

**Effect of Customer Services on  
Organizational Productivity (A Case  
Study of Fortunate Bread, Osogbo, Osun  
State)**

**Giwa, I.Y (Mrs.)<sup>1</sup>Salaudeen, S.  
O.<sup>2</sup>Onikede, G. O.<sup>3</sup>**

<sup>1</sup>Department of Marketing, Federal  
Polytechnic, Ede, Osun State.

<sup>2</sup>Department of Marketing, Federal  
Polytechnic, Ede, Osun State.

<sup>3</sup>Department of Business Administration and  
Mgt, Federal Polytechnic, Ede, Osun State.

**Abstract**

In today's competitive business environment, customer service has emerged as a critical determinant of organizational success, especially in consumer-driven sectors such as the bakery industry. This study examined the effect of customer service on organizational productivity with a focus on Fortunate Bread, Osogbo, Osun State, Nigeria. Anchored on the SERVQUAL model, the research explored how service quality and customer satisfaction influence productivity in a highly competitive and fast-moving consumer goods (FMCG) market. Using a descriptive and causal research design, data were collected from 98 employees selected from a population of 130 staff through purposive sampling. A structured questionnaire designed on a five-point Likert scale served as the main research instrument, and multiple regression analysis was employed to test the hypotheses. Findings revealed that both service quality ( $R = .672$ ,  $R^2 = .451$ ,  $p < 0.05$ ) and customer

satisfaction ( $R = .701$ ,  $R^2 = .492$ ,  $p < 0.05$ ) had significant positive effects on organizational productivity, jointly explaining a substantial proportion of variations in productivity levels at Fortunate Bread. The results underscore the importance of proactive customer service practices such as responsiveness, reliability, empathy, and effective complaint resolution in enhancing efficiency, customer loyalty, and overall performance. The study concludes that customer service is not merely a support function but a strategic driver of productivity in the bakery sector. It recommends continuous employee training, structured customer feedback systems, and the adoption of simple digital solutions to sustain customer satisfaction and long-term competitiveness.

**Keywords:** Customer satisfaction, Loyalty, Organisational productivity, Service Quality.

**Introduction**

In today's competitive business environment, customer service has become one of the most critical determinants of organizational success, growth, and sustainability. Beyond providing products or services, businesses are increasingly judged by the quality of their interactions with customers before, during, and after a transaction. Excellent customer service is now widely regarded as a strategic tool for building customer loyalty, improving retention, and sustaining long-term

profitability (Parasuraman et al., 2021). This is particularly true for firms in the fast-moving consumer goods (FMCG) sector, such as bakeries, where customer patronage is frequent, highly personal, and often dependent on service quality in addition to product quality.

In Nigeria, the bakery industry has experienced tremendous growth in recent years, spurred by rapid urbanization, population expansion, and evolving consumer preferences. Bread, being a staple food in most Nigerian households, has created a highly competitive industry where bakeries must differentiate themselves not only through taste, affordability, and product innovation but also through the quality of customer service. Fortunate Bread, a well-known bakery in Osogbo, Osun State, has built a reputation for producing affordable and quality bread. However, like many small and medium enterprises (SMEs) in Nigeria, the bakery faces growing challenges of intense competition, changing consumer expectations, and increasing demand for personalized customer service. In this context, customer service has become a vital factor influencing both organisational productivity and customer loyalty.

Customer service refers to the set of practices, processes, and strategies organizations adopt to satisfy customers' needs and expectations. It includes responsiveness, reliability, empathy, effective communication, complaint resolution, and personalization. Ahmad et al. (2021) noted that good customer service not only improves customer satisfaction but also strengthens repeat patronage and enhances organisational productivity. Productivity in this sense extends beyond financial profitability to include efficiency in operations, employee engagement, customer satisfaction, and sustainable market competitiveness (Kotler & Keller, 2022). Thus, the link between customer service and productivity is clear: businesses that consistently meet or exceed customer expectations are better positioned to enhance operational performance and remain competitive.

However, in the Nigerian business landscape, customer service has historically been undervalued. Many SMEs focus predominantly on production and sales while neglecting the relational aspect of customer interaction. This trend is slowly changing, as Nigerian firms increasingly recognize that global best practices and

customer-centric models are key to survival in today's marketplace (Okechukwu & Eze, 2022). For Fortunate Bread, challenges such as limited resources, inadequate staff training, and infrastructural constraints continue to hinder the delivery of consistent customer service. These challenges not only reduce customer satisfaction but also affect organisational productivity by increasing customer attrition and weakening brand reputation.

Digital transformation and increased consumer awareness have also contributed to a significant change in consumer expectations. Customers have come to demand quick service, convenience, quality assurance, and respectful treatment. Customers will change their allegiance to competitors when they fail to meet these expectations, and they are not shy about it. In Nigeria, Okechukwu and Eze (2022) found that one of the major reasons why customers leave SMEs is poor customer service. In the case of a bakery like Fortune Bread where business depends on interactions with customers on a daily basis, a service failure like late delivery, unprofessional employee attitude, or not responding to customer complaints may greatly diminish customer goodwill, hence

affecting productivity and profitability. In a bigger context, customer service also affects the employee performance and organisational culture. When employees realize their part in customer satisfaction creation, they will be more dedicated and motivated, which enhances productivity even more. This supports the notion that customer service is not just about the interactions with the outside customers, but also about creating an internal culture of accountability, empathy, and collaboration.

Although these innovations have been successfully adopted by many large organisations, SMEs like Fortunate Bread are hindered by financial and technical obstacles to adopt such systems. However, even a small technological investment like the use of digital feedback platforms or simple CRM tools can make a great difference in customer interaction and efficiency. Despite its straightforward business operations, the bakery industry is very sensitive to consumer tastes and competition. In the case of Fortunate Bread, this implies that the productivity of the organisation does not only depend on the baking processes but also the effectiveness with which the bakery handles its relationship with customers at each point of contact.

## **Statement of the problem**

In the current market which is highly competitive and customer-centric, customer service delivery has become a major point of difference and determinant of organisational productivity. However, even with its well-known significance, most small and medium-sized enterprises (SMEs) in Nigeria, especially in the bakery industry, are still unable to deliver a consistent and satisfactory customer service. The most common customer complaints in the case of Fortunate Bread, Osogbo, Osun State are delays in service, irregular supply of products, ineffective communication with staff and response to feedback. Such service failures are indicative of organisational underlying issues that jeopardise productivity, staff morale, customer retention and business sustainability.

A major root of these challenges lies in the absence of structured customer service systems, insufficient employee training, and the lack of a customer-focused culture. Many SMEs, including Fortunate Bread, often prioritise production efficiency and cost minimisation over building strong customer relationships. However, neglecting customer service has been shown to significantly hinder productivity in service-

oriented businesses, as customer satisfaction directly drives repeat patronage, referrals, and brand loyalty (Okechukwu & Eze, 2022). Furthermore, in an era where customers are increasingly empowered by digital platforms and online reviews, even minor service failures can cause reputational damage and loss of market share (Aliyu & Bello, 2023). This creates additional challenges for SMEs competing in local markets with limited resources and rising consumer expectations.

The consequences of poor customer service are both external and internal. Externally, customers feel undervalued and may abandon the brand for competitors. Internally, unresolved complaints and inefficiencies reduce employee engagement, increase operational burdens, and negatively affect overall productivity (Hassan & Sule, 2023). For a bakery like Fortunate Bread, where daily transactions depend on repeated consumer interaction, service inefficiencies translate into declining customer loyalty, reduced sales volumes, and weakened organisational performance. If such issues are not urgently addressed, the business risks operational disruptions, declining profitability, and reputational setbacks in an increasingly saturated bakery market.

Beyond practice, there are also gaps in the literature. While several studies have explored the relationship between customer service and SME performance in Nigeria (Olaleye et al., 2021; Uchenna & Okafor, 2020), very few have focused specifically on the bakery sector, which has unique features such as product perishability, daily high-volume interactions, and reliance on local market patronage. Even fewer have examined these dynamics in smaller urban settings like Osogbo, where infrastructural limitations, low technological adoption, and service training gaps remain prevalent (Adepoju & Alimi, 2024). Without targeted research in this area, SMEs like Fortunate Bread may continue to underperform and miss critical opportunities for growth.

Therefore, this study seeks to address these challenges by investigating the effect of customer service on organisational productivity in Fortunate Bread. The findings will provide practical insights for SMEs in the bakery sector and contribute to both academic knowledge and managerial practice by offering strategies to strengthen customer service as a driver of productivity and competitiveness.

### **Objectives of the study**

- i. examine the influence of service quality on the productivity of Fortunate Bread.
- ii. assess how customer satisfaction drives improvements in organizational productivity.

### **Hypotheses of the study**

**H<sub>01</sub>:** There is no significant relationship between service quality and organizational productivity at Fortunate Bread.

**H<sub>02</sub>:** Customer satisfaction does not significantly affect the productivity of Fortunate Bread.

### **Literature Review**

The influence of customer service on organizational productivity has been a focal point of research across various industries, including the food sector. Service quality is often cited as a critical determinant of customer satisfaction and, consequently, organizational productivity. Adeyemi and Ogunnaike (2010) assert that customer loyalty is achieved by quality service and this has a direct influence on the productivity of a company through repeat business and positive word of mouth referrals. This correlation is especially

applicable to Fortunate Bread in Osogbo where the quality of service can make the brand stand out among the competition.

A study conducted by Parasuraman, Zeithaml, and Berry (1988) has defined the SERVQUAL model according to which the following dimensions of service quality were identified: tangibles, reliability, responsiveness, assurance, and empathy. By using this model, organizations are able to evaluate and improve their service delivery, thus improving customer experiences. In the case of Fortunate Bread, the emphasis on these dimensions may result in improved customer satisfaction, which will drive productivity in the form of increased sales and efficiency.

Moreover, organizational performance is closely connected with customer satisfaction. A happy customer will tend to be a repeat customer and this means steady income streams to the businesses (Baker and Crompton, 2000). In a research conducted in Nigeria by Ugochukwu and Nnadi (2021), the authors found that the operational performance of food production companies is directly linked to customer satisfaction. This fact indicates that it is necessary to pay attention to the customer service activities at Fortunate Bread as satisfied customers will

positively affect the bottom line of the company.

Moreover, customer service affects productivity and the concept of employee engagement reinforces this point. Research has revealed that employees are more satisfied with their jobs and more productive when they are empowered to deliver high quality customer service (Heskett et al., 1994). As in the example of Fortunate Bread, service excellence and training of employees may lead to improved service quality and, by extension, productivity within the organization.

On the whole, the relationship between customer service and organizational productivity is well-documented in the Nigerian and international literature. In the example of Fortunate Bread, the analysis of the effect of quality of service on productivity and customer satisfaction on the improvement of business performance are the steps that should be undertaken to improve the business performance.

### **Customer Service**

Customer service has become a pillar of organisational success especially in highly competitive industries like food production

and distribution. In its simplest definition, customer service is the set of practices and interactions that are aimed at ensuring that products and services satisfy or exceed customer expectations. In the case of bakeries such as Fortunate Bread in Osogbo, where consumer loyalty and repeat business are crucial, customer service is not merely an added value, but a key element in maintaining productivity and competitiveness.

Customer service was traditionally considered to be an after sales process, but in the contemporary business world it starts with the initial interaction between a potential customer and a brand. Zeithaml et al. (2020) define customer service as the collection of activities and experiences provided to customers before, during, and after purchase, with the goal of enhancing satisfaction and fostering long-term engagement. In the bakery sector, where product differentiation may be minimal, service quality often becomes the most important competitive advantage.

The quality of customer service is central to shaping customer experiences. Parasuraman et al. (2021) identify five key attributes of service quality: reliability, responsiveness, assurance, empathy, and tangibles. Applied

to a bakery context, these translate to fresh and timely product delivery, courteous staff interactions, clean sales outlets, and clear communication systems. Poor service in any of these areas, even when product quality is high, can lead to dissatisfaction and customer attrition. This reinforces the idea that customer service is inseparable from organisational performance outcomes.

Customer satisfaction is one of the most significant outcomes of effective customer service. Oliver (2020) describes satisfaction as the gap between customer expectations and their perceived experience. When service delivery aligns with or surpasses expectations, customers are more likely to remain loyal. Kotler and Keller (2021) argue that such loyalty drives repeat patronage and, ultimately, profitability. In Nigeria, studies by Olaleye et al. (2021) also confirm that SMEs that actively invest in customer satisfaction strategies achieve higher productivity and market stability. Importantly, customer service does not only benefit external stakeholders but also enhances internal organisational performance.

Overall, customer service is a key factor in organisational productivity as it determines customer satisfaction, increases loyalty,

simplifies internal processes and competitive advantage. In the case of Fortunate Bread and other SMEs in Nigeria, a focus on consistent and high quality service provision is a viable long term growth, profitability and survival strategy in the dynamic market environment.

### **Service Quality**

In the modern competitive business world, service quality has emerged as a key ingredient to organisational success, particularly in industries where customer satisfaction is a key driver of demand, like the food production and distribution industry. To bakeries such as Fortunate Bread in Osogbo, Osun State, the level of service is not merely an added value, but a strategic component that helps the company to maintain the loyalty of customers, build a strong brand image, and improve organisational efficiency.

Likewise, Nigerian evidence points to the fact that poor service quality remains a leading cause of customer attrition in SMEs, while improved service standards significantly boost business survival and competitiveness (Okechukwu & Eze, 2022). For Fortunate Bread, maintaining high

service quality is essential for sustaining its position in the Osogbo market, where product freshness alone is insufficient to secure customer loyalty without excellent service delivery.

Moreover, service quality contributes to internal organisational productivity. Well-designed service processes reduce errors, minimize waste, and improve employee morale. According to Oduro and Sekyere (2021), an efficient service delivery system establishes positive feedback mechanisms, where customer feedback leads to process innovation and product enhancement.

In the case of Fortune Bread, the integration of service quality into the day-to-day activities of the company not only helps to build customer relations but also improves efficiency and future development. In a competitive bakery industry where products are usually identical, the quality of service provided can be the key to sustainability and market relevancy.

### **Customer Satisfaction**

Customer satisfaction is a key business and marketing concept that serves as a key measure of the success of a company in meeting or surpassing customer



expectations. In the case of Fortune Bread, a business located in Osogbo, Osun State, Nigeria, customer satisfaction is key to loyalty, improved organizational productivity, and overall success. Customer satisfaction can be defined as the emotional reaction a customer experiences after interacting with a product or service and includes the quality of the product, service delivery, and the customer experience (Awan and Kharbanda, 2020). In its essence, customer satisfaction goes beyond basic needs; it is about building memorable experiences that connect to a customer at a more profound level. Customers who feel valued and appreciated will develop an emotional attachment to the brand and may make repeat purchases and refer others positively. Yadav and Singh (2021) point out that happy customers tend to be brand evangelists who can have a huge impact on the buying decisions of others in their social circles.

Customer satisfaction may be a complicated concept to measure, but it usually requires the use of surveys, interviews, and direct communication to gather feedback. Among the key metrics are the Customer Satisfaction Score (CSAT), which measures satisfaction with a particular interaction, and

the Net Promoter Score (NPS), which measures the probability of customers referring to the brand (Kumar and Reinartz, 2020). These indicators offer practical information to companies such as Fortunate Bread, to make constant service and product additions.

Hence, customer satisfaction is a complex phenomenon that directly influences the productivity of the organization. In the case of Fortune Bread, the focus on a high-level of service, communication, and technological improvements is crucial in developing a loyal customer base.

### **Relationship between Customer Service and Organisational Productivity**

The relationship between customer service and organisational productivity is a familiar variable in theory and practice. The impact on the efficiency of how an organisation utilises its resources to reach the desired outcomes is the direct influence of customer service, which can be defined as the complex of activities and strategies that are implemented to achieve customer satisfaction or higher (Zeithaml et al., 2020). The structural problems that SMEs face in the Nigerian environment are low technology and lack of staff training that affect service delivery. Okechukwu and Eze

(2022) argue that the main reason why most businesses in Nigeria have low customer retention and worsening productivity is because of poor customer service. Conversely, organizations investing in good customer service behaviors are likely to experience greater efficiency in their operations and sustainable growth. With Fortunate Bread, service promptness, communication and customer orientation can directly translate into higher sales volume, customer satisfaction and a smooth internal operation.

It has also been demonstrated empirically that customer service determines the morale of employees and organisational culture which in effect enhances productivity. According to Shahin and Samea (2021), once employees are empowered to provide high-quality service, the internal processes become more streamlined, and the amount of waste is reduced. On the same note, Hassan and Sule (2023) note that the service-oriented culture of businesses leads to improved alignment between customer expectations and the outcomes of the operations. This implies that customer service is not merely about pleasing external stakeholders but also about enhancing internal systems that can generate productivity.

In short, customer service and organisational productivity are directly and reciprocally related. Satisfied customers are the result of excellent service and increase productivity and productive organisations are better placed to provide excellent service on a regular basis. In the case of Fortunate Bread, the strategic operations of integrating customer service into its business offers a long-term growth, competitiveness, and success.

### **Theoretical Framework**

This paper is based on the SERVQUAL Model, created by Parasuraman, Zeithaml, and Berry in 1988, which has been one of the most popular models to use in the measurement of the quality of customer service in any industry. According to the theory, service quality can be measured using a comparison between customer expectations and their perceptions of service delivery. These dimensions are of particular importance to a bakery like Fortunate Bread in Osogbo.

The applicability of the SERVQUAL Model to this study is that it enables the connection of customer service to organisational productivity. Fortunate Bread is not just concerned with how efficiently to produce loaves of bread but also with how to provide

a holistic customer experience that fosters loyalty and repeat business. Using SERVQUAL as a theoretical framework, this paper offers a clear perspective through which various elements of customer service can be analyzed in terms of their contribution to tangible (e.g., sales volume, efficiency) and intangible (e.g., reputation, customer loyalty) productivity.

## **Methodology**

This research was conducted in Fortunate Bread, Osogbo, Osun State, Nigeria, one of the most successful bakeries in the state which can be categorised as a large organisation due to its number of employees. The organisation has a workforce of about 130 employees, which offers a perfect environment to analyse the impact of customer service practices on the productivity of the organisation. The employees of the Fortunate Bread were the best respondents to this study since they are directly involved in the service delivery process and are in close contact with the customers every day, thus in a good position to give valid information.

The research design used was a descriptive survey with a causal research design. Descriptive design was chosen to give the factual and accurate picture of the current customer service practices in the organisation whereas the casual approach was applied to investigate the cause and effect relationship between the dimensions of customer service and organisational productivity. The survey approach was deemed the most appropriate because it enabled the researcher to obtain information on a relatively large sample of employees in a limited time.

The study population was comprised of the entire 130 employees of Fortunate Bread, which cuts across different departments including production, sales, distribution, and administration. A sample population of 98 employees was calculated based on the Taro Yamane (1964) formula that offered a scientific approach to the selection of a sufficient and manageable sample population and reduced the sampling error. This made the sample representative enough to make conclusions about the population.

In the research, purposive sampling method was employed, a method that enabled the researcher to sample respondents based on their relevance to the research objectives. In

this case, all forms of staff were addressed such as production and customer facing staff because each group has a different role in delivering customer service and productivity outcomes of the bakery.

The research employed a multiple regression analysis to test the research hypotheses and establish the relationships between customer service and organisational productivity. The rationale behind the choice of this statistical method is that it allows the researcher to explore the combined and separate impact of multiple independent variables (such as service quality and customer satisfaction) on the dependent variable (organisational productivity). Strong results were also obtained using regression to provide the strength and direction of these relations thereby increasing the reliability and validity of the results.

In conclusion, the methodology was a descriptive and causal survey, purposive sampling and rigorous statistical analysis to provide a comprehensive understanding of the effects of the customer service on productivity at Fortunate Bread, Osogbo. This methodology ensured that the objectives of the study were achieved systematically and the findings would be empirically and practically relevant.

## Data Analysis

To test the hypotheses, the study employed multiple regression analysis as outlined in the methodology. The dependent variable was organisational productivity, while the independent variables were service quality and customer satisfaction. A total of 98 valid responses were analysed using SPSS.

### Hypothesis One

**H<sub>01</sub>:** There is no significant relationship between service quality and organisational productivity at Fortunate Bread.

**Table 1: Regression Analysis of Service Quality and Organisational Productivity**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of Estimate	F-Statistic	Sig. (p-value)
1	.672	.451	.446	0.481	76.325	.000**

### Coefficients

Variable	B	Std. Error	Beta	t-value	Sig. (p-value)
Constant	1.214	0.227	–	5.347	.000
Service Quality	0.642	0.073	0.672	8.736	.000***

**Significant at  $p < 0.05$**

**Interpretation:**The regression results indicate that service quality has a strong positive relationship with organisational productivity ( $R = .672$ ). The  $R^2$  value of .451 implies that 45.1% of the variation in productivity can be explained by service quality. The coefficient ( $\beta = 0.642$ ,  $p < 0.05$ ) suggests that a one-unit increase in service quality leads to a significant increase in organisational productivity. Therefore,  $H_{01}$  is rejected.

## Hypothesis Two

**H<sub>02</sub>:** Customer satisfaction does not significantly affect the productivity of Fortunate Bread.

**Table 2: Regression Analysis of Customer Satisfaction and Organisational Productivity**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of Estimate	F-Statistic	Sig. (p-value)
1	.701	.492	.488	0.463	89.216	.000**

## Coefficients

Variable	B	Std. Error	Beta	t-value	Sig. (p-value)
Constant	1.107	0.214	–	5.172	.000
Customer Satisfaction	0.658	0.070	0.701	9.448	.000**

*Significant at  $p < 0.05$*

**Interpretation:**The regression results show that customer satisfaction has a strong positive effect on organisational productivity ( $R = .701$ ). The  $R^2$  value of .492 indicates that 49.2% of the variation in productivity is explained by customer satisfaction. The coefficient ( $\beta = 0.658$ ,  $p < 0.05$ ) confirms that increases in customer satisfaction significantly enhance productivity. Therefore,  $H_{02}$  is rejected.

## Discussion of Findings

The findings revealed that both service quality and customer satisfaction significantly influence organisational productivity at Fortunate Bread. This aligns with the work of Okechukwu and Eze (2022), who argued that SMEs that prioritize service quality witness improvements in customer retention and productivity. Similarly, Hassan and Sule (2023) observed that businesses with customer-focused strategies experience

higher operational efficiency and better employee performance.

In the context of Fortunate Bread, Osogbo, these findings suggest that investments in training employees to improve service quality and ensuring customer satisfaction are not optional but central to the organisation's growth and competitiveness. The bakery's reliance on daily repeat purchases makes customer loyalty critical, and this loyalty is strongly tied to how customers perceive service quality and satisfaction.

### **Conclusion**

The research concludes that customer service is one of the major factors that drive organisational productivity at Fortunate Bread. The positive effects on both service quality and customer satisfaction were found to be significant, and they accounted for almost half of the differences in productivity. This highlights the reality that enhancing service delivery procedures and focusing on customer experiences are key approaches that SMEs in the bakery industry in Nigeria should adopt.

### **Recommendations**

- i. Fortunate Bread needs to invest in staff training, which should be

continuous, responsive, reliable, and empathetic in service delivery.

- ii. Create formal feedback channels (e.g., suggestion boxes, WhatsApp lines, customer surveys) to identify customer issues and make necessary changes.
- iii. Mobile ordering systems and CRM tools are simple digital solutions that can enhance responsiveness and minimize errors.
- iv. The management must promote the perception of customer satisfaction as a shared responsibility among all employees, and tie employee rewards to service excellence.

### **References**

- Adepoju, T., & Alimi, K. (2024). Customer service challenges and productivity outcomes in Nigerian SMEs. *Journal of African Business Studies*, 16(1), 45–60.
- Adepoju, T., & Alimi, O. (2024). Service quality and customer loyalty in Nigerian SMEs: Implications for

- productivity. *Journal of African Business Studies*, 16(2), 55–72.
- Adeyemi, A. A., & Ogunnaike, O. O. (2010). The impact of service quality on customer satisfaction in the Nigerian banking industry. *International Journal of Business and Management*, 5(5), 111–117. <https://doi.org/10.5539/ijbm.v5n5p111>
- Ahmad, S., Hussain, S., & Malik, M. (2021). Customer service quality and organisational success: Evidence from SMEs. *Journal of Business and Management Research*, 15(2), 45–59.
- Aliyu, I., & Bello, A. (2023). Customer service failures and organisational productivity: Evidence from Nigerian SMEs. *Nigerian Journal of Management Studies*, 19(1), 77–92.
- Al-Mamun, A., Hayat, N., & Ibrahim, M. (2022). Service quality, customer loyalty, and SME performance: Evidence from emerging markets. *Journal of Small Business Management*, 60(4), 783–799. <https://doi.org/10.1080/00472778.2021.1890003>
- Al-Mamun, A., Nawi, N. C., & Zainol, N. R. (2022). Service quality and SME performance: Evidence from developing economies. *International Journal of Business Excellence*, 26(1), 1–19.
- Awan, H. M., & Kharbanda, S. (2020). Customer satisfaction: A comprehensive review of the literature. *Journal of Business Research*, 110, 1–10. <https://doi.org/10.1016/j.jbusres.2019.11.025>
- Baker, D. A., & Crompton, J. L. (2000). Quality, satisfaction and behavioral intentions. *Annals of Tourism Research*, 27(3), 785–804. [https://doi.org/10.1016/S0160-7383\(99\)00108-8](https://doi.org/10.1016/S0160-7383(99)00108-8)
- Bhatti, A., & Murtaza, M. (2022). The role of expectation-confirmation theory in consumer behavior: A review. *International Journal of Marketing Studies*, 14(2), 15–25. <https://doi.org/10.5539/ijms.v14n2p15>
- Fahira, L., & Yasin, N. M. (2023). Enhancing customer satisfaction through technology: A study on CRM and chatbots. *Journal of Retailing and Consumer Services*, 70, 102–115. <https://doi.org/10.1016/j.jretconser.2023.102115>
- Hassan, T., & Sule, M. (2023). Service culture and employee productivity in Nigerian firms. *African Journal of*

- Business and Organisational Development*, 12(3), 101–118.
- Heskett, J. L., Sasser, W. E., & Schlesinger, L. A. (1994). *The Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction, and Value*. Free Press.
- Hussain, R., Akhtar, S., & Butt, A. (2021). Measuring service quality: Advancements in SERVQUAL and customer effort metrics. *Total Quality Management & Business Excellence*, 32(11–12), 1275–1291. <https://doi.org/10.1080/14783363.2020.1761785>
- Jamali, D., El Dirani, A., & Harwood, I. A. (2022). The impact of customer service on customer satisfaction and loyalty in the bakery sector. *Food Quality and Preference*, 102, 104–112. <https://doi.org/10.1016/j.foodqual.2021.104112>
- Kotler, P., & Keller, K. L. (2021). *Marketing management* (15th ed.). Pearson Education.
- Kumar, V., & Reinartz, W. (2020). *Creating Enduring Customer Value*. Harvard Business Review Press.
- Narteh, B., Mahmoud, M., & Amponsah, R. (2020). Customer service orientation and firm performance: Evidence from emerging markets. *International Journal of Bank Marketing*, 38(5), 1120–1142. <https://doi.org/10.1108/IJBM-08-2019-0318>
- Nguyen, B., & Simkin, L. (2021). The dark side of CRM: Advantaged and disadvantaged customers. *Journal of Business Research*, 124, 437–446. <https://doi.org/10.1016/j.jbusres.2020.11.012>
- Oduro, S., & Sekyere, K. (2021). Service quality and organisational productivity: Mediating role of customer satisfaction. *International Journal of Productivity and Performance Management*, 70(5), 1141–1158.
- Okechukwu, L., & Eze, B. (2022). Customer service delivery and SME competitiveness in Nigeria. *Nigerian Journal of Management Studies*, 18(2), 45–59.
- Okechukwu, P., & Eze, M. (2022). Customer service and SME performance in Nigeria: An empirical study. *International Journal of Business and African Studies*, 14(2), 67–83.
- Olaleye, A., Oduyemi, B., & Adepoju, O. (2021). Customer satisfaction and



- business performance in Nigeria's SMEs. *West African Journal of Business and Economics*, 9(1), 55–70.
- Olaleye, A., Oduyemi, B., & Adepoju, O. (2021). Customer satisfaction and business performance in Nigeria's SMEs. *West African Journal of Business and Economics*, 9(1), 55–70.
- Oliver, R. L. (2020). *Satisfaction: A behavioral perspective on the consumer* (3rd ed.). Routledge.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (2021). Refining service quality dimensions: Implications for business competitiveness. *Journal of Services Marketing*, 35(7), 1011–1025. <https://doi.org/10.1108/JSM-02-2020-0099>
- Shahin, A., & Samea, M. (2021). The relationship between service quality and organisational productivity: Evidence from SMEs. *International Journal of Productivity and Performance Management*, 70(3), 655–670.
- Uchenna, C., & Okafor, J. (2020). Customer service quality and financial performance of SMEs in Nigeria. *International Journal of Management Research*, 11(4), 89–104.
- Ugochukwu, E. I., & Nnadi, M. O. (2021). Customer satisfaction and organizational performance in food production companies: Evidence from Nigeria. *Journal of Business and Management*, 23(1), 15–22. <https://doi.org/10.9790/487X-2301011522>
- Yadav, R., & Singh, N. (2021). The role of customer satisfaction in brand loyalty: Evidence from the bakery sector. *Journal of Business & Management*, 27(3), 45–61. <https://doi.org/10.5430/jbm.v27n3p45>
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2020). *Services marketing: Integrating customer focus across the firm* (8th ed.). McGraw-Hill.