



SUPPLY CHAIN SERVICE QUALITY AND CUSTOMERS SATISFACTION IN NIGERIAN AIRPORTS

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ABSTRACT: *The study examined supply chain service quality and customers' satisfaction in Nigerian Airports: a case study of Calabar Airport. The specific objectives are to examine the relationship between supply chain service quality reliability, service quality responsiveness, service quality tangibility, service quality empathy, service quality assurance and customer satisfaction in Nigerian Airport. Survey design was employed in the study. Data information for this research work was collected from primary sources. The study employed correlation coefficient analysis to measure the degree of relationship between variables tested in the study. The major findings of the study revealed that a significant relationship exists between supply chain service quality reliability, service quality responsiveness, service quality tangibility, service quality empathy, service quality assurance and customer satisfaction. The study recommended that supply chain managers in Nigerian air ports should adopt the dimensions of supply chain service quality discussed in the current article to provide effective customer service that addresses the needs and requirements of customers in Nigerian airports. Management of Nigerian airports should be prudent in monitoring and encouraging the activities that create customer satisfaction.*

KEYWORDS: Supply chain management, service quality and customer satisfaction.



INTRODUCTION

Gupta and Singh (2012) and Mpuon et al. (2023) defined service quality in the supply chain as how well an organization meets or exceeds customer expectations in one or two directions. Miraz et al. (2016) and Amadi et al. (2024) argued that service quality (SQ) in the context of SCM can explain the distinctive difference in the perceptions and performance of the supply chain as a whole. Supply chain management is the design and management of seamless, value-added processes across organizational boundaries to meet the needs of the end customer (Mpuon et al., 2023; 2022). The development of effective and efficient supply chain service quality is critical to customer satisfaction. Customer satisfaction has been viewed as an important indicator of corporate competitiveness, since it has a positive link to customer loyalty and profitability (Mpuon et al., 2022). A better understanding of the satisfaction formation process can allow firms to improve their customer loyalty more effectively. Consistent with this direction many researchers have devoted to identifying the determinants of satisfaction (Taylor & Barker, 2014). Among all the factors that have been identified as antecedents of customer satisfaction, supply chain serving quality may be the one that has received considerable attention (Mpuon, 2018).

Indeed, supply chain service quality has become an important research (Amadi et al., 2024). The conceptualization and operationalization of supply chain service quality are the recurring issues in the service literature. Although there has been ongoing debate about how to measure supply chain services quality, many studies agree with the multi-dimensionality of supply chain service quality and focus on two prevailing dimensions (Levseque & McDougall, 2016). The first dimension includes the core or outcome aspects of services, which is known as “technical quality.” The second dimension includes the relational or process aspects of service delivery and is referred as the “functional quality.” Technical quality and functional quality do not necessarily have equal contributions to customer satisfaction.

Customers became very vital in business during the marketing era of the 1950s when companies could produce what they can sell and not just sell what they could produce as it was during the production era (Etim et al., 2023). Thus, this study originated from the fact that customer/consumer is the key to business. Satisfaction is the most important tool that helps to increase sales and generate profits in the business environment. Moreover, the importance of customer satisfaction and service quality has been proven relevant to help improve the overall performance of organizations (Magi & Julander, 2016).

Customer satisfaction has been studied in different directions, from measurement to its relationships with other business aspects. Customer satisfaction is also based upon the level of service quality provided by the service provider, and service quality also acts as a determinant of customer satisfaction. Supply chain service quality has a relative influence on customers' attitudes and satisfaction because service quality is following all aspects of business. Customer satisfaction is a personal feeling of either pleasure or disappointment resulting from the evaluation of services provided by an organization. This study intends to investigate how low customer satisfaction has been associated with complaining behavior. The general objective of the study is to examine the relationship between supply chain service quality and customer satisfaction in Nigerian airports, while the specific objectives are: to examine the effect of service quality reliability, service quality responsiveness, service quality tangibility, service quality empathy and service quality assurance on customer satisfaction in Nigerian airports.



The following research questions are formulated to enable us to develop research hypotheses: what is the relationship between service quality reliability, service quality responsiveness, service quality tangibility, service quality empathy, service quality assurance and customer satisfaction in Nigeria airports? Based on the research questions and objectives, we proposed the following research hypotheses:

H0₁: There is no significant relationship between service quality reliability and customer satisfaction in Nigerian airports.

H0₂: There is no significant relationship between service quality responsiveness and customer satisfaction in Nigerian airports.

H0₃: There is no significant relationship between service quality tangibility and customer satisfaction in Nigerian airports.

H0₄: There is no significant relationship between service quality empathy and customer satisfaction in Nigerian airports.

H0₅: There is no significant relationship between service quality assurance and customer satisfaction in Nigeria airports.

LITERATURE REVIEW

The supply chain management philosophy is to treat the entire SC as a single integrated entity; the cost, quality and delivery requirements of the manufacturing customer are objectives shared by every firm in the chain (Mpuon & Oyong, 2019). In order to meet the requirements of the customers, each supplier in the supply chain should understand its customers' needs and requirements and satisfy them in a process that is fair and sincere (Mpuon, 2018; 2019). According to Mpuon et al. (2023), this understanding includes more than just knowledge of delivery, quality, quantity, and cost requirements; it also includes the knowledge of the customer's markets, processes, and organizational cultures as well as their problems, constraints, and requirements. Besides, to understand the customer, a company must identify the needs of the customer segment being served (Mpuon et al., 2019).

The general idea from the past literature is that there is a relationship between customer satisfaction and supply chain service quality; also, supply chain service quality could be evaluated with the use of five service quality dimensions, and the most useable is the SERVQUAL scale following the two classifications about the different views of customer satisfaction of a customer either being transaction-specific or cumuli-five. My theoretical framework treats customer satisfaction as transaction-specific. Thus, customers are those who consume the services; satisfaction denotes customer's desire to maintain a business relationship with the organization and it is also the feeling of the customer towards the services provided to them, while customer satisfaction in this study is the pleasures obtained by customers for the services provided to them by the employees of the organizations. It has been proven that "perceived service quality is a component of customer satisfaction." Other researchers have also proven that there is a relationship between customer satisfaction and service quality.



Supply chain service quality is found to be a strong predictor of customer satisfaction (Cronin & Taylor, 2012; Etim et al., 2021). Various studies have been conducted in similar areas where, in banking services, quality dimensions have been tested as predictors of customer satisfaction (Ndubisi & Wah, 2015). Few studies have investigated the link between each of the service quality dimensions and satisfaction and have reported some mixed results; for instance, reliability, empathy and tangibles dimension of service quality were predictors of customer satisfaction in the Cyprus banking sector. Additional support comes from Zhon (2014), who reported that reliability and assurance were important predictors of satisfaction for bank customers in China.

A substantial amount of research has concluded that satisfaction is an important determinant of customer loyalty. Also, Asincion (2014) concluded that customer satisfaction was the key factor affecting service quality. Several studies were investigated on the relationship between quality and customer satisfaction. Fifield (2013) argued that service quality has a positive relationship with customer satisfaction. In his study, he used a simple regression model to establish the relationship between service quality and customer satisfaction.

However, Abuga (2012) carried out an understanding study in order to establish their relationship. His investigations revealed that service quality significantly and positively impacted on customer satisfaction. Again, it was noted that there is an effect on customer satisfaction. Several studies have somehow suggested that service quality on customer satisfaction had a significant positive effect on customer satisfaction. Also, a study by Akanji (2012) and Lawal (2012) revealed that the relationship that existed between service quality and customer satisfaction showed that a company's performance is relative to the quality of services provided to customers.

Also, the study of Aswathappa (2014) assessed the relationship that existed between service quality and customer satisfaction using correlation coefficient. The analysis revealed the existence of directional relationship, a positive and significant impact of service quality on customer satisfaction. Linier (2013) empirically investigated the relationship between service quality and customer satisfaction. The study adopted a regression technique and found that the variables impacted a high level of satisfaction both significantly and positively. He concluded that service quality affects customer satisfaction. Nathan (2012) conducted a study in over five companies and investigated how service quality relates with customer satisfaction. The result revealed that service quality has a positive impact on customer satisfaction using the five (5) companies.

Supply Chain Service Quality

Today, with increased competition, service quality dimension has become a popular area for academic studies and has been recognized as a competition advantage and supportive relationship with satisfied customers (Mppuon et al., 2021). Also, quality of services has become an important tool in the service industry. According to Nathan (2013), service quality dimension is an important concept in the service industry and is more important for financial service providers who have difficulty in showing their customers product differentiation. Moreover, several studies have been pursuing quality of service and a number of theories and models have been developed to address the issue, highlighting the importance of implementation and different dimensions. Furthermore, there are numerous definitions and measures of service quality, but there is no consensus on a single definition. Quality of service



has been defined as an overall evaluation done by the customer service, while other researchers have defined the customer service as the extent to which services meet customer's needs or expectations.

The Relationship between Supply Chain Service Quality and Customer Satisfaction

Gronroos (2014) proposed two dimensions of service quality, which are technical quality and functional quality. Technical quality refers to the process or the ways the service is delivered. The distinction between technical and functional qualities is parallel to the dimensions of perceived justice theory, namely distribution and procedural justices. According to the theory of justice, distributed justice deals with decision outcomes while procedural justice deals with decision making procedure, or how the outcome distribution is arrived at (Lind & Tylor, 2018).

The technical functional quality distraction is also corresponding to the SERVQUAL model, which indicated that service quality contains five dimensions: reliability, responsiveness, assurance, empathy and tangibility. SERVQUAL only measures two factors: intrinsic service quality and extrinsic service quality. All and Fan (2014) suggested that reliability can be viewed as an outcome measure because customers judge it after their service experience. The other four dimensions are process attributes because they can be evaluated by the customers during the service delivery. It is commonly noted that service quality is an important determinant factor of customer satisfaction. Evidence shows that service satisfaction is a function of both technical and functional performance. Justice theory has provided plausible explanations for the impact of technical and functional qualities on satisfaction. Focusing on the perceived fairness of outcomes, distributive justice theory states that people will respond to unfair relationships by displaying certain negative emotions. Several studies also support the notion that consumers make equity judgments with respect to outcomes, and the equity evaluations would then affect consumer satisfaction.

The Effects of Supply Chain Service Quality

This has to do with dimensions of customer satisfaction since customer satisfaction has been considered to be based on customers' experience on a particular service encounter. It is in line with the fact that service quality is a determinant of customer satisfaction, because service quality comes from the outcome of the services from service providers in organizations. Another author stated in his theory about "definition of specific transaction in contrast with attitudes which are more enduring and less situational-oriented." This is in line with the idea of Zeuthnnal (2016). Regarding the relationship between customer satisfaction and services quality, Oliver (2013) suggested that services quality would be antecedent to customer satisfaction regardless of whether these constructs are cumulative or transaction-specific. Some researchers have found empirical support for the view of the point mentioned above (Anderson & Sullivan, 2013) where customer satisfaction comes as a result of service quality.

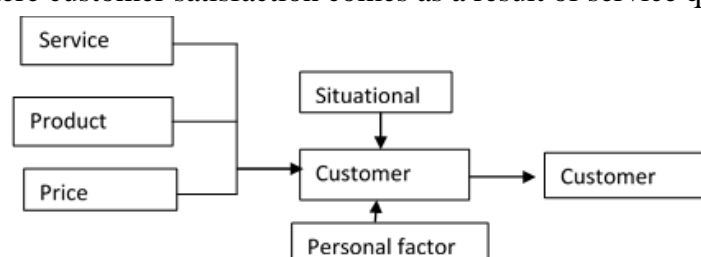


FIG 1: Customer perception of quality and customer satisfaction (Wilson, 2018)



The above figure shows the relationship between customer satisfaction and service quality. The author presented a situation that service quality is a focused evaluation that reflects the customer's perception of reliability, assurance, responsiveness, empathy and tangibility while satisfaction is more inclusive and it is influenced by perceptions of service quality, product quality and price, also situational factors and personal factors (Wilson, 2018).

Service Type

Service industries possess vastly different characteristics, thus the related benefits of what the consumer wants may vary according to the different types of services (Lovelock, 2013). Some services provide benefits of utilitarian values, while many provide hedonic values. Utilitarian services refer to those that accomplish functional tasks and focus on the tangible performance characteristic. Hedonic services relate to the multi-sensory and emotional aspects of the consumption experience.

When evaluating utilitarian services, customers are more practical and concerned with problem solving. They are more concerned with the outcomes than the process when receiving utilitarian services. In the hedonic services, customers are more concerned with the service delivery and the evoked multi-sensual pleasure and enjoyment captured with their experiential and affective benefits. They are simultaneously concerned with the consumption process and the outcomes when receiving hedonic services. The relative influence of technical quality compared to the functional quality of customer satisfaction is higher in utilitarian services. On the other hand, the influence of functional quality on customer satisfaction will increase in hedonic services.

Differentiation of Alternatives

Alternative differentiation, sometimes called alternative attractiveness, is defined as the customer's estimation of the availability of similar services from an alternative service available; the differentiation and the attractiveness of alternatives are both lower. As Ping (2013) pointed out, the unavailability of similar or attractive alternatives is a favorable situation to retain customers. In other words, alternatives differentiation increases the customer's switching cost (Burntham, 2013). Therefore, when competing service providers offer differentiated alternatives, customers will have to spend more time and effort to compare among the alternatives, thus increasing their search cost. In addition, when the consumer switches to an alternative service different from the current one, this would mean that the consumer is forsaking the time, economic and emotional investments made to establish and maintain the current services relationship, such as the special treatments for regular customers, friendships with the service personnel, and familiarity (and learning) with the service environment and procedure. Hence, in order to avoid the loss of these costs, customers will intend to stay in the current relationship even when it is at a less satisfactory condition (Pung, 2013; Sharma & Patterson, 2010). To reiterate, the higher the alternative differentiation, the higher the switching differentiation, and the higher the switching costs.

The moderating effect of the perceived alternative differentiation on the relationship between service quality dimension and satisfaction is now considered when alternative differentiation is low, then the switchers cost is low, then the switcher cost is low, and it does not matter much if the customers change their service providers. For the utilitarian services where customers are more concerned with problem-solving and accomplishing specific tasks, low alternative differentiation allows customers to consider the reasons for switching based only on the core



aspects of the service, i.e., technical quality. However, when alternative differentiation is high, customers have to make more comparisons among the alternatives, and both the service outcome and process will become the main determinants of customer satisfaction. Therefore, the customers would simultaneously consider the problem-solving and the added services.

Customer Satisfaction

It is viewed that customers play important roles in the organizational process. Before the placement of strategies and organizational structure, the customers are the first aspect considered by management. Customers are always aiming to get maximum satisfaction from the products or services that they buy (Kotler, 2012). An organization providing quality services or not will depend on the customers' feedback on the satisfaction they get from consuming the products, since higher levels of quality lead to higher levels of customer satisfaction (Kotler & Keller, 2019).

Most companies are adopting quality management programmes which aim at improving the quality of their products and marketing processes, because it has been proven that quality has a direct impact on product performance, and thus on customer satisfaction (Kotler, 2012). The reason for this is to satisfy the customers. But are the companies providing the actual qualities perceived by the customers? When a consumer/customer is content with either the product or services, it is termed satisfaction. Satisfaction can also be a person's feelings of pleasure or disappointment that results from comparing a product's perceived performance or outcome with their expectations. As a matter of fact, satisfaction could be the pleasure derived by someone from the consumption of goods or services offered by another person or group of people. Satisfaction varies from one person to another because it is useful. "One man's meal is another man's poison," an old adage states describing utility, thus highlighting the fact that it is sometimes very difficult to satisfy everybody or to determine satisfaction among groups of individuals.

Service Quality

In order for a company's offer to reach the customers, there is a need for services. These services depend on the type of product and it differs in various organizations. Services can be defined in many ways depending on which area the term is being used. An author defined services as "any intangible act or performance that one party offers to another that does not result in the ownership of anything" (Kotler & Keller, 2019)." In all, services can also be defined as an intangible offer by one party to another in exchange of money for pleasure.

Quality is one of the things that consumers look for in an offer, of which services happen to be one (Solomon, 2019). This is the totality of features and characteristics of a product or service that bears on its ability to satisfy stated or implied needs (Kotler, 2012). It is evident that quality is also related to the value of an offer, which could evoke satisfaction or dissatisfaction on the part of the user. Service quality in management and marketing literature is the extent to which customers' perceptions of services meet and/or exceed their expectations (Zenthmal, 2010); Bowen & David, 2015). Thus, service quality can be referred to as the way in which customers are served in an organization, which could be good or poor.

The service quality scale, which is also known as the gap model by Parsuraman (2018), has been proven to be one of the best ways to measure the quality of services provided to customers.



This service evaluation method has been proven consistent and reliable by some authors (Brown et al., 2013). They held that when perceived or experienced service is less than the expected service, it implies less than satisfactory service quality and when perceived service is more than expected services, the obvious inference is that service quality is more than satisfactory. The SERVQUAL model had 22 pairs of Likert-type items, where one part measured perceived level of service provided by a particular organization and the other part measured expected level of service quality by respondents. After refinement, these ten dimensions above were later reduced to five dimensions as below: tangibility, reliability, responsiveness, assurance and empathy.

Services Quality Model

Most of the researchers have recognized and used the service quality measuring model in a variety of industries, such as the service quality model improved by Parasuraman (2018). The service quality model of Parasuraman (2018) suggested a five-dimensional structure—tangibility, reliability, responsiveness, empathy and security—as the instruments for measuring the perceived service quality.

- a. **Tangibility as a SERVQUAL:** Tangibility involves the firm's representatives, physical facilities, materials, and equipment as well as communication materials. Physical environmental condition appeared as a clear evidence of the care and attention paid for the details offered by the service provider.
- b. **Reliability as a SERVQUAL:** It depends on handling customer service issues; it performs the services right the first time, offers services on time, and maintains an error-free record. Moreover, reliability is considered as the most significant factor in conventional service. Reliability also consists of the right order fulfillment, accurate records, accurate quote and right time bill.
- c. **Responsiveness as a SERVQUAL:** It is defined as the willingness to help customers and provide prompt service. Johnson (2012) defined responsiveness as speed and timeliness of service delivery. This consists of processing speed and service capabilities to respond promptly to customer service requests and want, a sort and queuing time, more specifically, responsiveness, the willingness or readiness of employees to provide services.
- d. **Empathy as a SERVQUAL:** It is the ability to make customers feel welcome, especially by staff contacts. Additionally, the SERVQUAL model indicates that satisfaction is related to the size and direction of disconfirmation of a person's experience when he/she faces his/her initial expectations. This study uses 4 items of the empathy dimension of the 22-item SERVQUAL.

Conceptual Model

According to Parasuraman (2018), the carter model is a conceptual model used in this study and it is shown in figure below. The independent variables of this study are service quality dimensions including compliance, reliability, assurance, responsiveness, tangibility and empathy. The mediator variable of this research is customer satisfaction which is illustrated below:

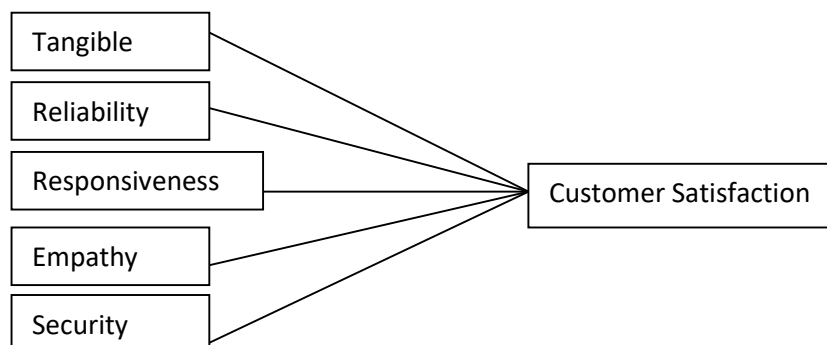


FIG. 2: Conceptual model

THEORETICAL FRAMEWORK

This study is anchored on the theory of planned behavior. The theory was propounded by Paraswraman (2018) and Caruana (2012). The theory confirms that there is a relationship between service quality and customer satisfaction. For instance, Paraswraman (2018) and Caruana (2012) found a positive relationship between service quality and customer satisfaction. Likewise, Linier (2013) found that perceived service quality influences customer satisfaction. Similarly, Nathan (2012) assured that service quality has a positive effect on customer satisfaction, which means that a higher quality of service attracts more customers who have brought back the desire and intention to recommend.

In this study, customer loyalty was measured by their behavioral intention in terms of repurchase intention, word of mouth and first-in-mind. These measures were proven to be useful in previous research. Therefore, theory of planned behavior would be used to support the research framework for understanding customer loyalty. The theory of planned behavior (TPB) postulates that intention could be the best determinant of an individual's behavior. Thus, an individual who has a strong intention is more likely to engage in the behavior than the one with a low intention. In this context, the theory of planned behavior posits that the relationship between service quality and customers will be mediated by the customer satisfaction.

RESEARCH METHODOLOGY

In this study, the researcher adopted survey design. Survey design is a subtype of ex-post facto design which uses questionnaires to predict and describe significant relationships among variables. This helped in the measurement of multivariate variables and their relationship with one another. This design allowed the use of questionnaires in data collection and determining the relationship between the variables under study. The study focuses on service quality and customer satisfaction in Cross River State: a study of Nigerian airports. The emphasis was laid on customers. Calabar is a city in Cross River State and it is the state capital. The original name for Calabar was Akwa Akpa from Efik language. Calabar is the capital of Cross River State. For the purpose of administration, the city is divided into Calabar Municipal and Calabar South Local Government Areas. According to Ahmad and Warriach (2013), the population of a study refers to the totality of the elements that form the basis of analysis. It is not limited to persons



alone but it could be things, animals, objects or events. The population of this study therefore consists of the customers of Nigeria airports in Calabar, Cross River State. Since the population is unknown, Topman's Rank formula is used:

$$n = \frac{z^2(pq)}{e^2}$$

where

- n = Sample size
 p = Probability of success
 q = Probability of failure
 e = Tolerable error
 z = Confidence level

and

$$Z = 95 \text{ percent} = 1.96$$

$$P = 80 \text{ percent} = 0.8$$

$$Q = 20 \text{ percent} = 0.2$$

$$E = 5 \text{ percent} = 0.05$$

$$n = \frac{1.96^2(0.8)(0.2)}{0.05^2}$$

$$= \frac{3.8416 \times 0.16}{0.0025}$$

$$\frac{0.615}{0.0025} = 245.8$$

$$= 246$$

The research developed a questionnaire to find out some basic facts through the use of simple random sampling techniques. Random sampling is a situation where the researcher gives all the members of his study equal chance of being selected without bias. However, to determine the sample size, the researcher used Taro Yamane formula which is given by:

$$n = \frac{N}{1 + N(e)^2}$$



Therefore, the sample size is 152 and this figure signifies 0.64 percent of the population shown thus:

$$\frac{160}{250} \times \frac{100}{1} = \frac{160,000}{250} = 64 \text{ percent}$$

Data information for this research work was collected from primary and secondary sources. Primary sources are the basic data and information collected in this study from the field using a structured questionnaire. The instrument was administered to respondents. Secondary sources are basically published and unpublished data and information that are collected or obtained during this study from the library, such as textbooks, journals, company reports, and research publications from the internet. Questionnaire instrument was used in generating data from the respondents of Nigerian airports. Other instruments that were used are observation and interview. The questionnaire instrument was divided into two (2) sections: Section A shows personal data and Section B shows general data.

The study employed correlation coefficient analysis to measure the degree of relationship between variables tested in the study; independent t-test was used to validate value obtained from correlation coefficient analysis. However, a logical and objective analysis of relevant questions bordering on each research question was used to generate answers to the research questions raised; summaries of the conclusion reached were presented at the end of each analysis. This formed the basis of the research finding and summary. To ensure validity of the instrument, the research ensured that the entire measuring instrument will pass through on experts for proper checking and corrections to endure real validation of the population and the study undertaking. This ensures that both face and internal validity was achieved at the end of the research.

Reliability is an essential concept in research because an unreliable instrument cannot yield reliable results under any situation. Reliability is useful because it helps to improve the validity of a research. To ensure the consistency of the instrument, copies of the instrument were pre-tested in Calabar using twenty-five (25) customers. The pre-test result indicated high reliability and provided a good measure of the ability of the independent data.

RESULTS

TABLE 4.1: Distribution of respondents according to sex

Sex	Number of respondents	Percentage
Male	98	65.30
Female	52	34.70
Total	150	100.00

Source: Field survey by researcher, 2023.

TABLE 4.2: Distribution of respondents according to age

Age	Number of respondents	Percentage
20-25 years	21	14.00



26-30 years	41	27.30
31-35 years	46	30.70
36-above	42	28.00
Total	150	100.00

Source: Field survey by researcher, 2023.

TABLE 4.3: Distribution of respondents according to marital status

Marital status	Number of respondents	Percentage
Married	86	57.30
Single	55	36.70
Divorced	9	6.00
Total	150	100.00

Source: Field survey by researcher, 2023

TABLE 4.4: Distribution of respondents according to educational qualification

Educational qualification	Number of respondents	Percentage
FSLC	20	13.30
WAEC/GCE	37	24.70
HND/B.SC	93	62.00
Total	150	100.00

Source: Field survey by researcher, 2023.

Data Analysis and Interpretation

TABLE 4.5: I am satisfied with your service quality

Responses	Number of respondents	Percentage
SA	108	72.00
A	19	12.70
U	6	4.00
D	5	3.33
SD	12	8.00
Total	150	100.00

Source: Field survey by researcher, 2023.

TABLE 4.6: The quality of services is in compliance with the demand of customers

Responses	Number of respondents	Percentage
SA	58	38.70
A	67	44.60
U	10	4.00
D	6	2.40
SD	9	3.60
Total	150	100.00



Source: Field survey by researcher, 2023

TABLE 4.7: The level of Nigerian airport services gives customers assurance

Responses	Number of respondents	Percentage
SA	55	36.70
A	46	30.70
U	29	19.30
D	12	8.00
SD	8	5.30
Total	150	100.00

Source: Field survey by researcher, 2022.

TABLE 4.8: I am assured that Nigerian airports have quality services

Responses	Number of respondents	Percentage
SA	60	40.00
A	40	26.00
U	30	20.00
D	15	10.00
SD	5	3.33
Total	150	100.00

Source: Field survey by researcher, 2023.

TABLE 4.9: Quality of Nigerian airport services are reliable

Responses	Number of respondents	Percentage
SA	63	42.00
A	40	26.70
U	19	12.60
D	18	12.00
SD	10	6.70
Total	150	100.00

Source: Field survey by researcher, 2023

TABLE 4.10: Telecommunication networks are reliable

Responses	Number of respondents	Percentage
SA	12	8.00
A	5	3.33
U	6	4.00
D	19	12.70
SD	108	72.00
Total	150	100.00

Source: Field survey by researcher, 2023

**TABLE 4.11: Nigerian airport services are tangible**

Responses	Number of respondents	Percentage
SA	9	3.60
A	6	2.40
U	10	4.00
D	67	44.60
SD	58	38.70
Total	150	100.00

Source: Field survey by researcher, 2023

TABLE 4.12: I enjoy the service quality of Nigerian airports

Responses	Number of respondents	Percentage
SA	10	4.00
A	58	38.70
U	6	2.40
D	9	3.60
SD	67	44.60
Total	150	100.00

Source: Field survey by researcher, 2023

TABLE 4.13: I have emotional feeling of Nigerian airport service

Responses	Number of respondents	Percentage
SA	46	30.70
A	29	19.30
U	12	8.00
D	8	5.30
SD	55	36.70
Total	150	100.00

Source: Field survey by researcher, 2023

TABLE 4.14: Post experiences affect Nigerian airport services

Responses	Number of respondents	Percentage
SA	12	8.00
A	5	3.33
U	6	4.00
D	19	12.70
SD	108	72.00
Total	150	100.00

Source: Field survey by researcher, 2023

TABLE 4.15: Customers respond positively

Responses	Number of respondents	Percentage
SA	9	3.60



A	6	2.40
U	10	4.00
D	67	44.60
SD	58	38.70
Total	150	100.00

Source: Field survey by researcher, 2023

TABLE 4.16: Nigerian airports' responses to customers' requests

Responses	Number of respondents	Percentage
SA	8	5.30
A	12	8.00
U	29	19.30
D	46	30.70
SD	55	36.70
Total	150	100.00

Source: Field survey by researcher, 2023

TABLE 4.17: I am satisfied with the service of telecommunication

Responses	Number of respondents	Percentage
SA	5	3.33
A	15	10.00
U	30	20.00
D	40	26.00
SD	60	40.00
Total	150	100.00

Source: Field survey by researcher, 2023

TABLE 4.18: I will recommend Nigerian airports to my friends

Responses	Number of respondents	Percentage
SA	10	6.70
A	18	12.00
U	19	12.60
D	40	26.70
SD	63	42.00
Total	150	100.00

Source: Field survey by researcher, 2023

From the above Table 4.1, 98 respondents (representing 65.3 percent) were males while 52 respondents (representing 34.7 percent) were females. From the above Table 4.2, 21 respondents (representing 14.00 percent) were 20-25 years, 41 respondents (representing 27.30 percent) were 26-30 years, 46 respondents (representing 30.70 percent) were 31-35 years, 42 respondents (representing 28.00 percent) were 36 and above. From the above Table 4.3, 86 respondents (representing 57.30 percent) were married, 55 respondents (representing 36.70 percent) were single while 9 respondents (representing 6.00 percent) were divorced. From the above Table 4.4, 20 respondents (representing 13.30 percent) were FSLC holders, 37



respondents (representing 24.70 percent) were WAEC/GCE/NECO holders, 93 respondents (representing 62.00 percent) were HND/B.Sc holders. From the above Table 4.5, 108 respondents (representing 72.00 percent) strongly agreed, 19 respondents (representing 12.70 percent) agreed, 6 respondents (representing 4.00 percent) were undecided, 5 respondents (representing 3.33 percent) disagreed while 12 respondents (representing 8.00 percent) strongly disagreed on satisfaction with service quality.

From the above Table 4.6, 58 respondents (representing 38.70 percent) strongly agreed, 67 respondents (representing 44.60 percent) agreed, 10 respondents (representing 4.00 percent) were undecided, 6 respondents (representing 2.40 percent) disagreed while 9 respondents (representing 3.60 percent) strongly disagreed that quality service is in compliance with demand of customers. From the above Table 4.7, 55 respondents (representing 36.70 percent) strongly agreed, 46 respondents (representing 30.70 percent) agreed, 29 respondents (representing 19.30 percent) were undecided, 12 respondents (representing 8.00 percent) disagreed while 8 respondents (representing 5.30 percent) strongly disagreed that level of Nigerian airport service gives customers assurance. From the above Table 4.8, 60 respondents (representing 40.00 percent) strongly agreed, 40 respondents (representing 26.00 percent) agreed, 30 respondents (representing 20.00 percent) were undecided, 15 respondents (representing 10.00 percent) disagreed while 5 respondents (representing 3.33 percent) strongly disagreed that company has quality service. From the above Table 4.9, 63 respondents (representing 42.00 percent) strongly agreed, 40 respondents (representing 26.70 percent) agreed, 19 respondents (representing 12.60 percent) were undecided, 18 respondents (representing 12.00 percent) disagreed while 10 respondents (representing 6.70 percent) strongly disagreed that the quality of Nigerian airport services are reliable. From the above Table 4.10, 12 respondents (representing 8.00 percent) strongly agreed, 5 respondents (representing 3.33 percent) agreed, 6 respondents (representing 4.00 percent) were undecided, 19 respondents (representing 12.70 percent) disagreed while 108 respondents (representing 72.00 percent) strongly disagreed that telecommunication networks are reliable.

From the above Table 4.11, 9 respondents (representing 3.60 percent) strongly agreed, 6 respondents (representing 2.40 percent) agreed, 10 respondents (representing 4.00 percent) were undecided, 67 respondents (representing 44.60 percent) disagreed while 58 respondents (representing 38.70 percent) strongly disagreed that Nigerian airport services are tangible. From the above Table 4.12, 10 respondents (representing 4.00 percent) strongly agreed, 58 respondents (representing 38.70 percent) agreed, 6 respondents (representing 2.40 percent) were undecided, 9 respondents (representing 3.60 percent) disagreed while 67 respondents (representing 44.60 percent) strongly disagreed that they enjoy the service quality of Nigerian airports. From the above Table 4.13, 46 respondents (representing 30.70 percent) strongly agreed, 29 respondents (representing 19.30 percent) agreed, 12 respondents (representing 8.00 percent) were undecided, 8 respondents (representing 5.30 percent) disagreed while 55 respondents (representing 36.70 percent) strongly disagreed on the emotional feeling of Nigerian airport service. From the above Table 4.14, 12 respondents (representing 8.00 percent) strongly agreed, 5 respondents (representing 3.33 percent) agreed, 6 respondents (representing 4.00 percent) were undecided, 19 respondents (representing 12.70 percent) disagreed, while 108 respondents (representing 72.00 percent) strongly disagreed on if past experiences affect Nigerian airport services. From Table 4.15, 9 respondents (representing 3.60 percent) strongly agreed, 6 respondents (representing 2.40 percent) agreed, 10 respondents



(representing 4.00 percent) were undecided, 67 respondents (representing 44.60 percent) disagreed while 58 respondents (representing 38.70 percent) strongly disagreed.

From Table 4.16, 8 respondents (representing 5.30 percent) strongly agreed, 12 respondents (representing 8.00 percent) agreed, 29 respondents (representing 19.30 percent) were undecided 46 respondents (representing 30.70 percent) disagreed, while 55 respondents (representing 36.70 percent) strongly disagreed on Nigerian airports responses to customers' request. From Table 4.17, 5 respondents (representing 3.33 percent) strongly agreed, 15 respondents (representing 10.00 percent) agreed, 30 respondents (representing 20.00 percent) were undecided, 40 respondents (representing 26.00 percent) disagreed while 60 respondents (representing 40.00 percent) strongly disagreed that they were satisfied with the service of telecommunication. From Table 4.18, 10 respondents (representing 6.70 percent) strongly agreed, 18 respondents (representing 12.00 percent) agreed, 19 respondents (representing 12.60 percent) were undecided, 40 respondents (representing 26.70 percent) disagreed while 63 respondents (representing 42.00 percent) strongly disagreed that they will recommend Nigerian airport companies to their friends.

Test of Hypotheses

Hypothesis 1

H₁: There is no significant relationship between the service quality reliability and customer satisfaction.

TABLE 4.19: There is no significant relationship between service quality reliability and customer satisfaction

Correlations			
		SQRE	CS
SQRE	Pearson Correlation	1	.326**
	Sig. (2-tailed)		.000
	N	214	150
CS	Pearson Correlation	.326**	1
	Sig. (2-tailed)	.000	
	N	150	248

** . Correlation is significant at the 0.01 level (2-tailed).

The result shows the Pearson Product Moment Correlation of the relationship between service quality and customer satisfaction. With an r-value of 0.326 and a probability value (0.000) less than 0.05 significance level, it reveals that there is a significant relationship between service quality reliability of Nigerian airports and customer satisfaction.

Hypothesis 2

H₂: There is no significant relationship between the service quality responsiveness and customer satisfaction.



TABLE 4.20: Service quality responsiveness of Nigeria Airport has no significant relationship with customer satisfaction

Correlations			
		SQR	CS
SQR	Pearson Correlation	1	.187*
	Sig. (2-tailed)		.035
	N	148	150
CS	Pearson Correlation	.187*	1
	Sig. (2-tailed)	.045	
	N	150	146
*. Correlation is significant at the 0.05 level (2-tailed).			

The result shows the Pearson Product Moment Correlation of the relationship between service quality dimension of telecommunication firms and customer satisfaction. With an r-value of 0.187 and a probability value (0.035) less than 0.05 significance level, it reveals that there is a significant relationship between service quality responsiveness and customer satisfaction.

Hypothesis 3

H₃: There is no significant relationship between service quality tangible and customer satisfaction.

TABLE 4.21: Service quality tangible has no significant relationship with customer satisfaction

Correlations			
		SQT	CS
SQT	Pearson Correlation	1	.167*
	Sig. (2-tailed)		.015
	N	198	150
CS	Pearson Correlation	.177*	1
	Sig. (2-tailed)	.025	
	N	150	176
*. Correlation is significant at the 0.05 level (2-tailed).			

The result shows the Pearson Product Moment Correlation of the relationship between service quality and customer satisfaction. With an r-value of 0.167 and a probability value (0.015) less than 0.05 significance level, it reveals that there is a significant relationship between service quality tangible and customer satisfaction.



Hypothesis 4

H0₄: There is no significant relationship between service quality empathy and customer satisfaction.

TABLE 4.22: Service quality empathy has no significant relationship with customer satisfaction

Correlations			
		SQE	CS
SQE	Pearson Correlation	1	.127*
	Sig. (2-tailed)		.030
	N	168	150
CS	Pearson Correlation	.137*	1
	Sig. (2-tailed)	.035	
	N	150	142
*. Correlation is significant at the 0.05 level (2-tailed).			

The result shows the Pearson Product Moment Correlation of the relationship between service quality empathy and customer satisfaction. With an r-value of 0.127 and a probability value (0.030) less than 0.05 significance level, it reveals that there is a significant relationship between service quality empathy and customer satisfaction.

Hypothesis 5

H0₅: There is no significant relationship between service quality assurance and customer satisfaction.

TABLE 4.23: Service quality assurance has no significant relationship with customer satisfaction

Correlations			
		SQA	CS
SQA	Pearson Correlation	1	.139*
	Sig. (2-tailed)		.075
	N	147	150
CS	Pearson Correlation	.184	1
	Sig. (2-tailed)	.055	
	N	150	146
*. Correlation is significant at the 0.05 level (2-tailed).			

The result shows the Pearson Product Moment Correlation of the relationship between service quality assurance and customer satisfaction. With an r-value of 0.139 and a probability value



(0.075) less than 0.05 significance level, it reveals that there is a significant relationship between service quality assurance and customer satisfaction.

DISCUSSION OF FINDINGS

The study empirically examined supply chain service quality and customer satisfaction in Nigerian airports. Based on the test of hypotheses, it was revealed that there is a significant relationship between supply chain service quality reliability and customer satisfaction. The finding conforms with the works of Nathan (2013) who posited that service quality is an important concept in the service industry and it is more important for financial service providers in supply chain. Supply chain management has become a popular area for academic studies and it is also recognized as a competitive advantage as a supportive relationship with satisfied customer service quality has become an important tool in the supply chain service industry.

In Hypothesis Two, it was shown that service quality responsiveness of Nigerian airports and customer satisfaction has a significant relationship with customer satisfaction. The finding conforms to the works of All and Fan (2014) who found that service quality is an important determinant factor of customer satisfaction. Also, Oliver (2013) viewed that service quality would be antecedent to customer satisfaction and it comes as a result of service quality.

In Hypothesis Three, it was discovered that service quality tangibility has a significant impact on customer satisfaction. The finding conforms with the works of scholars who posited that service quality positively affects customer satisfaction. It also revealed that service quality empathy and assurance positively contributed to customer satisfaction. It is a factor that catalyzes customer satisfaction.

CONCLUSION AND RECOMMENDATION

Conclusion

The study examines supply chain service quality and customer satisfaction in Nigerian airports. The study concludes that there is a significant relationship between supply chain service quality dimension and customer satisfaction. Also, the supply chain service quality dimension has a significant relationship with customer satisfaction. Service quality dimension is an important concept in the service industry and is more important for financial service providers.

Recommendations

The following recommendations are made:

- i. The issue of supply chain service quality should be considered as organizational priority to address customer satisfaction in Nigerian airports.
- ii. Management of Nigerian airports should be prudent in monitoring the activities that involve customer satisfaction.
- iii. Management should provide policies that will cover their services.
- iv. Quality of services should be well implemented in order to attract customers.

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