

SERVICE QUALITY AS ANTECEDENT OF CUSTOMER SATISFACTION: A STUDY OF STATE BANK OF INDORE.

Dr. Pooja Jain

Lecturer, International Institute of Professional Studies, Devi Ahilya Vishwavidyalaya, Takshshila Campus,
Khandwa Road Indore- 452017 MP India

Dr. P N. Mishra

Senior Professor, Institute of Management Studies, Devi Ahilya Vishwavidyalaya, Takshshila Campus,
Khandwa Road Indore-452017 MP India

Abstract

In the age of cutthroat competition, satisfying and retaining customers is no more a cakewalk. This paper aims at measuring service quality and customer satisfaction at State Bank of Indore and also explores relationship between service quality variables and satisfaction.

The study was conducted by the authors, on 330 account holders of State Bank of Indore. It concludes that the impact of service quality on customer satisfaction is significant and customers were found to be reasonably satisfied. The study shows a need of having efficient marketing information and monitoring system for better service quality management.

Key words: Service, Service quality, Variables, Satisfaction, Marketing Information System

Introduction:

The economies all over the world are changing at a rapid pace. There is movement from primary sector to tertiary sector. The contribution of service sector is increasing almost in every economy of world, however, the magnitude of growth of services may be different. We can make a general statement- "More developed the economy more is the contribution of service sector in its GDP". At the time of independence the Indian economy was predominantly agricultural economy and the contribution of agricultural sector in the GDP was highest. Slowly the contribution of agricultural sector started decreasing and the contribution of industrial sector started increasing. The contribution of service sector was almost marginal. At that time, there were only a few well recognized services such as banking, insurance, post and telegraph, healthcare etc. Around 1970, was the era of 4Ps marketing mix and this marketing mix was common for products as well as services. Services were assumed to be an augmentation of physical product. How to market a service was a big question.

Berry (1980) and Shostack (1983) questioned the use of same marketing techniques for manufactured goods and services, because services were different in many ways from a physical product. For instance, services are intangible, inseparable, perishable, variable etc. The quality concerns gained momentum throughout the world in early 80s, as a result of this, the emphasis in thinking shifted to the service quality. Quality has been an important element in the consumers' choice. With increased awareness, the consumers expect quality in services.

The Indian banking industry has witnessed a paradigm shift in its operations since launching of economic reforms in 1991. In the wake of liberalization, the banks have benefited immensely from market dynamics and adopted universal banking to foster stability and operational effectiveness. The mass banking concept has gone into oblivion in the technology driven market economy. Every organization, irrespective of its operation in the domestic or international arena is striving for excellence. However, maintaining a competitive position is a major challenge before any organization in world market, especially in the context of fast growing sophistication and awareness of customers along with their aspirations for better life styles and better value for their money. Approaching the target market, retaining and serving the customers with appropriate products and services are becoming win- win strategy for organizations, the banking industry as a whole is no exception to it.

Parsuraman et. al, (1985) opined that service quality is the function of customers' expectation and service providers' performance, further superior customers services would facilitate achieving marketing excellence. Customer service is a dynamic and interactive process.

Thus it is clear that a customer with the passage of time has become pivotal issues in formulating business strategies. It deals with

customer's expectations and the quality of service provided.

The whole world, due to revolutionized information technology and communication system has been shrunken in to a global village. As a result of being well exposed to the internet and satellite TV, the customers are aware of the service level available around the world and thus expect the best from service providers.

Without a sound and effective banking system, India cannot have a healthy economy. The banking system of India should not only be hassle free but it should be able to meet new challenges posed by the technology and any other external and internal factors.

This study focuses on measuring the level of customer satisfaction and quality of services provided by State Bank of Indore to its customers. Intense competition has forced State Bank of Indore to improve upon its services. This study has been conducted in Indore. This study brings customer satisfaction and service quality to the forefront as central concepts vital to any organization's success.

Service Quality, Satisfaction, Expectation and Disconfirmation:

Products and services that meet customer expectations results in customer satisfaction. Quality means the expected product or service being realized. Before a customer makes a purchase, he or she calculated the worthiness of money about to be exchanged.

It is difficult to define quality; a universally agreed definition of quality does not exist. Juran (1988) suggested that quality should be seen as "fitness for use". Another short definition views quality as "conformance to requirements" rather than "goodness, or luxury, or shininess, or weight" (Crosby 1979). These definitions from the management literature make it clear that quality should be seen in relation to the demands of the user of the final product and should not be defined in relation to some abstract concept of "excellence", a definition of "quality" has been provided by Clark, Money and Tynan (1992) it is "How consistently the product or service delivered meets or exceeds the customers (internal and external) expectations and needs". Companies are constantly encouraged to develop an improved emphasis on service quality. The service quality debate is connected with the debates on "excellence" initiated (Peter and Waterman 1982) and other concepts like market orientation (Caruana and Pitt 1994). Quality has been

an important element in the consumers' choices. Researches commonly divide service quality in to two components, technical quality and functional quality (Gronroos, 1984; Parsuraman et.al, 1985; Lewis and Mitchell, 1990; Lewis, 1991). Technical quality is defined primarily on the basis of technical accuracy and procedures. Functional quality refers to the manner in which service is delivered to the customers.

Many applied researchers treat service quality and customer satisfaction as interchangeable concepts. However the theorists in customer satisfaction are in agreement that the concepts are quite distinct. In particular, perceived service quality is a rational perception where a satisfaction is an emotion of feeling reaction (Rust, Zahorik and Keiningham 1999).

The word satisfaction comes from the Latin words *Satis* (Enough) and *Facere* (to do or make). These words suggest the full meaning of satisfaction is fulfillment.

Expectancy disconfirmation "the gap between perceived quality and expected quality" is a very powerful forecast of satisfaction. In fact, this link is so strong that satisfaction is often incorrectly defined as the gap between expectation and perception. The importance of disconfirmation in explaining satisfaction and other behavior has been demonstrated in many contexts. If perceived quality is higher than expected, the situation results into satisfaction and expectation being raised. This is known as positive disconfirmation. If perceived service quality is lower than expected service quality, it results into customer dissatisfaction. It is known as negative disconfirmation.

Review of Literature

Plenty of literature exists on service quality and customer satisfaction research. A few of them, which are related to the theme of this paper, are cited here.

Charles Derek Moss and Bill Richardson (1985) examined the aspects of trader/consumer transactions, the quality of the organization's services and the quality of its interaction with customers, which are critical to customer satisfaction. They considered how companies are regulating these areas, and suggested that customer satisfaction is the prerequisite for successful trading and companies which recognize consumerism as an opportunity rather than a threat are most successful. Claire P Bolting (1989) investigated customer dissatisfaction and how it is expressed. He proposed ways for

managing customer complaints, for controlling more harmful types of dissatisfaction and for maximizing opportunities to develop loyal customer bases through effective handling of problems. N.Hanna and J.S.Wagle (1989) studied possible causes of consumer satisfaction or dissatisfaction with a product. They examined two psychological theories as an explanation of the amount of perceived satisfaction and concluded that by categorizing consumers on the basis of "activation level" the marketer can affect the amount of resulting satisfaction. Mike Asher (1989) asserted that to maintain the competitive edge organizations must move quickly to identify and then meet customer satisfaction. Luiz Mountino and Douglas T. Brownlie (1989) pointed out the nature and direction of the satisfaction that is delivered to consumers. It was revealed that customers had high level of satisfaction with regard to the location and accessibility of branches and ATM's.

Sue Edwards and Steve Smith (1989) examined how US and British financial institutions are implementing TQM to differentiate them from the competition. They discussed how customer satisfaction is achieved through customer care programmes, quality action teams, improved internal and external communications, and quality performance standards and concluded that to maintain competitive edge customer care programmes, action teams and improved communications, establishment of quality performance standard, and devising systems for measuring and monitoring their effectiveness are required.

Robert Johnston (1995) investigated whether there are some service quality determinants that are predominantly satisfiers and others are dissatisfiers (in a major UK Bank). The study's main findings are that the predominantly determinants are attentiveness, responsiveness, availability and functionality. Lack of responsiveness is identified as major source of dissatisfaction. Bernd Stauss and Patricia Neuhaus (1997) noted that customer satisfaction leads to customer loyalty. Terrence Levesque and Gordon H.G. McDougall (1996) pointed out that customer satisfaction and retention are critical for retail banks, and investigated the major determinants of customer satisfaction and future intentions in the retail bank sector. They identified the determinants, which include service quality dimensions (e.g. getting it right the first time), service features (e.g. competitive interest rates), service

problems, service recovery and products used. It was found that service problems and the bank's service recovery ability have a major impact on customer satisfaction and intentions to switch.

Antreas D Athanassopoulos (1997) developed a service satisfaction construct by making use of previous research instruments that have been developed to assess customer satisfaction from the customers' perspective. He tested empirically, a five-dimensional construct, which comprises interactive, corporate and physical, price and convenience, dimensions. A sample of 270 retail bank managers in Greece was used in order to test the hypotheses. Peter Kangis and Vassilis Voukelatos (1997) reported the findings of a survey among customers of private and public sector banks in Greece on service quality perceptions and expectations. It was found that quality perceptions, expectations and evaluation of services received were marginally higher in the private than in the public sector banks. Walfried M Lassar, Chris Manolis and Robert D Winsor (2000) examined the effects of service quality on customer satisfaction from two distinct methodological perspectives, that is SERVQUAL and Technical/Functional Quality. These two service quality measures are subsequently compared and contrasted as to their ability to predict customer satisfaction. Rampersad (2001) opined that customer satisfaction is a key issue for all organizations in both the private and public sectors. To survive, it is must to understand and provide what the customer wants.

S.Prabhakaran and Satya, S. (2003) examined various service attributes in the banking sector using SERVQUAL and concluded that quality service is a winning edge in the highly competitive environment.

Ingrid Fecikova (2004) opined that customer satisfaction has become an important issue for commercial and public service organizations. Companies win or lose based on what percentage of their customers they can keep. B.S Bodla (2004) examined and measured the service quality provided by commercial banks (both public and private) in India using the SERVQUAL instrument. He pointed out that actual service delivery by both private and public sector in India falls short of the expectations of customers on a most of the elements of service quality. Nevertheless private sector banks have an edge over public sector banks in terms of quality of service being offered to customers.

Srijumpa Rapeeporn, Chiarakul Tanyamai and Speece Mark (2007) examined customer

satisfaction and dissatisfaction with interpersonal vs. Internet service encounters in Thai retail stockbrokerage and corporate banking. It was concluded that customers have higher satisfaction on the Internet than interpersonal counters.

Rationale

The survival of banking business is dependent on customer services. Various researches regarding customer satisfaction in various service industries like Higher Education, telecommunication, life insurance, Hospitality, Restaurants, Tourism, Fast food has taken place. Various researches regarding customer satisfaction in retail banking industry has also taken place in various countries.

Researchers have analyzed various factors causing satisfaction and dissatisfaction in banking services. Various researches relating to service quality has also taken place. Links to the research of customer satisfaction in nationalized Banks is also found. Looking at the present situation where nationalized banks are competing against a conglomerate of well equipped multinational organizations that are willing to provide excellent services, researchers think that there is scope for further research in the field of customer satisfaction in Banking Industry.

This study focuses on measuring the level of customer satisfaction and quality of services provided by State Bank of Indore to its customers and provides many insights into whether or not services quality differentially affects satisfaction depending upon particulars service settings or situations. It is also an investigation into the extent of customer satisfaction delivered by State Bank of Indore, as well as it is a study that identifies the gap between customers' expectations and perceptions. In the view of global changing scenario created by reforms the possibility of India emerging as a major economic power is very high. The financial sector of India must be well equipped to face the ongoing challenges. It would be interesting to see how well nationalized banks are equipped to face the competition from external environment

Objectives:

Following have been the objectives of the study:

- 1 To study the relationship between total expectation and total perception of service quality of State Bank of Indore
- 2 To study the relationship between total expectation of service quality and

- 2 customer satisfaction of State Bank of Indore.
- To study the relationship between total perception of service quality and customer satisfaction of State Bank of Indore.
- 3 To study the disconfirmation (gaps) between expectation and perception of different dimensions of service quality of State Bank of Indore.
- 4 To measure the level of customer satisfaction in State Bank of Indore.
- 5 To study the intention of customers to recommend the service of State Bank of Indore to others.
- 6 To study the customers' intention to repurchase the service of State Bank of Indore.
- 7 To suggest the measures of improvement to State Bank of Indore.

Hypotheses:

Following hypotheses pertain to objective nos.1 to 4.

- H01 There is no significant relationship between total expectation and total perception of service quality of State Bank of Indore.
- H02 There is no significant relationship between total expectation of service quality and customer satisfaction of State Bank of Indore.
- H03 There is no significant relationship between total perception of service quality and customer satisfaction of State Bank of Indore.
- H04 There is no significant gap between expectation and perception of various dimensions of service quality of State Bank of Indore.

For remaining four objectives hypotheses formulation and testing were not required.

Research Methodology

The study was exploratory in nature and a sample survey method was employed for data collection. Both primary and secondary data were used for the study.

The Universe

In the present study, the universe included all the customers of State Bank of Indore in Indore. This choice was made for a number of reasons:

- The customer base is large.
- Rapid changes and reforms in the Banking sector are influencing the bank.
- State Bank of Indore faced intense competition from private players and so it faced a problem of customer retention.

The Sample

The sampling plan used was consistent with

the methodological guidelines provided for conducting survey research in marketing.

A Stratified random sampling technique was used for the present study.

A sample of 330 respondents was selected with the help of a stratified random sampling method. State Bank of Indore has a large customer base in Indore. Out of these, 330 respondents were selected for the study. 33 strata were constructed on the basis of demographical variables that are gender, qualification, occupation and income. Such as:

- Male/Undergraduate/Service class/Lower Income group.
- Female/Undergraduate/Service class/Lower Income group.

Like this 33 strata were constructed and in each stratum 10 respondents were interviewed. Hence sample size is 330.

The Tools

A non-disguised structured questionnaire was used. The questionnaire was simple, easily comprehensible and consisted of both open and closed ended questions. The questions focused on customer repurchase intentions, intention to recommend the services to other customers, problems customers face etc. Two Likert scales (SERVQUAL and Customer satisfaction) were used. The reliability and validity of the scales used was high. A pilot study was undertaken first in order to determine whether the questionnaire and the scales are easily understood and responded to by the customers of State Bank of Indore.

Data Collection & Analysis

The data for the present study was personally collected by the researchers with the help of a structured non-disguised questionnaire. Data collected with the help of structured questionnaire and the SERVQUAL were classified, tabulated, analyzed and interpreted using suitable techniques including correlation, F test, averages, simple percentages and ANOVA. Elaborate tables, diagrams etc. have facilitated presentation of the data. The data were analyzed using the SPSS (Statistical Package for Social Sciences).

Analysis & Interpretation

The relationship between total expectation and total perception of service quality of State Bank of Indore.

[Table 1 about here]

From the table no.1, this can be observed that there is significant positive correlation between total expectation and total perception of service

quality of State Bank of Indore. In the light of this, the null hypothesis namely “There is no significant relationship between total expectation and total perception of service quality of State Bank of Indore” is rejected.

The relationship between total expectations of service quality and customer satisfaction of State Bank of Indore

[Table 2 about here]

From the table no.2, this can be observed that there is significant positive correlation between total expectation of service quality and customer satisfaction of State Bank of Indore. In the light of this, the null hypothesis namely “There is no significant relationship between total expectation of service quality and customer satisfaction of State Bank of Indore” is rejected.

The relationship between total perception of service quality and customers’ satisfaction of State Bank of Indore.

[Table 3 about here]

From the table no.3, this can be observed that there is significant positive correlation between total perception of service quality and customer satisfaction of State Bank of Indore. In the light of this, the null hypothesis namely “There is no significant relationship between total perception of service quality and customer satisfaction of State Bank of Indore” is not rejected.

Disconfirmation (Gaps) between expectation and perception of different dimension of service quality of State Bank of Indore.

[Table 4 about here]

From the Table no.4, this can be observed that the Gap means of expectation and perception of tangibility is 2.13, which is positive. It indicates that tangibility expectation of service quality is higher than tangibility perception of service quality of State Bank of Indore. In the light of this, the null hypothesis namely “There is no significant gap between tangibility expectation and tangibility perception of service quality of State Bank of Indore” is rejected. From the Table no.4, this can be observed that the Gap means of expectation and perception of reliability is 2.07, which is positive. It indicates that reliability expectation of service quality is higher than reliability perception of service quality of State Bank of Indore. From the Table no.4, this can be observed that the Gap means of expectation and perception of responsiveness is 1.94, which is positive. It indicates that responsiveness expectation of service quality is higher than responsiveness

perception of service quality of State Bank of Indore. In the light of this, the null hypothesis namely “There is no significant gap between responsiveness expectation and responsiveness perception of service quality of State Bank of Indore” is rejected.

From the Table no.4, this can be observed that the Gap means of expectation and perception of assurance is -1.49, which is negative. It indicates that assurance perception of service quality is higher than assurance expectation of service quality. In the light of this, the null hypothesis namely “There is no significant gap between assurance expectation and assurance perception of service quality of State Bank of Indore” is not rejected.

From the Table no.4, this can be observed that the Gap means of expectation and perception of empathy is 2.04, which is positive. It indicates that empathy expectation of service quality is higher than empathy perception of service quality. In the light of this the null hypothesis namely “There is no significant gap between empathy expectation and empathy perception of service quality of State Bank of Indore” is rejected.

As the standard deviation for all the gaps is quite high, it indicates that the variability of the gap between expectation and perception is very high, that means for different strata, the gap between expectation and perception are quite large. Demographically some strata may be having high expectations, some moderate and some low.

Level of customers’ satisfaction at State Bank of Indore

[Table 5 about here]

From the table no.5, this can be observed that the mean score of customer satisfaction 141.71. This mean value is towards 117 that indicate above average customer satisfaction. Therefore it may be concluded that customer satisfaction is found to be above average.

$$\frac{19.69}{141.71} \times 100$$

The percentage of variation of customers’ satisfaction is 13.89, which is low. It indicates that there is less variation amongst customers with respect to satisfaction.

The intention of customers’ to recommend the services of State Bank of Indore

[Table 6 about here]

From the table no.6, this can be observed that 90.6% customers said that they will recommend the services of State Bank of Indore to others and 9.4% customers said that they will not recommend

the services of State Bank of Indore to others.

The intention of customers to repurchase the services of State Bank of Indore

[Table 7 about here]

From the table no.7, this can be observed that 89.4% customers said that they will repurchase the services of State Bank of Indore and 10.06% customers said that they would not repurchase the services of State Bank of Indore.

Suggestions & Conclusion

Relationship between total expectation and total perception of service quality of State Bank of Indore.

There is significant positive correlation between total expectation and total perception of service quality.

Relationship between total expectation of service quality and customer satisfaction of State Bank of Indore

There is significant positive correlation between satisfaction and expectation of service quality of State Bank of Indore.

Relationship between total perception of service quality and customer satisfaction State Bank of Indore.

There is significant positive correlation between perception of service quality and customers’ satisfaction of State Bank of Indore.

The Gaps (disconfirmation) between the expectation and perception of tangibility, reliability, responsiveness, assurance and empathy dimensions of service quality of State Bank of Indore.

1. Tangibility expectation of service quality is significantly higher than tangibility perception of service quality of State Bank of Indore, indicating negative disconfirmation.
2. Reliability expectation of service quality is significantly higher than reliability perception of service quality of State Bank of Indore, indicating negative disconfirmation.
3. Responsiveness expectation of service quality is significantly higher than responsiveness perception of service quality of State Bank of Indore, indicating negative disconfirmation.
4. Assurance perception of service quality is significantly higher than assurance expectation of service quality of State Bank of Indore, indicating positive disconfirmation.
5. Empathy expectation of service quality is significantly higher than empathy perception of service quality of State Bank of Indore,

indicating positive disconfirmation.

As the standard deviation for all the gaps is quite high, it indicates that the variability of the gap between expectation and perception is very high, that means for different strata, the gap between expectation and perception are quite large. Demographically, some strata may be having high expectations, some may be having moderate and low.

Satisfaction:

As far as satisfaction of customers is concerned, it may be said that the customer satisfaction was above average and there was less variation among customers with respect to satisfaction.

Intention of customers to recommend the service of State Bank of Indore:

90.6 customers said that they would recommend the service of state Bank of Indore to others.9.4% customers said that they would not recommend the service of State Bank of Indore to others.

Intention of Customers to repurchase the services of State Bank of Indore:

89.4%customers said that they would repurchase the service of State Bank of Indore.10.6%customers said that they would not repurchase the service of State Bank of Indore.

Suggestions:

On the basis of these findings the researcher has found some key areas of customer dissatisfaction. Given the findings the following has been suggested.

- Quality service has become very important, so continuous improvements are very necessary for all kind of organizations. To fight off the competitors many companies have adopted the concept of Total Quality Management. Total Quality management is a management philosophy committed to focus on continuous improvements of products and services with continuous involvement of the entire workforce. TQM involves customer satisfaction, leadership, increasing employee empowerment and participation and facilitating an organizational culture of continuous quality improvement. State Bank of Indore must build quality in services through continuous improvements.
- Benchmarking is another way of improving service quality. Benchmarking is comparing best performing competitors' goods and services with the quality of your firm's goods and services. It would help State Bank of Indore to determine what is possible in terms of customer satisfaction and service quality.

- Quality improvement teams may be formed. These teams may include experts from various perspectives. Customers also must be indifferent part of this team, as they know better what they need and want from the company.

- A very strong Management Information System and also a service quality information system is the need of the day for State Bank of Indore. MIS should include market surveys, expectation research, customer meets, encounters surveys, employee surveys, expert opinion etc .An information hub can be built in to which all the survey information could be keyed in and made accessible to the managers at large. Competitors' moves should be anticipated and therefore excellent MIS is important. A service quality information system involves service satisfaction customer surveys, research of a mystery shopping kind, surveys to determine why customers select s particular banking service or leave it, focus group interviews, customer advisory panel, customers complaint, comment and inquiry capture, service reviews, total market surveys including external and competitor survey, employee surveys and service operating data capture. A blend of qualitative and quantitative research methods may be taken up by State Bank of Indore to monitor and measure the quality of service and satisfaction delivered. With the help of business process reengineering some unnecessary steps must be eliminated to reduce customer-waiting time. This will help State Bank of Indore to improve upon response time and elimination of long waits.

- To achieve competitive advantage, continuous innovation and its management is required.

- State Bank of Indore should create an ambience that is pleasing to customer.. Customers have complained of long waiting time. The perceived waiting time may be reduced by restructuring the office for waiting customers. This can be simply done by putting newspapers and interesting magazines at customers 'disposable, by putting pictures on to the walls of the office or making chairs a little more comfortable to sit.

- Customers have complained of lack of staff at almost every branch, which in turns leads in to long waiting time. VRS (Voluntary Retirement Scheme) has landed the banks in a situation where the remaining staff is found inadequate to carry on with the various functions of these banks, and affected the banks' ability to continue the tempo of customer service. Therefore, it is necessary to implement the other ingredients of the VRS package such as

redeployment, accelerated mechanization and computerization, selected recruitment of specialized staff and closure of or merger of uneconomic branches.

- The customers also have complained of over promising done by the employees in terms of time taken for completion of any task. Employees at counters must be trained to promise less and deliver more. Over promising in advertising should also be avoided. This would improve upon reliability and responsiveness dimension of service quality.
- Training and development programs for employees must be carried out frequently. This will motivate as well as improve upon the assurance and responsiveness dimension of service quality and thereby contributing to enhancement of customer satisfaction.

Conclusion:

Due to highly escalating customer expectations and the dynamism of the environment, it is extremely important for State Bank of Indore to continuously monitor the quality of service it is delivering and the level of satisfaction of its customers. An efficient monitoring system has to be developed for the measurement of service quality and satisfaction. There is an urgent need for capturing customers' feedback and making changes in the marketing strategies accordingly. Employee satisfaction, motivation, training and development have to be considered as vulnerable issues to improve the existing system. Hence, State Bank of Indore must look at profiting through customer satisfaction and service quality, as there is no substitute for these central concepts.

References:

- Asher, Mike (1989) Measuring customer satisfaction, *The TQM Magazine*, 1 (2): 23-34
- Athanassopoulos, Antreas, D. (1997) Another look in to the agenda of customer satisfaction: Focusing on service providers own and perceived viewpoints, *The International Journal of Bank marketing*, 15 (7): 264- 278.
- Berry, L.L (1980) Services marketing is different, *Business*, 24-29
- Bodla, B.S. (2004) Service quality perception in banks: An Indian perspective, *Prajnan*, 33(4): 321-329.
- Bolting, Claire P. (1989) How do customers express dissatisfaction and what can marketers do about it. *Journal of services marketing*, 3 (2): 45-51.
- Caruana, Albert, Money, Arthur, H. and Berthon Pierre R. (2005) *The TQM Magazine*, 17 (10): 85-89.
- Clark, F., Tynan, C. and Money, A., (1992) Total Quality Management: Senior Managers Priorities, at *British Academy of Management Annual Conference*, Bradford, September.
- Charles Derek Moss and Bill Richardson (1985) Customer satisfaction – The key to successful and legally unfettered trading, *European Journal of Marketing*, 9 (6): 5-11
- Crosby, L.A., Evans K.R. and Cowels (1990) Relationship quality in services marketing: An interpersonal influence perspective, *Journal of marketing* (July): 68-81.
- Crosby, L.A. and Stephens, N. (1987) Effect of relationship marketing on satisfaction, retention and prices in Life Insurance industry, *Journal of marketing Research*, 25: 405-411.
- Edwards, Sue and Smith, Steve (1989) Banking on total quality, *The TQM Magazine*, 1 (2): 154-159.
- Fecikova, Ingrid (2004) An index Method for measurement of customer satisfaction, *The TQM magazine*, 16 (1): 57-66.
- Gronroos, C. (1984) A service quality model and its marketing implications, *European Journal of Marketing*, 18 (4): 36-44.
- Johnston, Robert (1995) The Determinants of service quality: satisfiers and dissatisfies, *International Journal of Service industry management*, 6 (5): 53-63
- Juran, J., M., ed., *Quality Control Handbook*, p2
- Kangis, Peter and Voukelatos, Vassilis (1997) Private and public banks: A comparison of customer expectations and perceptions, *The International Journal of Bank Marketing*, 15(1): 279-287.
- Parasuraman, A., Zeithaml, V.A. and Berry, L.L. (1985) A conceptual model of service quality and its implications for future research, *Journal of Marketing*, 49 (3): 41-50.
- Peters, Thomas J. and Waterman, Robert, H. (1982) *In search of excellence*, New York: Harper and Row Publishers.
- Prabhakaran,S. (2003) An Insight in to service attributes in Banking sector, *Journal of Services research*, 3 (1):157-169.
- Rampersad, Herbert (2001) 75 Painful questions about your customer satisfaction, *The TQM magazine*, 13 (5): 341-347.
- Rapeeporn, Srijumpa, Chiarakul, Tanyamai and Speece, Mark (2007) Satisfaction and dissatisfaction in service encounters, retail stockbrokerage and corporate banking in Thailand, *International Journal of Bank Marketing*, 25 (3): 173-194.
- Rust, Roland T., Zahorik, Anthony J. and Keiningham, T.L. (1999) *Service Marketing*, New York: Addison Wesley Inc.
- Shostack, G.L. (1977) Breaking free from product marketing, *Journal of marketing*, 41(73).

Table No. 1

Correlation between total expectation and total perception		
	Pearson correlation	.422(**)
ET-PT	(sig.2- tailed)	.000
	N	330

Table No. 2

Correlation between total expectation of service quality and customer satisfaction		
	Pearson correlation	.014(**)
ET-ST	(sig.2- tailed)	.799
	N	330

Table No. 3

Correlation between total perception of service quality and customer satisfaction		
	Pearson correlation	.163(**)
PT-ST	(sig.2- tailed)	.003
	N	330

Table No. 4

Disconfirmation (Gaps) between expectation and perception of different dimension of service quality					
SERVQUAL (E-P)	N	Minimum	Maximum	Mean	Std. Deviation
E-P(Tangibility)	328	-10.00	17.00	2.1372	4.40629
E-P (Reliability)	330	-70.00	65.00	2.0788	9.72665
E-P (Responsiveness)	330	-15.00	63.00	1.9455	6.15875
E-P (Assurance)	330	-25.00	13.00	-1.4909	4.07247
E-P (Empathy)	329	-21.00	27.00	2.0486	6.10658
Valid N (listwise)	327				

Table No. 5

Level of customer satisfaction					
	N	Min.	Max	Mean	SD
Satisfaction	330	66	195	141.71	19.69

Table No. 6

Intention to recommend					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	299	90.6	90.6	90.6
	no	31	9.4	9.4	100.0
	Total	330	100.0	100.0	

Table No. 7

Intention to repurchase					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	295	89.4	89.4	89.4
	no	35	10.6	10.6	100.0
	Total	330	100.0	100.0	