

# Management Agility Strategies and Customer Service Delivery Efficiency: Evidence from Selected Deposit Money Banks in Lagos State, Nigeria

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**Abstract**— The banking industry plays an important role in the economic development of a nation. Its efficiency is of great concern to all stakeholders. Studies in Nigeria on bank efficiency focused on the use of financial ratios. However, there seems to be paucity of research on management agility strategies and customer service delivery efficiency. Management agility strategies in Nigeria appears to be ineffective as most banks have recorded low customer satisfaction, retention, loyalty. This study examined management agility strategies and customer service delivery efficiency of selected deposit money banks in Lagos State, Nigeria. The study employed cross sectional survey research design. The population was 6,975,037 deposit money bank customers in Lagos State, Nigeria. The sample size of 1,019 was determined using Krejcie and Morgan table. Stratified random technique was adopted to select the respondents. Structured questionnaire was adapted and validated for the data collection. The Cronbach's alpha reliability coefficients of the constructs ranged from 0.83 to 0.86. The response rate was 97.84%. Data were analysed using descriptive and inferential statistics. Findings revealed that management agility strategies had significant effect on customer service delivery efficiency ( $Adj.R^2 = 0.704$ ,  $F(5, 990) = 473.583$ ,  $p < 0.05$ ). The study concluded that management agility strategies affect customer service delivery efficiency of deposit money banks. The study recommended that management of Nigerian deposit money banks should evolve business models that will enhance adoption of management agility strategies in order to achieve and sustain overall bank efficiency.

**Index Terms**— Customer loyalty, Customer retention, Customer satisfaction, Customer service, Deposit money Banks, Management agility, Service management strategies.

## I. INTRODUCTION

Bank efficiency globally has been of great concern to customers, regulators, financial institutions, entrepreneurs, government institutions and non-governmental organisations. This is because the banking sector has an important role to play in the economic development of a nation. Efficiency of banks has raised much attention in recent years. Efficiency in the banking system lead to good customer experience, service innovations, improved profitability. However, in recent years, the banking industry has faced competitive pressure worldwide as the world financial structure has changed rapidly due to the deregulation of financial services and increasing use of information technology resources.

Several scholars have acknowledged service management

in deposit money banks as one of the few areas where research is growing (Adiele, Ezirim & Chinedu, 2015; Meshach & Teresa, 2016; Nataraj & Rajendran, 2018; Nduka, Okocha & Chris-Nnamch, 2017; Ogunnaike, Salau, Sholarin, & Taiye, 2014; Onobrakpeya, 2018; Sokefun, 201). These studies identified dimensions of service management strategies such as service delivery, banks infrastructure, information technology resources, customer relationship management as it influences customer service delivery efficiency. These studies revealed that most of the deposit money banks in Nigeria find it difficult to meet the expectations of their customers and overall efficiency, thus resulting in the decline of customer's satisfaction, loyalty and retention in the long-run. This subsequently affect lower customer acquisition and profitability. However, there exists paucity of research on the relationship between banks management agility and customer service delivery efficiency as a gap (Ogunsiji & Akanbi, 2013) from the Nigerian experience.

The study of Suzuki and Sastroswito (2011) suggests two ways of measuring bank efficiency, that is, using financial ratios and service management output. From literature, most studies in Nigeria and globally on bank efficiency focused on financial ratios, using - stochastic frontier approach (SFA) and non-parametric, data envelopment analysis (DEA) analysis. Therefore, there is the need to broaden the understanding and relationship between service management strategies and bank efficiency. It is against this background that a better understanding of the relationship between service management strategies dimensions and customer service delivery efficiency will be used for continuous improvement in the quality of service offered by deposit money banks in Nigeria to customers. This is the basis for this study.

Arising from the foregoing, the objective of the paper is to establish the effect of management agility strategies and customer service delivery efficiency: evidence from selected deposit money banks in Lagos State, Nigeria. To achieve this objective, the paper addressed the research question – “What is the effect of management agility strategies on customer service delivery efficiency of selected deposit money banks in Lagos State, Nigeria?” The paper is organized as follows: the introductory section of the paper dealt with the background issues that led to the topic, while section one focused on the review of related literature in line with the concepts, theory, and empirics relating to the study variables. Section two was devoted to methodology adopted for the study with specific emphasis on the population and sample size determination together with data collection. In the third

section, the data collected were presented, summarized, analyzed and corresponding findings were discussed, while the fourth and the last section covered the conclusion and recommendations flowing from the findings of the study.

## II. LITERATURE REVIEW

The concept of agility was first used by IACocca Institute in 1991. In a report published by this institute, it was considered as the solution for environmental dynamic management (Balaji, elmurugan, Sivabalan, Ilayaraja, Prapa, Mythily, 2014). The term agile refers to the speed of reaction and flexibility of an organization to deal with internal and external incidents. Organizations need to use up-to-date technologies and information systems to act fast and very flexibly. They also need to invest on knowledgeable employees, integrate business processes, be aligned with the virtual forms of organizations, cooperate internally and externally and achieve an integrated supply chain (Fidela, Schlesinger, Cervera, 2015). The concept of strategic agility movement is considered as one of modern management concepts that have a significant impact on the visibility of the organisation and possession of contemporary outlook in the development of their performance. Organisations must respond to the challenges and opportunities brought by the business pressures in order to survive or gain sustainable competitive advantages. This hyper-competitive environment requires specific dynamic strategies to gain competitive advantage and sometimes even to survive (Wageeh, 2016). For instance, competition has become so intense that companies have been forced to collaborate and formulate survival strategies. Customer focus, electronic commerce, intelligent data management and business networks are some of the noticeable business responses (Bhagwat, 2018).

Kidd (1994) defined agility as the quick and active adaptation of organizational elements to the unexpected and unpredicted changes. Furthermore, Young-Ei and Juan-Wan, (2010) define agility as the ability of an organisation to adapt to changes and use the opportunities resulting from developments. Building on the previous definitions, Arteta and Giachetti (2014), expanded the concept by defining agility as complicated and multidimensional concept including the ability to feel environmental changes and quickly respond to unpredictable changes. Ebrahim and Irani (2015), define agility as potential opportunities that create stable conditions for empowerments and innovations. For this study, agility is defined as the organisational and management alertness to recognise opportunities and threats both internally and externally using its resources to react proactively and in a timely manner to the ever-changing business world.

Business agility is considered to have advantage for organisational competitiveness in the current turbulent business environments (Overby, Bharadwaj & Sambamurthy, 2006). Swafford, Ghosh, and Murthy (2006) state that business agility provides capability for an organization to contain changes in the marketplace, and exploit market opportunities with speed and dexterity in order to gain competitive advantage. Competitive advantage can be

established through the attributes of agility, which enable an organization to skilfully, rapidly, and efficiently respond and exploit environmental changes. For many organizations, their competitive advantage may depend on their ability to react to frequent unexpected changes. Success in this respect can be achieved through adopting agile practices and competencies. In turbulent times, the power of an organization depends on its proactive attitude, adaptability, flexibility, quick responses, competence, and the capability to ensure strategic and effective actions (Marinelli, Simeone & Scarpato, 2015).

An agile organisation, therefore, can gain competitive advantage by providing lower operating costs, satisfy customer requirements, rapid introduction of new products, and eliminating nonvalue added activities. The key capabilities of the agile organisation is to institute interest about change, uncertainty, and unpredictability of the business environment. They need several differentiated capabilities for examining change, uncertainty, and unpredictability in their workplaces (Mehdibeigia Dehghanib & Yaghoubic, 2016). These include four components that are considered as the basis for maintaining and developing agility: Responsibility: this refers to the ability of recognizing changes, reacting and exploiting them rapidly. Competency: this refers to the ability of achieving organizational goals and purposes. Flexibility and adaptability: this refers to the ability of flowing different processes and achieving different goals through equal facilities and equipment. Speed and quickness: this includes ability of doing works in the shortest possible time (Rzepka & Olak, 2018).

According to Farrell (1957), efficiency is measured by comparing observed and optimal values of production, cost, revenue, profit or all that the production system follows as objective, and which is under appropriate quantities and prices constraints. Efficiency is linked to the possibility of avoiding waste by producing as much output as the utilization of inputs allows (output oriented measure), or by using less inputs that the production objective plans it (input oriented measure).

With regards to the theme of what explains bank efficiency, it is noteworthy that there is no clear widely shared theory, but much is left to empirics. This helps to explain why the results are contrasting and often not comparable, as - at best - model specifications differ from one study to another, reflecting the paper-specific aim. For instance, much research regards the relationship between efficiency and market concentration, socio-economic external conditions, banking structure, and access to banking services (Battaglia., Farina., Fiordelisi., & Ricci, 2010; Bos & Kool 2006; Destefanis, Christian, & Lubrano, 2014; Hassan, Ali., & Muhammad, 2011). The study of Suzuki and Sastroswito (2011) suggests two ways of measuring bank efficiency, that is, using financial ratios and service management output.

According to Berger (1993) financial institutions efficiency relate with growth in profitability, greater amounts of funds intermediated, better prices, service quality for consumers, and greater safety. Efficiency is related to the ability to produce a result with minimum effort or resources. It measures how close a production unit gets to its production possibility frontier, which is composed of sets of points that optimally combine inputs to produce one unit of output. Diallo (2018) states that efficiency makes banks more

resilient to shocks, thereby positively and significantly affecting growth. Indeed, a banking system which efficiently channels financial resources to productive utilization is a powerful mechanism for financial stability and economic growth (Levine & Renelt, 2012). Efficiency is a key factor in making economic changes unavoidable (Asmild, & Minyan, 2016). For banks, efficiency refers to cost minimization, improved profitability, channelling greater amount of liquidity through the financial system, service management, better prices for clients, and greater security in terms of improved liquidity position and capital buffers for absorbing risk (Meehyang., Han-Byeol, Yi-Mei., & Daecheol, 2017). For the purpose of this study, bank efficiency is defined as the ability to use internal resources to achieve positive customer experience and good financial results with minimum effort.

Expectation / Disconfirmation Theory (EDT) is the underpinning theory for this study. Expectation/Disconfirmation theory was conceptualized by Oliver (1980). It came from a subject of study for antecedents of satisfaction (Anderson & Sullivan, 1993). EDT can be described as a five-step process. During the first step, consumers form specific beliefs or expectations of products or services before purchasing (Venkatesh & Goyal, 2010). These expectations are influenced by product information, organizational promotion, media reports and feedback from prior users (Haistead, 1999; Premkumar and Bhattacharjee, 2008). Second, consumers use or experience the purchased product or service and develop their own perception of the product's or service's actual performance (Premkumar and Bhattacharjee, 2008). Third, they assess the performance of the product or service by using their expectations as a reference level (Oliver, 1980).

This assessment can have three generic results: If performance exceeds expectations, consumers build a positive disconfirmation. If performance meets expectations, consumers build confirmation. If performance falls below expectations, consumers build negative disconfirmation (Khalifa & Liu, 2004; Oliver, 1980). Disconfirmation is defined as the discrepancy between expectations and the actual perceived performance (Meng, Chao, & Teresa, 2004; Venkatesh & Goyal, 2010). As a fourth step, consumers form feelings of satisfaction. The level of satisfaction depends on the level of disconfirmation and on the expectation on which that disconfirmation was built (Premkumar and Bhattacharjee, 2008). Lastly, consumers develop repurchase or loyalty to continuance usage of the product and expresses positive word of mouth based on their level of satisfaction (Bhattacharjee, 2001).

The choice of EDT for this study is as follows: The theory discusses the relationship satisfaction between businesses to customer (B2C), businesses to businesses (B2B), and it explores the dynamic process that the satisfaction is constructed with company's expectation before partnership and the perceived performance after partnership (Huang, 2015). Huang and Liu (2014) used EDT research approach to Reward-Based Crowdfunding. The remarkable growth of crowdfunding sparked academic interest. In the same vein, Alexander and Andrea (2009) used EDT model to predict customer loyalty and recommend behaviour in online travel

and tourism services.

Several empirical studies have established a link between management agility strategies and customer service delivery efficiency of banks. Feras, Atef, and Tareq (2017) evaluated the impact of agility management style on the organisation and customer satisfaction. The findings indicated that there is a significant relationship between organizational agility and its dimensions as responsiveness, competence, flexibility, and speed with employee's commitment. Another finding of the study indicated that there is a relationship between organizational agility and customer satisfaction.

In this study, Yoshimasa (2016) investigated the effect of employee's behaviours on consumers' emotions and behavioural intentions in service delivery leading to positive word of mouth of retail banks customers. The structural equation modelling results suggested that employees' mutual understanding affects customers' gratitude, and employees' unsolicited behaviours and competence influence customer delight. Subsequently, customer gratitude has a positive relationship with customers repurchase intentions and word-of-mouth. On their part, Dewa and Ni Nyoman Kerti (2018) investigated the effect of service delivery quality on customer satisfaction and positive word of mouth. The result of this research indicates that service delivery quality has positive and significant effect to positive word of mouth.

In a study by Ahmad and Loay (2014) which examined the impact of strategic thinking and strategic agility on strategic efficiency on Jordanian insurance industry, it was discovered that for companies to succeed in this competitive market, they need to be able to meet customer demand, as well as adjust to internal and external changes. With limited resources, and increasing operational costs, companies are looking internally to improve efficiency, meet demands, and compete in the market. The study explores the strength of relationships when introducing one variable as a mediator for the other two and builds a model for the best relationship among the variables, offering maximum benefits for the company. The study provided positive impact of strategic thinking and strategic agility have on efficiency. Likewise, Mehdi, Kamran and Maryam (2017) paid a special attention to strategic agility capabilities, factors and their effect on organizational efficiency. Business evolutions, emergence of powerful competitors, rapid technological changes, change in customers' expectations, new social models, require firms to revisit their strategies continuously. Furthermore, the capability of a firm to agree on a change, identify opportunities and reform resources enables it to change strategic orientations properly. New orientations need the definition of a new logic for a firm that appears in three axes of value creation, delivery and capture. Findings show that the strategic agility has a significant positive effect on the organizational efficiency. Based on these findings, this study hypothesizes that:

*H<sub>01</sub>: There is no significant effect between management agility and customer service delivery efficiency: evidence from selected deposit money banks in Lagos State, Nigeria.*

The researchers’ conceptual model in figure 1 depicted the link between management agility strategies and customer service delivery efficiency: evidence from selected deposit money banks in Lagos State, Nigeria. The framework can be reduced into the model as follows:

$$CSDE = \beta + \beta MAS + \epsilon \quad (1)$$

From equation (1), CSDE is Customer Service Delivery

Efficiency, MAS is Management Agility Strategies, and  $\epsilon$  is the exogenous variable, which captures all other variables that explain customer service delivery efficiency outside the model. Equation 1

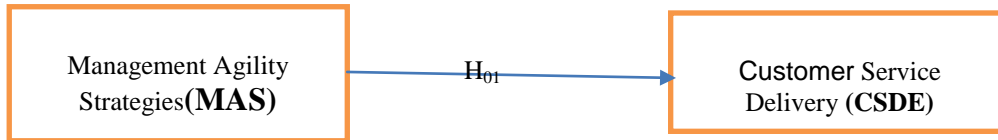


Figure 1: Conceptual Model

Source: Researchers’ Conceptual Model 2019

III. METHODOLOGY

This study adopted survey research design to examine the effect of management agility strategies and customer service delivery efficiency: evidence from selected deposit money banks in Lagos State. The adoption of this design is influenced by the research problem and its corresponding research questions.

The population of this study comprises 6,975,037 of bank customers in Lagos State, Nigeria. The population of this research comprises the total number of customers who registered for Bank Verification Number (BVN) in Lagos State as recorded by Nigeria Inter-Bank Settlement System (NIBSS 2019). The sample size of 1,019 was determined using Krejcie and Morgan table. Stratified random technique was adopted to select the respondents. Structured questionnaire was adapted and validated for the data collection. The Cronbach’s alpha reliability coefficients of the constructs ranged from 0.82 to 0.86. The response rate was 97.84%. Data were analysed using descriptive and inferential statistics. The study adopted 6 point Likert-type scale for response items.

IV. DATA ANALYSES

**The Validity and Reliability Result:** This section presents the validity and reliability of the research instrument as well as the data analyses results. The construct validity of the measuring instrument was established through exploratory factor analysis (EFA) using principal components to determine the covariance between the main construct and the item. The Average Variance Extracted (AVE) > 0.5 was used to test the construct and convergent validity of the research instrument. The composite was further used to establish the divergent validity.

The adequacy of the sample for the study was also determined using Kaiser-Meyer-Olkin measures (KMO) and Bartlett’s Test of Sphericity. A Kaiser-Meyer-Olkin acceptable value for a factor to be significant ranges from 0 to 1 and an index of above 0.5 is very good. The Bartlett’s Test of Sphericity relates to the significance of the study as regards the validity and suitability of the factors for a particular study. The Bartlett’s Test of Sphericity acceptable index must be less than 0.05. The results of the Average Variance Extracted (AVE), Kaiser-Meyer-Olkin measures (KMO) and Bartlett’s Test of Sphericity on the validity and suitability of the variables is shown in Table 3.1.

Table 1: KMO, Bartlett’s Test of Sphericity and Reliability Result

| Variables                            | Number of Questions | KMO   | Bartlett’s Test of Sphericity | Cronbach’s Alpha | Sig.  | Average Variance Explained |
|--------------------------------------|---------------------|-------|-------------------------------|------------------|-------|----------------------------|
| Customer Service Delivery Efficiency | 6                   | 0.792 | 230.917                       | 0.862            | 0.000 | 0.596                      |
| Management Agility Strategies        | 6                   | 0.716 | 183.302                       | 0.827            | 0.000 | 0.544                      |

Source: Researchers’ Computation (2019)

From Table 1, the results of Kaiser-Meyer-Olkin measures (KMO) for all the variables were found to be greater than 0.5 and not above 1, hence acceptable indices. On the other side, the Bartlett's Test of Sphericity had p-values = 0.000 for all the variables which are less than 0.05. From the results of Bartlett's Test of Sphericity, it can be concluded that the factors were valid and suitable as there would be high significant correlation between the variables in the study. Furthermore, the Average Variance Explained for all the variables were greater than 0.5, hence the construct validity

of all variable involved in the study were therefore ascertained. The factor loadings of these items were used to establish the Average Variance Extracted (AVE). It was confirmed that management agility and customer service delivery efficiency questionnaire developed for this study is valid for decision makings.

**Table 2 Descriptive Statistics on Management Agility Strategies Items**

|                             | Very High | High  | Partially High | Partially Low | Low  | Very Low | Mean | Standard Deviation |
|-----------------------------|-----------|-------|----------------|---------------|------|----------|------|--------------------|
| Managers' flexibility       | 15.7%     | 41.0% | 28.7%          | 7.2%          | 5.4% | 1.9%     | 4.45 | 1.248              |
| Managers' Competence        | 15.8%     | 42.4% | 28.5%          | 7.2%          | 4.7% | 1.4%     | 4.49 | 1.213              |
| Managers' Accountability    | 18.8%     | 37.2% | 28.6%          | 8.7%          | 5.0% | 1.7%     | 4.46 | 1.276              |
| Managers' Quick to Response | 14.3%     | 39.8% | 29.7%          | 9.0%          | 5.2% | 1.9%     | 4.38 | 1.269              |
| Managers' reactivity        | 13.4%     | 39.2% | 31.6%          | 9.1%          | 4.6% | 2.0%     | 4.38 | 1.225              |
| Managers' responsiveness    | 15.2%     | 37.0% | 32.2%          | 9.4%          | 4.3% | 1.8%     | 4.40 | 1.210              |
| Grand                       |           |       |                |               |      |          | 4.43 | 1.240              |

Source: Researcher's Field Results (2020)

**Table 3 Descriptive Statistics on Customer Service Delivery Efficiency Items**

|                                | Strongly Agree | Agree | Partially Agree | Partially Disagree | Disagree | Strongly Disagree | Mean | Standard Deviation |
|--------------------------------|----------------|-------|-----------------|--------------------|----------|-------------------|------|--------------------|
| Impressive Value-Added         | 19.6%          | 39.7% | 26.5%           | 8.1%               | 4.2%     | 1.9%              | 4.52 | 1.265              |
| Willing To Help                | 19.6%          | 41.1% | 24.3%           | 8.7%               | 4.6%     | 1.7%              | 4.53 | 1.266              |
| Adequate Products Knowledge    | 17.7%          | 42.4% | 24.9%           | 9.2%               | 4.1%     | 1.7%              | 4.51 | 1.243              |
| Highly Competence              | 19.4%          | 38.3% | 28.3%           | 7.5%               | 4.6%     | 1.9%              | 4.50 | 1.262              |
| Satisfied With Service Promise | 21.2%          | 37.2% | 24.5%           | 10.3%              | 3.4%     | 3.4%              | 4.50 | 1.311              |
| Grand                          |                |       |                 |                    |          |                   | 4.51 | 1.269              |

Source: Researcher's Field Results (2020)

**Table 4: Summary Results of Regression of Management Agility Strategies on Customer Service Delivery Efficiency**

| Variables          | $\beta$ | $t$   | Sig. | $R^2$ | Adj. $R^2$ | $F(df)$        | ANOVA (Sig) |
|--------------------|---------|-------|------|-------|------------|----------------|-------------|
| Constant           | 0.315   | .458  | .647 | 0.569 | 0.583      | 260.697(5,990) | 0.001       |
| Management Agility | 0.105   | 3.704 | .000 |       |            |                |             |

- a. Dependent Variable: Customer Service Delivery Efficiency
- b. Predictors: (Constant), , Management Agility Strategies

Source: Researcher's Field Results (2020)

#### V. DISCUSSION OF FINDINGS

The analysis in Table 3.4 present the result of the regression analysis on the effect of management agility

strategies on customer service delivery efficiency of selected deposit money banks in Lagos State, Nigeria. The linear regression results reveal that management agility strategies accounted for 56.6% of the variances in customer service delivery efficiency of selected deposit money banks in Lagos

State (Adj.  $R^2$  of 0.569,  $p = 0.000$ ). The results indicate that the overall model was statistically significant as 5% significance level implying that service management strategies influences customer satisfaction. This was buttressed by a F statistic of 260.697 and the reported p value (0.001) which is less than the conventional probability of 0.05 significance level ( $F(5,990) = 260.697$ ,  $p = 0.001$ ). The results further reveal that management agility ( $\beta = 0.105$ ,  $t = 3.704$ ,  $p = 0.001$ ) have positive and significant effect on customer service delivery efficiency of selected deposit money banks in Lagos State, Nigeria.

The results of regression analysis for the effect of management agility strategies on customer service delivery efficiency of selected deposit money banks in Lagos State, Nigeria established that management agility strategies have a positive and significant effect. Conceptually, scholars have positioned the significance of management agility strategy for achieving customer service delivery efficiency (Dewa & Ni-Nyoman, 2018; Feras, Atef, and Tareq, 2017; Yoshimasa, 2016). This study's result found support in empirical literature on performance effect of management agility strategies. According to Yoshimasa (2016), employees' mutual understanding affects customer gratitude and employees' unsolicited behaviors and competence influence customer delight. Subsequently, customer gratitude has a positive relationship with customers repurchase intentions and word-of-mouth. Similar, Dewa and Ni-Nyoman Kerti (2018) found management agility strategic quality have positive and significant effect on positive word of mouth and overall effect on customer service delivery efficiency.

While Dewa and Ni Nyoman (2018) focused on banking industry, the study of Ahmad and Loay (2014) examined the impact of strategic thinking and strategic agility on strategic efficiency on Jordanian insurance industry, for companies to succeed in this competitive market, they need to be able to meet customer demand, as well as adjust to internal and external changes. With limited resources, and increasing operational costs, companies are looking internally to improve efficiency, meet demands, and compete in the market. The study explores the strength of relationships when introducing one variable as a mediator for the other two and builds a model for the best relationship among the variables, offering maximum benefits for the company. The study provided positive impact of strategic thinking and strategic agility have on customer service delivery efficiency.

From the theoretical standpoint, the Expectation / Disconfirmation Theory (EDT) is strengthened. The EDT states that customer service delivery efficiency stem from satisfaction, retention and loyalty. Accordingly, the EDT suggested that satisfying and retaining a bank's customers have to do with more than their expectation of products or services management, but also with satisfying the customers from perceived information. This is the first step that can attract the customer's trust over offered products and services.

## VI. CONCLUSION AND RECOMMENDATIONS

Based on the empirical findings, this study concluded that there was a statistically significant effect of management agility strategies on customer service delivery

efficiency of selected deposit money banks in Lagos State, Nigeria. The implication of this is that adoption of management agility strategies is a panacea to declining banks customer service delivery efficiency on a general note. Consequently, the study recommends that due to competitive pressure banks face worldwide as a result of global financial structure and deregulation of financial services and increasing use of information technology resources, banks management should be agile and strategically focus on both internal and external environments. The essence is to become globally competitive.

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