be more effective if the duties and responsibilities for all operations are well defined and rightly assigned budget should be simple and understandable, fair and objective. Budget should be based on documentable information and not simple guesswork and judgment. A quick and two-way communication should be adopted so that the managers get timely information on deviations. Lastly, budget should be viewed as positive and be conducive to self-control.

3. Organization Structure

Mullins (2016) [22] defines an organization structure as a pattern of relationships among the positions in the organization and among employees of an organization. They are means by which organization achieve their objectives and framework through which activities occur. The organization structure has to keep changing with organization objectives. Mullins (2016) [22] continues to say that the structure helps in division of work among members, activities are coordinated therefore achieving, the organizational goals and objectives. The steps in determining organizational structure are shown in Fig 1.



Source: Bennett R, 1996- “Corporate strategy and business planning

Fig 1: Steps in Determining Organizational Structure

4. Performance Review

Performance review is defined as process of monitoring the progress of implemented strategy in order to ensure that it is operating properly. Monitoring involves establishing control mechanism so that the feedback from the actual implementation of the strategic plan at each step can be analyzed and evaluated. The monitoring system would also

indicate if there are any deviations from the actual expectations so that reasons for such deviations can be investigated and appropriate measures to correct them. (Bateman and Snell, 2014) Thompson, Strickland and Gamble, (2017) further state that performance review as process of evaluating performance and initiating correcting adjustments. Brendan (2018) states performance review as a process of controlling and assessing results. He adds that if the plans haven’t produced the desired results managers and teams may need to change controls, mission, goals or plans themselves since the lack of planning can lead to paralysis by analysis.

1.3 Concept of Customer Satisfaction

Satisfaction is a person’s feeling of pleasure or disappointment resulting from comparing a product’s performance (outcome) in relation to his or her expectation” (Kotler & Keller, 2016) [16]. Bank customer satisfaction is regarded as banks fully meeting the customers’ expectation and also said to be a feeling or attitude formed by bank customers after service, which expressly connects the various purchasing behavior (Jamal & Naser, 2022). Customer satisfaction is seen to be a state of mind that customers have about a company when their expectations have been met or exceeded over the lifetime of the product or service. In the writings of Johnson and Gustafsson (2020), the two authors indicated that service ‘attributes provide customers with benefits and the benefits derive overall satisfaction’. The higher the benefits derived from a product by customers, the higher the satisfaction level.

1.4 Measures of Customer Satisfaction

Naser (2012) advanced the measures to include; service quality, expectations, Disconfirmation, desires affect, Equity as the most important antecedents of customer satisfaction. However, the study adopts three out of the five measures of customer satisfaction as advanced by Naser (2012) namely: Service quality, Equity, and expectations because they are more suitable, applicable in the Nigerian banking industry; a study of selected commercial banks in Benue state.

1. Service Quality

Banking is seen as a service that captures all the characteristics of service, hence, Donnelly *et al* (2015) define service quality as the degree of excellence or superiority that an organization’s product possesses and further argues that it is influenced by three service quality dimensions. These three dimensions are customer service, service knowledge and service infrastructure and technology. According to the Central Bank of Nigeria (2015) [8] the services, indicators such as speed, service quality and customer satisfactions are going to be key differentiators for each bank’s future success. In an era where banks offer similar products, the above indicators will constitute the critical tools to gaining competitive edge within the industry. It can be noted that customers can perceive differences in the quality of service. Perceived and actual quality of a given service is the result of an evaluation process since consumers tend to make comparison between the services, they expect with perceptions of the services that they receive. Quality spells superiority or excellence (Gilbert, 2016) or as the consumer’s overall impression of the relative inferiority/superiority of the services of an organization.

2. Customer Equity

Equity is about fairness, it is derived from a concept of social justice and represents a belief that there are some things which people should have, that there are basic needs which people should have, that are basic needs that should be fulfilled, that burdens and rewards should not be spread too divergently across the community, and that policy should be directed with impartiality, fairness and justice towards these ends (Falk 2023). Lemon *et al.* (2011) defines three types of equity- value, brand, and relationship- as key drivers of overall customer equity. In other words, relationship equity represents a customer's response to corporate initiatives which strive to build and maintain a base of committed customers for the organization. If the perceived relationship equity is high, the consumers will feel well treated and handled with special care (Kristof *et al.*, 2011). Then, the consumers will be satisfied and it would lead to repurchase (Rust *et al.*, 2011)^[26].

3. Customer Expectation

Customers' expectation in the post-consolidation era of the Nigerian banking sector is very high. This is justified by the belief that the exercise had crowded out incompetent banks and left only those ones which are able to compete in both domestic and global marketplace. However, in recent times, most Nigerian banks have fallen short of this expectation. Customers have experienced challenges ranging from delay transaction notification, stock out, non-availability of staff at service points, unprofessional conduct or rude behaviors by the staff of the banks, poor standard of records or improper information, failed promises among others. Ogunnaike and Ogbari (2018) opined that customer service in Nigerian banking industry can be mistaken to mean customer delay and frustration. Almost every Nigerian bank encounter similar problem in meeting customers' expectation of services and customer satisfaction. For instance, the issue of delay in posting transactions such as money transfer and payments made between customers is a major problem that customers of Nigerian banks have been made to experience. In most cases, the customer hardly receives the notification that an account has been credited or debited immediately. The account holder may have to wait endlessly before seeing the notification or in worse cases, may have to visit the bank to confirm such transaction. Also, the long queues and huge crowds in the banking halls can be highly devastating and discouraging, especially when the weekend is nearby. Most times, these long queues are as a result of the breakdown of the networks on the computers used for operation. Sometimes, it occurs as a result of the cash officers pushing duties to one another, as to who is to attend to the customer or not. Consequently, there is a problem of customer loyalty and profitability of the bank. One of the major requirements for banks efficiently is to match their service facilities with the needs of customers without much delay. However, the common experience in Nigeria is that most banks do not have the facilities and capacities to service the number of customers without much delay on the part of the customers. This situation has led to poor efficiency in banking service delivery in Nigeria and has thus caused low customer satisfaction.

Review of Related Empirical Studies

Oseni, (2022) investigated the impact of strategic planning on banks performance in Nigeria (a case study of united

bank for Africa plc). Sample size of 129 was arrived at using the YaroTaro Yamane formula. Data were collected through primary source and analyzed using mean, standard deviation and T- test was used to test the stated hypotheses. The major findings are the need for adopting a systematic strategic planning process, choosing the appropriate technologies for strategic planning implementation and engaging professionals and experts in the strategic planning system. The study suggested that Banks management in Nigeria need to scan the environment and evolve a systematic strategic plan that would checkmate the impact of the business environment and equip the organization. This study was conducted in UBA while the current study is in Access Bank Makurdi.

Phillips (2020)^[25] examined the relationship between planning sophistication/setting objectives and performance through service quality in UK hotel industry. In the study Phillips used strategic planning sophistication or setting objectives as independent variable while performance/service quality was measured using customer loyalty as the dependent variable. The study adopted the survey research design and the population was 112 hotel staff/customers. Data for the study were collected using questionnaire and analyzed using percentages and tables while regression analysis was used to test the stated hypotheses. The findings showed that there is a positive relationship between planning sophistication/setting objectives and performance through service quality rendered to the hotel customers. The study concluded that there is a positive relationship between the variables. This study is important yet cannot replace the current study based on scope/geographical differences as well as methodology.

Sandada, Poe and Dhurup (2019)^[27] conducted a study on setting objective through strategic planning and SMEs performance through customer satisfaction in Norway. Data were analyzed from 200 useable questionnaires that were distributed to SME owners, managers and their customers. Factor analysis, correlations, and regression techniques were used in order to extract the dimensions of strategic planning and their relationships with business performance in terms of customer satisfaction. Two hypotheses were formulated and tested using regression analysis. The results confirmed that strategic planning has a positive association and predictive relationship with the performance of SMEs. This study shares similarities with the current study as they both used similar dimensions. The differences exist in theros scope and geographical location as the previous study was conducted in Norway while the current study was conducted in Nigeria, hence its justification.

Baker (2018)^[5] researched on the influence of budgetary allocation on financial performance of Canadian food processors. The study aimed at exploring the contribution of budgetary allocation to financial performance of the food processors. One thousand CEOs/customers in five different food processing industries were surveyed regarding their firm's strategic planning practices and financial performance. The five industry categories are: baked goods; confectionery; dairy (fresh milk); jams, jellies and spreads; and canned and frozen vegetables. The extent of the firm's use of formal strategic planning was made using the measurement instrument developed by Boyd and Reuning-Elliott as in many other studies. The variables were analyzed using ROA while the test of hypotheses was done using correlation. The result shows that strategic

planning/budgetary allocation has significant effect on financial performance hence customer equity was found to totally meet since more money was allocated towards the production of quality foods which attracted customer patronage showing equal customer treatment. The study concluded that formal strategic planning and budgetary allocation is a tool that may be used to enhance financial performance through customer equity. This study is important but cannot replace the present study as a result of geographical location as well as difference in analytical technique.

Aldehayyat and Twaissi (2021) [1] investigated the effect of organizational structure on customer satisfaction of Jordanian small industrial publicly quoted firms and found a strong positive relationship. 102 firms were selected for the study and data collected through interview. Analysis of data and test of hypothesis was through multiple regression analysis. Key findings provided empirical evidence about the involvement of top and line management in planning, the use of environmental screening, and organizational structure which has positive effect on customer expectation. The recommendation was that firms should involve strategic planning through organizational structure so as to achieve customer expectation and corporate performance. Again, this study is relevant but cannot replace the current study since it differs in population as well as the area of study.

Wijetunge and Pushpakumari (2019) [29] studied the effect of performance review on customer satisfaction of manufacturing SMEs in Western Province Sri Lanka. Data were collected through personally attended structured questionnaire distributed among 275 owner, managers and customers of SMEs in Western province. They have used both descriptive and inferential statistics techniques to analyze the collected data. Performance review construct was measured in vision, mission, goals and objectives, internal analysis, external analysis, strategy formulation, strategy selection, strategy implementation, strategy control and review. Customer satisfaction was measured in annual sales, annual profit, and customer expectation. It was found that SMEs are moderately engaged in strategic planning process/performance review and there is a positive relationship between strategic planning and customer satisfaction. This study is important yet cannot replace the current study based on geographical differences.

Methodology

This study adopted the survey research design, the study area is Nigeria, comprising of Access Bank offices in Makurdi. The population of the study is 103,000 with a sample size of 398 which was derived using Taro Yamane formula for sample size determination. The study made use of questionnaire with a validity and reliability index of .992 and .871. The model employed for this study is multiple regression analysis which involves the independent variable (strategic planning), and the dependent variable (customer satisfaction). Therefore, the following model specifications to test the formulated hypotheses were formulated as follows:

$$CS = F(SP) = (SO, BA, OS, PR) + e$$

Where:

CS =	Customer Satisfaction
SP =	Strategic Planning
SO =	Setting Objectives
BA =	Budgetary allocations

OS = Organization Structure
PR = Performance Review

The explicit form of the model is presented below:

$$CS = b_0 + b_1 SO + b_2 BA + b_3 OS + PR + e$$

Where;

b_0	=	Intercept of the regression
$b_1 - b_4$	=	parameter estimates
e	=	error term

A priori expectations are $b_1 > 0$, $b_2 > 0$, $b_3 > 0$, $b_4 > 0$ is expected that the coefficients of the independent variables are positively signed in line with *a priori* expectation.

Descriptive and inferential statistics were used to analyze data evaluating the effect among the variables. Inferential statistics that were used is regression analysis, to analyze data in order to determine the effect of strategic planning on customer satisfaction of the Access Banks in Makurdi, Nigeria. The hypotheses formulated for this study were tested using p-value and student t-statistics generated from the regression model. The level of significance for the study is 5%, for a two-tailed test. The decision rule was that we reject the null hypothesis if the calculated t-value is less than the critical/t-value (± 1.96), otherwise, we accept the null hypothesis, and using the p-value, we reject the null hypothesis if $p < 0.05$ under (95%) confidence level.

Results and Discussion

In this section, the discussion composed of data analysis, test of hypotheses and discussion of findings based on the objectives of the study, the corresponding research questions and hypotheses that guided the study.

1. Data Presentation

A total of 398 questionnaire items were distributed to respondents comprising of the managers of the Access banks and 377 customers chosen for this study, out of which three hundred and eighty-three (383) were successfully filled and returned in analyzable form, recording a 98% response rate.

1.1 Descriptive Statistics Analysis

The result in Table 1 shows predictors of the dependent and independent variables. The mean shows the level of agreement of the respondents with the questions. For setting objectives, it has the mean value as ($M=4.75$); budgetary allocation has mean value of 5.00; organizational structure ($M=4.75$) and performance review ($M=4.72$) indicating that Access Banks in Makurdi, Nigeria has strategic planning that has effect on customer satisfaction.

1.2 Regression Analysis

The hypotheses stated in this study were tested using regression model on the effect of strategic planning on customer satisfaction of Access Banks in Makurdi, Nigeria. The result of the model summary in Table 2 explains the relationship between the dependent and the independent variables. The R^2 -value shows the extent of the relationship between the variable which is a strong relationship going by the value of 0.884. The adjusted R^2 value of 0.841 indicates the variation between the variables entailing that 84.1% of Access Bank customer satisfaction was explained by predictor variables which include setting objective, budgetary allocation, organization structure and performance review. The remaining 15.9% is explained by other factors not included in the model.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
customer satisfaction	.884 ^a	.841	.834	.967	1.313
a. Predictors: (Constant), Performance Review, Organization Structure, Setting Objectives, Budgetary Allocation					
b. Dependent Variable: Customer Satisfaction					

Source: SPSS regression output version 26.0, 2025.

The result of the Analysis of Variance (ANOVA) in Table 3 describes the effect of the independent variables on the dependent variable. The F value was more than 1.98 and the

significance level is less than 0.05 (F=45.824; Sig=0.000). This is an indication that the independent variables jointly have significant effect on the dependent variable.

Table 3: ANOVA for the overall significance of the model

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	183.294	4	45.824	48.824	.000 ^b
Residual	353.625	378	.936		
Total	536.919	382			
a. Dependent Variable: Customer Satisfaction					
b. Predictors: (Constant), Performance Review, Organization Structure, Setting Objectives, Budgetary Allocation					

Source: SPSS regression output version 26.0, 2025.

Table 4 presents the result of regression coefficient, hence taking all other independent variables at zero, a unit change in setting objective would lead to a 27.0% increase in customer satisfaction of the Access bank, a unit increase in budgetary allocation would lead to 29.5 % change in customer satisfaction of the Access bank, a unit increase in organizational structure would lead to 25.9% in customer satisfaction of the Access bank while a unit change in performance review affects Access banks’ customer satisfaction by 87.0%. The result implies that strategic planning has effect on customer satisfaction of the Access bank Makurdi, Nigeria.

Table 4: Regression Coefficient Result

Variables	Standardized Coefficients	T	Sig.
Setting Objectives	.270	11.461	.000
Budgetary Allocation	.295	5.517	.003
Organization Structure	.259	2.750	.001
Performance Review	.870	7.235	.000

a. Depended Variable: Customer satisfaction

Source: SPSS regression output version 26.0, 2025.

Test of Hypotheses and Discussion of Findings

The test of hypothesis one states that setting objectives has no significant effect on customer satisfaction of the Access Banks in Makurdi, Nigeria. Regression analysis was used in testing the hypothesis at 0.05 level of significance and the p-value was less than 0.05 (p=.000<.05), hence the null hypothesis was rejected and we conclude that setting objectives has significant positive effect on customer satisfaction of Access Banks in Makurdi, Nigeria. The finding of this study is in agreement with that of Phillips (2020) [25] who found a positive and significant effect. This shows that Access bank management set objectives that target that address customers’ challenges such as reducing the waiting time, solving customers transfer, debit and withdrawal challenges and these has helped them achieve customers’ satisfaction.

The result of the second hypothesis indicates that budgetary allocation has significant positive effect on customer satisfaction of the Access Banks in Makurdi, Nigeria (p=.003<0.05), hence the null hypothesis was rejected and

we conclude that budgetary allocation has significant positive effect on customer satisfaction. The findings of this study are also in tandem with that of Baker (2018) [5] who researched on the influence of budgetary allocation on financial performance of Canadian food processors and concluded that formal strategic planning and budgetary allocation is a tool that may be used to enhance financial performance through customer equity. This shows that allocating budgets to essential areas such as customer targets in the banking sector is necessary as this will go a long way in achieving set objectives.

Hypothesis three test whether there is a significant effect of organization structure on customer satisfaction of the Access banks in Makurdi, Nigeria and the result was that (p=.000<0.05), hence the null hypothesis was rejected. This implies that organization structure has significant effect on customer satisfaction of the Access banks in Makurdi, Nigeria. The findings are in line with those of other authors who conducted similar studies in other countries. For instance, the study of Aldehayyat and Twaissi (2021) [1] on effect of organizational structure on customer satisfaction of Jordanian small industrial publicly quoted firms and found a strong positive relationship. Also, Key (2022) findings provided empirical evidence about the involvement of top and line management in planning, the use of environmental screening, and organizational structure which has positive effect on customer expectation.

Finally, the fourth hypothesis was to determine the effect of performance review on customer satisfaction of the Access banks in Makurdi, Nigeria. The result of the study revealed that there is positive and significant effect of performance review on customer satisfaction of Access Bank Makurdi. This finding is in line with that of Karel, Adam and Radomir (2018) [13] in a study carried out in micro, small and medium-sized enterprises in Czech and Slovak Republic on the effect of performance evaluation on customer satisfaction stated that performance evaluation is definitely reasonable activity of any company, since enterprises who did prepare detailed performance evaluation strategic document proved in 80% of observed performance parameters better results than enterprises without written business performance evaluation plan.

Conclusion and Recommendations

Conclusion

Based on the findings of this study, it is concluded that the setting objectives, budgetary allocation, organization structure and performance review have significant effect on customer satisfaction, hence, strategic planning has significant positive effect on customer satisfaction of the Access Bank Makurdi, Nigeria.

Recommendations

Based on the findings of the study, the following recommendations were put forward.

1. Banks should adopt goal setting and monitor employees to ensure that every goal set for each of them is achieved especially as it concerns customer satisfaction. This will lead to growth in the banks.
2. The result of the study has shown that budgetary allocation is important for the achievement of the set goals; this should be of utmost priority to the bank operators and managers if customer satisfaction must be achieved. Hence bank operators/managers should set clear goals and teach the employees on how to achieve the set goals.
3. Operators and managers of banks should ensure that those with the highest performance are placed to head sections if growth through customer satisfaction must be achieved.
4. Effective utilization of performance review should be the priority of management of all banks. Without effective performance review utilization, employees will not be effective in carrying out their daily duties in the workplace.

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