ADAPTIVE RELATIONSHIP BETWEEN ENVIRONMENTAL SCANNING AND CUSTOMERS SATISFACTION: ACHIEVING SUSTAINABLE DEVELOPMENT GOALS BY YEAR 2030 THROUGH NIGERIAN MONEY DEPOSIT BANKS

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Abstract

Achieving business performance has necessitated adequate understanding of the importance of environmental analysis through process such as environmental scanning, and it is veritable means of determining customers' needs and making provisions for satisfying those needs which pave ways for customer satisfaction by sustaining development. The general objective of the paper focuses on adaptive relationship and effect between environmental scanning and customer satisfaction in achieving sustainable development goals in Nigerian money deposit banks (DMBs) by the year 2030. The study adopted descriptive survey research design in which cross-sectional administration of primary source of data collection was used among selected deposit money banks in Lagos State. Population of the study consists three banks-(First Bank, Eco- Bank & Wema Bank) with total estimate of 70,380 customers or depositors and sample size determination of 1,145 using Watson (2001) formula, plus 30% to cater for non – response rate making1,490 which were subjected to proportionate stratified random sampling technique. There was instrument validation as the Cronbach - Alpha reliability coefficient for the constructs range between 0.75-0.83. A structured questionnaire of six points Likert–Scale was used with response rate of 95% (1425). Data collected were analyzed using Pearson Product Moment Correlation. Results revealed that there is a strong positive relationship between environmental scanning (ES) and customer satisfaction (SC) and it is significant ($r = .617$, $p < 0.05$). This aligned with the descriptive analysis indicating ES as a systematic study of environment to determine needs and demands for creating satisfaction. The study recommends that DMBs should strategically employ techniques of ES in order to achieve sustainable development goals by year 2030 in Nigeria. Particularly as ES enhances customer satisfaction process and development, through innovative products and services development to cater for customers' needs and demands which enhances sustainable development in the economy.

Keywords*:* Adaptive relationship, environment scanning, customer satisfaction, sustainable development, deposit money banks.

Introduction

The environment is diverse and heterogeneous consisting of wide-ranging constituents such as goods, services, ideas, information technology, customers, creditors, suppliers and even the elements of other stakeholders in the general public. The environment is dynamic, changes in the environment had been rapid and unpredictable, economic variable have been complex both in form and impact on the operators (Ogbechi, 2006). Nigeria environment is very complex, dynamic, multi-faceted and exhibits ripples effect, a lot of factors operate in cross purposes in Nigeria. Many decisions that may lack rationality are made on a continuous base, also various governmental and macro-economic policies which affect economy are made and sometimes reversed almost instantly (Dixon-Ogbechi, 2015). For any meaningful and systematic study of this nature, environment becomes paramount, it is essential to recognize its main value that is relatively not homogeneous (internal environment) but heterogeneous (external environment) which cannot be influenced, but only to adapt to it in order to achieve the set objective. Therefore, there are forces which are generally operating in the business environment with impacts upon the socio-economic of the Nation.

These factors affect socio-economic and the organizational ability to build and maintain successful relationship with the general stakeholders in the environment in which an organization exists. It is also imperative for organization to carry out proper environmental analysis to explore and exploit opportunity as well as strength, while efforts will also have directed toward avoiding threat and weakness in the environment. It is imperative for government or organization to carry out proper environmental scanning and analysis to explore and exploit opportunity as well as strength, while efforts are made directly towards handling and avoiding threat and weakness in the environment.

Planning is essential for any type of investment whether small or big. A nation cannot go far in term of growth and survival without a developmental plan. Generally, development plan shows the government purpose and philosophy. It is an action plan which expects challenges and route to future success, growth and development (Ogbechi, 2005). Economic planning are deliberate and conscious governmental effort to influence and at times control and direct the major macro-economic variables such as consumption (Todaro, 1980, cited in Ijaiya, Ijaiya, Bello & Ajayi, 2011). Thus, economic development planning is a blueprint for the future, stating how resources could be harmonized, mobilized controlled and guided towards bringing a better life to people of that country. It is imperative that before embarking on any development plan, one must carry out environmental scanning and analysis so as to be able to key in and deliver the desired benefit. It is based on this promise that effective planning can take place (Otokiti & Ajonbadi, 2002).

This implies that there was no meaningful planning put in place for the MDGs to function effectively, it was a make shift planning that did not take into consideration the environment, that is why, there are abandoned projects in different locations within nation and where it is successfully completed, either the benefits under-utilized, or not serving its‘ purpose. Benefits derived are considered and the reliability of estimate of the future benefits of a project depends as such on the quality and adequacy of past and present data and interpretation of the results of analysis and also the techniques of the analysis (Kayode, 1979; Odufalu, 2000). Since development is a process of satisfying the yearning of the people and fulfilling their enlightened aspirations and endowing them with the capacity to sustain their achievement.

More importantly that environment affects organizations decisions, as decision taken depends on elements prevailing in the environment. It is in this regard that government and organizations appreciate the need for effective and efficient environmental scanning as

intelligent platform to systematically and objectively search for, and analyse information to guide government and management in making best decisions. It is equally noticed that where government and organization fail to take periscope of the environment seriously and adequately such government or organization may face crisis in its ways of development and growth. Therefore, understanding environment is very vital, particularly as the premise to know the needs and wants of the people, what market attitude to demonstrate, market behaviour and effective attitude of the people in the environment. It is against this background that this paper focuses on adaptive relationships between environmental scanning and customer satisfaction in achieving sustainable development.

Nigerian banking sector had experienced series of crises which necessitate introduction of various reform agenda. These reforms did not reflect much on the objectives of the millennium development goals set by the United Nations. To this effect the MDGs programs run into problems that the effect was not to the interest of the people and the nation at large. Among these crises were inadequate corporate governance, projects and contracts are determined on political bases and considerations, corrupt practices took over. On the banking sector, poor service delivery, high rate of customer switching, prominent dormant account operators, poor credit policy, non-dividend declaration and over dependence on government funds. However, these problems still persist in some of the nation‘s banking institutions (Osaghale, 2013).

The reform exercises were mostly policy induced rather than market and or customer driven and may not consider environmental scanning analysis for the bases of effective and efficient operations. Environmental scanning and analysis offers the unique benefit to harness the strengths, weaknesses, opportunities and threats [SWOT] analysis which government and organizations have to carefully handle through framework of the developmental plan, organizational missions, objectives and goals. In this regard, government and many banks do have to give adequate attention to their environmental scanning and analysis. Hence, this study intends to determine the correlation and effect relationship between environmental scanning and customer satisfaction in achieving the sustainable developmental goal in the banking sector.

The objective is to see how environmental scanning and analysis can be used to achieve the benefits to the people through satisfaction, by determining the effect and relationship that exists between environmental scanning and customer satisfaction in the selected money deposit banks in the Lagos State, Nigeria.

Variable Identification

The two variables identified in this study are environmental scanning and customer satisfaction depicting independent variable and dependent variable respectively. Environmental scanning measured by the regular information gathering and intelligent platform of taking decisions for the effective and efficient performance, while customer satisfaction is measured in terms of meeting the expectations and or needs of customers.

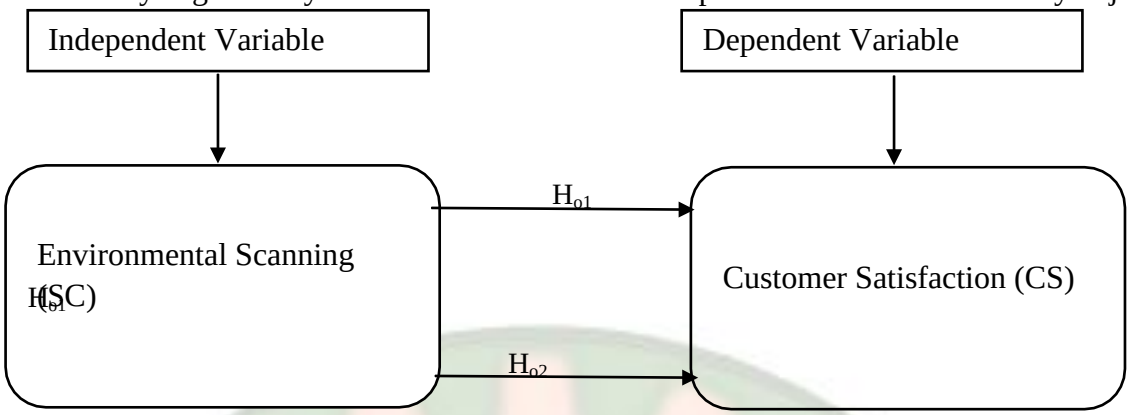
Research Hypotheses

H_{o1}: There is no significant relationship between the environment scanning and customer satisfaction of selected money deposit banks.

H_{o2}: Environmental scanning does not significantly influence customer satisfaction of selected money deposit banks.

Research Model

The study is guided by this model which was developed in tandem with the study objectives



Source: Researcher's conceptual Model

Conceptualization of variable identified and its operationalization.

y = F [X] .....Equation [i]

Where y = Dependent Variable = Customer Satisfaction [CS]

x = Independent Variable = Environmental Scanning [ES]

y = a+b+bx+u.....Equation[ii]

a = Intercept

b = Slope of the regression line

u = Marginal Error or Error term

By functional econometric, we can have simple regression equation [ii] as rally point of evaluation in this study.

Model specification

Thus, equation ii is presented as follows: CS = a +b[ES] + u

It is our expectation that some units of customer satisfaction at zero level unit will account for the element units of environmental scanning. We also expect the elements of customer satisfaction to have correlation either positively or negatively with environmental scanning. Therefore, a prior expectation is a > o, b > o.

Model Estimation

It is equally important to mention that we estimated our model for numerical values of model parameters and as such employed the Ordinary Least Squares [OLS] technique using computer software program Statistical Package for Social Sciences [SPSS]. Further data analysis shall be presented within subsequent sections of this study.

Literature Review

Environmental Scanning

The concept of environmental scanning can best be gleaned from the concept of environment (Ikotun, 2017), as the concept of environment has been dimensionally presented by different scholars. Olagunuju (2004) defined environment as the totality of factors which affect an organization either within or outside the organization existence or location. Oghojafor (2007) stated that environment in which an organization exists could be divided into two parts- the external and internal environment. In line with this position, external environment includes all the factors outside the organization which provide opportunities and pose threats to the organization, while the internal environment refers to all the factors within an organization which determine strengths and or cause weakness. Thus, the environment in which an organization exists can be described in terms of

opportunities and threats operating in external environment, whereas strengths and weakness exist in the internal environment.

It is equally important to mention that worldwide scholars have been able to recognize that every external environment is influenced by the key environmental factors which are divided into six major categories: political, economic, socio- cultural, technological, ecological and legal factor, all these environmental factors form the acronym PESTEL. The internal environment examines the analysis of the strengths and weaknesses, and by this implication, its analyses enables organization to understand the interrelationships and interdependence of the functional areas of business. The functional areas are general management, marketing, finance, production and research development. It is imperative to establish that from the concept of environment that environmental scanning emanates, and it is appropriate to mention the environment in a way that scanning as a concept can be applied. Scanning entails systematic study of all segments in the general environment. Fahey and Naxagane (1986) identified three levels of environment for scanning as follow:

First, general environment is the external environment of organization as already discussed above with six main factors affecting the environment, although organization do not have sole control or direct control of these factors but they can apply appropriate strategies to minimize their effect (Hitt, Hoskission & Ireland 2001). Second, industry environmental is the aggregate performing institutions in the similar production activities with set of factors that constitute the threat of entrants, suppliers, buyers, product substitute and the intensity of rivalry among competitors that directly influence a company and its competitive actions and reactions. Third, competitive environment focuses on opposing organizations, which the organization is directly competing with in the environment. In this environment competitor intelligence is a major issue that raises information about competitors, objectives, strategies and capabilities.

Similarly, Angiular (2013) defined environmental scanning as set of activities in acquiring information about organization‘s environment in order to have and apply knowledge which would help top management in its task of charting the organization‘s future cause of action. Correla and Wilson (2011) asserted that research development is quite imperative to the environmental scanning as means to identify varying degrees of information necessary for survival in an industry. Furthermore, two identified principal factors which influence environmental scanning are individual and organizational factors which play important role in the information gathering, as information consciousness and exposure to information are means of individual factors, while information climate and outlook responsible for organizational factors. Gordon and Glenn [2009] described environmental scanning as a research technique that gather information from the environment under examination for addressing emerging issues in management manner.

Babatunde and Adebisi (2012) stated that environment scanning is investigating process of understanding activities in the business organization‘s environment which are significant for performance through monitoring and controlling development paths of phenomena. Wheelen and Hunger [2000] defined scanning as the monitoring, evaluation and dissemination of information from the external environment to key people within the organization. Agular (1976) identified four types of scanning despite there are number of ways to conceptualize scanning. These are (i) undirected viewing: this consists of reading a variety of publication or observing the environment for no specific purpose rather than to be informed, (ii)conditioned viewing: this is reacting or responding to information in terms of assessing its relevance to the organization, (iii) informal searching: this is actively seeking specific information in a relatively unstructured way, and (iv)formal searching: this is actively organized technique for obtaining information for specific purpose.

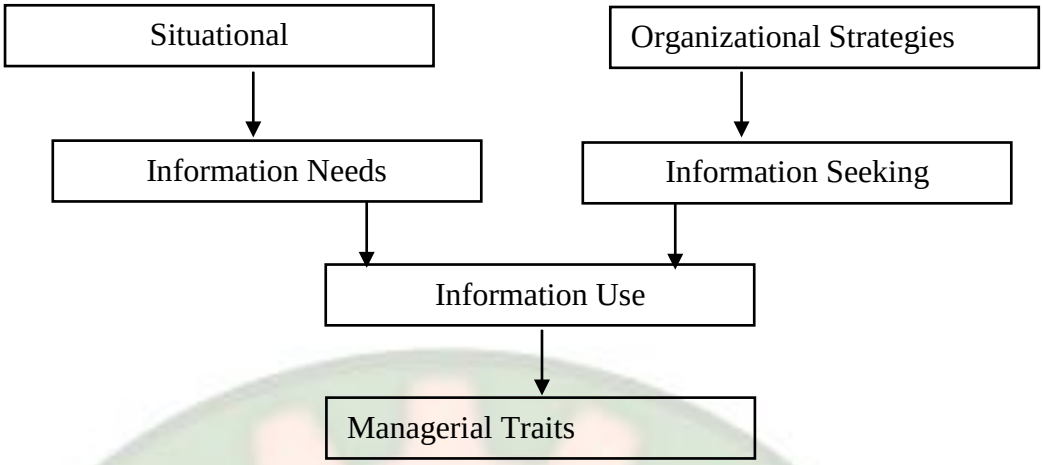
Morrison, Renfro and Bouncher (1984) simplified Aguilar's four scanning types as either passive or active. Passive scanning means unintentional or not deliberate means of seeking for information, thereby making organization not to use the information for planning. While active scanning is defined as strongly engaged information searching and gathering which available in total environment that organization exists. Another way of looking at scanning was described by Fasheun, King and Navaganan (1981) thus: their typological views which include irregular sequencing which is an occasional occurrence, method normally used on an *adhoc* basis, especially when organization needs information for planning and development; periodic scanning is carried out on timely basis, scanning takes place on organizational scheduled or prepared time table for gathering information and necessary update; continuous scanning is dynamic active scanning mode of data collection on a regular basis for strategic planning of the organization.

The objectives of environmental scanning system in an organization have been presented as follows: (i) detecting scientific, technical, economic, social and political trends and events important to an organization, (ii) defining the potential threats, opportunities and changes which improve the organizational events and trends, (iii) promoting future of organizational thinking for effective management of resources, (iv) alerting management about dynamic changing in the business and organization environment. (Babatunde & Adebisi, 2011; Coates, 1985)

In essence, environmental scanning is the acquisition and use of information about events trends, and relationships in an organization's external environment, the knowledge of which assist management in planning the organization's future course of action (Angular, 1967, 2013; Babatunde & Adebisi, 2011). Most organizations external environment are complex, turbulent and unpredictable and in order to cope with these environmental changes, organizations engaged in a process of external environmental analysis that focus on activities of scanning such as monitoring, forecasting and assessing. Monitoring is a process of observing environmental changes to see if an important trend is emerging from the environment. Therefore, organization must have ability to detect environmental trends and events through identification of important stakeholders, although the importance of stakeholders can vary over organizations life cycle.

Forecasting is the process of developing feasible projection of what might happen in the future and how quickly one can manage it as a result of changes and trends detected in the monitoring (Dixon-Ogbechi, 2002).The purpose of forecasting is to make an organization to be proactive, so as to be able to meet the challenges which will occur as a result of changes in the general and industry environment. Assessing is the process of ascertaining corrective measures. The purpose of assessing the environment is to determine the timing and significance of the effects of environmental changes and trends on the strategic management of an organization. Assessment promotes value on how an organization interprets information about their environment. It is also of importance in making sure that the strategy to be adopted by an organization is rights. Environmental scanning framework was developed in a research conducted by Choon (2001) as process and procedure of actualizing necessary information gathering and its usage in the effective and efficiency decisions making of the management.

Figure 1: Environmental Scanning framework



Source: Choon (2001).

It is revealing from the Figure 1 that (i) situational dimension indicates nature of the environment and its uncertainty, complicity and dynamism which challenge organizational management to scan more, (ii) organizational strategy indicates level of correlation between the organization's overall strategy and scope of scanning activities, as scanning results must provide information needed to develop appropriate strategy, (iii) information needs are mainly focused on environmental analysis in respect of the industry customers, competitors, suppliers, creditors, PESTEL factors, (iv) information seeking indicates state of preference to sources of information as organization has a wide range of sources which determine scanning methods, mode of scanning, size dependence and perception of the environment, experience of scanning and planning consideration in the industry, (v) information use reveals that strategic planning is desirable through the information seeking from scanning, and it is increasingly being used to drive the strategic planning process, apart from the fact that effective scanning and planning are linked to improved organizational learning and performance, (vi) managerial trait indicates capacity and ability to be able to convert or utilize the information connected through scanning into sustainable strategies.

Components of Analysis in the Environmental Scanning

Environmental Scanning is an analysis carried out to study organization as an entity operating in a distinct environment constituting of political, economic, socio-cultural, technological ecological, and legal components, as well as customers suppliers, creditors, competitors, and the general public in the micro environment components and overall situation analysis of the strength, weakness, opportunity and threat in order to understand the interrelationship and interdependence of the functional areas of businesses which enable the organization to identify the environmental factors that the organization can influence, manipulate and the constraints which can be controlled.

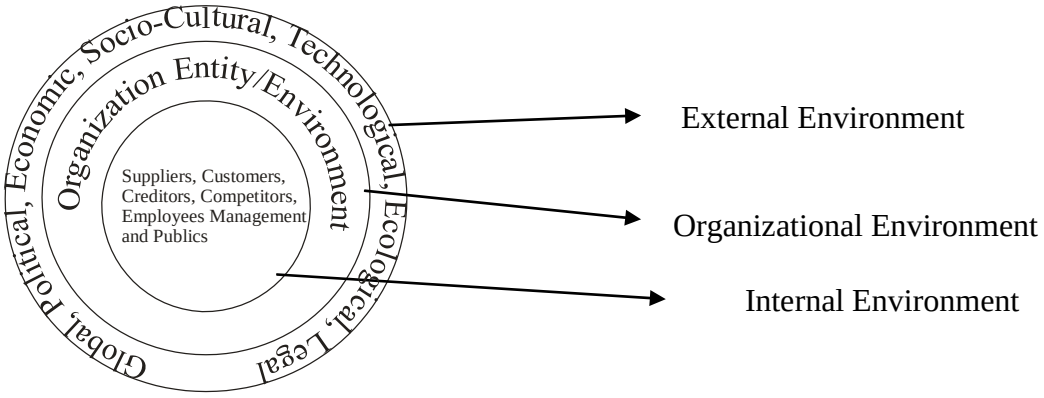


Figure 2: Components of Environmental Scanning
Source: Adopted from Thompson, Striessland & Gambie (2016).

Customer Satisfaction

Customer satisfaction can be described as ability and capacity of a product and or service to meet desired needs of customers, or how a product or service fulfils customers' needs and expectations. Customer satisfaction has remained a veritable indication to measure organizational performance in the market through continuous purchase or patronage of customers, loyalty, retention and referrals (Shiong, Wendy & Yi, 2015). Customer centered organizations must have adequate understanding of customers' needs and wants, therefore, customer satisfaction is essential for growth and development as well as corporate survival (Williams & Naumann, 2011). More importantly that customer satisfactions with an organization's product or service is often seen as the key to the organization's success and long-term competitiveness.

Customer satisfaction may be contextually defined as a result of cognitive and affective evaluation which necessitates some comparison standard justification and as such it is difference between actual perceived performance and expected performance. It is equally important to mention that satisfaction is regarded as short term emotional state that results from an interpersonal comparison of customer's expectation with the evaluation of a single product or service encounter (Brady & Robertson, 2001). In this regard, one can explain customer satisfaction at level of individual rather than at the aggregate level of collective individuals which often used to present satisfaction perspective (Ikotun, 2017).

By this implication, satisfaction is a personal expression of pleasure and or displeasure resulting from comparing a product or service outcome in relation to the expectation (Oghojafor, Ladipo, Igbomerethe & Odumewu, 2014). In this case satisfaction is attained if the product or service matches the expectation of the customers, while if the performance of the product or service falls below expectation, this results in dissatisfaction whereas if the performance of the product or service exceeds expectations the customers are more satisfied or delighted, this brings about potential marketing efforts of recommending the product or service to friends and associates (Oghojafor *et al* 2014).The emotional state of satisfaction leads to an overall global attitude about product or service quality that is only implicitly based on some kind of internal expectation standard (Dabholkar, 1993) satisfaction play a central role in marketing being a good predictor of purchase behavior (McQuitty & Wiley, 2000). Parker & Mathew (2011) presented two approaches of defining customer satisfaction, first approach is to see customer satisfaction as a process while second approach defines it as outcome of consumption or experienced usage. The dimension of process established an evaluation between what is expected and what is eventually experienced, while outcome dimension justifies the conclusive state of satisfaction that is derived from the experienced consumption or usage (Oliver, 1981).

Anderson, Fornell& Mazanchery (2004) define customer satisfaction as an overall assessment of a customer‘s total purchase and consumption experience of a product and service time.

In a general term, customer satisfaction enables organizations to create customer loyalty that results in customer retention and most importantly increased profits and markets share (Anderson, fornnel & Letimanum, 1994; Anderson, Fornnel & Mazuanchery, 2004). Investigation shows that firms with higher levels of customer satisfaction generate higher return on investment (Anderson, et al, 1994). In essence, all customer satisfaction studies share the same principle underlying the performance of an organization‘s product or service on the basis of how they are perceived by the customer through marketing mix variables.Sven, Benjamin and Jan (2015) asserted that impact of customer satisfaction can be established in the willingness to pay for tagged price of product and service, with the sterling quality of the product or service under appropriate promotional mix and adequate distribution strategy, all these established repurchases and maintained customer retention, as well as established positive word of mouth in true perspective, and enhanced overall organizational performance (Anderson et al, 1994, 2004). In essence, customer satisfaction is a basic concept of any business success, in collaboration with views of Prabhakaram and Satyal (2003) that the customer is the king in business and the basic purpose of any business is to satisfy the customers

Theoretical Review

Two theories– Dynamic Capability Theory (DCT) and Theory of Rationalityare deemed appropriate to explainlink between environmental scanning and customer satisfaction.

Dynamic Capability Theory (DCT)

The DCT was postulated by Teece and Pisano in 1994 as knowledge frontier of resource based view theory [RBVT]. DCT is mainly focused on the organization‘s ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environment. Dynamic capabilities, thus, reflect an organization‘s ability to achieve new and innovative forms of competitive advantage given path depended and marked positions. DCT is suitable to explain environmental scanning operations being in tandem with the firm‘s ability to exploit internal and external changing environment to be able to have competitive edge, achieve organizational goals and remain in business.

More importantly, in building organizational capability, stakeholder perceptions and marked orientations are vital indications that organization has to build its‘ capacity in order to exploit current resources, and engage in capability exploitation and in capability building (Ahexlkora & Ajei, 2012). Market orientation, Effective knowledge management and customer relationship management are the three important aspects of organizational capabilities needed mostly for the creation of superior customer value. Furthermore, they identified activities which form dynamic capabilities sensing seizing and transforming as process of achieving either environmental scanning or customer satisfaction.

Sensing is conceived as the act of discovering opportunities, conducting marketing research and obtaining information from customers regarding what they need as well as determine other elements of the business environment favourable to the organization, Seizing focuses on taking advantage of opportunities for value creation and competitive advantage through acquiring assets and human resources for effective and dynamic achievement of set goals, while transformation is the process of changing organizational activities as the dynamic environment dictates to suit the taste of time particularly as the adjustment or restructuring of the controllable business environment face challenges and enhance market performance as stipulated by dynamic capability theory.

Theory of Rationality

The theory posits that complex social phenomena can be explained in terms of basic individual actions, more so that social institutions and social changes are developed as a result of the action and reaction of individual (Elster, 2010). Therefore, rationality in the context of the theory assumed position of rational beings as well as economic man that must be motivated by desires, needs, wants and goals which ultimately express their preferences, since resources are not evenly distributed or equalled. Rational choice theory holds that individual must anticipate the alternative course of action and preferred option. Health (1976) mentioned that rational individual chooses the alternative that is likely to offer them greatest satisfaction.

Rational choice theory view social interaction as social exchange that is modelled as economic action. More importantly, people are motivated by the rewards and cost of actions as well as profit making. The implication of this theory is that organizational performance depends mainly on how the management sets objectives, missions, and goals of achieving customer satisfaction and modality of detecting customers‘ need and demands. Customers need continuous motivation by organization in order to have the required service or product and to avoid patronage dissonance, perhaps there is service failure or performance below expectation, organizations shall try to adjust by minimizing their service expectation to align with actual performance.

This position justified on the ground that the principle of rational choice and social exchange are simply expression of the basic principle of behaviour in psychology. In this case rationality must rest upon a balance of mutual rewarding system that is organization must provide required products and services to the customers if customer satisfaction must be addressed in fairness manners.

Methodology

The study adopted descriptive research design of survey approach and quantitative in nature. The population of study mainly focused on three selected money deposit banks (First bank, Eco bank and Wema) representing central bank of Nigeria (CBN) categorization as international, national and regional bank respectively with estimated customer population of 70,380 customers and sample size determination of 1,489 derived using Watson (2001) technique as cited in the and to avoid compromising error of non-response from some respondents and inappropriate filling of research instruments, therefore, sample size was increased by thirty percent (30%) to one thousand, four hundred and ninety (1490). Proportionate stratified random sampling technique of structured questionnaire with a six point modified Likert scale was administered with respond rate- 95.64%, such that 1,425 the study. The research instrument items validation and reliability had index range between 0.76% to 0.83 of Cronbach Alpha Coefficient. The data were analysed using Pearson‘s Product Moment Correlation [PPMC], through software application of IBM SPSS statistics version 22 test hypotheses.

Table 1: Computations of proportionate sample size for each money deposit banks.

S/N	Name of Bank	Number of Customers	Proportionate of customer sample size determination
1.	First Bank Nigerian PLC	43,100	____ X 1490 = 91,246
2.	Eco Bank PLC	15,175	____ X 1490 = 32,126
3.	Wema Bank PLC	12,105	____ X 1490 = 25,627
	Total	70,380	1489.99

Table 2: Presentation of Findings/Results

S/N	Question's Statement	SA		A		FA		FD		D		SD	
		F	%	F	%	F	%	F	%	F	%	F	%
1.	My bank determines changes in the environment	466	32.7	404	28.3	105	7.4	336	23.6	54	3.7	60	4.2
2.	My bank makes use of changes in the environment	238	16.7	238	16.7	238	16.7	237	16.6	237	16.6	237	16.6
3.	My bank carries out environmental scanning	475	33.3	475	33.3	60	4.2	120	8.42	237	16.6	54	4.01
4.	My bank understands its environmental analysis	447	31.3	400	28.0	179	13.9	0	0	200	14.0	199	13.9
5.	My bank engages in environmental scanning for business performance	14	0.9	200	14.0	199	13.9	576	40.4	400	28.0	36	2.5

Table 3:

S/N	**Question's Statement**	**Strongly Agreed**		**Agreed**		**Fairly Agreed**		**Fairly Disagreed**		**Disagreed**		**Strongly Disagreed**	
		F	%	F	%	F	%	F	%	F	%	F	%
1.	Customers patronize my bank's services more often	80	5.6	465	32.6	208	14.5	150	10.5	122	8.5	400	28.0
2.	Customers are satisfied with my bank service	88	6.1	472	33.7	200	14.0	300	21.0	130	9.1	235	16.5
3.	Customers are willingly to recommend by bank services	112	8.5	400	28.0	365	25.6	80	5.6	100	7.0	358	25.1
4.	My bank's customers are always shared delightful experiences	400	28.0	179	13.9	440	30.8	7	0.5	200	14.0	199	13.9
5.	My bank is meeting customers' services and needs	365	25.6	180	12.6	210	14.7	150	10.5	120	8.42	400	28.0

The opinion of banks‘ customers on the various statements with respect to the environmental scanning in their operational levels in the Lagos State according to Table 1 indicate that combining the responses of strongly agreed, agreed and fairly agreed have 975 respondents representing 68.4% accepted that banks determine changes in the environment while 31.6% account for respondents who disagreed on the ranked scale of fairly disagreed, disagreed and strongly agreed. A total of 714 respondents representing 50.1% agreed that banks make use of changes in the environment while 49.9% disagrees this position. About 1,010 respondents representing 70.8% accepted that banks carried out environmental scanning while 29.2% totally disagreed. 1,026 respondents representing 73.2% agreed that their banks understand its environmental analysis contrarily to the disagreed 26.7% and 413 respondents representing 28.8% maintained that their banks engage in environmental scanning for business performance whereas 71.2% of the respondents totally disagreed with this position. Although, the findings revealed that the selected banks regularly carried out environmental scanning.

Table 2 present descriptive analysis of respondents‘ opinions to the statement in the customer satisfaction from the above, combining the responses of strongly agreed, agreed and fairly as well as fairly disagreed, disagreed and strongly agreed. About 753 respondents representing 52.7% agreed that customer patronize their bank‘s service more often while 46.3% disagreed. A total of 760 respondents representing 53.2% accepted that customers are satisfied with their banks‘ service, and 46.8% of the respondents disagreed with the position of the statement. About 887 respondents representing 62.1% agreed that customers are willingly to recommend their banks service to others while 37.9% disagree on this. A total of 1,019 respondents representing 72.9% agreed that bank‘s customers always shared delightful experiences while 27.1% disagreed with this statement and 755 respondents representing 52.9% accepted that bank is meeting customer‘s services and needs, while 47.1% totally disagreed. The result indicates that selected banks realistically pursue their customer satisfaction.

Generally speaking, combining the results in Table 2 and 3, one can infer that there is a relationship between environmental scanning and customer satisfaction in the selected banks, findings reveal high frequency distribution and rating on agreed areas of relationships in the statements. Also, since selected banks carried out environmental scanning according to the result. Perhaps this may lead to satisfaction of customers with the banks‘ service and willingness to recommend the bank‘s service to others coupled with the shared delightful experiences and meeting customers‘ needs or services.

Table 4: Summary of Pearson Product Moment Correlation Coefficient Analysis between Environmental Scanning and Customer Satisfaction of Selected Deposit Money Banks.

	Environmental Scanning	Customer Satisfaction
Pearson Correlation Sig. [2-talled]	1	.617
		.000
	1425	1425
Pearson Correlation Sig. [2-talled] N	.617	1
	.000	
	1425	1425

**[Correlation is significant at the 0.05 level 2 tailed]
Source: field survey and SPSS computation

Table 4 shows the correlation between the two variables- environmental scanning and customers satisfaction, as the Pearson's Product Moment Correlation Coefficient value reveals a positive and fairly strong relationship between environmental scanning and customer satisfaction (r=617, p, .05) The relationship is also statistically significant at p=0.000 which is less than the level of significance 0.05 adopted for the study. By this implication environmental scanning increases as customer satisfaction also increase. The result conformed to the expectation of positive relationship between environmental scanning and customer satisfaction. Therefore, the null hypothesis which states there is no significant relationship between environmental scanning and customer satisfaction in the selected deposit money banks in Lagos State Nigeria is hereby rejected.

Furthermore, the result indicated that r = 0.617, therefore r^2 = 0.380 shows that 38% of the variation in customer satisfaction is explained by environmental scanning. The coefficient of determination of the model (R^2) indicating the goodness of fit of regression indicates that (r2 = 0.380, p < 0.05) by this implication environmental scanning influences customer satisfaction of the selected deposit money banks in Nigeria. Based on this finding, the second null hypothesis that states environmental scanning does not influence customer satisfaction is therefore rejected. In this regard, result reveals that environmental scanning influences customer satisfaction positively and significantly.

Discussion

The result indicated a positive relationship between environmental scanning and customer satisfaction as the hypothesis testing favourably confirmed. The revelation is that deposit money banks in Lagos State, Nigeria are operating to the specific financial needs of the customers according to their dictates. This is in line with the position of Onudugo and Ewurum [2013] that environmental scanning is an imperative for business survival and growth in Nigeria, as it is critical and essential in the development of businesses as well as make open available information. Knowledge of environment is of high importance for business management in order to be able to develop through investments for development and sustaining such development.

Bayode and Adebola (2012) established in their investigation strategic environmental scanning and size of the market in a competitive business environment in Nigeria that organizational management gives great concerns to environmental scanning in the sense that it facilitates positive increase in size of the market. By implication environmental scanning is mainly concerned or used to identify fundamental needs in order to create satisfactions. The result also aligns with the view of Newgreen, Rasher and LaRoe (2014) that organizations practicing environmental scanning have significantly performed better than organizations who are not practising environmental scanning in the area of market size performance, as the measurements were derived from the customer satisfaction. In this respect, it is organizational products or services that command customers' satisfaction levels.

Although their conclusion mainly mentioned that environmental scanning has, positive impact on the market size and corporate performance. This is possible through satisfaction derived from the organizational products or services which are based on customers' evaluations of expectation and the real performance of the products or service. Therefore, if deposit money banks do not imbibe environmental scanning in a way that it appeals to customer's satisfaction, these customers would rather switch to other banks which offer their required products or services based on customer's fundamental needs which environmental scanning provides an insight for, thereby promoting customer satisfaction. Therefore, sustainable development can only be achieved through effective environmental scanning that identifies areas of needs that will be of benefits to the people.

Then Money deposit banks should create and channel their lending policies to such projects in the economy which is in line with the works of Odufalu, (2002) and Kayode, (1979).

Implication for Sustainable Development Goals by 2030 in Nigeria

This paper has shown clearly that environmental scanning is critical to the customer satisfaction in the DMBs in the country. It has also demonstrated that in spite of the current usage of regulatory approach relative to market or customer driven approach the country can indeed make it in a sustainable manner without any reform to the year 2030 if shareholders and management of deposit money banks can strongly embrace practices of environmental scanning for enrichment of customer satisfaction. Besides banking institutions as a whole has to imbibe the culture and practice of environmental scanning with greater managerial skills and promotion of stakeholders' interest, if achieving sustainable development goals by year 2030 in Nigeria must be accomplished. More so that war of economic transformation in the nation would be won if productive financial activities are viable, hence banking sector across the country is germane to the realization of the sustainable development goals by year 2030 in Nigeria.

Conclusion

Markets are quite dynamic and heterogeneous in Nigerian society and customers' satisfaction variations are noticeable and as such there is need to have platform of capturing their values, needs, wants, and demands in order to act in a particular direction of creating satisfaction. Therefore, environmental scanning serves the purpose, more importantly that there is positive relationship between the environmental scanning and customer satisfaction, no doubt environmental scanning can be used to determine customers' needs, desires and demands which enhances customer satisfaction thereby promote growth and development in the economy.

Recommendations

Arising from the findings of this study, the following recommendations are made:

1. Business environment are complex, turbulent and quite unpredictable particularly in the developing nations, therefore, in order to cope with these situations and add value to the economy, organizations must engage in a process of environmental analysis that focus on activities of scanning, such as monitoring, forecasting and assessing projects, organizational products and services in the best interest of customers.
2. Since customer satisfaction is a lead way to organizational performance and sustainable development, the Money deposit banks should provide loans to those areas of the economy identified through environment scanning or verified through it that give customers satisfaction in order to achieve the desired goal of sustainable development by the year 2030 through MDB sector in Nigeria.
3. Also, MDBs should encourage investors to carry out proper environmental scanning that promotes research development that leads to discovery, innovative product and service development which enhances growth and development through customers' satisfaction and retention. A proper environmental scanning is vital for any sustainable development to take place in any economy, thus, enhances customer satisfaction and the economy.

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