Customer Satisfaction and Nation Building: A Case Study of Food and Beverages Firms in Rivers State.

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Abstract

The relationship between customer satisfaction and nation building was the pivotal point of this study. The study proposed a customer satisfaction and nation building model with perceived quality and customer expectation as the dimensions of the independent variable while national values and patriotism are measures of nation building as the criterion variable. A cross-sectional survey research design was adopted for the study while the Pearson Product Moment Correlation was used to test the hypotheses with the aid of the SPSS version 22. The target population for this study was fourteen (14) food and beverages firms domiciled in Rivers State and a sample of twenty-eight (28) respondents were drawn from the selected firms under our study. A self-administered structured questionnaire was used to collect primary data and data obtained through the survey instrument were analyzed. Based on the findings of this study, the paper concludes that customer satisfaction has a positive and significant relationship with nation building. The paper therefore recommends that organizations should focus on creating value for customers to inspire national integration, build national values and patriotism to enhance nation building.

Keywords: Customer Satisfaction, Perceived Quality, Customer Expectation, Food and Beverages Firms, Nation Building, National values and Patriotism
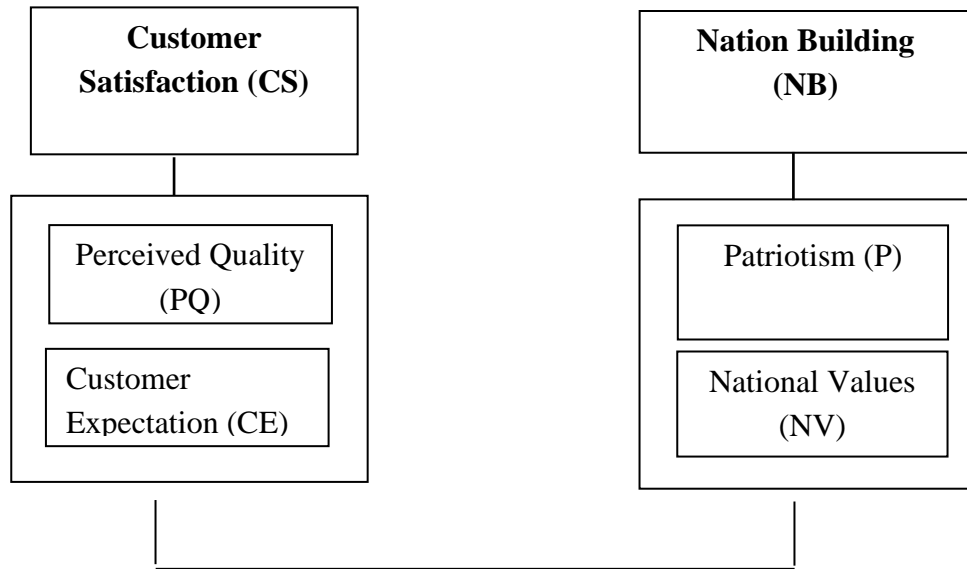
Introduction

Customer satisfaction has continued to be a pivotal issue in all spheres of life; individuals, institutions, communities and nations can rely on it to achieve shared objectives and goals (Jayaraman, Shankar & Hor, 2010). The culture of selfless service, self-reliance, humility, patriotism, can be easily imbibed into minds of happy and fulfilled customers (Ramin, & Ali, 2013). Marketing scholars insist that the major objective of the marketing ideal is to satisfy customers' needs and wants (Raymond & Clifford, 1985). Deutsch & Foltz, (2010) submitted that citizens make up the customers for firms; government agencies, the private sector, and non-governmental organizations. Generally, customers' needs and wants are satisfied with various market offerings which can trigger national integration and patriotism. Hence, business organizations in the nation are tools through which nation building and customer satisfaction is achieved. Shadi, Ibrahim and Khaled, (2016) opined that customer satisfaction has become a competitive strategy as the interest of most organizations and nations is to dominant their competitors. This has made nations pursue customer acquisition; retention, loyalty and creating customer delight which all translate into patriotism and national integration (Margaret 2002; Francis 2015). Customer satisfaction is considered the overall feelings of customers about a market offering before, during and after consumption. For organizations in a nations to satisfy customers they must deliver quality products/services to meet customers' requirements and

expectations (Solomon *et al.* 2006; McKenna, 1991) as cited in (Shadi, Ibrahim, & Khaled,2016). The food and beverages industry is a key manufacturer of consumer goods which sustain the lives of citizens in Rivers State and Nigeria at large (Nwulu & Nwokah, 2018). Eckert (2007) opined that customer satisfaction enhances mutually beneficial relationships which encourage the spirit of oneness and patriotism in the nation. Dinnen, (2006) indicated that nation-building is the determination of newly-independent nations, to restructure their terrains out of what was carved out by colonial masters which was devoid of the people's ethnic, religious, cultural exclusivity into coherent national entities (Deutsch & Foltz, 2010; Walker, 2011). Nation-building involves the creation of national identity such as flags, anthems, national days, national stadiums, national airlines, national languages, and national myths (Hippler, 2005; Anthony, 1986) as cited in (Eme & Onyishi,2014). However, nation building is only possible when business organizations in a nation are able to win the loyalty and commitment of its stakeholders (Ake 1979).

Bjorn and Takao (2008) established that economic growth positively affects customer satisfaction because vagaries in customer satisfaction is linked to the performance of business organizations in the economy. In developed economies, there are customer focused organizations that go out of their way to keep customers (citizens) constantly satisfied and delighted more than their counterparts in developing countries. They acquire, retained, build loyalty, manage relationships and convert customers to partners in achieving organizational goals and objectives. Kolter & Armstrong (2013) refer call them "customer evangelists". Dinnen, (2006) opined that over the year's nation building has been difficult to achieve in Nigeria because it is a pluralist society where businesses are still struggling to abide by the principles of the marketing ideal. Nigeria only made some effort(s) at nation building after the vicious experience of the Civil War. In a bid to inculcate the tenets of nation building Nigeria embarked on some reforms; the introduction of the Naira, the establishment of National Youth Service Corps (NYSC), Unity Colleges and the Joint Admissions and Matriculations Board (JAMB) etc. These reforms were aimed at "national Integration" which is clearly an illusion today due to bribery, nepotism, corruption, poverty, insecurity, lack of infrastructure, bad governance etc which are symptoms of a lack of patriotism on the part of citizens. Jasper (2014) indicated that it is lack of patriotism and national integration that makes public officials embezzle public funds meant to build infrastructure, develop the education sector, improve power supply etc. Lack of patriotism and national integration blindfolds voters and supporters of political parties to support and vote in incompetent leaders. In Nigeria, several studies have linked nation building and other constructs like federalism, democracy, leadership etc (Eme & Onyishi, 2014; Charles, 2015). But known has studied the link between customer satisfaction and nation building. This study intends to fill the gap and examine the impact of customer satisfaction on nation building in the food and beverages firms in Rivers State. As one common characteristics of every living being is to eat because human survival, growth and general physical wellbeing depends on the intake of food. The food and beverages firms manufacture consumer products for the satisfaction of citizens of Rivers State and Nigeria at large (Nwulu & Nwokah,2018).

Conceptual Framework

This study is built on the supposition conceptualized in the diagram below:

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┌──────────────────────┐          ┌──────────────────────┐
│      Customer        │          │   Nation Building    │
│  Satisfaction (CS)   │          │        (NB)          │
└──────────┬───────────┘          └──────────┬───────────┘
           │                                 │
┌──────────┴───────────┐          ┌──────────┴───────────┐
│ ┌──────────────────┐ │          │ ┌──────────────────┐ │
│ │ Perceived Quality│ │          │ │  Patriotism (P)  │ │
│ │      (PQ)        │ │          │ └──────────────────┘ │
│ └──────────────────┘ │          │ ┌──────────────────┐ │
│ ┌──────────────────┐ │          │ │  National Values │ │
│ │    Customer      │ │          │ │      (NV)        │ │
│ │ Expectation (CE) │ │          │ └──────────────────┘ │
│ └──────────────────┘ │          │                      │
└──────────┬───────────┘          └──────────┬───────────┘
           │                                 │
           └─────────────────────────────────┘
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Figure1: Conceptual Framework of Customer Satisfaction and Nation Building
Sources: Fornell, C. (1992). A national customer satisfaction barometer; the Swedish experience. *Journal of Marketing*, 56, 6–21. Margaret, B. (2013). *Patriotism and Civic Literacy.* [Online] http://www.civiced.org/papers/speech_mb_june02.pdf.Accessed 5th June,2019.

Figure1 illustrates that customer satisfaction is the independent variable with perceived quality and customer expectation as dimensions .While the dependent variable; nation building, is made up of patriotism and national values as measures.
Purpose of the Study

The purpose of this study was to examine the impact of customer satisfaction on nation building. The specific objectives were to:

1. discover the relationship between perceived quality and nation building.
2. examine the relationship between customer expectation and nation building.

Research Questions for the Study

Based on the specific objectives above, the following research questions were posed.

1. To what extent does perceived quality relate with nation building?
2. To what extent does customer expectation relate with nation building?

Research Hypotheses for the Study

The following research hypotheses were formulated to guide the study.

Ho_1:   Perceived quality has no significant relationship with patriotism.
Ho_2:   Perceived quality has no significant relationship with national values.
Ho_3:   Customer expectation has no significant relationship with patriotism
H_4:   Customer expectation has no significant relationship with national values.

Theoretical Foundation

Theoretically, the study is anchored on the Agency Theory.

The Agency Theory

In 1976, Jensen and Meckling wrote an article titled "Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure" which helped establish Agency theory (Daily *et al.* 2003; Lan & Heracleous, 2010). As any theory, the agency theory is based on a number of assumptions about man, which have a significant impact on the formation of the theory (Davis *et al*. 1997). As shareholders have a willingness to bear risk but do not necessarily possess the interest and time to actively manage the company (Brealey *et al.* 2008), a contractual relationship is created wherein an agent (manager/staff) will manage the risk and control the company on behalf of the principal (shareholder), who is the residual claimant, risk bearer and owner of the company. As such, the modern corporation is reduced to a nexus of contracts between principals and agents and the separation of ownership and control is created (Brealey *et al*. 2008).

The Agency theory brings to bear the importance of the social contract between the citizens (customers) and the nation. The more effective the Nation is in obtaining information about agent's behavior (conducts of organizations), the more likely they will be able to act in the interest of the shareholders. Therefore, it will be easier to sustain satisfaction in the long run. Besides, the organization can inculcate adequate respect for contractual relationships to limit risks and achieve shared objectives. This often leads to tendencies, where staff will develop and maintain more profitable relationships as preferred by the shareholders (Shapiro 2005). This engagement can be mitigated by introducing a compensation scheme, in the form of a risk premium, where rewards are based on outcomes (Hendrikse, 2003).

The Agency theory helps in tying part of managerial wealth to shareholders' wealth, the nation only succeeds when its organizations does that is why customer satisfaction can be achieve and become a mechanism for nation building (Lan & Heracleous, 2010). In this way, the wage/salary/profit becomes a bribe and a condition from the principal to the agent in order to induce certain behavior aligned with the principal's interest. As such, just as the principal may learn which incentive/wages/salary/profit works best, the agent learns which aspects of performance the principal is interested in and primarily seeks to optimize these exact aspects (Shapiro 2005).In other words, when customer satisfaction is imbedded in the firm's corporate strategy and culture, staff members are paid or motivated primarily to meet customers' expectations and inculcate nation building, as such the shareholders objectives are achieved.

The Concept of Customer Satisfaction

Bastos and Gallego, (2008) submitted that customer satisfaction as a post-choice evaluative decision about a specific product/service. The phrase "customer satisfaction" is used in the commercial world to depict "a happy customer". It is considered a key performance indicator (KPI) and an important element of business strategy for firms (Mc Coll-Kennedy & Sheilder 2000; Poi, & Ogonu, 2019).It has become a significant concept for academic researchers and business practitioners due to rapid changes in the business environment. To survive and succeed firms in various nations gravitate towards satisfying their target market (citizens)(Reicheld & Sasser 1990; Schlesinger & Heskett 1991) as cited in (Icobucci & Ostrom 1995). The concept of customer satisfaction has been conceptualized in different ways by numerous scholars. Some researchers refer to it as "consumer satisfaction" (Oliver 1993; Tse & Wilton 1998). Others insist it is "customer satisfaction" (Fornnel 1992; Hatstead, Hartman & Schmidt 1994). Customer satisfaction is measured based on the expectations about a market offering before consumption and actual value after consumption (Kotler & Armstrong 2013).It is considered the consequence of high product/service delivery quality, the higher the quality, the higher the satisfaction (Aluko,*et al* 2004). Adopting some of the indicators of the American Customer Satisfaction Index (ACSI), the measures of customer satisfaction are; perceived quality and customers' expectations (Fornell *et al*., 1996). Customer satisfaction is the organization's ability to provide value that meets its customers' expectations (Yi 1990; Giese & Cote 2002). This indicates that customer satisfaction can help build nations when organizations are customer focused. Customer satisfaction does not necessarily mean being world class or best in class as an organization. It is offering quality products, services, price performance ratios as well as meeting and exceeding the requirements of the customers (Eckert 2007).

Nation Building

Dinnen, (2006) submitted that nation-building is a systematic process of developing a shared sense of originality or community among the numerous clusters of people making up the population of a particular state or country at large. The concept of nation building grew eminent in Africa by the late 1960s and early 1970s when Tanzania President, Julius Kambarage Nyerere advocated that nation building is the solution to the many problems facing the delicate post-colonial African states. In Nigeria, several events led to the breakdown of democratic establishments in 1966 and afterwards, an acrimonious Civil War that led to several military regimes (Olalekan 2015). Disgruntled with a long-term period of military dictatorship, Nigerians opted for a democratic rule and the country has since 1999

witnessed civilian changeovers of power within democracy. For Nigerians, the splendor of their democracy lies in its tendency towards practicable national building (Charles, 2015). Nation building is the systematic process of making a group of people, from diverse culture, religion, race, or national upbringings, to feel the spirit of oneness under a nation (Dinnen,2006). Nye (2011) considered nation building as the use of "soft power", which is a construct of general attitude, perception, or image that a country's citizens have of themselves and other countries, which is similar to national image. Olins (2003) opined that organizations and nations succeed by satisfying the expectations of its customers and citizens. They promise a better world, and they strive to achieve one. Nation-building cannot be achieved without a community of citizens working together willingly to form a nation and assume responsibility for this process. Nation building requires the active participation of normal citizens in the shaping a common political and communal interest (Dinnen,2006). Therefore, this work adopts patriotism and national values as measures of nation building (Francis 2015; Margaret 2002).

Challenges of Nation Building in Nigeria
Just like in most developing countries, there are some challenges of nation building in Nigeria. **The plague of tribalism** is a major setback to the nation's efforts at nation building. When emphasis is placed on where you come from as a precondition for getting the opportunity to serve than your main capabilities, it destroys efficiency and excellence. Another major challenge to Nigeria's nation building is a **lack of a resilient,** patriotic and focused leadership, unfortunately most policy makers are focused on personal gains than the general good of the people. The disruptive inclination ingrained by the colonial masters with **the "divide and rule" technique** has been unfavorable for the masses. Our policy makers today call it "zoning" **The lack of core, practical national values** is a problem for the nation our actions are mostly unguided because standards are often disrespected. **Greed, corruption, impunity** etc amongst the ruling class and the people is a challenge to nation building in Nigeria (Olalekan,2015).

Perceived Quality
When a firm offers goods and services that meet and exceed clients' anticipations, requirements and needs then it is considered a quality firm. The American Association for Quality Control (AAQC) opined that quality is the holistic attributes of goods and services based on its ability to satisfy customers' both explicit and implicit needs and wants (Aluko, Odugbesan & Gbadamosi 2004). Denning (1986) opined that quality is striving to satisfy customers' present and future needs and wants. Charles, (2018) opined that perceived quality is the imprint of excellence or disgust that a customer experiences about a product, brand or business. Product quality is the difference between customer expectation and actual perception after consumption Czepiel, (1990) as cited in (Niveen & Demyana, 2013). Aluko,*et al* (2004) noted that "perceived quality" management is the best way to achieve customers' allegiance, the strongest defense against competition and the only path to sustain firm's growth and revenue. Albeit, quality is offered by the organizations in the nation, it is ultimately determined by the customers (the people).

Customer Expectation

Customer expectation is the foundation for determining customer fulfillment; it is typically based on customers' wishes concerning a market offering (Vu, 2015). Customer expectation is a pre-trial belief about products and services that serves as reference point to judge actual product performance as well as those of competitors (Olson & Dover, 1979; Zeithaml *et al*,. 1993). Customer expectation integrates every point of contact the nation and firms have with their customers especially their interactions with the market offerings (Sebor, 2008). This means to achieve positive customer expectation the firms must build pleasurable customer experience. Ensuring that customer expectations are met has developed as a vital tactic for all firms and nations that are committed to meeting and exceeding their target market needs and wants (Andajani 2015).

Patriotism

Patriotism is not just a concept; it is brought to life by people called patriots. Patriotism is the feeling of love, dedication and a sense of oneness to a country and alliance with other citizens who share the same sentiment. Robert,(2019) submitted that patriotism is the feeling of pride, devotion, and affection to a country and other citizens. This feeling of affection is accentuated by a common race, ethnicity, culture, religious beliefs, or history. This dedication can be an amalgamation of many diverse feelings relating to one's own country, including ethnic, cultural, political or historical aspects (Harvey, 2005). According to Chinua Achebe "A patriot is a person who loves his country. He is not a person who says he loves his country. He is not even a person who shouts or swears or recites or sings his love of his country. He is one who cares deeply about the happiness and well-being of his country and all its people…". Patriotism is an emotion of love anchored by a critical intelligence. A true patriot will always demand the highest standards of his country and accept nothing but the best for and from his people (Margaret 2002).

National Values

National values are fundamental principles that direct the choices, actions and behavior of a people or nation. They are pertinent in building national identity and national character that directs the realization of national objectives. In addition, National values exert influence on the way individuals interact with one another, how communities engage with one another and how citizens and government interact to promote peace, national unity and solidity (Francis, 2015). Every nation seeks to achieve its objectives by defining her values and principles as foundation and constantly restating them. National values and principles constitute the basis for the exercise of State power, and the spirit in which citizens interact with one another in their various communities, homes and organizations which they belong (Yash,2011). In Nigeria, our core national value is enshrined in the constitution to be "unity in diversity" enshrined in justice and fair play".

Customer Satisfaction and Nation Building

Customer satisfaction is a pillar for developing nation building because when citizens are satisfied with market offerings; government policies, goods and services adequate citizens are happy and customer relationships are formed which enhance the adherence to national values and patriotism (Yash, 2011). Today's commercial environment is dynamic and challenging for most establishments due to high rate of competition, rapid technological changes and customer sophistication. Customers are more well-informed, more price-conscious, more exposed due to the internet, customers have several options than ever before (Brain 2000). The major objective of firms is to ensure that customers are satisfied without hurting the level of profit and build long lasting profitable relationships. Thus, since nation building is an ongoing process in all countries aimed at creating and replicating a united national society based on shared values and goals, customer satisfaction can induce the process of nation building. Nation-building is the self-conscious making and distribution of national awareness and sentiment of a felt sense of national uniqueness (Dinnen,2006). Olins (2003) indicated that nations are de facto brands, who frequently showcase their policies, assets, attributes and liabilities to the public at large, consciously or unconsciously. And the people in turn, respond to their offerings based on their degree of satisfaction. Nation building is the responsibility of all stakeholders in the nation, which include; the government agencies, business organizations, religious institutions as well as the citizens at large. Dinnen,(2006) considered nation-building as the self-conscious creation and diffusion of national consciousness and sentiment – of a sensed form of national identity. The process can be achieved when citizens are happy and satisfied enough to focus their attention on cultural and educational policies towards building the nation. Olalekan (2015) indicated that the process of nation building is achieved more through "psychological/mental processes" not only political. Nation building is too crucial to be left to the ruling class alone; if organizations and policymakers work towards creating value for citizens it will be easier to inculcate the process of nation building. The easiest way to project the image of a nation in a positive light is through nation building. As Fan (2006) submitted that nation building is applying branding and marketing communications techniques to promote a nation's image.

Empirical Review

Andreas (2014) studied "Nation building, a long-term perspective and global analysis". It represents the first attempt at exploring the long-term dynamics of nation building and ethno-political elements; between an asset, an organizational, and an informational aspect of political alliances. The study concluded that alliances will spring across ethnic divides and if state elites have the infrastructural capacity to provide public goods and to make them attractive from a resource exchange point of view. Charles & Chukwugozi,(2014) studied "Nigerian nation-building and public policy implementation: from the perspective of Habermas' discourse ethics" argued that the principles embedded in Habermas's Discourse Ethics, serve as veritable ideas that can guarantee effective and genuine Nigerian nation-building via public policy implementation. The study concluded that Nigeria, definitely, will achieve effective nation-building through quality control and public policy application.

Dipesh & Apil, (2018) investigated "How Food Quality, Price, Ambiance and Service Quality Effects Customer Satisfaction: A study on Nepalese Restaurants in Finland" The research approach was quantitative and both, primary and secondary methods were used to analyse the data. The sample size was 65 for questionnaires whereas reviews from Trip Advisor and other social media platforms were analyzed about selected restaurants. The research identified the effect of food quality, price, and ambiance and service quality on customer in the Nepalese restaurants of Finland. They found that customer satisfaction is an ultimate goal for any business whether new or old, they can only become profitable and successful if the customers are satisfied with it.

Research Methodology

This study adopted a cross-sectional survey research design, the target population for this study was fourteen (14) food and beverages firms domiciled in Rivers State, listed in the Yellow Pages of Rivers State Ministry of Commerce & Industry and registered with the Association of Fast Food and Confectionary of Nigeria (AFCON) Port Harcourt Branch. The study surveyed two (2) top-level staff that includes the marketing and customer service officer of each of the firms. Thus, the total number of respondents that participated in the study was twenty-eight (28). Primary data were gathered through a structured questionnaire. The research instrument adopted the Likert scale method in the measurement of customer satisfaction dimensions and nation building measures which range from strongly disagree to strongly agree. The testing of hypotheses was done using Pearson Product Moment Correlation with the aid of statistical package for social sciences (SPSS) version 22, frequencies were computed to show the sample characteristics.

Reliability
The reliability of the research instrument was tested using the Cronbach's Alpha threshold of 0.7.
Table 1: Result of Reliability Analysis

Variable	Cronbach's Alpha	Items	Acceptability
Perceived Quality	0.720	4	Accepted
Customer Expectation	0.733	4	Accepted
Patriotism	0.757	4	Accepted
National Value	0.766	4	Accepted

Source: SPSS 22 Output (based on 2019 field survey data)

As can be seen in Table 1; the result of the reliability test revealed that all the scores of the variables satisfied the standard Cronbach's Alpha threshold of 0.7.

Table 2: Questionnaire Distribution

Numbers	Questionnaire	Percentage (%)
No. Sent out	28	100%
No. Returned	22	93.3%
No. Not Returned	6	7.7%

Questionnaire were given to twenty- eight (28) respondents representing (100%), twenty-two (22) of the said sum of questionnaire was filled and successfully returned representing (93%) while six (6) of the said sum was not returned also representing (7.7%). Therefore, the analysis is based on the twenty-two (22) returned copies of questionnaire from the respondents of the study.

Test of Hypotheses

This section of the work shows a summary of the result of the test of hypotheses. The test statistics used in testing the hypotheses is the Pearson Product Moment Correlation. All the analyses were carried out using the Statistical Package for Social Sciences (SPSS) version 22.

Ho_1:   Perceived quality has no significant relationship with patriotism.

Table 3: Pearson Moment Correlation (Perceived Quality and Patriotism)

Variables	Statistics	Perceived Quality (PQ)	Patriotism (P)
(IP)	Pearson Correlation	1.000	.844**
	Sig (2-tailed)		.000
N		31	31
(PQ)	Pearson Correlation	.844	1.000
	Sig (2-tailed)	000	
	N	31	31

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

Table 3 shows that "customer satisfaction and patriotism does have a strong and positive affiliation at a Pearson's r value of .844.As the rate of perceived quality increases so does the value of patriotism". By virtue of this result, the null hypothesis one (H_{o1}) is hereby disallowed.

Ho_2:   Perceived quality has no significant relationship with national values

Table 4. Pearson Moment Correlation (Perceived Quality and National Values)

Variables	Statistics	Customer Expectation (CE)	National Values(NV)
(IP)	Pearson Correlation	1.000	.741**
	Sig (2-tailed)		.000
	N	31	31
(CE)	Pearson Correlation	.741	1.000
	Sig (2-tailed)	000	
	N	31	31

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

Table 4 "perceived quality and national values have a resilient and positive relationship at a Pearson's r value of .741. As the rate of perceived quality increases, so does the value of national values". By virtue of this result, the null hypothesis three (H_{o2}) is hereby disallowed.

Ho_3:   Customer expectation has no significant relationship with patriotism

Table 5: Pearson Moment Correlation (Customer expectation and Patriotism)

Variables	Statistics	Customer Expectation (CE)	Patriotism(P)
(IC$_1$)	Pearson Correlation	1.000	.852**
	Sig (2-tailed)		.000
	N	31	31
(PQ)	Pearson Correlation	.852	1.000
	Sig (2-tailed)	000	
	N	31	31

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

Table 5 shows that customer expectation and patriotism have a resilient and positive affiliation at a Pearson's r value of .841.   As the rate of customers' expectations increases, so does the value of national values". By virtue of this result, the null hypothesis three (H_{o3}) is hereby disallowed.

H_{o3}:   Customers' expectations has no significant relationship with national values

Table 6: Pearson Moment Correlation (Customer expectation and National values)

Variables	Statistics	Customers' expectations (CE)	National values (NV)
(IC_1)	Pearson Correlation	1.000	.852**
	Sig (2-tailed)		.000
	N	31	31
(PQ)	Pearson Correlation	.852	1.000
	Sig (2-tailed)	000	
	N	31	31

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

Table 6 shows that customer expectation and national values does have a resilient and positive relationship at a Pearson's r value of .852. As the rate of customers' expectations increases so does the value of national values". By virtue of this result, the null hypothesis four (H_{o4}) is hereby disallowed.

Discussion

This study examined the relationship between customer satisfaction on nation building in the Rivers State food and beverages firms. It was hypothesized that there is no relationship between the dimensions of customer satisfaction and measures of nation building which include patriotism and national values. As can be seen, the result from the Pearson product moment correlation shows that a significant relationship exist between them. A majority of the respondents are of the opinion that a strong and positive relationship exists between customer satisfaction and nation building. Based on that, the null hypotheses (Ho_1, Ho_2, Ho_3, Ho_4) were rejected and the alternate hypotheses (Ha_1, Ha_2, Ha_3, Ha_4) were accepted. The findings of this study is in line with the views of Charles & Chukwugozi, (2014),they concluded that Nigeria, definitely, will achieve effective nation-building through quality control and public policy application. Furthermore, Dinnen (2006) indicated that nation-building cannot be achieved without a community of citizens working together willingly to form a nation. These communities of people are customers and prospects to organizations. If their needs and wants are satisfied consistently, it becomes easier to build citizens who would become patriots with grounded national values.

Conclusion and Recommendation

This study has established that a significant relationship between customer satisfaction and nation building. Hence, the success of nation building will to a large extent be contingent on customer satisfaction. A happy workforce with well package incentives will be the answer to boosting employee's morale and subsequently grow into increased customer satisfaction which will encourage nation building. This study recommends that business organizations should focus on creating value for customers to inspire national integration, build national values and patriotism to ensure nation building.

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