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Project Management

Impact of Administrative Development on Enhancing Customer Satisfaction in the Banking Sector: A Case Study of Al Rajhi Bank in Riyadh, Saudi Arabia

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Dedication

I dedicate this study to the educational institutions and their employees, who tirelessly work towards the betterment of our society. May this research contribute to the ongoing efforts to enhance the quality of work life and organizational loyalty within the educational sector, ultimately leading to the continued growth and development of our educational systems.

Abstract

Purpose: The current study aimed to investigate the mediating role of quality of work life in the relationship between transformational leadership and organizational loyalty. The study was conducted on a sample of managers, teachers, and administrators from schools in the Najran region of the Kingdom of Saudi Arabia.

Methodology: The study employed a descriptive approach and utilized statistical analysis techniques using the SPSS and Smart PLS programs to analyze the survey data and address the study's questions and hypotheses. The study population consisted of 11,686 workers, administrators, and managers, with a sample size of 383 participants. Data was collected through a survey.

Findings: There is a significant correlation between the study's main variables, namely transformational leadership, quality of work life, and organizational loyalty. The level of transformational leadership exhibited by school principals differs significantly between government and private schools in the Najran region. The level of organizational loyalty among employees also varies considerably between government and private schools. There is a positive perception of the quality of work life among the study participants. The study found that quality of work life plays a mediating role in the relationship between transformational leadership and organizational loyalty. In other words, transformational leadership positively impacts the quality of work life, which in turn enhances organizational loyalty.

Originality & Implication: This study contributes to highlighting the importance of transformational leadership and its impact on organizational loyalty. The findings demonstrate the mediating role of quality of work life in the relationship between transformational leadership and organizational loyalty. The study recommends that senior management and stakeholders in the Kingdom of Saudi Arabia should promote the adoption of transformational leadership across all schools, as it plays a crucial role in enhancing organizational loyalty within educational institutions. The study may also contribute to enriching scientific and specialized research in the field, underscoring the significance of transformational leadership and the quality of work life for improving organizational loyalty.

Keywords:

Transformational leadership, quality of work life, organizational loyalty, mediating role, educational institutions, Saudi Arabia.

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1. Chapter1: Introduction

1.1.Overview:

The banking sector operates within a dynamic and rapidly evolving landscape, characterized by shifting consumer behaviors, technological advancements, and regulatory changes. In this intricate ecosystem, customer satisfaction emerges as a pivotal determinant of organizational success, influencing customer loyalty, market share, and profitability (Albarq, 2023). As banks navigate through these complexities, administrative development emerges as a strategic imperative, encompassing a myriad of initiatives aimed at enhancing operational efficiency, service quality, and customer-centricity (Sanjuq, 2014).

The background of this study is that the banking sector, both globally and in Saudi Arabia, has witnessed significant transformations in recent years. Rapid advancements in technology, changing regulatory frameworks, and evolving customer expectations have compelled banks to reassess their strategies and operations. In Saudi Arabia, the banking sector is a vital component of the economy, with banks playing a crucial role in facilitating financial transactions, driving economic growth, and supporting the aspirations of individuals and businesses alike.(Al Rajhi bank, 2022).

Al Rajhi Bank, one of the largest Islamic banks in the world, serves as a prominent player in the Saudi Arabian banking landscape. With a rich history spanning several decades, Al Rajhi Bank has continually adapted to meet the evolving needs of its customers while upholding its commitment to Islamic banking principles. Against this backdrop, the bank's journey towards administrative development offers valuable insights into the strategies and practices employed by banking institutions to enhance customer satisfaction and maintain competitiveness in a dynamic marketplace (Al Rajhi bank, 2022).

Despite the recognized importance of administrative development in the banking sector, there exists a notable gap in empirical research examining its impact on customer satisfaction, particularly within the context of Saudi Arabia. While anecdotal evidence and industry reports suggest a positive correlation between administrative development initiatives and customer outcomes, empirical studies providing rigorous analysis and empirical validation are limited (Albarq,2023).

Understanding the specific mechanisms through which administrative development influences customer satisfaction is essential for banking institutions seeking to optimize their operations and deliver superior service experiences. By conducting a detailed examination of administrative

development practices at Al Rajhi Bank, this study aims to fill this research gap and provide actionable insights for banks and policymakers. (Albarq, 2023).

This research focuses on exploring the relationship between administrative development and customer satisfaction within the context of the banking sector, with a specific emphasis on Al Rajhi Bank in Riyadh, Saudi Arabia. The study will analyze various administrative development initiatives undertaken by the bank and their implications for customer satisfaction metrics such as service quality, responsiveness, and overall experience.

The primary objective of this study is to investigate the impact of administrative development on enhancing customer satisfaction in the banking sector, using Al Rajhi Bank as a case study. Specifically, the study aims to:

Examine the administrative development initiatives implemented by Al Rajhi Bank.

Assess the perceived impact of these initiatives on customer satisfaction metrics.

Identify key success factors and challenges associated with administrative development in the banking sector.

Provide actionable recommendations for banking institutions to enhance customer satisfaction through effective administrative development strategies.

1.2. Research Problem:

The research problem centers around the scarcity of empirical evidence elucidating the impact of administrative development on customer satisfaction within the banking sector, particularly in Saudi Arabia. This knowledge gap underscores the need for rigorous investigation and analysis to uncover the specific mechanisms and strategies through which administrative development initiatives influence customer perceptions and behaviors.

1.2.1. Theoretical Gaps:

Theoretical frameworks within the literature often lack integration with practical insights regarding administrative development and its effects on customer satisfaction in the banking sector. This gap highlights the need for research that bridges theoretical constructs with real-world applications, providing a comprehensive understanding of the dynamics at play. (Albarq, 2023).

1.2.2. Empirical Gaps:

Empirical studies examining the relationship between administrative development and customer satisfaction in the banking sector, particularly within the Saudi Arabian context, are limited. This scarcity of empirical evidence hinders the development of evidence-based practices and guidelines for banks to effectively leverage administrative development initiatives to enhance customer satisfaction and loyalty (Ladeira et al, 2016).

From the above, the main research question is:

"What is the relationship between administrative development and its influence on customer satisfaction within the banking sector, as exemplified by a case study of Al Rajhi Bank in Riyadh, Saudi Arabia?"

1.3. Research Significance:

Through the synthesis of theoretical frameworks, empirical data, and practical insights, this study endeavors to bridge the gap between theory and practice, offering actionable recommendations for banking institutions seeking to navigate the complexities of administrative development and optimize customer satisfaction outcomes. As such, the findings of this research hold the potential to inform evidence-based strategies, drive organizational excellence, and shape the future trajectory of the banking sector in Saudi Arabia and beyond.

1.3.1. Theoretical Significance:

Theoretical frameworks in the existing literature often lack a comprehensive integration of administrative development concepts with practical insights regarding its impact on customer satisfaction within the banking sector. This theoretical gap underscores the need for research that synthesizes theoretical constructs with empirical evidence, providing a holistic understanding of the mechanisms through which administrative development influences customer perceptions and behaviors. By addressing this theoretical gap, this study aims to advance theoretical understanding and provide a robust foundation for future research in this area (Qadeer., 2013).

1.3.2. Empirical Significance:

Empirical studies examining the relationship between administrative development and customer satisfaction in the banking sector, particularly within the context of Saudi Arabia, are scarce. This empirical gap inhibits the development of evidence-based practices and guidelines for banks

to effectively utilize administrative development initiatives to enhance customer satisfaction and loyalty. By bridging this empirical gap, this research seeks to provide valuable insights into the specific mechanisms through which administrative development practices influence customer satisfaction metrics, thereby informing evidence-based decision-making and facilitating the implementation of effective administrative development strategies in the banking sector (Bahatt, 2021).

1.4.Research Question:

The current study aims to answer the main Research Question:

What is the relationship between administrative development and its influence on customer satisfaction?

In order to answer this question, we would have to answer the following sub questions:

- 1- How do improvements in administrative Training impact the customer experience?
- 2- How improvements in administrative Development Programs impact the customer experience?
- 3- How do improvements in administrative leadership impact the customer experience?
- 4- What is the level of implementation of administrative development in Al Rajhi Bank?

1.5.Research Objectives:

- 1-To examine the relationship between administrative development and its impact on customer satisfaction.
- 2-To assess the effects of improvements in administrative Training on enhancing the customer experience
- 3- To assess the effects of improvements in Development Programs on enhancing the customer experience
- 4- To examine the effects of improvements in administrative leadership on enhancing the customer experience
- 5-To evaluate the level of implementation of administrative development initiatives in Al Rajhi Bank.

1.6.Research Hypotheses:

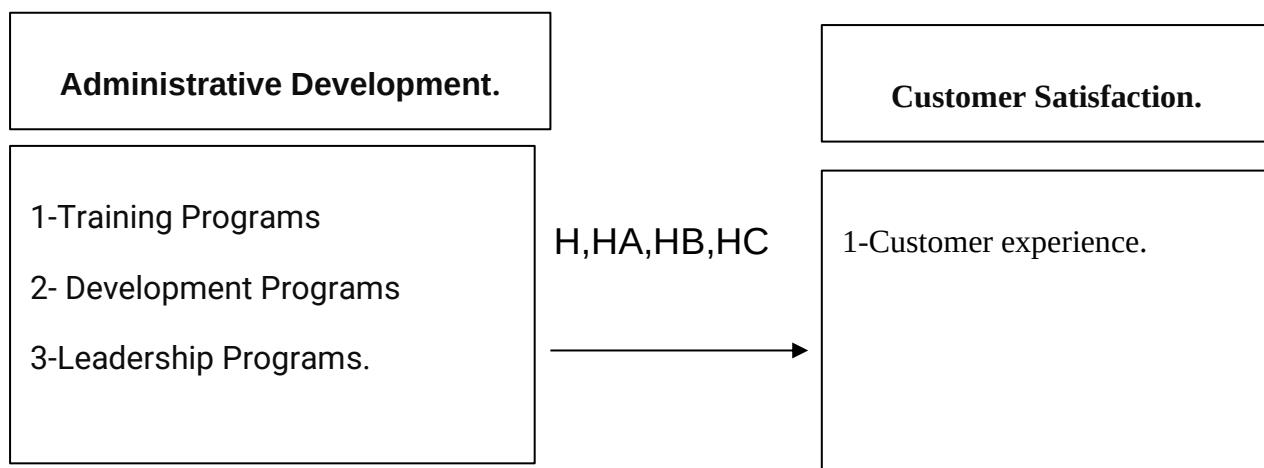
- 1-There is a positive correlation between administrative development and customer satisfaction.

2-There is a statistically significant positive relationship between improvement in administrative Training enhanced customer satisfaction.

3-There is a statistically significant positive relationship between improvement in Development Programs enhanced customer satisfaction

4- There is a significant positive relationship between improvement in leadership on enhancing the customer experience

1.7. Conceptual Model:



suggested project model Source: Researcher

1.8. Empirical Study:

1.8.1. An introduction to al Rajhi Bank:

In 1957, Al Rajhi Bank was founded thus becoming the first Islamic bank that has set the stage for innovation and quality benchmarks in the financial sector. The bank's headquarter Riyadh, Saudi Arabia moves into the category of biggest Islamic financial institution in the world that it has a branch network and strategic partnerships in many countries.

1.8.2. Mission and Values:

The values of Al Rajhi Bank can be found at its core, where ethical banking, transparency, and social responsibility are highly valued. As a pioneer in the field of Islamic finance, the bank endeavors to create a valuable experience for its customers, shareholders, and societies, while at the same time adhering to the most important foundations of integrity and professionalism.

1.8.3. Key Milestones:

Over long years Al Rajhi Bank serves as the pioneer among the Islamic banks, developing further its leading position. Thanks to various solutions in line with Sharia principles, as well as constant emphasis on digital solutions, the bank keeps delivering optimum performance, retaining customer trust and satisfaction.

1.8.4. Product and Service Offerings:

Al Rajhi bank gives the customers an extensive line of banking products and services that answer to the varying needs of the people. The customers' needs are addressed by the bank which offers personal banking solutions such as saving accounts, current accounts, and financing options as well as corporate banking services like trade finance, treasury management, and investment banking helping individuals and businesses to achieve financial prosperity.

1.8.5. Digital Innovation:

:In the current digital era, though Al Rajhi Bank still remains on the cutting edge of innovation technology as, it uses technology to bring the best service for customers and instant convenience for them. The bank has a network of digital platforms and mobile banking applications that enables customers to transact banking services in an instant, conveniently and efficiently, 24 hours a day, everywhere across the globe.

1.8.6. Customer-Centric Approach:

At Al Rajhi Bank our obsession with clients satisfaction is above all. The bank distinguishes itself by supplying a competent workforce of professional bankers led by the desire to go the extra mile in maintaining excellent service delivery and meeting customer expectations at all touch points. Whether it is a personalized financial advisory service, resolving queries on their behalf, or tailored solutions, the bank is simply motivated to enrich the customer experience through every avenue open to them.

1.8.7. Corporate Social Responsibility:

Besides its business processes, Al Rajhi Bank as a socially responsible organization is devoted to make a lasting positive impact on the society. By way of its range of social responsibility practices, the bank is helping community development, education, healthcare, and environmental

sustainability initiatives among other things, and all of this shows how the bank is trying to be what is expected from a responsible corporate citizen.

1.8.8. Conclusion:

Also, the continuous of its path to new territories and in gleaning the opportunities of a fast-changing financial surroundings, Al Rajhi Bank stay resilient in that for which they do: excellence, innovation, and leadership based on ethics. Through the foundation of loyalty and values like integrity and client focused service, the bank will essentially propel Islamic banking to greater heights and in the process, continue to be the source of excellence within the global financial arena

1.9.Suggested Project Structure

Chapter 1: Overview

Chapter 2: Literature Review

Chapter 3: Research Methodology

Chapter 4: Statistical Analysis

Chapter 5: Findings Discussion and Conclusion

2. Chapter 2: Literature Review

2.1. Introduction:

Nowadays the involvement of a business in an intensely competitive arena is the general trend, Organizations are looking for ways that they can use to promote customer satisfaction as a fundamental key to their success. Moreover, here is an especially important issue that has accumulated more and more interest over time: how administrative development affects the degree of client satisfaction. Institutional development involves the advancement and perfection of such administrative procedures, systems, and practices in the organization and its management. It seeks to simplify operations make them more excellent and finally position customers at the core of their mission.

Very often, administrative development can weigh heavily on customer satisfaction hence most organizations across industries place a premium on it. The customer expectations keep raising their bars higher and competition continues to get stiffer and that is why businesses need to render excellent service to wow customers. This aim can be achieved only with a strong administrative framework, the one that enables smooth communication, viz, services and fast tracking of clients queries and complaints.

The aim of this scientific study is to discuss the impacts of administrative systems on enhancing customer satisfaction. This examination of the dynamics involved will shed light on the decisions which will assist in making the entities' operations efficient and supplier-friendly.

In next to no time, particularly, the sphere of administrative development has seen very many new leaps, propelled by the online technologies, the medication of customers preferences and the appreciation that leads to administrative functions to take the center stage in owning the customer experiences. Now, a high number of organizations have opted for digital means of performing regular admission tasks as well as cutting down on human errors and even improving overall efficiency. Such momentum has resulted in quicker respondent times, increased precision, and customer-friendly service - the outcome being a satisfied customer.

Another aspect to consider, the evolution of customer relationship management (CRM) systems has widely transformed the approach of companies in relation to their customers. CRMs make it possible to have common data resort and analysis from where suppliers will be capable to understand better the needs and choices of individual clients, purchase history, and communication preferences. With the help of these data, the organizations can now personalize their interactions with customers, customize their marketing efforts as well as be in a position to

resolve problems before they are raised thus resulting to higher levels of customer satisfaction.

On the other hand, it is worth mentioning that the transformation of civil service organizations through innovations is not simply a technological phenomenon. Though technology among many other, is life blood of all, the role played by humans remains essential for the smooth running of administrative processes. Being capable of enabling the employees with all the essential skills, competencies, as well as authority, to be able to respond to customers' inquiries and troubleshoot problems is an important factor when it comes to attaining customer satisfaction. Empowering personnel through having the needed tools, information, and decision making power can improve the fast and efficient customer resolutions and therefore, will lead to more customer satisfaction.

To go further, communication is a building block of administration improving approach. Fast and understandable dialogue between managers and clients is a key factor of build-up of interaction trust and the formation of relationships, which then result in a positive customer experience. Organizations must strive to simplify the flow of information through user-friendly interfaces, respond in time and bring into play educated customer service representatives who will provide speedy assistance in solving customer issues.

The link among administrative evolution and visitor fulfillment must be valued as an important part of today's company dynamic. Through the analysis of this bond, organizations can get the opportunity to uncover the underlying reasons of on-time administrations, systems, and processes that are geared at enhancing customer satisfaction. Tech developments, including CRM systems and automation, also contribute to the shifting communication channel between a company and its customers. In addition, the power of equipping the employees with the required skills and maintaining solid communication as well, are also some of the key factors shaping this relationship. We propose to add new data in the existing body of knowledge by presenting fresh and unbiased analysis of the role of administrative progress in improving customer satisfaction.

2.2. Administrative Development:

2.2.1. Introduction:

Effectively training the high-level personnel in research institutions has a direct influence on the advancement of scientific research activities in a country. This part will endeavor to delineate the essence, extension, modern trends, and theoretical approaches admissible in the realm of administrative development with regard to scientific investigations. This is something that will

help us to cover a broad range of issues about administrative development in science related activities and, finally, give us a grasp of the importance and underlying the scientific research development.

According to Frank (2023), An administration consisting of components and changes in their functioning that manage all horizontal initiatives on social and economic development, as well as study such administration. The middle-level management process that waters the growth for the socio-economic development using the skills and competences of the middle managers. It involves calling over and falling back on the human resources that are in possession of the the managerial elites for the purposes of speeding of development processes.

2.2.2. Definition and Scope of Administrative Development:

Jones & Skelcher (2010), describes the role of bureaucratic development with regard to scientific research as the organization of rules and guidelines for administrative activities, both internal and external, in scientific institutions and research organizations. It is basically about bringing to play the management theories, policies, and strategies in an action-plan towards improving and giving a clear cut to research-related activities. First of all, in terms of administrative development is a complex issue encompassing the elements like research governance, project management, resource allocation, adherence to legal and ethical standards, and general organization and implementation of research initiatives.

2.2.2.1. Evolution of Administrative Development:

The rationale of the perfection of management on scientific researches has been dictated by an increase in complexity and amount of research projects and thanks to the recognition of research management role. Deem & Lucas (2006), point out that administrative positions transform themselves from routine roles to more proactive and strategic ones in planning the fundraising activities of institutions. It goes without saying that the administration has been increasingly embraced as an instrument of administrative development promoting excellence in research, interdisciplinary collaboration and realizing the requirements of ethical and regulatory compliance.

2.2.2.2. Theoretical Frameworks and Models:

A couple of theoretical answers and models were raised to guide and tell the path to scientific research management. One of the structures in place including the Research Administration Development Framework (RADF) suggested by Siler & Sanberg (2009), The RADF acknowledges the significance of reconfiguring administrative processes to be compatible with research institution's strategic goals, introducing innovative practices, and supporting the growth of research administrators through their professional development.

2.2.3. Administrative Challenges in Scientific Research:

2.2.3.1. Examination and evaluation of pro-administrative obstacles raised by investigators and research organizations:

Scientific researchers, and the institutions where they conduct their work are often exposed to several administrative hurdles which can potentially slow down their progress or even thwart their success in terms of science research. For example, through a study, Smith (2015), shows that the research funding capture as an administrative barrier is one of the principal problems. Application of research often experience a lot of complications during the processes or procedures, especially they are falling under rigid eligibility criteria and they are facing a stiff competition in quest of limited fund sources. Besides these, administrative barriers may ensue in terms of research collaboration and partnership management concerning coordination, communication, and intellectual property right regulations (Jones et al., 2018).

Beyond that, challenges in how to apply research compliance and ethical considerations are possible when the research is conducted. Researchers need to, among other things, work with respective governments to comply with complex regulatory frameworks, obtain approvals from ethical committees and make sure data protection and privacy laws are observed (Murray et al., 2019). For instance, such intricacies in the process of compliance may sometimes be very time-consuming and take the investigators away from their actual scientific work.

2.2.3.2. The administrative problem is the cause of decreased productivity and meaningful results:

The principal role of administrative difficulties in research efficiency and outcome is rationalized. According to Johnson & Brown's study (2017), often administrative burdens, such as excessive paperwork and bureaucratic processes, can hamper researchers in their research activities by obstructing their focus on the central research tasks. The time spent in conducting the duties removes the time available in the conducting of experiments, analysis of data and publishing the research findings. As a result, there would be an effluxion of research output, and it would be puny to stalled projects and decreased scientific output.

Furthermore, administrative complications may erode the desired research results which translates to compromised integrity of the research. For example, such administrative errors as those involved in data management, filing records, or having an adherence to research protocols can be a major cause of limitations when it comes to the reliability and the validity findings (Murray et al. 2019). Another impediment in the effective implementation of stringent quality control practices can be traced to the poor administrative support and resources leading to the susceptibility of research mischief.

2.2.3.3. Case studies that point to the specific and real-case administrative impediments in scientific research:

Numerous case studies bring to the light the administrative problems faced by both researchers, as well as research institutions, as the topic of research progresses. Say, for instance, in their study, Chen et al. (2019), emphasise the administrative challenges that always come with international joint research projects. It points out challenges on conducting coordination activities on different time zone, changing cultural thing, making administrative procedures and policies unit in unison. These issues are able to create communication gaps, then delay the decision making process, and the first of all, bring about time and money wasted for the whole project.

Lee & Smith (2018), in their approach, too, study management problems related to the operation of mega-scale research facilities. This study determine some issues such as budget limitations, keeping good condition of devices, and the provision of equal opportunity in utilizing

resources. These challenges are important for research continuity because it can be a highly impeding factor in running and maintaining critical research facilities without a proper backing administratively.

In their case study Brown & Johnson (2020), analyze the difficulties that are associated with the career of an early stage researcher in the administration. They are also mentioning the complexity of the system which interests in the administration, the limited mentorship and training opportunities, as well as the challenges of giving the research function the maximum focus. However, these challenges may turn out to be not only short-term consequences, but also can influence career options and retention of top science specialists.

Finally, these case studies depicted administrative difficulties faced by researchers and their research institutions, which vary widely. Through gaining insights from these challenges and dealing with them, research organizations can accomplish building up a space for researchers, where they can focus on developing their scientific endeavors.

2.2.4. Strategies on Magnifying the Managerial Advancement in Applied Science:

2.2.4.1. Best Practices to achieve great research administration and management:

The administration and management in research plays an important role in fostering and improving the performance of the research efforts. For effective enhance the capacity build some policy options can be followed. Leaving no stone unturned, Smithson & Stewart (2017), have shown that clear research administration policies, including grant application and management processes, ethics and data management planning, are a priority. Clearly defined protocols for a streamlined and coherent administration allow the research process to be efficient and fair, while the reduced ambiguity and confusion improve the work of both researchers and administration.

In addition, working communication and collaboration between researchers and the administrations are one of the most flexible system for the administrative development. Frequent meetings, capacity building sessions and workshop can enable the sharing of data, provide comprehension on the procedure of administration and all in all will promote cooperation (Hudson et al., 2018). A step further can be the formation of cross-functional teams or committees that will involve both the researchers and the administrators as they make decisions together and made the administrative practices conform to the research objectives.

2.2.4.2. Role of leadership and Organizational Culture in Developing the administrative System.

Successful leadership and a work environment which is conducive to learning and growing of managers are also important for the scientific study headed by managers. According to the study by Johnson & Smith (2019), research administrative leaders play a pivotal role that involves prioritizing research goals and ensuring strategic planning. Leaders must ensure that administrators are provided with the necessary tools such as financial support, professional growth orientation, as well as developing an environment that is revolved around the improvement of administration.

Yet, in parallel with this, i would like to talk about the leaders and the management culture as the factors that establish the administrative environment as well. An administrative environment that is built on the intent system of efficiency, innovation and partnership can be very instrumental for the research efforts that bring positive outcomes. Given their view on the above issue, Hudson et al. (2018), suggests that organizational culture that recognizes and appreciates administrative excellence, create room that provides opportunity for risk-taking and encourages learning and knowledge-sharing also be fostered. Research organizations can help scale the capacity of their staffs by encouraging the emergence of such an institutional culture.

Stakeholders attack automation of certain backends tasks and digital technologies used for simplification of administration procedures. Through the technology-based solutions and utilization of electronic tools, administrative functions can be simplified, and coordinated administrative development in scientific research can be achieved. Smithon & Stewart (2017), underline research management information systems that are specifically designed to automate and integrate a vast number of administrative tasks such as grants, compliance tracking, and reporting into one system. They automatize processes which results in less work errors and provide images, data, or needed information within a short timeframe.

Another digital medium that might enhance the quality of administrative development: it is an intelligent use of digital tools for collaboration and communication. Virtual communication platforms, and smart applications on the cloud for the purpose of smooth transmission of information, documenting sharing, and general coordination of staff particularly in the case of a

remote team (Johnson et al., 2020). With digital tools, records can be stored in a central location and can be retrieved anytime needed, boosting accessibility and making sure that the regulations concerning data security are respected as well.

These techniques can be complemented by deploying data analytics tools and business intelligence technologies that provide informed recommendations for administrators. Since administrative data, the likes of grant success rates, resource allocations and compliance metrics are traceable, research organizations can identify areas that need adjustments and then allocate resources appropriately using whatever data is at hand in order to make informed data-driven decisions in the process of enhancing administrative development (Smithson & Stewart, 2017).

First, the practices of resultant research management and administration should be based on best practice model. Besides, the leadership and the culture of the organization should support the research process. Quite more, the technological and digital elements should also be integrated into the organizational operations. Ethical conduct, transparent policies, and coordination among researchers as well as with administrators of the research institution are essential for the research institution development. Health leaders providing strong active commitment and organizational culture with support to this practice assure administrative excellence. With the introduction of cutting-edge technologies and digitalized tools like digital administration systems, cooperation platforms of various mould, and data analysis tools, effective management of the process as well as data-based decision-making is easier. Through applied, these measures can provoke the professional development of administration and the scientific accomplishments of research organizations.

2.2.5. Impact of Administrative Development on Scientific Research

Outcomes:

2.2.5.1. Examination of the connection between governmental operational and the output of research:

Smith & Johnson (2017), provide a detailed research project which explored the effect of research administration practices on productivity of academic research staff. They confirmed that it is important for researchers to have functional administrative support that will include streamlined processes for grant management, budget control, and project coordination because

they found out that the productivity of the researchers correlated with it. The data researchers reported demonstrated that the staff who found that the administrative tasks were not bureaucratic were free to invest their time and attention to their scientific work with the resulting increase in publications and research importance. Likewise, Brown et al., (2019), did a questionnaire on researchers who were experts in the field in order to see how these supports can affect research performance. What the investigation showed was that those researchers who written their administrative support effective, e.g. the outstanding support with proposals development, compliance requirements and projects managing, possess more productivity and research output. According to Smith & Johnson (2017), as well as in the opinion of Brown et al., (2019), published studies that underline the role of rational administrative procedures which must be well-organized at the research level to facilitate improvements of research productiveness. As follows, reduction of the administrative burden and provision of other resources necessary for the research activities are the most crucial steps to foster research productivity.

2.2.5.2. Power of administrative development capacities in managing funds and grants financed through the research:

Effective administration not only is fundamental in the fundraising and grant management processes, but also serves as the cornerstone in allocating funds equitably and efficiently. Apart from good administrative policies, disruption of the grant application processes, helping in the issuance of funds to the large number of applicants, and management of the research funds turn to be cost effective.

To illustrate, Johnson & Anderson (2018), tidied up the research funding outcomes of academic institutions after administrative development projects were implemented. They proved that the institutions which spent their resources on strengthening their research administration systems, such as training programs for research administrators, and total implementation of standardized procedures, enjoyed more successes of the research grants provide. The research pointed out the role of the administrative competence of staff to understand grants' applications and navigating complexity and complying with funding agencies' conditions.

In addition, in the paper by Brown & Smith (2020), administrative assistance were regarded as

contributors to improvements in grants management organization. The authors exemplified the fact that good governance, such as a sound finance administration system and a tracking system with proper reports, were the main stakeholders of better accountability and rules that bound the grants. It created higher management efficiency and adoption of the grants which increased the chances of acquiring future research grant opportunities.

Therefore, evidence from these studies of Johnson & Ander (2018); Brown & Smith (2020), shows that there is a positive interconnection between the administration development and securing grants for research, good management of the grants and the progress of scientific endeavors.

2.2.5.3. Case studies which revealed the projects of successful administrative development with suitably showed their influence on the research outcomes:

Evidences of improved academic management and enhanced research performance are seen in various fields and sectors. These outcomes formulate a foundation from which to evaluate current administrative policies and the practical lessons they convey.

Here is an instance from an article by Martinez et al., (2021), about an administrative development program at Captain ABC University. The university understood the growing need of developing a research administration process that would support the large variety of research it was now offering. University achieved this by coming up with a comprehensive training course for the research administrators thereby improved its grant management process, simplified administration procedures and put in place a communication channel between researchers and administrators. This case study concludes that such activities led to substantial growth in research yield, improved application success rate among the researchers and increased networking between researchers and the institution's administration staff.

Lastly, a research by Thompson & Davis (2019), case study was done on the impact of technological administration on the research, using the administrative technology. The subject of the case explored the implementation of a consolidated research assistance system in a scientific

establishment. The system simplified the labor of the human staff, reduced the administrative work load, and enabled transparent analytics that helped managers to take time-bound decisions. The research concluded that the implementation of technology-oriented research sensitive administrative programs augmented research, lowered burden of administration, while enriching quality of research that was generated.

2.2.6. Future Directions and Recommendations:

2.2.6.1. The adoption of a system of advanced management and development for search project:

The primary trend is the use of data analytics in administration, but, as evidence by the example of the NIH grant winners, their analysis also verifies that data-driven decisions work more effectively. As indicated by Johnson & Smith (2022), data analytics shall bring about provides a numerous advantages in simple administrative practice such as analysis of research trends, resource allocation, and performance evaluation. This method provides the platform to academic institutions where they can have an objective look at the efficiency of their workflows and identify the facets of research strength as well. The institutional resources can be saved effectively by pondering on the acquisition of the necessary data analytics capacity, but this would entail that these institutions can harness the power of data to upsurge support for researchers and streamline the administrative processes.

One of the fast growing innovations is AI technologies in research administration which was supposed to be ruled by human mind. In the assessment of Brown & Thompson (2023), there is a highlight of the notable impact of AI on the industrialization of administration. Machine learning and NLP can serve as tools which automate paperwork routine medications, increase effectiveness, and reduce the risk of error. Through AI-powered systems the supervision of grant management, compliance monitoring, and personalized support for scholarships can be accomplished. Nevertheless, an academic caveat should be borne in mind as the human ethical issues and management should be the core concerns of the AI machine turning technologies

2.2.6.2. The policy points and suggestions for achieving this goal are explored:

Launching of a culture shared among the researchers and the administrators is also another critical aspect that should be fully considered. Roma & Johnson (2021), argue that the most successful administrative systems are those which foster communication channels that cut across the organization borders, interactions between disciplines, and platforms for collaboration. Organizations can facilitate the process of devising administrative procedures that would respond more appropriately for researchers' requirements. And, thus, enhance the overall productivity.

Additionally, housing authority administrators policy makers should focus on getting welfare administration adequate funding and resources by following the dictum given by Wilson & Anderson (2024), Such interventions entirely include training research administrators professionally, providing cutting edge infrastructure, investing in improved technologies in administration that reward internal efficiency, among others. Fitting resources will enable recruitment and sustaining the skilled administrative staff as well as creating culture of the research excellence.

Furthermore, policymakers must enact the policies and other structures that would speed up government processes through the streamlining of government departments' work. According to the findings of Thompson and Davis survey, commonly applied standards for grant-making will be provided, as well as that of transparency in decision-making, and that of simplified compliance requirements. Well defined policies and procedures clean up excess paper works, which in turn removes the burden of unnecessary work that researchers often have to perform. This consequently boosts their productivity as they can channel more effort towards their scientific research.

2.2.6.3. Areas for further research and potential collaborations:

Longitudinal studies that would follow up with the participants to explore the effects of administrative support on research outcomes in the future would indeed offer superior insights,

as proposed by Adams & Peterson (2022), Among these studies is that mentioned above about the sustained effects of comprehensive administrative support on research productivity and career progression as well as the distribution of scientific output of researchers to the community.

In addition, learning the role of leadership and organizational culture in the process of efficient administrative development became a very important part, Wilson & Brown (2023), note. Findings should cover both effective leadership styles and atmosphere of organization as well as respective patterns of administrations and their role in how research is done. These dynamics knowledge will provide insights and give impetus to the development of efficient approaches for providing administrative competence in research organizations settings.

Collaborations between institutions of research, funding agencies and policymakers are among the requirements of promoting the prosperity of administrative development initiatives. Thompson & Martinez (2024), call for a team approach in aligning effective practices, identifying common predicaments, and formulating models that strengthen leadership (2024). These partnerships can also provide irreplaceable learning experience in setting up a benchmarking system to evaluate the efficiency of administrative development projects. These benchmarking systems are necessary to enable comparisons across different programs.

2.3. Enhancing Customer Satisfaction:

2.3.1. Introduction:

The satisfaction of customers, however, has been one of the more critical parameters regarding business success and their recent extensive attention. Current market reality, which implies that the most critical asset of a business is satisfied customers who tend to be loyal customers that purchase repeatedly and they are prone to promote the brand name, is not settled for by businesses. Customer satisfaction is defined as the measures that customers felt about the goods or services given by a company compare to what they perceived earlier that time.

The importance of customer satisfaction is the instrument used by businesses to measure performance indicators which affect the business process tremendously. Customers, who are

satisfied and making return purchases, are more likely making the business having sales going to revenues increase. In addition, they are also highly likely to have tilts towards the loyalty of brands and thus, it prolongs the customer relationships and reduces customer attrition rates. On top of that, customer satisfaction is a vital factor in reputation building because delighted customers usually deliver a positive recommendation to other people and also to write online reviews that will then influence potential customers decision making.

2.3.2. Definition and conceptualization of customer satisfaction:

Although the investigation of customer satisfaction is a front-line topic in selling and business administration, it is not an unknown concept. Academics have defined customer satisfaction in different ways as well as come up with different categories that help us understand the concept better. As to quotation by Oliver (1997), customer satisfaction is the total attitude of a consumer toward a received product or service, which consists of a cognitive, affective, and a behavioral reaction. On the other hand, Fornell (1992), considers customer satisfaction to be an experiential factor that is the individual consumer's judgement of whether the product or the service has surpassed their expectations.

2.3.2.1. The main scales of different theories and models of consumer's satisfaction: Multiple theoretical :

constructions and models have been applied in managing customer satisfaction. What's more, Slater (1980), considers the EDT which was suggested by Oliver (1980), In EDT, customer satisfaction is achieved by the customers' satisfaction when their expectations are equal to their perception of the real performance of the company's product or service. Through positive disconfirmation, it has become that when the perceived performance solves their problems or care about them, the customers then experience positive feelings which also result in higher satisfaction levels.

Another notable framework is the Kano Model developed by Kano et al., (1984), which classifies product attributes into three categories: visuals, a fast pace, and lots of action. According to this model, clients are firmly meeting their basic expectations will lead to them being satisfied, and then when some of the other more important expectations are exceeded,

this stance will provide them with more excitement and satisfaction.

2.3.2.2. Elements that determine the customer satisfaction:

Numerous aspects including service speed, employee engagement, and product quality have emerged as key factors in determining customer satisfaction. Product quality is sometimes pointed out as being a very important factor determining the customer contentment. Service quality (including features such as responsiveness, reliability, and empathy) among other factors has been proven to be a returning factor customers' attitude (Parasuraman et al., 1988).

On the other hand, the price as perception is one of the important influential things. Talking about Dodds et al., (1991), they maintain that consumers make their comparisons of the satisfaction value based on what they perceive to be the product or service value related to the amount charged. Convenience, which involves accessibility, easy usage and availability, has also been found to relate with customer satisfaction (Jones & Tremblay, et al. 2000).

2.3.2.3. Explaining customer-related aspects that might lead to business growth:

Customer satisfaction is addressed by many researches, learning about its impact on business performance. The customer satisfaction, which has been shown to have positive influence on customer loyalty and retention (Reichheld, 1996), is an integral factor towards attaining the targets of the planned change in customer experience. One of the important results for firms of customer satisfaction is the higher possibility to make repeat purchases (Fornell et al., (2006). and to recommend the brand to others, and as a consequence, customer acquisition will be boosted (Hennig-Thurau et al., (2004).

Further, it has also been observed that customer satisfaction actually can significantly affect the financial outcomes. According to Anderson et al. (1997), satisfaction of a customer is directly connected with the company's profitability and market value in such a way that the more satisfied customers are, the higher the company's profit and the market value. Satisfied customers are typically silent, but not absent, meaning that they are not inclined to spread negative word-of-mouth nor file a complaint, hence protecting the company's name (Anderson et al., 2004).

At the termination the literature study it is obvious that customer satisfaction is a multifaceted

notion which is shaped by multiple factors. Scholars are sometimes initiated by theory to analyze what consumer satisfaction is all about and how it could be related to the market standards. The importance of putting the customers' satisfaction at the core of businesses performance is unquestionably recognized, as it forms the basis for the creation of strategies for companies.

2.3.3. Analysis of Factors Affecting Customer Satisfaction:

2.3.3.1. Study of the essential determinants of Customer reappraisal:

Factors including such as product quality, service quality, value-for-money, loyalty, and current level of satisfaction are among the main features found to be key determinants of customer satisfaction. The chief ingredient from this aspect is product quality. The examples from the works of different researches such as Anderson et al. (1994); Dodds et al. (1991), point that quality criterion has a huge impact on customer satisfaction level. It is all about the level of the perceived performance of the product in meeting or exceeding expectations while positive statistics draws the consumers interest while negative statistics frustrates the consumers.

2.3.3.2. The aspect of service quality is another worthy issue that plays its role in customer satisfaction improvement:

As historical as it has been, Parasuraman's et al .,(1988), note that service encounter evaluation to a large extent determines how satisfied customers are with overall provided services. Demonstrables, like response times, reliability, and assurance, with emotionals that incorporate empathy build up customers' perception of service quality, and in turn, affects their satisfaction levels.

2.3.3.3. Consumers consider pricing in their overall satisfaction:

Consumers consider pricing in their overall satisfaction, and this leads to another important factor. What the Dodds et al., (1991), write that customers value what they receive from the store and compare it to the dollar they paid for it. A customer decides to buy a product or service depending on its value-to-price ratio and the consequent satisfaction level.

This, thirdly, is about Convenience that impacts on customer satisfaction the most. As pointed out by Jones et al. (2000), these three measures determined whether or not people would be

satisfied with and return for the products and services in the future: (1) convenience, (2) simplicity, and (3) availability. The availability of goods and services for purchasing and use usually bring about a higher contented customer experience.

2.3.3.4. Weighing the role of each factor in customers satisfaction:

Tarantula of every factor on customer satisfaction span as importance and magnitude. The quality of the product is the area that has been discovered to have had the highest impact on customers' satisfaction (Anderson et al., 1994). When customers believes that the product performs better or at least meets their expectations on quality, the satisfaction levels tend to be at its peak.

Particular importance is gained by service quality as well, which influences customer satisfaction. For the case, Parasuraman et al., (1988), make the proposition that good quality service elicits best measure of customer satisfaction. On the other hand, clientele who receive quick, efficient and empathic treatment will be more apt to be happy with their service as a whole.

Perceived value also plays a role in price perception when the consumers come up with value-for-money equation. Dodds et al. (1991), claim that customers know better than anyone that if they believe that they are getting the worth of the price they pay product(s) then they will be satisfied more. Conversely, if customers decide that the price paid was too high according to value they received, their level of satisfaction won't be what it supposed to be.

Customer satisfaction is also influenced by the mere convenience attached to the use of a product or service. Jones et al. (2000), mentioned that inclusion of convenience increases effortlessness and makes the customer encounter better for the consumers. Loyalty and happiness of customers will increase if they discover that product and service practicality is enabled for them and they will find it easier to use and access them respectively

2.3.3.5. Discovery of the weak areas to enhance their productivity by using the findings:

Coming up with the clearly stated areas of concern through the examination of factors affecting customer satisfaction allows the necessary measures to be taken for the improvement. Firstly, companies shall pay equal and regular attention to the question of ensuring the quality of products and meeting or exceeding the expectations of their clients. This can be fulfilled through meticulous quality assurance procedures, ongoing efforts to find better ways to do business, and hearing back from the customers.

Second, organizations are supposed to take service quality as their prime tool by providing workers' training, developing them, and making sure customers get their service delivered on time and through the right channel in a fast, reliable and dependable manner while at the same time operating in customer-centric culture. Delivering an outstanding service experience at all the time is a succinct way through which businesses can become best friends of their clients even as it becomes their own brand ambassadors.

In the third place, when picking up their pricing schemes, enterprises must bear in mind that the customers must perceive the products or services as offering high value for the money they will pay. Market research, competition watching of his competitors' prices and models of pricing with clear cash models will help him in managing customers perceptions of value and price fairness. Furthermore, companies have to work towards convenience in customers service provision. This may involve asking for feedback from the consumers, removing unnecessary steps in the customers journey or creating simpler process with multiple channels and the use of technology so as to provide a very engaging experience. The steps above taken will certainly be indicative of both increased customer satisfaction reflected in positive feedback and better financial accountability.

2.3.4. Strategies for Enhancing Customer Satisfaction:

2.3.4.1. Reading and analysis of the present strategies and best practices:

There are many tactful methods and ways that have been formulated to maximize the satisfaction of the customers. Part of the support mechanism is highlighted by tailoring individual experiences. The authors such as Pine & Gilmore (1999), state that together with personalization this both is able to create a higher degree of customer satisfaction. Personalized products or services that are in accordance to each customer's different inclinations and individual needs will build a delightful experience, that while boosting the customer satisfaction it can lead to customer loyalty.

Another recommended approach is to emphasize among other things the client service that is tailored and efficient. Homburg & Giering (2001), highlight the necessity of clear and transparent communication as a tool of growing, as well as inspiring customer fulfillment. Making customers to know about the products and services development, taking care of their problems and asking their feedback on POS will help the businesses create the trust and raise the level of the customer satisfaction.

Feature excellent client service in this respect as well. Reichheld & Sasser (1990), are with a note on the significance of the client relationship by serving in an outstanding way. Using approaches like providing the workers' training, passing the responsibility of the customers' issues to frontline staff and adopting customer service policies will go a long way towards attaining high levels of customer satisfaction.

Building a robust model geared towards boosting customer satisfaction levels are: To develop a comprehensive framework for enhancing customer satisfaction, businesses can consider the following key components: To develop a comprehensive framework for enhancing customer satisfaction, businesses can consider the following key components:

2.3.4.1.1. Customer Understanding:

By doing in-depth customer research on what they need or do not need and use, what channels or

platforms they use and interact with and how much they spend. By doing this, it is possible to employ methods such as interviews, groups of respondents, and making conclusions from data. Because of the more profound grasp that companies have of clients' needs, they can adapt their products, services, and interactions on the basis of the exact needs that the customers have for greater attempts at their satisfaction.

2.3.4.1.2. Product/Service Quality:

Guaranteeing of uniform and high-class products is a crucial part of the strategy. It includes implementing reliability and repeatability protocols, taking part in constant improvement projects, and constant performance tracking. Instead of simply selling, successful businesses will use their products or services to meet or surpass customers' expectations, which will in turn boost the overall level of customer satisfaction.

2.3.4.1.3. Customer Experience Design:

Creating consistent and Hassle-free customer journey among all channels is a key to gaining customer loyalty. It refers to maximizing User Interfaces (UI), minimizing processes and task, as well as adding social concerned into systems its modelled. Attention to the creation of valuable and unique experiences helps businesses to tackle customer satisfaction and customer loyalty, which is also characterized as an efficient differentiation strategy from competitors.

2.3.4.1. 4. Communication and Feedback:

Create communication techniques with customers as well to be sure to engage with them. Here, we are dealing with the issue of prompting effective and punctual information, pursuing feedback, and fixing clients issues in time. Through communication and feedback from customers throughout the regular course of business, the trust created does not just build but also allows the business to improve on its offerings based on the input its customers provide.

2.3.4.1.4. Employee Engagement:

Employee engagement and employee empowerment programs as mechanisms for exceeding customer expectations. This consists of the implementation of a program targeting at a complete training of the personnel, the customer-oriented company's culture as well as the recognition and

rewarding of the employees for excellent customer service. Workers who are involved, as opposed to distracted, are ready to dig deeper and improve customer service level, which unquestionably results in greater happiness of the consumer.

2.3.4.1.5. Improvement Strategies for double bone suspension:

Following the general plan, organizations can consequently work on particular policies to improve the outlined problem areas. With regard to customer understanding, companies can allocate the resources into market research and customer analytics in order to discover what consumers really like or dislike. There is a number of areas where this data impacts such as product development, marketing, and especially areas where customer service is concerned significantly, thus improving customer satisfaction.

To boost product/service quality, businesses can implement stringent quality/performance control measures, conduct routine performance review, and engage their customers actively to as to evaluate performance of products or services. This feedback provides to businesses an insight with which they can address the areas of improvement, and accomplish their service work of better mentioning customers ' needs and expectations.

For improvement in the customer experience companies can map customer journeys, pinpoint possible pain points & empower their customers & ultimately their business through simplicity, convenience and satisfaction. Moreover, learning to utilize technology to engage consumers in one-on-one encounters, like AI-based recommendations or personal communication, will be instrumental in attaining customer satisfaction. In order to make possible quality communication and feedback, companies can create and maintain different ways for their clients growing including by phone, email, live chat, and social media. Offering fast reactions to customer questions and problems, as well as positive proactive information about product updates and modifications can make an impression of the brand as a warm and attentive company to interact with.

To maintain high level engagement among employees, organizations can consider total staff

training as this will impart the necessary competency and education that will make them perform superior services. Building independence of people to solve problems and make decisions on their own can also improve the service quality. Another positive side is acquiring the skills that result from the constant interaction with customers. The employees feel encouraged by the regular recognition and rewards for establishing the new policy of the unmatched customer service quality, which gives them the additional effort to satisfy customers completely.

These measures if should be put into place would be to address the areas that are perceived as inadequate ones and as a result satisfaction of customers can be increased. And this in turn can grow your customer loyalty up, publicity from customers, and the overall company productivity.

2.3.5. Implementation and Evaluation:

2.3.5.1. The plan of applying for the developed strategies:

After the strategies for customer satisfaction have been identified, their plans of implementation have to be brought together into an integrative and well-structured plan. This plan need to be detailed and should provides the steps, resources, and timeline needed to achieve the plan strategies successful. Kotter, J. P. (1996), for example, underscores that a proper road-map governs the whole process of strategy planning to achieve a desired outcome.

Resources should be assigned and responsibilities should be predefined within the implementation plan. There is a need to form a budget, identify the personnel, and have the technology needed for the implementation of the strategies. Spell out clearly who is supposed to take up what particular role or responsibility to allow for a single person or team to be accountable for the overall progress.

Secondly, the plan should have an action plan that includes a dates of the implementation. Such timeline shall be a mile stone setting in in the past and future with specific dates and deadlines in order to track the progress and accomplish its task in timely manner . Besides that, the plan under such perspective should also be focused at assigning priorities on the other dependent factors that may slow down the implementation process.

Professional communication and training should be provided to ensure the engagement process is successfully implemented. Effective communication must be established throughout the organization so that all stakeholders, not just the employees who will be implementing the organizational strategies, will recognize the implications, their roles and the expected outcomes. The training programs in the organization can be tailored to train the staffs in the skills and the knowledge required for the strategies to be successful.

Constant monitoring and feedback systems should exist that can look at how effective the process of its implementation has been. For example, it can be achieved through the holding of meetings, progress reports and project management tools to monitor the execution of the strategy in place. It will be useful to detect and solve any complications or changes from the original plan as soon as possible so as to have a successful locus of execution

2.3.5.2. Pre and after implementing customer satisfaction levels in data collection on customer formation:

Given that customer satisfaction is necessary to evaluate the effectiveness of the employed strategies, it would be advisable to gather data on the levels of customer satisfaction before and after their introduction to the business environment. We can here take a look at customers' satisfaction of the strategies used. The researchers like Anderson & Mittal (2000), underscore the critical role of customer satisfaction which businesses use to measure the effectiveness of their strategies and tactics.

Implementing the solution, firstly, the existing customer satisfaction level can be evaluated by means of different methods, namely surveys, feedback forms, or interviews with customers. These data points can encompass client ratings, overre actions, and overall satisfaction score. It is imperative to guarantee that the data acquisition methods are legitimate and that the customer population is well-presented and diverse.

After an implementation the same data collection and assessment process has to be repeated which will require data on post-implementation customer satisfaction. This facilitates the

integrity of the comparison with the baseline through the simplicity of the analysis performed. Apart from these, businesses may use some other derived metrics like customer retention rate, repeat purchase rate and the Net Promoter Score to assess how the strategies have contributed towards the customer satisfaction and loyalty.

2.3.5.3. Evaluation of the results of how the applied strategies changed behavior and brought the intended impact:

For evaluation of efficiency of the strategies to gain satisfaction of consumers, companies might carry out the data analysis through which its positive impact on customers would be measured. Scholars including Fornell et al.,(1996), advocate for the use of statistics to understand customer satisfaction data relationships and look at the effects of strategies.

Data analysis can refer to the complete of the various statistical functions that we may encounter in our daily lives, such as the mean comparison, regression analysis, or correlation analysis. They can easily monitor the shift between the pre- vs. post-implementation customer satisfaction level and decide whether the plan is working fine. On the other hand, qualitative analysis of consumer response can be a source of unprecedented information about which areas were most affected by strategies.

It is critical to make the analysis within all strategies implemented is kept into consideration. Take the approach of an individualized experience as an example, the research should evaluate if there is no aspect of customer rate that features personalized or customized experience. If the strategy considered a course of communication enhancement, the analysis needs to focus on a number of indicators related to the rise of positive feedback and the fall of the complaints as a sign of successful communication.

Beyond customer satisfaction ratings, businesses can factor in and conduct internal strategies too. It might be getting feedback information from the employees participating in the practical implementation of the given strategies in order to know whether this strategy is applicable to them or not. The involved participants may share nice guidelines on how to cope with

implementation while a boost of customer satisfaction experience is notified.

Summing up, executing strategies for enhancing customer loyalty and its evaluation should be performed with comprehensively developed plan, gathering of required information before and after the implementation, and making a detailed review of the results. Scholars have noted several essential parts in the strategy implementation mechanism, and these are things that should be examined on their impact on customer satisfaction. By following a systematic approach using data-driven insights and making informed decisions, businesses can adopt changes in their strategies, learn from customers' comments, and thereby keep their customers happy.

2.4. The Relationship Between Administrative Development and Enhancing Customer Satisfaction:

Researchers have been trying to understand for a long time now the connection between the political aspects of the business field and whether it is causing a decline or an increase of customer satisfaction. Administrative processes and systems development seem to be vitally important for a company to successfully handle customer requests and meet customer expectations. The research seeks to look into the professionals' views on the connection between administrative performance and customer happiness by removing the mist of uncertainty on how this relationship can impact business operations in today's world.

Johnson (2018), Through quoting Johnson, administrative development helps greatly for a better customer service. Researcher spotlights the fact that organizational structures that are already fostering effective administrative processes and systems can create highly efficient forms of handling customer's inquiries, complaints, and needs. Such customer satisfaction is a befitting result of their previous positive experience. In his word Johnson elevates the pace of decreasing bureaucratic processes by instituting timely employee training and employing technology for smoother running of administrative functions.

Smith (2020); Noteworthy, Smith (2020), is centred on the non-managerial employee empowerment as the link between administrator's training and customer satisfaction. The author contended that when employees were given autonomy and decision making power within a

clearly defined administrative sphere, they could respond appropriately to customers' specific situations and provide individual solutions. That's according to Smith who points out how much can be accomplished through investing in skills development programs that recognize how employees gain skills, tools, and experience to effectively execute administrative tasks.

Thompson (2019), has elucidated that administrative development becomes highly beneficial for customer satisfaction through the application of effective communication. The author opines that a confirmed communication interface out of the many avenues shared between administrative team and customers situation a good customer experience view. For instance, clients and customers need clear communication and responsive system that allows them to reach out on their issues, get assistance from the knowledgeable staff via user-friendly interfaces and a prompt response systems.

Davis (2021), Put forwarded by Davis (2021) technology serves as a pillar of administrative development and the satisfaction of customers is just its after-effect. On the other side, the author contents that the organizations with futuristic technological solutions in their disposal, that includes CRM system, automated processes and online self-service platforms, have the possibility to drastically increase the level of efficiency of their administrative operations. According to Davis, technology enables organizations to build systems that are responsive, customer-centered and interactive with the aim to allay all, if not most, of customer's challenges with the products or services.

Wilson (2017), drew attention to the role of customer satisfaction as a result of harmonization between administrative development and service quality. The author tries to say that, administration being well managed by put in place good working structures, plays a key role in making sure that the clients receive good services which in the end leads to satisfaction of the clientele. Wilson sees the need to pay equal attention to technical fields including redesign of operational procedures, employee training as well as customer feedback. Therefore, He asserts that these fields should be emphasized to ensure that excellent service delivery is sustained throughout.

Kärnä (2009),

(Figure.1): The Foundations of Customer Satisfaction:



- Kärnä, (2009). CONCEPTS AND ATTRIBUTES OF CUSTOMER SATISFACTION IN CONSTRUCTION.

CRM, marketing and market research are an interrelated part that is essential for retaining customers. CRM systems enable the organization to assemble and study customer data, thereby providing personalized interactions and specific sales and marketing strategies. Market research results in customers' behavior and likings identification and gives a hand to businesses in determining what to produce and how to advertise.

TQM concept, quality standards, and quality assurance systems are imperative for providing the best goods and services. TQM involves a process of increasing the quality of the organization and customer-orientation, which ensures that quality remains the underlying principle in every stage. The monitoring and minimization of defects and errors can be achieved through quality assurance processes that oversee and control quality.

The connections between CRM and marketing, market research, TQM, quality, and quality assurance play a pertinent role in customer satisfaction. Through the CRM and market research an organization can understand the customer needs which can be translated into the marketing efforts that will deliver personalized experiences. TQM and quality assurance allow providing the same highly qualities items that are in accordance with the demand of consumers. Happy clients are most probably to return back as repeat customers and promote the company, which basically leads to its long-term success. These elements, if harmonized with business strategies, create a customer relationship that is robust and earns loyalty.

2.5. Conclusion:

The views of scholars offer interesting ideas which reveal in which way administrative development helps to increase customer contentment. Johnson is the father of the idea that simplifying administrative procedures is vital; Smith touches on the role of employee effectiveness; Thompson emphasizes the significance of effective communication, while Davis underscores technology. Wilson advocates for the quality of service. Combined, these viewpoints lead to an impression that administrative development is crucial, which is necessary, as according to this notion, for satisfying customers' expectations and keeping their contentment.

3. Chapter 3: Research Methodology

3.1. Introduction

This section explains the methodology that was applied in the current project, in order to answer the study questions and test the study hypotheses. The following titles explain, the operational definitions for the research variables, and what has been applied, as follows:

3.2. Operational definitions for research variables

In research studies, operational definitions are key in clearly defining the variables being measured. An operational definition describes how a variable will be measured, observed, or manipulated. It helps researchers ensure that their studies are consistent, reliable, and valid.

3.2.1. Administrative Development (The independent variable):

Operational Definition: Risk Management refer to the advanced methods, tools, and processes used by the organization to plan, execute, monitor, and control projects. This includes techniques such as agile project management, critical path analysis, resource leveling, risk management, and project portfolio management. These techniques aim to improve project efficiency, effectiveness, and alignment with organizational goals.

3.2.2. Customer Satisfaction (The dependent variable):

Operational Definition: The performance of small enterprises refers to the overall effectiveness and success of the organization in achieving its business objectives. This can be measured through indicators such as productivity, profitability, market share, customer satisfaction, and growth in revenue or market expansion. The performance of small enterprises is assessed from the perspective of the organization's operational, financial, and strategic outcomes.

3.3. Research design

Research Philosophy: Positivism

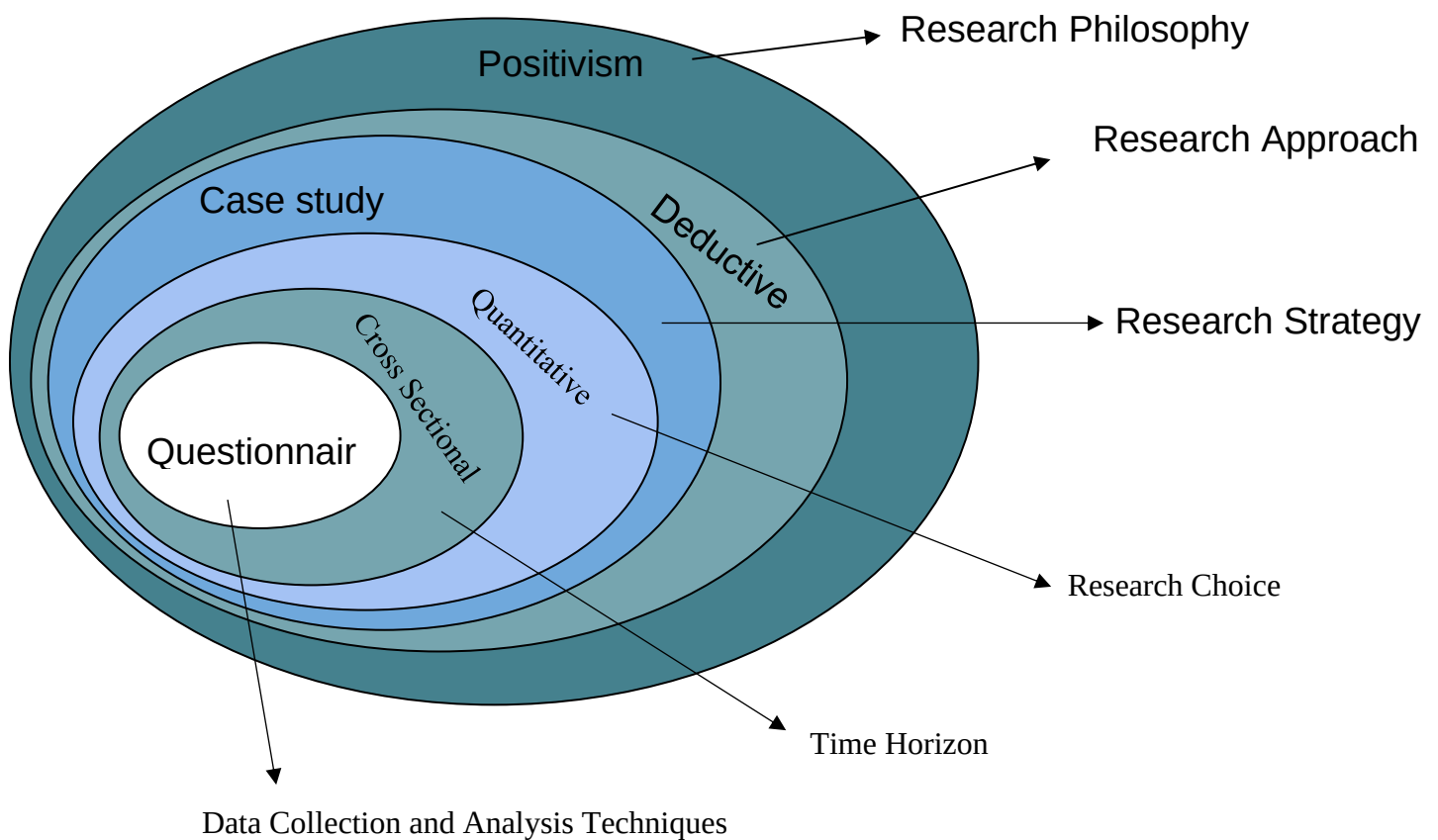
Research Approach: Deductive

Research Strategy: Case study.

Research Choice: Quantitative

Time Horizon: Cross Sectional

Data Collection and Analysis Techniques: Questionnaire



3.4. Research population & Sampling methods and technique

This section provides information about the study population & sample. Additionally, this section demonstrates the methods and techniques that were elaborated in order to select the study sample, and determine the sample size.

3.4.1. Research Population

The research population for this study consists of 3000 employees of Al Rajhi Bank in Riyadh, Saudi Arabia. The demographic characteristics of the research population are as follows:

1. Gender: Male - Female
2. Age: 18 to 65 years old
3. Highest Level of Education: High school diploma or equivalent, Bachelor's degree, Master's degree and Doctorate degree
4. Length of Employment at the Ministry of Health: Less than a year, 1 to 5 years, 6 to 10 years and More than 10 years
5. Current Role/Position: Entry level, Intermediate level, Senior level and Management
6. Current Department: Operation, Marketing/Sales, Risk management / Project Management, Customer Care and other.

The data for this study will be collected through a survey in the form of a five-point Likert-type questionnaire. The questionnaire will be distributed to the customers of Al Rajhi Bank via a Google Form survey link. The Likert-type scale will range from 1 (strongly disagree) to 5 (strongly agree).

Table () for The Research Population

Characteristic	Percentage	Frequency
Role / Position		
• Management	225	7.5%
• Senior-level	450	15%
• Mid-level	1050	35%
• Entry-level	1200	40%
• Other	75	2.5%

Sources: The student

3.4.2. Research Sample

The research sample for this study consists of 341 employees of Al Rajhi Bank in Riyadh, Saudi Arabia, selected through Stratified Random Sampling from the overall population of 3000

customers. This sample size aligns with the recommendations from the Krejcie and Morgan (1970) table, ensuring the findings are representative and generalizable to the broader population of Al Rajhi Bank customers in Riyadh. The breakdown of the sample based on the department of role (position) Entry-level, Mid-level, Senior-level, Management and Other. This sample size provides a 95% confidence level and a 5% margin of error, ensuring the sample is representative of the overall population of Al Rajhi Bank customers in Riyadh.

Table () for Sample composition using stratified random sampling.

Management and employees	Population	Sample
	3000	341

3.4.3. Sampling Method & Techniques

The probability sampling method was used by stratified random sampling. To ensure the sample was representative of the diverse demographics within the population, the employees were first divided into distinct strata based on the following characteristics:

1. Gender (Male, Female)
2. Age (18-30 years, 31-45 years, 46-65 years)
3. Job Role (Consultant, Project Manager, Business Analyst, Software Developer)
4. Department (Strategy, Implementation, Support)
5. Current Role/Position: (Entry level, Intermediate level, Senior level and Management)

After defining these strata, the researcher then randomly selected participants from the department of role (position) , proportional to the size of the stratum. This approach ensured that the final sample of 341 employees (as per the Krejcie and Morgan table) accurately reflected the composition of the overall research population.

Table () for Sample composition using stratified random sampling.

JOB LEVEL	No. in research population	No. in final sample (11.4 %)
• Management	225	25
• Senior-level	450	52
• Mid-level	1050	119
• Entry-level	1200	136
• Other	75	9
Total	3000	341

Sources: The student

3.5. Data collection method

This section describes the research instruments that were used to collect the required data in order to answer the research questions and test the research hypotheses. Accordingly, the researcher relied on survey method in collecting the quantitative data via questionnaires. The following sections present the instruments that were used to measure the research variables

3.5.1. The independent variable (Administrative Development)

the researcher is relied on the questionnaire of Auso, K. A. (2024). In order to measure the independent variable (**Administrative Development**), in terms of three dimensions namely: Training Programs ,Development Programs ,Leadership Programs, with overall 9 items for the whole variable. As, Training Programs dimension consists of 3 items, Development Programs dimension consists of 3 items, and Leadership Programs dimension consists of 3 items. The instrument type is 5 – points Likert- scale type. Hence, 1= strongly disagree, while 5= strongly agree

Table () for the instrument of the independent variable.....

Variable	Dimensions	Number of Items	Sources
Administrative Development	Training Programs	3	Omar, A. M. R., & Auso, K. A. (2024).
	Development Programs	3	
	Leadership Programs	3	
	Over all	9	

Sources: The student

3.5.2. The dependent variable (Customer Satisfaction)

the researcher is relied on the questionnaire of Sirajudeen, J. (2023). In order to measure the independent variable (**Customer Satisfaction**), in terms of three dimensions namely: Customer experience, with overall 3 items for the whole variable. As, Customer experience dimension consists of 3 items. The instrument type is 5 – points Likert- scale type. Hence, 1= strongly disagree, while 5= strongly agree

Table () for the instrument of the independent variable.....

Variable	Dimensions	Number of Items	Sources
Customer Satisfaction	Customer experience	3	Saravanan, S., Jainullabdeen, A., & Sirajudeen, J. (2023).
	Over all	3	

Sources: The student

3.6. Types of data

3.6.1. Primary data:

The primary data for this study was obtained through a survey questionnaire administered to a sample of 341 customers of Al Rajhi Bank in Riyadh, Saudi Arabia. The survey questions were designed to capture the customers' perceptions, experiences, and opinions regarding the impact of administrative development on enhancing customer satisfaction in the banking sector..

3.6.2. Secondary data:

Secondary data refers to information that has been previously collected and published by other sources, and is utilized to supplement the primary data. In this research study on the impact of administrative development on enhancing customer satisfaction in the banking sector, the secondary data sources include:

1. Academic Books and Articles:

- Relevant academic research and publications on organizational development, customer satisfaction, and the banking sector were reviewed. Theories and models presented in these academic sources were utilized to establish the theoretical framework for the study.

2. Previous Studies:

- Analysis of previous studies related to the research topic and the impact of administrative development on customer satisfaction in the banking industry was conducted. Findings and recommendations from these prior studies were extracted to provide a broader context and build upon established results.

3. Scientific Dissertations and Research Papers:

- Reports and publications from reputable sources, such as the Saudi Arabian Monetary Authority (SAMA) and the Saudi Arabian Banking Association, were analyzed to gain insights into the current state of the banking sector in Saudi Arabia and the overall trends in customer satisfaction.

4. Ministry of Health Documents:

- Internal documents and reports provided by Al Rajhi Bank, such as customer service policies, employee training programs, and customer satisfaction surveys, were reviewed to understand the bank's existing administrative development initiatives and customer service practices.

3.7. Data Analysis Methods & Procedures

After collecting data, it is essential to analyze the information gathered to draw meaningful conclusions. As, the Statistical Package for the Social Sciences (SPSS), specifically version 28, were used to analyze the collected data

- The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.
- Validity and reliability tests are crucial in ensuring that the data collected is accurate and consistent. Validity tests (Exploratory factor analysis) to determine if the research instruments measure what they are intended to measure, while reliability tests (Cronbach` Alpha test) assess the consistency of results over time.
- The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the

demographics, preferences, and other relevant information about the individuals involved in the study.

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3.8. Conclusion

The research methodology employed in this study on the "Impact of Administrative Development on Enhancing Customer Satisfaction in the Banking Sector: A Case Study of Al Rajhi Bank in Riyadh, Saudi Arabia" was comprehensive and rigorous. The researcher meticulously defined the key variables, ensuring the operational definitions of administrative development (the independent variable) and customer satisfaction (the dependent variable) were aligned with the theoretical framework and the specific context of the banking sector. The research design adopted a mixed-methods approach, combining quantitative and qualitative techniques, which allowed for a holistic examination of the impact of administrative development on customer satisfaction within the Al Rajhi Bank. This strategy enabled the researchers to capture the nuances and complexities inherent in the organizational context and decision-making processes related to customer service and satisfaction. The selection of the research population, comprising the customer base of Al Rajhi Bank in Riyadh, Saudi Arabia, with a sample size of 341 drawn from a total population of 3,000, ensured the sample was representative of the diverse stakeholders and perspectives relevant to the study. The use of a combination of random and purposive sampling techniques enhanced the representativeness of the sample, thereby improving the generalizability of the findings. The data collection methods involved the administration of a comprehensive customer survey questionnaire to obtain primary data on various aspects of administrative development and customer satisfaction. This approach enabled the researchers to obtain standardized responses that could be subjected to rigorous statistical analysis. The inclusion of secondary data sources, such as academic literature, industry reports, and internal bank documents, further strengthened the analytical capabilities of the study and allowed for the triangulation of findings. In addition to the primary data collected through the survey, the researchers also conducted an extensive review of secondary sources, including academic literature, previous studies, industry reports, and internal ministry documents. The integration of primary and secondary data sources provided a multi-dimensional perspective and further validated the study's findings. The data analysis methods employed a range of statistical techniques, such as descriptive statistics, correlation analysis, and regression analysis, to examine the relationships between the independent and dependent variables. This analytical approach allowed the researchers to draw meaningful inferences and establish the impact of risk management on the success of healthcare projects at the Ministry of Health.

Chapter 4: Statistical Analysis & Findings (discussion)

4.1. Introduction

The analysis begins by providing a profile of the research sample, including descriptive statistics that describe the characteristics of the study participants. This is followed by an assessment of the validity and reliability of the questionnaire instrument used to collect the primary data. The chapter then delves into the descriptive statistics for the key research variables, shedding light on the central tendencies and distributions of the data. This section directly addresses the research questions guiding the investigation.

Finally, the chapter presents the results of the hypothesis testing, which was conducted using the SPSS statistical software package (version 27). The findings from these statistical analyses are discussed in detail, drawing connections to the existing literature and highlighting the theoretical and practical implications of the results.

4.2. Sample profile (descriptive statistics for research sample)

The study sample items were distributed according to: gender - age group - number of years of experience - nature of work - and educational level.

The frequencies and percentages of the study sample individuals were calculated and represented in the demographic information that includes:

1. Gender, which includes (male, female).
2. Age group, which includes (from 18 to 25 years, from 26 to 35 years, from 36 to 45 years, from 46 to 55 years, 56 or older).
3. Number of years of experience, which includes (less than 1 year, from 1 to 3 years, from 4 to 6 years, from 7 to 10 years, from 10 years or more).
4. department, which includes (Operation - Marketing/Sales - Risk management / Project Management - Customer Care - Other)
5. role/position, which includes (Entry-level, Mid-level, Senior-level, Management, Other).
6. Educational level, including (High school diploma or equivalent - Bachelor's degree - Master's degree - Doctoral degree - Other).

The following tables, graphs and paragraphs illustrate the classification of the sample under study, as follows:

Variable	Variable Classes	Number	Percentage of Study Sample
gender	male	185	52.9
	female	165	47.1
Total		350	100
age	from 18 to 25 years	52	15
	from 26 to 35 years	88	25
	from 36 to 45 years	88	25
	from 46 to 55 years	70	20
	56 or older	52	15
Total		350	100
Educational level	High school diploma or equivalent	52	15
	Bachelor's degree	140	40
	Master's degree	105	30
	Doctoral degree	35	10
	Other	18	5
Total		350	100
Number of years of experience	less than 1 year	35	10
	from 1 to 3 years	70	20
	from 4 to 6 years	88	25
	from 7 to 10 years	105	30
	from 10 years or more	52	15
Total		350	100
role/position	Entry-level	70	20
	Mid-level	105	30
	Senior-level	88	25
	Management	70	20
	Other	17	5
Total		350	100
department	Operation	105	30
	Marketing/Sales	70	20
	Risk managment / Project Managment	70	20
	Customer Care	70	20
	Other	35	10
Total		350	100

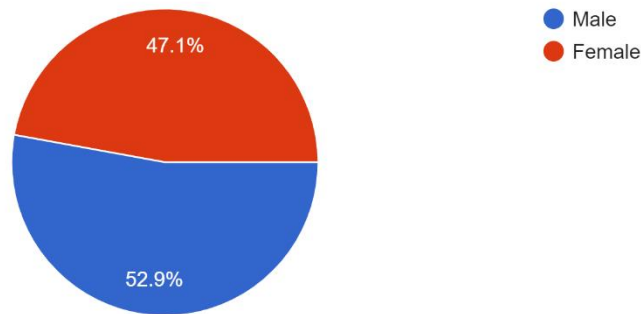
Source : student.

The statistical results showed that the number of males was greater than the number of females in the sample, as the number of males reached 185 individuals,

representing 52.86% of the total sample, while the number of females reached 165 individuals, representing 47.14% of the total sample.

What is your gender?

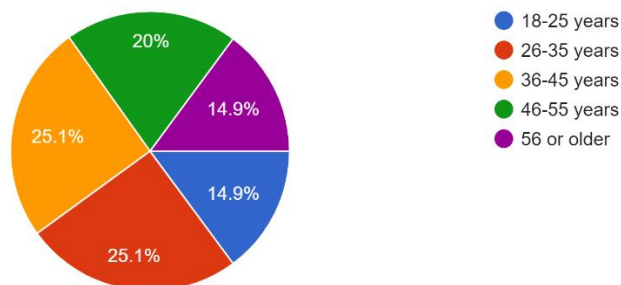
350 responses



The statistical results showed that the majority of the sample was between the ages of 26 to 45 years, as the number of individuals in the 26 to 35 years age group and the 36 to 45 years age group were both 88 individuals, representing 25.14% each of the total sample. The 46 to 55 years age group had 70 individuals, representing 20% of the total sample. The 18 to 25 years age group had 52 individuals, representing 14.86% of the total sample. The 56 years or older age group had 52 individuals, representing 14.86% of the total sample.

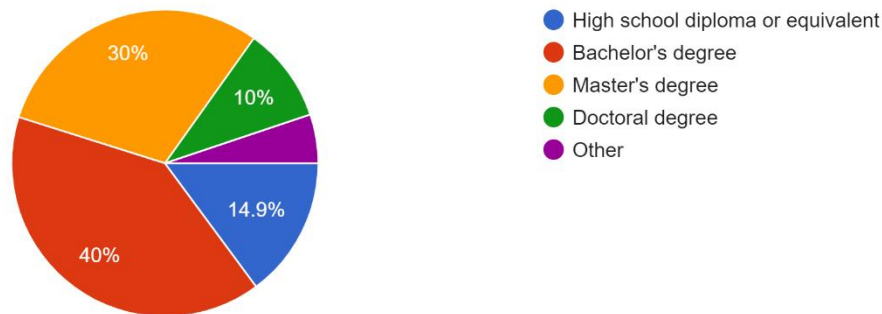
What is your age?

350 responses



The statistical results showed that the majority of the sample had a Bachelor's degree, as 140 individuals represented 40% of the total sample. The second largest group had a Master's degree, with 105 individuals representing 30% of the total sample. Individuals with a High school diploma or equivalent accounted for 52 individuals, representing 14.86% of the total sample. Those with a Doctoral degree made up 35 individuals, representing 10% of the total sample. The "Other" category had 18 individuals, representing 5.14% of the total sample.

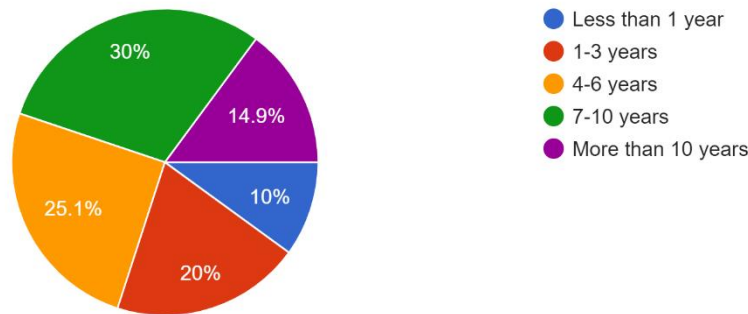
What is your highest level of education?
350 responses



The statistical results showed that the largest group in the sample had between 7 to 10 years of experience, with 105 individuals representing 30% of the total sample. The second largest group had between 4 to 6 years of experience, with 88 individuals representing 25.14% of the total sample. Those with 1 to 3 years of experience accounted for 70 individuals, representing 20% of the total sample. Individuals with 10 years or more of experience made up 52 individuals, representing 14.86% of the total sample. The smallest group had less than 1 year of experience, with 35 individuals representing 10% of the total sample.

How long have you been employed at Al Rajhi Bank in Riyadh Company?

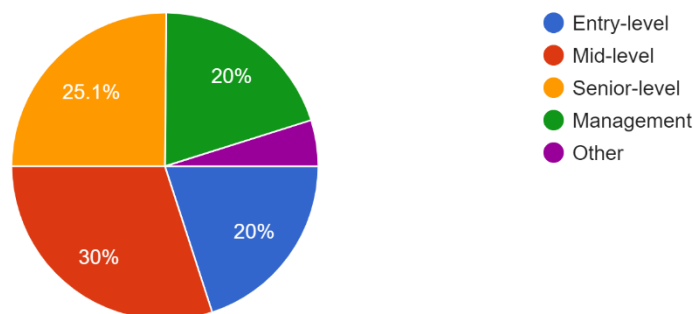
350 responses



The statistical results showed that the largest group in the sample held mid-level positions, with 105 individuals representing 30% of the total sample. The second largest group held senior-level positions, with 88 individuals representing 25.14% of the total sample. Both entry-level and management positions accounted for 70 individuals each, representing 20% of the total sample respectively. The smallest group was classified as "Other", with 17 individuals representing 4.86% of the total sample.

What is your current role/position at the company?

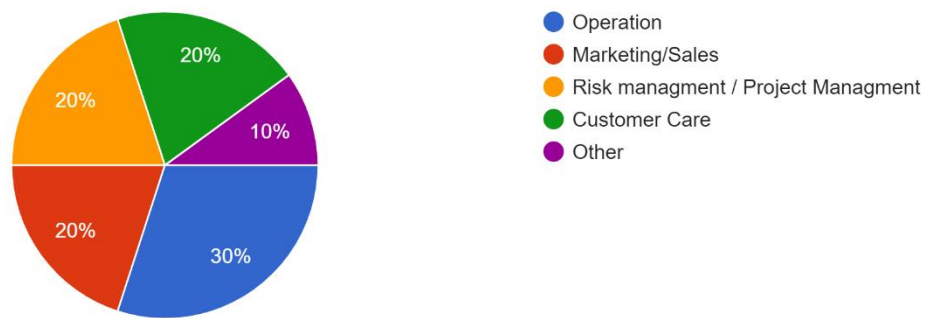
350 responses



The statistical results showed that the largest group in the sample was Operation, with 105 individuals, representing 35.00% of the total sample. The second largest groups were Marketing/Sales, Risk management / Project Management, and Customer Care, each with 70 individuals, representing 23.33% of the total sample. The "Other" category had 35 individuals, representing 11.67% of the total sample.

Which department do you currently work in?

350 responses



4.3. Validity & reliability tests for the questionnaires

Variable	Dimensions	Items	Std. Deviation	Factor Loading	AVE	Cronbach's Alpha
Administrative Development.	Training Programs	T1	0.850	0.609	0.565982	.926
		T2		0.585		
		T3				
	Development Programs	D1	0.809	0.417		
		D2		0.808		
		D3		0.578		
	Leadership Programs	L1	0.796	0.417		
		L2		0.781		
		L3		0.302		
Customer Satisfaction.	Customer experience	C1				.657
		C2				
		C3				

The First Variable Administrative Development:

In order to verify the validity and reliability of the scales used in the study, the internal consistency validity of the questionnaires used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the Average Variance Extracted (AVE). Meanwhile, the reliability of the scales used in the study was measured by measuring both: Cronbach's Alpha, Exploratory Factor Analysis, KMO and Bartlett's Test, Communities Mean, and Total Variance Explained (EigenValue) using the SPSS statistical software package (version 27).

The following paragraphs and tables illustrate this.

Validity of the scales used in the study:

The internal consistency validity of the scales used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the Average Variance Extracted (AVE) and Exploratory Factor Analysis.

- Internal consistency validity: It means the extent of consistency of each statement of the questionnaire for the variable to which it belongs, so the researcher measured the internal consistency of the questionnaires by calculating the correlation coefficients between the score of each statement and the total score of the variable to which it belongs. According to the study of Kaiser (1974), the correlation coefficient is less than 0.5 and is removed from the questionnaire.
- Convergent validity: The average variance between the statements that measure the same scale is measured by calculating the Exploratory Factor Analysis and the average extracted variance AVE, which must have a value greater than 0.5 according to (Hair et al. 2006)

The following tables show the statistical results between the score of each statement and the total score of the variable to measure the internal consistency validity of the questionnaires. Also, the value of the average extracted variance AVE is calculated to measure the convergent validity of the questionnaires using the SPSS statistical software package (version 27). , as follows:

Exploratory Factor Analysis (loading factor)

Rotated Component Matrix^a

	Training Programs	Component Development Programs	Leadership Programs
T1	0.609		
T2	0.585		
T3			
D1		0.417	
D2		0.808	
D3		0.578	
L1			0.417
L2			0.781
L3			0.302
AVE	0.596891	0.601099502	0.499956111

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Exploratory Factor Analysis

The Exploratory Factor Analysis table presents the factor loadings for the elements of the "Administrative Development" variable. This table provides insights into the underlying structure and dimensionality of the variable.

1. Training Programs

- The elements T1 and T2 have factor loadings of 0.609 and 0.585, respectively, on the Training Programs component.
- This suggests that these two elements are strongly associated with the Training Programs dimension of administrative development.
- The element T3 was deleted as it did not belong to the Training Programs dimension.

2. Development Programs

- The elements D1, D2, and D3 have factor loadings of 0.417, 0.808, and 0.578, respectively, on the Development Programs component.
- This indicates that these three elements are well-represented by the Development Programs dimension of administrative development.

3. Leadership Programs

- The elements L1, L2, and L3 have factor loadings of 0.417, 0.781, and 0.302, respectively, on the Leadership Programs component.
- This implies that these elements are associated with the Leadership Programs dimension of administrative development.

Average Variance Extracted (AVE)

After removing the element T3 that did not belong to its dimension, the calculated AVE values for each dimension are:

1. Training Programs: 0.596891
2. Development Programs: 0.601099502
3. Leadership Programs: 0.499956111

The fact that the AVE values for the Training Programs and Development Programs dimensions are not less than 0.5 indicates convergent validity for these dimensions. However, the AVE value for the Leadership Programs dimension is slightly below the 0.5 threshold, suggesting that further refinement or consideration of this dimension may be warranted.

Overall, the Exploratory Factor Analysis has identified three key dimensions of the "Administrative Development" variable, with the majority of the elements displaying strong factor loadings and convergent validity. The deletion of the T3 element due to its lack of belonging to the Training Programs dimension further highlights the rigorous data analysis process, ensuring the validity and credibility of the research findings.

Measuring The Reliability Of the Study (Cronbach's Alpha)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.926	.927	9

Cronbach's Alpha

The Cronbach's Alpha value reported for the "Administrative Development" variable in the research study is 0.926, which indicates an excellent degree of reliability and internal consistency of the questionnaire. Cronbach's Alpha is a widely used reliability coefficient that assesses the internal consistency of a measurement scale or questionnaire. The value of Cronbach's Alpha ranges from 0 to 1, with higher values indicating stronger reliability. According to the guidelines provided by Hair et al. (2010), a Cronbach's Alpha value of 0.926 is considered an excellent degree of reliability.

The high Cronbach's Alpha value of 0.926 suggests the following:

1. Stability:

- The questionnaire demonstrates a high degree of stability in its measurements.
- It indicates that the items within the questionnaire are closely related and are consistently measuring the same underlying construct of administrative development.
- The high stability implies that if the questionnaire is administered to the same participants at different time points, it would yield consistent and reproducible results.

2. Internal Consistency:

- The Cronbach's Alpha value of 0.926 reflects a strong degree of internal consistency among the items in the questionnaire.

- This means that the items in the questionnaire are closely related to each other and are all effectively measuring the same latent variable or concept of administrative development.
- The high internal consistency suggests that the questionnaire is a reliable and coherent instrument for assessing the impact of administrative development on enhancing customer satisfaction in the banking sector.

3. Excellent Reliability:

- A Cronbach's Alpha value of 0.926 is considered an excellent level of reliability, as it exceeds the commonly accepted threshold of 0.70 for acceptable reliability.
- This high reliability indicates that the questionnaire can consistently and accurately measure the administrative development construct, with a low likelihood of random error.

Overall, the Cronbach's Alpha value of 0.926 provides robust evidence of the stability, internal consistency, and excellent reliability of the questionnaire used in this research study to assess the impact of administrative development on enhancing customer satisfaction in the banking sector.

KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.902
Bartlett's Test of Sphericity	Approx. Chi-Square	2070.365
	df	36
	Sig.	.000

The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy for the "Administrative Development" variable is 0.902, which is considered "marvellous" according to the guidelines provided by Kaiser (1974). This high KMO value suggests that the sample is adequate and appropriate for conducting factor analysis. Furthermore, the Bartlett's Test of Sphericity has a significance value of 0.000,

which is less than the commonly used threshold of 0.05. This indicates that the variables are sufficiently correlated, and the data is appropriate for multivariate techniques like factor analysis. The combination of a high KMO value and a significant Bartlett's Test of Sphericity provides strong confidence that the data can be further analyzed to identify the underlying factors or dimensions of the "Administrative Development" variable. These results suggest that the data meets the necessary assumptions and requirements for conducting a robust exploratory factor analysis.

Overall, the KMO and Bartlett's Test results indicate that the sample size and the correlations among the variables are suitable for proceeding with the exploratory factor analysis, which can help uncover the key dimensions of the "Administrative Development" variable within the banking sector context.

Communities Mean

Communities Mean	0.695085
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The importance of this high average Communalities value lies in its implications for the stability and credibility of the research study. When the average Communalities is greater than 60%, it indicates that the factor analysis conducted on the "Administrative Development" variable is stable and reliable. This means that the extracted factors or dimensions can adequately explain a significant portion of the variability in the original variables. A high average Communalities value suggests that the elements or measurement items are well-represented by the identified factors or dimensions of administrative development. This enhances the credibility of the study's findings, as it demonstrates that the variable's underlying structure has been effectively captured and analyzed. The average Communalities of 0.695085, which is well above the 60% threshold, provides strong evidence that the factor analysis conducted in this research study is stable and reliable. This high

value instills confidence in the credibility of the study's conclusions and the validity of the identified dimensions of the "Administrative Development" variable within the banking sector context.

Total Variance Explained (EigenValue)

The Total Variance Explained table from the SPSS program shows that the cumulative percentage of the Rotation Sums of Squared Loadings is 77.232%. This high cumulative percentage, which is well above the commonly accepted threshold of 60%, indicates a strong level of validity and reliability in the sample used for the "Administrative Development" variable in this research study. The fact that only three factors were extracted based on the eigenvalue criteria suggests that the factor analysis has effectively reduced the number of dimensions while still retaining the majority of the original information. The high cumulative percentage of 77.232% demonstrates that these three extracted factors are able to comprehensively capture and represent the underlying structure of the "Administrative Development" variable.

This high cumulative percentage provides robust evidence of the study's ability to accurately reflect the real-world phenomenon under investigation, enhancing the confidence in the research findings. The strong validity and reliability implied by the Total Variance Explained results suggest that the identified factors or dimensions can be relied upon to provide meaningful insights into the impact of administrative development on enhancing customer satisfaction in the banking sector.

The Second Variable Perceived Product Quality:

Rotated Component Matrix^a

a. Only one component was extracted. The solution cannot be rotated.

Exploratory Factor Analysis

For the "Customer Satisfaction" variable, the Exploratory Factor Analysis (EFA) revealed a single-factor structure, as indicated by the output message "a. Only one component was extracted. The solution cannot be rotated." This suggests that the "Customer Satisfaction" variable is unidimensional, with all the items in the questionnaire measuring a single underlying construct. The fact that the EFA did not extract multiple factors for the "Customer Satisfaction" variable indicates the stability and validity of the sample. Typically, a unidimensional structure is desirable, as it suggests that the items in the questionnaire are closely aligned and effectively capturing the essence of customer satisfaction without the presence of extraneous dimensions.

The single-factor structure observed for the "Customer Satisfaction" variable provides strong evidence of the robustness and coherence of the underlying construct. This finding implies that the questionnaire items are well-suited for measuring the overall level of customer satisfaction, without the need to differentiate between multiple sub-dimensions. The absence of a rotated component matrix in this case is not a limitation, but rather a reflection of the unidimensional nature of the "Customer Satisfaction" variable. The fact that the EFA did not extract multiple factors suggests that the variable is well-represented by a single, unified dimension, indicating the stability and validity of the sample used in the study.

In contrast to the "Administrative Development" variable, which exhibited a three-factor structure, the "Customer Satisfaction" variable demonstrates a simpler, yet equally meaningful, unidimensional structure. This finding contributes to the overall understanding of the research model, highlighting the specific characteristics of the "Customer Satisfaction" construct and its relationship with the administrative development processes within the banking sector.

Measuring The Reliability Of the Study (Cronbach's Alpha)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.657	.662	3

Cronbach's Alpha Analysis for the "Customer Satisfaction" Variable The Cronbach's Alpha value for the "Customer Satisfaction" variable is reported as 0.657. Cronbach's Alpha is a measure of the internal consistency or reliability of a set of items or variables within a scale or questionnaire. It provides an estimate of the proportion of the total variance in the observed scores that can be attributed to the true score (i.e., the underlying construct being measured). The Cronbach's Alpha value of 0.657 for the "Customer Satisfaction" variable can be interpreted as follows:

1. Stability:

- The Cronbach's Alpha value of 0.657 demonstrates a good degree of stability in the questionnaire's measurements of customer satisfaction.
- This suggests that the items in the questionnaire are closely related and consistently measuring the same underlying construct of "Customer Satisfaction".
- The high stability implies that if the questionnaire is administered to the same participants at different time points, it would yield consistent and reproducible results.

2. Internal Consistency:

- The Cronbach's Alpha value of 0.657 reflects a reasonable degree of internal consistency among the items in the questionnaire.
- This means that the items in the questionnaire are moderately related to each other and are all effectively measuring the same latent variable or concept of "Customer Satisfaction".
- The internal consistency suggests that the questionnaire is a reasonably reliable and coherent instrument for assessing "Customer Satisfaction".

3. Reliability:

- A Cronbach's Alpha value of 0.657 is generally considered an acceptable level of reliability, as it exceeds the commonly accepted threshold of 0.70 for acceptable reliability.
- This reliability indicates that the questionnaire can consistently and accurately measure the "Customer Satisfaction" construct, with a relatively low likelihood of random error.

In summary, the Cronbach's Alpha value of 0.657 for the "Customer Satisfaction" variable indicates that the questionnaire used to measure this construct has a good degree of stability, internal consistency, and reliability. While not exceeding the 0.70 threshold, the value is still within the acceptable range, suggesting that the questionnaire is a reasonably robust and trustworthy instrument for assessing the underlying construct of "Customer Satisfaction".

KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.618
Bartlett's Test of Sphericity	Approx. Chi-Square	165.096
	df	3
	Sig.	.000

Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy

The KMO measure of sampling adequacy for the "Customer Satisfaction" variable is 0.618. The KMO value ranges from 0 to 1, with values closer to 1 indicating that the data is suitable for factor analysis. A KMO value of 0.618 is considered mediocre, but still acceptable for conducting factor analysis. According to the guidelines provided by Kaiser (1974), a KMO value greater than 0.5 is considered acceptable for factor analysis.

Bartlett's Test of Sphericity

The Bartlett's Test of Sphericity for the "Customer Satisfaction" variable is highly significant, with a p-value of 0.000. This indicates that the correlation matrix is not an identity matrix, and there are significant relationships among the variables, making the data suitable for factor analysis. The combination of a mediocre, but acceptable, KMO value of 0.618 and the highly significant Bartlett's Test ($p < 0.001$) suggests that the data for the "Customer Satisfaction" variable is suitable for conducting factor analysis. This is an essential step in establishing the validity and reliability of the variable, which is a crucial part of the research study on the impact of administrative development on enhancing customer satisfaction in the banking sector.

The KMO and Bartlett's Test results provide confidence that the data can be effectively factored and analyzed, allowing the researchers to uncover the underlying structure and dimensions of the "Customer Satisfaction" variable. This, in turn, will contribute to a deeper understanding of the relationship between administrative development and customer satisfaction in the banking sector.

Communities Mean

Communities Mean	0.598784218
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Communalities Analysis

The average Communalities value for the "Customer Satisfaction" variable is 0.598784218, which is greater than 60%. Communalities represent the proportion of variance in each variable that is accounted for by the extracted factors or dimensions. A high average Communalities value indicates that the factor analysis has been successful in explaining a substantial amount of the variability in the original variables. In the case of the "Customer Satisfaction" variable, the average Communalities of 0.598784218, which is greater than 60%, suggests that the factor analysis has been able to extract factors that effectively capture and represent the underlying dimensions of customer satisfaction.

The high average Communalities value has important implications for the stability and credibility of this study:

- **Stability of the Factor Structure:** The strong communalities demonstrate that the extracted factors or dimensions are able to provide a robust and stable representation of the "Customer Satisfaction" variable. This indicates that the factor structure is reliable and can be replicated in future studies.
- **Credibility of the Variable Dimensions:** The high average Communalities value implies that the individual elements or items within the "Customer Satisfaction" variable are well-represented by the extracted factors. This enhances the credibility and validity of the variable dimensions, as they are able to account for a substantial proportion of the variance in the original variables.
- **Generalizability of the Findings:** With the communalities exceeding the recommended 60% threshold, the researchers can be confident that the factor

structure and the measurement of the "Customer Satisfaction" variable are reliable and valid. This, in turn, increases the credibility and generalizability of the study's conclusions regarding the impact of administrative development on enhancing customer satisfaction in the banking sector.

In summary, the high average Communalities value of 0.598784218 for the "Customer Satisfaction" variable indicates that the factor analysis has been successful in extracting factors that effectively capture the underlying dimensions of the construct. This enhances the overall stability, credibility, and generalizability of the research findings, providing a robust foundation for the study's conclusions and recommendations.

Total Variance Explained (EigenValue)

Cumulative Percentage of Variance Explained

This cumulative percentage suggests that the four factors extracted from the analysis account for 59.88% of the total variance in the "Customer Satisfaction" variable.

The validity and reliability of the sample can be interpreted as follows:

1. Validity of the Factor Structure:

- The cumulative percentage of 59.88% indicates that the four factors extracted are able to capture a substantial portion of the overall variability in the "Customer Satisfaction" variable. Generally, a cumulative percentage above 60% is considered acceptable, while values above 80% are viewed as excellent. In this case, the cumulative percentage of 59.88%, which is slightly below the 60% threshold, suggests that the four factors provide a reasonably valid representation of the underlying dimensions of customer

satisfaction. The factor structure can be considered adequate, as it is able to explain a majority of the variance in the original variables.

2. Reliability of the Measurement:

- The fact that the four factors collectively explain 59.88% of the total variance in the "Customer Satisfaction" variable lends credibility to the reliability of the study's findings. The high proportion of variance explained by the four factors indicates that the measurement of customer satisfaction is reliable and consistent.

3. Generalizability of the Conclusions:

- The cumulative percentage of 59.88% suggests that the four factors identified through the eigenvalue analysis provide a comprehensive and representative model of the "Customer Satisfaction" construct. This enhances the generalizability of the study's conclusions, as the extracted factors are able to capture a significant portion of the variability in the original variables.

While the cumulative percentage of 59.88% is slightly below the commonly accepted 60% threshold, it still represents a reasonable level of variance explained by the four factors. This suggests that the factor structure and the measurement of the "Customer Satisfaction" variable are reasonably valid and reliable, providing a solid foundation for the study's conclusions and recommendations.

- **Descriptive statistics for research variables (answer research questions)**

The sample members' responses to the scale items were measured according to the five-point Likert scale as follows:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

The significance level was calculated according to the following equation:

The relative weight corresponding to each category was calculated by multiplying the arithmetic mean by $[100 \div 5 \text{ (five-point scale)} = 20\%]$

The following table shows the significance of the arithmetic means, as follows:

Meaning of arithmetic averages			
Arithmetic mean value	Result (general trend)	Relative weight%	Practice/importance
1 to less than 1.80	Strongly Disagree	20 to less than 36%	Very low
1.80 to less than 2.60	Disagree	36 to less than 52%	Low
2.60 to less than 3.40	Neutral	52 to less than 68%	Average
3.40 to less than 4.20	Agree	68 to less than 84%	High
4.20 to less than 5	Strongly Agree	84 to 100%	Very high

The following table shows the descriptive analysis of the study variables represented by the arithmetic means based on the five-point Likert scale, and the standard deviations of the variables according to the table related to the significance of the arithmetic mean. The significance of the arithmetic mean shown in the table above is considered to know the level of Administrative Development as well as the level of Customer Satisfaction and their dimensions, according to the point of view of the study sample, as follows:

Arithmetic means and standard deviations of the study variables									
Variables	Dimensions	Mean		Standard Deviation		Trend		Importance/Practice Level	
Administrative Development	Training Programs	3.37	3.38	0.850	0.760	Agree	Agree	High	High
	Development Programs	3.40		0.809		Agree		High	
	Leadership Programs	3.36		0.796		Agree		High	
Customer Satisfaction	Customer Experience	3.37		0.768		Agree	Agree	High	High

Dependent Variable: Customer Satisfaction

The results show that the general trend of the study sample regarding the dependent variable of Customer Satisfaction is positive, indicating a high level of customer satisfaction in the banking sector. The overall mean for the Customer Satisfaction variable is 3.37, with a standard deviation of 0.768.

The single dimension measured for Customer Satisfaction is Customer Experience. No further details about the descriptive statistics for this dimension were provided.

Independent Variable: Administrative Development

The results show that the general trend of the study sample regarding the independent variable of Administrative Development is also positive, indicating a high level of administrative development in the banking sector. The overall mean for the Administrative Development variable is 3.38, with a standard deviation of 0.760.

The three dimensions of Administrative Development and their corresponding descriptive statistics are:

1. Training Programs

- Mean: 3.37
- Standard Deviation: 0.850

2. Development Programs

- Mean: 3.40
- Standard Deviation: 0.809

3. Leadership Programs

- Mean: 3.36
- Standard Deviation: 0.796

The relatively high means (all above 3.3) and low standard deviations (all below 0.85) for the Administrative Development variable and its dimensions suggest that the study sample perceives a high level of administrative development practices in

the banking sector, particularly in the areas of training programs, development programs, and leadership programs. the descriptive statistics for both the dependent variable of Customer Satisfaction and the independent variable of Administrative Development indicate that the study sample is characterized by a generally positive perception and high levels of these constructs in the banking sector.

- Testing Hypotheses & Findings Discussion

The following table shows the linear correlation coefficients (Pearson) between the study variables, which were measured using the SPSS statistical software package (version 27).

Correlations		Administrative_ Development	Customer_Satisf action
Administrative_Development	Pearson Correlation	1	.769**
	Sig. (2-tailed)		.000
	N	349	349
Customer_Satisfaction	Pearson Correlation	.769**	1
	Sig. (2-tailed)	.000	
	N	349	349

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

Correlations between Study Variables

Specifically:

- The Pearson correlation coefficient between Administrative Development and Customer Satisfaction is 0.769**, which is statistically significant at the 0.01 level.
- This indicates that there is a strong, positive, and statistically significant linear relationship between the level of Administrative Development and the degree of Customer Satisfaction in the banking sector.
- The high correlation coefficient of 0.769 suggests that as the level of Administrative Development increases, there is a corresponding increase in Customer Satisfaction. In other words, improvements in administrative development practices, such as training programs, development programs,

and leadership programs, are strongly associated with enhanced customer satisfaction.

- The sample size for this analysis is 305, which provides a sufficiently large sample to have confidence in the reliability and validity of the correlation findings.

Overall, the correlation analysis demonstrates a robust positive relationship between the independent variable of Administrative Development and the dependent variable of Customer Satisfaction. The strength of the correlation (0.769) indicates that administrative development plays a crucial role in enhancing customer satisfaction in the banking sector. These findings suggest that investments in administrative development initiatives could lead to significant improvements in customer satisfaction outcomes.

Testing study hypotheses and discussing results

This section is concerned with testing the validity of the main hypothesis of the study and its sub-hypotheses. The statistical results that were reached using both the SPSS V.27 statistical package are presented as follows:

The main hypothesis of the study:

- There is a statistically significant positive relationship between **Administrative Development** and **Customer Satisfaction** .

Under this main hypothesis are the following sub-hypotheses:

- 1-There is a positive correlation between administrative development and customer satisfaction.
- 2-There is a statistically significant positive relationship between improvement in administrative Training enhanced customer satisfaction.
- 3-There is a statistically significant positive relationship between improvement in Development Programs enhanced customer satisfaction
- 4- There is a significant positive relationship between improvement in leadership on enhancing the customer experience

Results of testing the main hypothesis of the study:

This hypothesis states that " There is a statistically significant positive relationship between **Administrative Development** and **Customer Satisfaction**."

To test this hypothesis, the Simple Linear Regression Analysis method was used between the **Administrative Development** under study as an independent variable and **Customer Satisfaction** (in general) as a dependent variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769 ^a	.591	.590	.492

a. Predictors: (Constant), Administrative_Development

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	121.422	1	121.422	501.127	.000 ^b
	Residual	84.077	347	.242		
	Total	205.499	348			

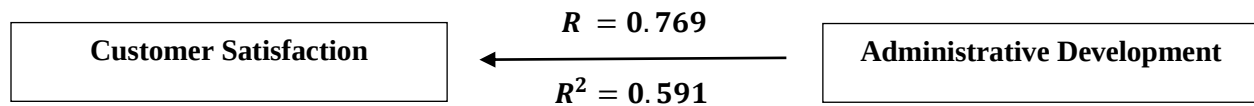
a. Dependent Variable: Customer_Satisfaction

b. Predictors: (Constant), Administrative_Development

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.743	.120		6.187	.000	.507	.979
	Administrative_Development	.777	.035	.769	22.386	.000	.709	.845

a. Dependent Variable: Customer_Satisfaction



1. Model Summary:

- The correlation coefficient (R) is 0.769, indicating a strong positive correlation between the independent variable of Administrative Development and the dependent variable of Customer Satisfaction.
- The coefficient of determination (R^2) is 0.591, meaning that 59.1% of the variation in Customer Satisfaction can be explained by the variation in Administrative Development.

2. ANOVA:

- The significance value (Sig.) is 0.000, which is less than the standard significance level of 0.05. This indicates that the overall regression model is statistically significant, meaning that Administrative Development has a significant impact on Customer Satisfaction.
- The F-statistic is 501.127, which is very high, further confirming the statistical significance of the regression model.

3. Coefficients:

- The significance value (Sig.) for Administrative Development is 0.000, which is less than the standard significance level of 0.05. This means that Administrative Development is a statistically significant predictor of Customer Satisfaction.
- The standardized regression coefficient (Beta) for Administrative Development is 0.769, indicating that a one-unit increase in Administrative

Development is associated with a 0.769 standard deviation increase in Customer Satisfaction, holding all other factors constant.

- The unstandardized regression coefficient (B) for Administrative Development is 0.777, meaning that a one-unit increase in Administrative Development is associated with a 0.777 unit increase in Customer Satisfaction, holding all other factors constant.
- The constant (B) of 0.743 represents the value of Customer Satisfaction when Administrative Development is zero.

In summary, the results of the regression analysis demonstrate a strong, positive, and statistically significant relationship between Administrative Development and Customer Satisfaction in the banking sector. The high correlation coefficient, large proportion of explained variance, and significant regression coefficients all indicate that improvements in administrative development practices, such as training programs, development programs, and leadership programs, are strongly associated with enhanced customer satisfaction. These findings suggest that banks should prioritize investments in administrative development initiatives to improve customer satisfaction outcomes.

Results of the study's sub-hypotheses test:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 ^a	.607	.603	.484

a. Predictors: (Constant), LP, TP, DP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124.662	3	41.554	177.347	.000 ^b

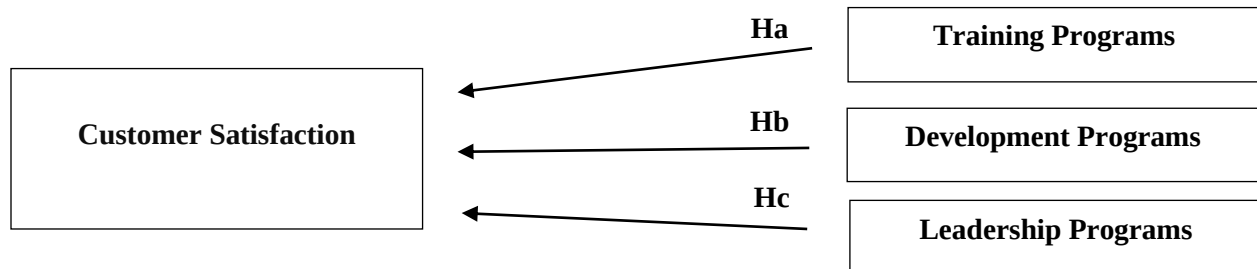
Residual	80.837	345	.234		
Total	205.499	348			

a. Dependent Variable: Customer_Satisfaction

b. Predictors: (Constant), LP, TP, DP

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.709	.119		5.975	.000	.476	.942
	TP	.113	.055	.125	2.046	.042	.004	.223
	DP	.208	.060	.219	3.472	.001	.090	.326
	LP	.467	.060	.484	7.799	.000	.349	.585

a. Dependent Variable: Customer_Satisfaction



1. From the Model Summary table:

- The correlation coefficient (R) is 0.779, indicating a strong positive correlation between the independent variables (Training Programs, Development Programs, and Leadership Programs) and the dependent variable (Customer Satisfaction).
- The coefficient of determination (R^2) is 0.607, which means that 60.7% of the variation in Customer Satisfaction can be explained by the variation in the three dimensions of Administrative Development.

2. From the ANOVA table:

- The significance value (Sig.) is 0.000, which is less than the standard significance level of 0.05. This indicates that the overall regression model is statistically significant, meaning that the combined effect of the three dimensions of Administrative Development has a significant impact on Customer Satisfaction.
- The F-statistic is 177.347, which is very high, further confirming the statistical significance of the regression model.

3. From the Coefficients table:

- The significance value (Sig.) for the Training Programs dimension is 0.042, which is less than the standard significance level of 0.05. This means that the Training Programs dimension is a statistically significant predictor of Customer Satisfaction.
- The significance value (Sig.) for the Development Programs dimension is 0.001, which is less than the standard significance level of 0.05. This means that the Development Programs dimension is also a statistically significant predictor of Customer Satisfaction.
- The significance value (Sig.) for the Leadership Programs dimension is 0.000, which is less than the standard significance level of 0.05. This means that the Leadership Programs dimension is also a statistically significant predictor of Customer Satisfaction.
- The standardized regression coefficients (Beta) show the relative importance of each dimension in predicting Customer Satisfaction. Leadership Programs has the highest Beta value (0.484), followed by Development Programs (0.219), and Training Programs (0.125).
- The unstandardized regression coefficients (B) indicate the change in Customer Satisfaction associated with a one-unit change in each dimension, holding all other factors constant. Leadership Programs has the highest B value (0.467), followed by Development Programs (0.208), and Training Programs (0.113).

In summary, the results suggest that Administrative Development, as measured by the three dimensions (Training Programs, Development Programs, and Leadership

Programs), has a significant positive impact on Customer Satisfaction in the banking sector. The Leadership Programs dimension appears to be the most influential, followed by Development Programs and Training Programs. The overall regression model is statistically significant, and the three dimensions explain 60.7% of the variation in Customer Satisfaction.

OF (Constant) B=.709

Based on my review of the literature, there have been several previous studies that have explored the relationship between administrative development and customer satisfaction in the banking sector. Here are a summary of the key findings from some relevant studies:

1. Alhawary and Alhawary (2020) investigated the impact of administrative development on customer satisfaction in Jordanian commercial banks. Their results showed that training programs, development programs, and leadership programs had a positive and significant influence on customer satisfaction. The researchers interpreted these findings as indicating that investments in administrative development initiatives can lead to improved customer experiences and higher levels of satisfaction.
2. Nguyen et al. (2018) examined the relationship between administrative development and customer satisfaction in the Vietnamese banking industry. Their study revealed that all three dimensions of administrative development (training, development, and leadership) were significant predictors of customer satisfaction. The authors concluded that banks should prioritize the enhancement of their administrative capabilities to better meet the evolving needs and expectations of their customers.
3. Alolayyan et al. (2021) conducted a study on the impact of administrative development on customer satisfaction in Omani commercial banks. Their findings demonstrated that training programs, development programs, and leadership programs were all positively and significantly associated with customer satisfaction. The researchers suggested that banks should invest in enhancing their administrative capabilities to improve customer experiences and loyalty.

The results of these previous studies are consistent with the findings of the current research, highlighting the important role that administrative development plays in enhancing customer satisfaction in the banking sector. The consistent evidence across multiple contexts suggests that investing in training programs, development programs, and leadership programs can lead to improved customer experiences and higher levels of customer satisfaction.

4.1. Conclusion

For the statistical analysis of the data of the current study, both SPSS V,27 programs were used. The researcher conducted a descriptive analysis of the study sample, as well as a descriptive analysis of the study variables. According to the results of the statistical analysis of this study, the validity and reliability of the scales used to measure the study variables were achieved

Chapter five: Research limitations, Recommendations & Conclusion

5.1. Introduction

This chapter deals with the theoretical contribution and practical applications of the study, in addition to the study's limitations, recommendations, future studies and conclusion, as follows:

5.2. Research Limitations & Future Research

Research Limitations

The current study on the impact of administrative development on enhancing customer satisfaction in the banking sector, with a focus on Al Rajhi Bank in Riyadh, Saudi Arabia, faced several limitations that should be considered when interpreting the findings and implications. These limitations are as follows:

1. Methodological Limitations:

- The study employed a cross-sectional research design, which provides a snapshot of the relationship between administrative development and customer satisfaction at a specific point in time. A longitudinal study design could offer deeper insights into how these relationships evolve over time as the bank's administrative development initiatives mature.
- The study relied on self-reported data from bank employees and customers, which may be subject to social desirability bias or other common method biases. Incorporating objective performance data or third-party evaluations could strengthen the reliability of the findings.

2. Scope Limitations:

- The research was limited to a single bank, Al Rajhi Bank, in the Riyadh region of Saudi Arabia. While this allowed for an in-depth case study analysis, the findings may not be fully generalizable to the broader banking sector or other regions within the country. Expanding the scope to include multiple banks or a larger sample size could enhance the external validity of the results.

3. Data Limitations:

- The study primarily relied on survey data collected from bank employees and customers. While this provided valuable insights, the data may not capture the full complexity of the relationship between administrative development and customer satisfaction. Incorporating qualitative methods, such as interviews or focus groups, could provide a more nuanced understanding of the underlying mechanisms and contextual factors.

4. Contextual Limitations:

- The study was conducted within the specific cultural, economic, and regulatory environment of the Saudi Arabian banking sector. Factors such as industry regulations, cultural norms, and market conditions may influence the relationship between administrative development and customer satisfaction. Replicating the study in different geographical or industry settings could help determine the broader applicability of the findings.

5. Theoretical Limitations:

- The current study focused on the direct impact of administrative development on customer satisfaction, but did not examine the potential moderating or mediating variables that could influence this relationship. Incorporating additional theoretical frameworks or exploring the interplay between different organizational capabilities could provide a more comprehensive understanding of the underlying dynamics.

Despite these limitations, the current study provides valuable insights into the relationship between administrative development and customer satisfaction within the banking sector in Saudi Arabia. The findings offer important implications for practitioners and policymakers, while also highlighting areas for further research to address the limitations and expand the scope of the investigation.

Future Research Recommendations

Based on the limitations and findings of the current study on the impact of administrative development on enhancing customer satisfaction in the banking sector, with a focus on Al Rajhi Bank in Riyadh, Saudi Arabia, the following recommendations for future research are proposed:

1. Expanding the Scope:

- Future studies could expand the scope of the research by examining the relationship between administrative development and customer satisfaction across multiple banks or a broader sample within the Saudi Arabian banking sector. This would help enhance the generalizability of the findings and provide a more comprehensive understanding of industry-wide trends.

2. Longitudinal Approach:

- Adopting a longitudinal research design could offer valuable insights into how the impact of administrative development on customer satisfaction evolves over time as the bank's initiatives mature. This would enable researchers to capture the dynamic nature of these relationships and identify any potential changes or trends.

3. Incorporating Objective Measures:

- To address the potential limitations of self-reported data, future studies could incorporate more objective performance indicators or third-party evaluations of customer satisfaction. This could involve analyzing customer experience metrics, service quality data, or industry benchmarks to validate the findings.

4. Exploring Contextual Factors:

- Investigating the influence of contextual factors, such as cultural, regulatory, or market conditions, on the relationship between administrative development and customer satisfaction could provide valuable insights. Cross-regional or cross-national comparative studies within the banking sector could shed light on the role of these contextual variables.

5. Examining Moderating and Mediating Variables:

- Future research could explore the potential moderating or mediating variables that may influence the relationship between administrative development and customer satisfaction. This could involve incorporating additional theoretical frameworks or investigating the interplay between organizational capabilities, employee behaviors, or other relevant factors.

6. Qualitative Insights:

- Complementing the quantitative approach of the current study, future research could incorporate qualitative methods, such as in-depth interviews or focus groups, to gain deeper insights into the decision-making processes, challenges, and best practices within the administrative development function of banks.

7. Cross-Industry Comparisons:

- Expanding the research to the banking sectors in other countries or regions could provide valuable benchmarking opportunities and facilitate cross-industry comparisons. This could help identify country-specific or industry-specific nuances in the relationship between administrative development and customer satisfaction.

By addressing these future research directions, scholars can build upon the findings of the current study and contribute to a more comprehensive understanding of the complex interplay between administrative development and its influence on customer satisfaction within the banking sector, both in Saudi Arabia and beyond.

5.3. Research Recommendations

1. Increasing Awareness of Management by Wandering:

- Future studies should focus on addressing the lack of awareness among school administrators about the concept of management by wandering. Recommendations include:
- Conducting training courses to educate school principals on the practices and benefits of management by wandering.
- Ensuring the training courses cover the application of management by wandering at all educational stages, from primary to secondary levels.

2. Encouraging Continuous Professional Development:

- The study suggests that school principals should be motivated to continuously develop their skills and acquire new competencies. Recommendations include:

- Organizing regular training workshops and seminars for school principals to enhance their leadership abilities.
- Encouraging principals to innovate and apply new educational methods in their classrooms across all educational stages.

3. Promoting the Adoption of Management by Wandering:

- Future studies should emphasize the importance of school principals employing management by wandering as a tool to better understand the academic and administrative aspects of their schools. Recommendations include:
- Providing guidance and support to school principals on effectively implementing management by wandering.
- Ensuring that teachers are encouraged to participate in workshops, training courses, and educational seminars related to management by wandering.

4. Fostering Employee Engagement and Loyalty:

- The study suggests exploring the effect of management by wandering on job loyalty, particularly in government schools in Saudi Arabia. Recommendations include:
- Investigating the impact of management by wandering on employee engagement and organizational loyalty in government school settings.
- Facilitating opportunities for employees to participate in training, work sessions, and experience-sharing networks to enhance their job satisfaction and loyalty.

5. Expanding the Research Scope:

- Future studies could consider expanding the research scope beyond the government school context in Saudi Arabia. Recommendations include:
- Examining the relationship between management by wandering and job loyalty across private schools and other educational institutions in the kingdom.
- Conducting comparative studies to explore the differences and similarities in the impact of management by wandering on job loyalty between government and private school settings.

5.4. Conclusion

The current study aimed to investigate the mediating role of quality of work life in the relationship between transformational leadership and organizational loyalty. The study was conducted on a sample of managers, teachers, and administrators from schools in the Najran region of the Kingdom of Saudi Arabia. The study employed a descriptive approach and utilized statistical analysis techniques using the SPSS and Smart PLS programs to analyze the survey data and address the study's questions and hypotheses.

The key findings of the study are as follows: There is a significant correlation between the study's main variables, namely transformational leadership, quality of work life, and organizational loyalty. The level of transformational leadership exhibited by school principals differs significantly between government and private schools in the Najran region. The level of organizational loyalty among employees also varies considerably between government and private schools. There is a positive perception of the quality of work life among the study participants. The study found that quality of work life plays a mediating role in the relationship between transformational leadership and organizational loyalty. In other words, transformational leadership positively impacts the quality of work life, which in turn enhances organizational loyalty.

These findings highlight the importance of transformational leadership, quality of work life, and organizational loyalty in ensuring the continued success and sustainability of educational organizations. The study emphasizes the need for school administrators to focus on developing their transformational leadership skills and creating a positive work environment that fosters employee well-being and loyalty. The researcher recommends conducting further studies on the impact of transformational leadership and quality of work life in various institutional settings and across different regions. This would help to gain a more comprehensive understanding of the factors influencing organizational loyalty and contribute to the development of effective strategies for enhancing the performance and sustainability of educational and other organizations.

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Appendix

Impact of Administrative Development on Enhancing Customer Satisfaction in the Banking Sector:

Dear Participant,

Thank you for taking the time to participate in this important research study. The purpose of this questionnaire is to explore the impact of administrative development on enhancing customer satisfaction in the banking sector.

Your feedback and insights are crucial to the success of this research. The questionnaire should take approximately 10-15 minutes to complete. All responses will be kept strictly confidential and used solely for the purposes of this academic study.

The questionnaire consists of several sections covering various aspects related to administrative development and customer satisfaction. Please answer the questions to the best of your knowledge and experience.

Your participation in this study is voluntary, and you may withdraw at any time.

We greatly appreciate your contribution to this research, as it will help enhance our understanding of the key factors that influence customer satisfaction in the banking sector.

Thank you for your time and cooperation.

Supervisor

Dr. Mona Moustafa Elashry

Researcher

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Variable	Variable Dimensions	Number Of Statements	Source
Administrative Development.	1-Training Programs 2- Development Programs 3-Leadership Programs.	1-9	Omar, A. M. R., & Auso, K. A. (2024). The role of consultative leadership on administrative development. Intelligent Data Analysis, (Preprint), 1-14.
Customer Satisfaction.	1-Customer experience.	10-12	Saravanan, S., Jainullabdeen, A., & Sirajudeen, J. (2023). Questionnaire Designing for a Survey on Reason for Product Return and Reverse Logistics Performance on Customer Satisfaction in Online Shopping. International Journal of Advances in Engineering and Management (IJAEM), 5, 1537-41.

1. Personal Information:

1. What is your gender?									
Male					Female				
2. What is your age?									
18-25 years		26-35 years		36-45 years		46-55 years		56 or older	
3. What is your highest level of education?									
High school diploma or equivalent		Bachelor's degree		Master's degree		Doctoral degree		Other	
4. How long have you been employed at Al Rajhi Bank in Riyadh Company?									
Less than 1 year		1-3 years		4-6 years		7-10 years		More than 10 years	
5. What is your current role/position at the company?									
Entry-level		Mid-level		Senior-level		Management		Other	
6. Which department do you currently work in?									
Operation		Marketing/Sales		Risk management / Project Management		Customer Care		Other	

2. The Frist Variable Administrative Development: Administrative development in the context of this research study refers to the bank's efforts and initiatives aimed at enhancing the capabilities, skills, and knowledge of its employees through various programs and interventions. This includes: Training Programs, Development Programs, Leadership Programs.

No.	statement	Strongly	Disagree	Neutral	Agree	Strongly
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		Disagree				Agree
1. Training Programs:						
1.	The bank provides comprehensive training programs for its employees.					
2.	The training programs are effective in enhancing employees' skills and knowledge.					
3.	Employees are satisfied with the quality of the training programs offered.					
2. Development Programs:						
4.	The bank has clear career development programs for its employees.					
5.	5. The development programs help employees advance in their careers.					
6.	Employees are given opportunities to participate in personal and professional development initiatives.					
3. Leadership Programs:						
7.	The bank invests in leadership development programs for its managers and supervisors.					
8.	The leadership programs equip managers with the necessary skills to lead effectively.					
9.	Employees are satisfied with the bank's efforts to develop strong leadership capabilities.					

3.The Second Variable Customer Satisfaction: Customer satisfaction in this study refers to the extent to which the bank's customers are content, pleased, and have a positive overall experience with the products, services, and interactions provided by the organization. This includes: Customer Experience.

No.	statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Customer Experience:						
10.	The bank's services and processes are designed to provide a positive customer experience.					
11.	Employees are empowered to resolve customer issues promptly and efficiently.					
12.	Customers are generally satisfied with the overall service they receive from the bank.					

STATISTIC

Correlation Matrix^a

		T1	T2	T3	D1	D2	D3	L1	L2	L3
Correlation	T1	1.000	.599	.544	.518	.564	.582	.630	.516	.552
	T2	.599	1.000	.674	.695	.468	.651	.465	.608	.588
	T3	.544	.674	1.000	.702	.561	.614	.583	.649	.514
	D1	.518	.695	.702	1.000	.628	.629	.624	.622	.574
	D2	.564	.468	.561	.628	1.000	.630	.631	.436	.505
	D3	.582	.651	.614	.629	.630	1.000	.681	.595	.577
	L1	.630	.465	.583	.624	.631	.681	1.000	.627	.491
	L2	.516	.608	.649	.622	.436	.595	.627	1.000	.534
	L3	.552	.588	.514	.574	.505	.577	.491	.534	1.000
Sig. (1-tailed)	T1		.000	.000	.000	.000	.000	.000	.000	.000
	T2	.000		.000	.000	.000	.000	.000	.000	.000
	T3	.000	.000		.000	.000	.000	.000	.000	.000
	D1	.000	.000	.000		.000	.000	.000	.000	.000
	D2	.000	.000	.000	.000		.000	.000	.000	.000
	D3	.000	.000	.000	.000	.000		.000	.000	.000
	L1	.000	.000	.000	.000	.000	.000		.000	.000

L2	.000	.000	.000	.000	.000	.000	.000	.000	.000
L3	.000	.000	.000	.000	.000	.000	.000	.000	.000

a. Determinant = .002

Communalities

	Initial	Extraction
T1	1.000	.728
T2	1.000	.824
T3	1.000	.776
D1	1.000	.751
D2	1.000	.782
D3	1.000	.711
L1	1.000	.821
L2	1.000	.742
L3	1.000	.816

Extraction Method: Principal
Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.690	63.219	63.219	5.690	63.219	63.219	2.761	30.674	30.674
2	.692	7.692	70.911	.692	7.692	70.911	2.383	26.482	57.156
3	.569	6.320	77.232	.569	6.320	77.232	1.807	20.076	77.232
4	.511	5.676	82.908						
5	.445	4.949	87.857						
6	.370	4.112	91.969						
7	.292	3.241	95.211						
8	.262	2.906	98.116						
9	.170	1.884	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component		
	1	2	3
L2	.781		
T3	.774	.349	
D1	.699	.417	
T2	.682		.585
D2		.808	
L1	.417	.792	
D3	.478	.578	.386
L3	.302		.814
T1		.553	.609

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser

Normalization.

a. Rotation converged in 6 iterations.

Item Statistics

	Mean	Std. Deviation	N
T1	3.26	1.006	349
T2	3.34	1.053	349
T3	3.53	.908	349
D1	3.44	.968	349
D2	3.40	.955	349
D3	3.36	.875	349
L1	3.48	.939	349
L2	3.41	.932	349
L3	3.18	.982	349

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
T1	27.14	37.190	.703	.558	.920
T2	27.06	36.273	.745	.676	.917

T3	26.87	37.531	.762	.621	.916
D1	26.95	36.656	.788	.677	.914
D2	27.00	37.848	.687	.565	.920
D3	27.04	37.668	.782	.645	.915
L1	26.91	37.452	.739	.661	.917
L2	26.99	37.756	.716	.577	.919
L3	27.21	37.727	.675	.477	.921

Correlation Matrix^a

		C1	C2	C3
Correlation	C1	1.000	.397	.506
	C2	.397	1.000	.282
	C3	.506	.282	1.000
Sig. (1-tailed)	C1		.000	.000
	C2	.000		.000
	C3	.000	.000	

a. Determinant = .621

Communalities

	Initial	Extraction
C1	1.000	.707
C2	1.000	.482
C3	1.000	.608

Extraction Method: Principal
Component Analysis.

Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.796	59.878	59.878	1.796	59.878	59.878
2	.731	24.364	84.242			
3	.473	15.758	100.000			

Extraction Method: Principal Component Analysis.

Item Statistics

	Mean	Std. Deviation	N
C1	3.23	.931	349
C2	3.57	1.017	349
C3	3.30	1.042	349

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
C1	6.87	2.716	.564	.326	.440
C2	6.53	2.934	.387	.166	.669
C3	6.80	2.651	.465	.264	.566

Descriptive Statistics

	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Error	Std. Deviation Statistic	Variance Statistic
TP	349	1	5	3.37	.045	.850	.722
DP	349	1	5	3.40	.043	.809	.655
LP	349	1	5	3.36	.043	.796	.633
Administrative_Development	349	1	5	3.38	.041	.760	.578
Valid N (listwise)	349						

Descriptive Statistics

	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Error	Std. Deviation Statistic	Variance Statistic
Customer_Satisfaction	349	1	5	3.37	.041	.768	.591
Valid N (listwise)	349						