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Service Quality Measurement in Indian Retail Banking Sector: CA Approach

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Abstract: The present study on Service Quality (SERVQUAL) holds that SERVQUAL primarily determines the customer value which in turn contributes to the customer retention and loyalty. Realising the paramount role of SERVQUAL in services marketing, more specifically in a customer intensive industry like Retail Banking, Allred (2001) has developed a comprehensive scale to measure service quality in banking sector. In this empirical study,, applying the scale developed by Allred, a perceptual map on a set of retail banks in India is drawn through a sophisticated multivariate non-parametric technique called Correspondence Analysis.

Key words: Service quality, correspondence analysis, retail banking

INTRODUCTION

The Service Quality (SERVQUAL) scale developed in an attempt to measure the perception of quality of service (Parasuraman *et al.*, 1985, 1988, 1991, 1993, 1994a, b) has been gaining momentum in application among various service sectors. Still that scale has undergone several revisions, extensions and modifications to suit different sector's needs. Recent studies have tested the valdity of the SERVQUAL scale in different industries including gas utilities (Babacus and Boller, 1992). Perceived quality of service tends to play an important role in high involvement industries like retail banks including gas and utilities (Angur and Natarjan, 1999) Using the SERVQUAL as base, Allred and Addams (2001) has developed a more comprehensive scale to measure service quality in banking sector. However the studies pertinent to banking sector in Indian context are scarce. Over the past decade, wide spread bank deregulation and increased competitive pressures have created dramatic changes in financial services industry in India (Debasish, 2002). This, in turn, has led the banking industry in India to adopt the universal norm 'relationship banking' through providing better services in terms of increased service quality attributes. Taking a sample of four banks, two from public sector, namely, State Bank of India and Syndicate Bank and two from private sector namely HDFC and ICICI, the perceptual map is drawn through correspondence analysis approach.

Interest in the measurement of service quality has been understandably high as it holds the key for the service providers to strategically position themselves more effectively in the market place (Berry, 1983; Brown *et al.*, 1989; Rudie and Wansley, 1985; Thompson *et al.*, 1985). Several models have been built over the years to evaluate the service quality offered by providers. The first model by Christian Gronroos in 1984 clearly outlines that the principal components of Service Quality are technical quality, functional quality and corporate image which in turn together determine the service quality of an organization. Though legitimacy of the Gronroos model on service quality has never been questioned, a multi-dimentioned structure developed by Parasuraman *et al.* (1985) been used as the base concept for service quality (Parasuraman *et al.*, 1988). Subsequently the numerous suggestions regarding reappraisal and restructuring of service quality measurement has fed the researchers to delve further into the mainstream research on service quality perception and evolve different models of evaluation on various parameters (e.g. Furrer *et al.*, 2000; Lee *et al.*, 2000; Wirtz and Bateson, 1999).

Recent literature holds that (Ravald and Gronroos, 1996; Parasuraman and Grewal, 2000; Woodruff, 1997) service quality primarily determines the customer value. Customer value is perceived as one of the principal drivers of customer satisfaction, which, in turn (Jones and Sasser, 1995) acts as a key determinant of repurchase and ultimately of customer retention and loyalty. Increasing numbers of researchers are attempting to understand various other underlying factors, which would ultimately contribute to customer loyalty (Bansal *et al.*, 1999b; Bhattacharya, 1998; Bolton *et al.*, 2000; Jones *et al.*, 2000; Keaveney, 1995; Sharma *et al.*, 2000). However, as Dube and Shoemaker (2000) pointed out, study on this topic is still in its infancy. The most commonly studied drivers of service provider switching and customer retention and loyalty include satisfaction, switching costs and more recently, alternative attractiveness and social influences

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(Bansal *et al.*, 1999a, b; Jones *et al.*, 2000; Sharma and Patterson, 2000). These studies obviously bring out missing aspects of 'relationship' between service providers and customers (Dube and Shoemaker, 2000).

Service quality conceptual framework: The credit for seminal work on service quality research goes to (Parasuraman *et al.*, 1985, 1988; Zeithaml *et al.*, 1985; Berry *et al.*, 1994). The authors, based on qualitative research, formulated a measure of service quality derived from data on a number of services, instead of counting on earlier dimension of goods quality in the manufacturing sector. The initial results, based on some focus group findings, yielded 10 dimensions of service quality that included tangibles, reliability, responsiveness, competence, courtesy, credibility, security, access, communication and understanding the customer (Sureshchander *et al.*, 2001). Further empirical scrutiny (Parasuraman *et al.*, 1988) resulted in a 22 item scale, called SERVQUAL, which measures service quality based on five dimensions, viz. tangibles, reliability, responsiveness, assurance and empathy. The entire approach was formulated on the tenet that customers entertain expectations of performance perceptions. The authors defined service quality as the degree of discrepancy between customer's normative expectations for the service and their perceptions of the service performance. Rust and Oliver (1994) noted that the SERVQUAL instrument captured the crux of what service quality might mean, i.e. a comparison to excellence in service by the customer.

In their empirical work, Cronin and Taylor (1992) controverted the framework of Parasuraman *et al.* (1988) with respect to conceptualization and measurement of service quality and propounded a performance based measure of service quality called SERVPERF by illustrating that service quality is a form of consumer attitude. They argued that the performance-based measure was an enhanced means of measuring the service quality construct.

In another empirical work, Teas (1993) investigated conceptual and operational issues associated with a perceptions-minus-expectations (P-B) service quality model. The author developed alternative models of perceived service quality based on evaluated performance (EP) and normated quality (NQ). It was concluded that the EP model could overcome some of the problems associated with the P-E gap conceptualization of service quality.

Parasuraman *et al.* (1994a) responded to the concerns of Cronin and Taylor (1992) and Teas (1993) by demonstrating that the validity and alleged severity of

many people of those concerns were questionable. Parasuraman *et al.* (1994a) elaborated that through their approach for conceptualizing service quality could and should be revised, relinquishing it altogether in preference of the alternate approaches proclaimed by Cronin and Taylor and Teas did not seem warranted. This triggered an interesting controversy in service quality study.

In another empirical work, Parasuraman *et al.* (1994b) revamped SERVQUAL's structure to embody not only the discordance between perceived service and desired service (labeled as measure of service superiority, or MSS), but also the discrepancy between perceived service and adequate service (labeled as measure of service adequacy, or MSA). Several other works have also criticized the operationalization, conceptualization, measurement and applications of SERVQUAL across different industrial settings.

From the foregoing discussions, it is palpable that the SERVQUAL instrument has in fact generated bounteous interest in service quality measurement. Antithetically, critics of SERVQUAL have also disputed the logic and requirement behind the measurement of expectations (Cronin and Taylor, 1992, 1994), the decipherment and operationalization of expectations (Teas, 1993, 1994), the reliability and validity of SERVQUAL's difference-score formulation (Babakus and Boller, 1992; Brown *et al.*, 1993) and SERVQUAL's dimensionality across various service scenes (Carman, 1990; Finn and Lamb, 1991; Bansal *et al.*, 2004).

The point worth debating here is that the comprehensiveness of the 22 item scale proposed by Parasuraman *et al.*, (1988) in addressing the critical dimensions of service quality is in question, for the simple reason that a careful examination of the scale items divulges that the items at large focus on the human aspects of service delivery and the remaining on the tangibles of service (Clement, 2005) (like the effect of atmospherics, design and décor elements, appearance of equipment, employee dress etc.).

The notability of the element of human interaction/intervention in the service delivery has been, without an iota of skepticism, acclaimed and reiterated by various other researchers as well (Mills and Morris, 1986; Norman, 1991; Bowden *et al.*, 2000). Of the five SERVQUAL dimensions, four namely reliability, responsiveness, assurance and empathy, relate to this aspect.

The fifth one, i.e. the tangibles, pertains to the effect of physical facility, equipment, personnel and communication materials on customers. The effect of this atmospherics popularly known as service scapes (Bitner, 1992), does affect customers in myriad manners.

Bitner (1992) elucidated how these service scapes influence both employees and customers in physiological, psychological, sociological, cognitive and emotional ways. Various authors have also dealt with in detail the impact of these tangibles on the service perceptions by customers and their effect on employees (Berry, 1984; Zeithaml *et al.*, 1988). But, while accentuating the significance and germaneness of these two momentous dimensions, one should also admit as apodictic that the highly subjective concept of service quality not only confines to the realms of these elements, but also other aspects which are very relevant to the existing order of the service sector, especially the one under scrutiny for the current study, namely, retail banking sector. Allred and Addams (2001) did a notable work incorporating this vital aspect through his study on service quality at Banks. The present study considers the work of Allred as a valuable contribution to service quality literature and utilizes the instrument developed by him as a base for conducting the survey.

Measuring service quality: The review of the aforesaid studies and discussion on the framework has culminated in arriving at a platform for the measurement of service quality, which can be outlined as follows: The key focus of this study is How to measure the service quality in a banking sector? To find an answer to this question, a survey was conducted based on the prominent work of three outstanding authorities of services marketing - Berry *et al.* (1994). Through focus group interviews and later empirical investigation, Parasuraman *et al.* (1985, 1988, 1994a, b) found that customers used ten determinants to evaluate the service quality of any organization. In hierarchical order the list includes:

- Reliability
- Responsiveness
- Competence
- Accessibility
- Courtesy
- Communication
- Credibility
- Security
- Understanding
- Tangibility

Allred and Addams (2001) after umpteen number of empirical investigation on these ten determinants has come out with 15 attributes, which the customers consider for evaluating any service quality. As, these attributes are found to be suitable for Indian banking sector in the current scenario; the same instrument is used for the present study and are listed below:

- Reliable (consistently do what they say)
- Responsive (cheerfully do what they)
- Competent (has knowledge and expertise)
- Accessible (is available to talk to)
- Courteous (treat with respect)
- Communication (listens carefully and explains expectations)
- Credible (honest and trustworthy)
- Security (information kept private and confidential)
- Empathy (understands views and shows genuine concern)
- Tangible (maintains clean office and dresses up appropriately)
- Surveys needs (asks and understands needs and expectations)
- Need fulfillment (needs and expectations are identified and met)
- Fairness (fair treatment)
- Mistakes (mistakes are promptly corrected)
- Treatment (treat the way the customers should be)

Retail banking sector in India: Retail banking segment in India has been booming of late due to high liquidity, changing demographic profile, falling interest rates and increasing demand for consumer finances. A brief scrutiny of the Indian Banking industry would unearth the reasons behind the current scenario. Governed by the Banking Regulation Act of India, 1949, it can be broadly classified into two major categories, non-scheduled banks and scheduled banks. Scheduled banks comprise commercial banks and the co-operative banks. In terms of ownership, commercial banks can be further grouped into nationalized banks, the State Bank of India and its group banks, regional rural banks and private sector banks (the old/ new domestic and foreign).

The first phase of financial reforms resulted in the nationalization of 14 major banks in 1969 and resulted in a shift from Class banking to Mass banking. This in turn resulted in a significant growth in the geographical coverage of banks. Every bank had to earmark a minimum percentage of their loan portfolio to sectors identified as priority sectors. The manufacturing sector also grew during the 1970s in protected environs and the banking sector was a critical source. The next wave of reforms saw the nationalization of 6 more commercial banks in 1980. Since then the number of scheduled commercial banks increased four-fold and the number of bank branches increased eight-fold.

After the second phase of financial sector reforms and liberalization of the sector in the early nineties, the Public Sector Banks (PSB) s found it extremely difficult to compete with the new private sector banks and the foreign banks. The new private sector banks first made their appearance after the guidelines permitting them were issued in January 1993.

The industry is currently in a transition phase. On the one hand, the PSBs, which are the mainstay of the Indian Banking system are in the process of shedding their flab in terms of excessive manpower, excessive non Performing Assets (Npas) and excessive governmental equity, while on the other hand the private sector banks are consolidating themselves through mergers and acquisitions.

The private players however cannot match the PSB's great reach, great size and access to low cost deposits. Therefore one of the means for them to combat the PSBs has been through the merger and acquisition (M and A) route. Over the last two years, the industry has witnessed several such instances. Private sector Banks have pioneered internet banking, phone banking, anywhere banking, mobile banking, debit cards, Automatic Teller Machines (ATMs) and combined various other services and integrated them into the mainstream banking arena, while the PSBs are still grappling with disgruntled employees in the aftermath of successful VRS schemes.

Meanwhile the economic and corporate sector slowdown has led to an increasing number of banks focusing on the retail segment. They are up against each other in grabbing the better pie in the Housing Finance, Auto Finance, Consumer durable Loans, Educational Loans, Other Personal Loans, Credit cards and various retail transactions. Many of them are also entering the new vistas of Insurance as well.

Correspondence analysis approach: Also called correspondence analysis, perceptual mapping and social space analysis, this technique aims at explaining the inertia (variance) in a cross-tabulation with n number of categories and columns. While one may argue that chi-square analysis can be performed in such a situation, it should be emphasized here that, chi-square is not effective for a large number of categories and columns with different frequencies in the cells. Further, even though one can establish the association between the row and column variables, it is hard to locate which categories of row and column variable are associated together. Moreover, it is an utopian task to locate on a graphical map those categories that are related on several variables,

say, two or more category of row variable and similar category column variable-a multiple correspondence analysis does perform this job well.

Correspondence analysis output provides key statistics for the attributes and objects being studied. Among these are absolute and relative contribution to the inertia of each attribute and each object. It is useful in determining the relative association or positions of attributes and objects in the same two-dimensional map. The input to correspondence analysis can be simple binary data such as Yes/No responses, which can be aggregated over respondents to form a correspondence table of frequencies as displayed in the present study in Table 1. Since we obtain the graphical map, the results of correspondence analysis are easy to interpret. Behavioral scientists consider this technique as analogous to factor analysis of rows and columns in the contingency table. The correspondence analysis is usually performed through advanced statistical packages like SPSS, SYSTAT and SAS. For the present study it was performed through SPSS 11.0 version. The output to correspondence analysis performed through statistical packages like SPSS, SYSTAT and SAS bring out the following among others:

Correspondence table: It is nothing but the cross tabulation of two nominal variables with number of categories in it. It is given along with marginals (nothing but totals). Whether asked or not, correspondence analysis output does bring this table out first.

Points: The values of categories of the variables and are known as profile points. For example, married is a point for nominal variable Marital status.

Point distance: Indeed correspondence analysis uses chi-squared distance between two points rather than Euclidean distance. Therefore the chi-squared distance matrix serves as input to principal component analysis that yield factors (dimensions) which correspondence analysis uses to map points.

Contribution of points to dimensions: The contribution of points to dimensions indicate the percentage of inertia (variance) of particular dimension which is explained by a point. Contribution of points to dimensions will equal to 1 across the categories of any one variable. Then, the summation of contribution of points to dimension across all points will be 1. The SPSS output indicates this as contribution of row points to the inertia of each dimension. By looking at the magnitude of points in a

dimension one can derive meaning of the dimension. For example, if variables such a colour, fragrance, appearance etc are highly loaded on a dimension, we can interpret the dimension as aesthetic

Contribution of dimension to points: It is also known as squared correlation and is the percent of variance in a point explained by a given dimension (just opposite to contribution of points to dimension). Naturally, one will expect a high contribution of dimension to the point value. The sum of contribution of dimension to a point will add to 1 in a full solution where all the possible dimensions are considered. Generally, if a point that explains a lot of variance in a dimension, then that dimension will also describe the point very well.

Eigen values: Each dimension will have one eigen value. It is also known as the inertia of a dimension and represents the relative importance of the dimension. Usually, the first dimension will have a high inertia and therefore has the largest eigen value, the second dimension, the next largest eigen value and so on. The sum of the eigen values is the total inertia which reflects the spread of points around the centroid. It should however be remembered that only the first two dimensions are used in correspondence map and an effective correspondence model will explain the high percent of inertia in first two dimensions itself. The significance of total inertia is tested through a chi-squared value.

Proportion of inertia accounted by a given dimension: It is nothing but the value obtained by deciding the given eigen value of the dimension by total inertia. For example, if the proportion of inertia accounted for by dimension one is 0.632, then dimension 1 explains 63.2% of variance of the total inertia in the original correspondence table. Therefore, if total inertia is 0.271, which means all the dimensions explained 27.1% (and not 63.2%) of the variance in the original table which is often misinterpreted.

Singular value: It is nothing but the square root of eigen value and is interpreted as the maximum correlation between categories of variables in the analysis for a given dimension.

Row and column profile: As described earlier, profile elements are simply the entries in row and column. Generally, row variable is dependent and column variable is independent.

Centroid: In correspondence analysis, it is the mean of row and column profiles and is the origin in a correspondence map.

Masses: Nothing but the marginal (total) proportions of a variable and is used to weight the point profile when computing the point distance.

Assumptions: The following are some of the assumptions of correspondence analysis.

- It is an exploratory and not a confirmatory technique.
- Correspondence is the measure of chi-square distance between the points and can be treated as correlation among the variables.
- Labeling of dimensions is subjective in nature.
- Even though Correspondence Analysis can be used for handling 'N' way tables, it is efficient in handling maximum of three variables.
- It is a non-parametric technique and makes no assumption of distribution.
- It is suitable for variables with many categories.
- The values in a particular cell can never be negative.

METHOD

Based on the review of service quality literature, the SERVQUAL image measurement for the present study adopted the highly revised format of the questionnaire developed by Allred and Addams (2001). The instrument (questionnaire) contained 15 attributes like reliability, responsiveness, competency, tangibility, treatment and the like. The specimen of the instrument used in the study is appended at the end of the article. It is mentioned here that even though these attributes were borrowed from Allred and Addams (2001), the scale points used for measuring the customer perception on each of these service quality attributes were different. The respondents were simply asked to put a tick mark in any of the cells indicating the corresponding bank for the availability of such service attribute in those banks. This method is popularly known as 'pick any-tick any' method, whereby each respondent would have placed a tick mark against a corresponding bank for a particular service quality trait which he or she believes that the bank is good in providing such attribute. For example, for the trait of 'courteous behavior of bank employees' if the respondent feels that all the four banks provide this, then he will tick mark all those banks and like that. A total number of 400 respondents were contacted with the aim of obtaining an equal representation of 100 respondents from each of the selected banks. The survey lasted for 2 months period as it involved collection of responses from those customers who are either the customers of all banks or any of them or those who have encountered the banks for obtaining

a home loan. The respondents who have encountered the banks during the home loan mela were excluded from being part of the sample.

This was felt necessary as the service scape and service encounter scenario will be totally different in those melas from the natural work environment in the actual location of bank itself. A snowball sampling method was adopted wherein the researchers first contacted the respondent who happened to have visited all these selected four banks and collected information through personal interview. The same respondent was then asked to direct the researchers to another respondent who have visited these four banks for the purpose of availing the loan. By fielding 10 second year MBA students who have opted services marketing as elective, the process of contacting the respondents was complete with data collected from a total sample of 363 respondents', thus yielding a response rate of 90.75% which is quite satisfactory. The students who volunteered to conduct the survey over a period of month were adequately rewarded by way of awarding marks for their term paper/mini project.

Analysis: The correspondence analysis was performed on the data collected from all the 363 sample customers drawn from the banks studied. Using the SPSS package (version 11.0), the results were obtained and are presented in Table 1. As shown here, the Correspondence Analysis (CA) revealed a total number of 3 dimensions accounting

Table 1: Correspondence table

| Attributes | Bank | | | | |
	SBI	Syndicate	ICICI	HDFC	Active margin
Reliability	93	34	38	45	210
Responsiveness	45	32	15	96	188
Competency	23	36	89	47	195
Accessibility	45	31	45	88	209
Courteous	22	27	86	46	181
Communication	32	38	92	32	194
Credibility	82	41	52	31	206
Security	92	32	56	51	231
Empathy	37	27	87	46	197
Tangibility	56	31	51	92	230
Surveying needs	36	36	53	46	171
Need fulfillment	48	47	61	89	245
Fairness	49	36	63	32	180
Mistakes	65	33	58	76	232
Treatment	23	32	92	56	203
Active margin	748	513	938	873	3072

Table 2: Correspondence analysis: summary table

| Dimension | Singular value | Inertia | Chi Square | Sig. | Proportion of inertia | |
					Accounted for	Cumulative
1	0.274	0.075			0.598	0.598
2	0.215	0.046			0.367	0.965
3	0.066	0.004			0.035	1.000
Total		0.125	386.14	0.000	1.000	1.000

for 100% variance explained. However, since the objective of CA is to reduce the set of data into a two-dimensional map, it was proposed to find out the amount of variance explained by these two dimensions. As shown in Table 2, the cumulative percentage of variance explained amounts to 96.5% for both the dimensions, leaving only 3.5% for dimension 3 that was quite negligible and was therefore dropped from analysis. The inertia explained for this third dimension is also found to be insignificant (a mere 0.004). Therefore, the two-dimensional reduced data set was used for making out the correspondence map. The total inertia explained by these two dimensions is 12.5% and the chi-square value of 386.14 was found to be significant at 0.01 level (Table 2).
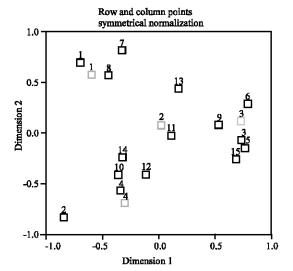
RESULTS AND DISCUSSION

It is customary in CA to look for the loadings (contributions or correlations) of different points (points are simply the categories of column variable and row variable) to the variance of each dimension by comparing the contribution of points to the inertia of each dimension. The values of contribution of points to the inertia of each dimension for different points of attributes and banks are depicted in Table 3. The values of contribution made by attributes to each of the dimension indicate attributes such as competency; courteous behaviour, communication, empathy and treatment are heavily loaded on dimension 1. These values are printed in bold face. Similarly, attributes such as reliability, responsiveness, accessibility, credibility, security, tangibility, need fulfillment and fairness are loaded on dimension 2 exclusively and the same are printed in bold face.

The contributions made by different columns for the variable 'bank' indicate that ICICI Bank is heavily attached to dimension 1 with the loading of .581 and HDFC Bank is heavily loaded on dimension 2 with a loading of 0.591 followed by SBI with the loading of 0.585. It is quite surprising that there is no place for Syndicate Bank in any of the dimension at all. Table 4 exhibits the details of contribution made by each bank to each of the dimensions.

A comparison of contribution to dimensions by various points in Table 3 and 4 reveal that much of the service attributes identified under dimension 1 are related to ICICI while most of the attributes identified in dimension 2 are related to HDFC followed by SBI, with no clear picture emerging for Syndicate bank. The association of different service attributes to selected banks for both the dimensions taken together is better revealed through Correspondence Map which is shown in Fig. 1. A perusal of the plots of various rows and

Table 3: Contribution of each attribute to the inertia of dimension

	Contribution to	
Attributes	Dimension 1	Dimension 2
Reliability	0.118	0.151
Responsiveness	0.157	0.201
Competency	0.121	0.004
Accessibility	0.027	0.099
Courteousness	0.119	0.006
Communication	0.131	0.020
Credibility	0.025	0.208
Security	0.053	0.115
Empathy	0.066	0.002
Tangibility	0.034	0.061
Surveying Needs	0.002	0.000
Need fulfillment	0.005	0.059
Fairness	0.007	0.054
Mistakes correction	0.021	0.002
Treatment	0.112	0.019

Table 4: Contribution of each bank to the inertia of dimension

	Contribution to	
Bank	Dimension 1	Dimension 2
SBI	0.315	0.585
Canara	0.002	0.004
ICICI	0.589	0.020
HDFC	0.095	0.591

column points clearly exhibit the pattern of association between them. It is clear that SBI is closely associated with reliability, credibility and security. The ICICI bank is closely attached to attributes such as competency, courteousness, communication, empathy and treatment of customers. It is interesting to note that HDFC bank is dominant for its rating on attributes such as accessibility, tangibility, need fulfillment and responsiveness. It is a mystery to observe why Syndicate bank has not been associated with any of the service attributes distinctly. The contribution of Syndicate bank is identified in the middle of the road milieu. Even though one may argue that attribute eleven, namely, 'surveying needs' is associated with Syndicate bank, its contribution to both the dimensions is turned to be zero (Table 3) which is similar to zero values obtained for Syndicate bank in Table 4.

CONCLUSIONS

The following information outlined is of value to the retail banking service managers and other service practitioners who are interested in developing a service climate which would leave a majority of the customers satisfied. The findings of service quality attribute image survey of selected public and private sector banks reveal that much need to be done for public sector banks in improving their performance by revamping the service marketing strategies. While the public sector bank SBI is closely related to security, reliability and credibility, still it needs to improve on aspects such as tangibility, fairness, and treatment and more importantly on accessibility and courteous behaviour of employees towards the customers. At the same time, the correspondence analysis in the present study points out the need on the part of private sector banks for focusing on reliability, credibility and security aspects in delivering service to their customers. The findings also throw a challenge to Syndicate bank in calling immediately the resources for building up its positioning in the service quality image in the minds of customers. In conclusion, the study dissects the service attribute image enjoyed by the public sector and private sector banks through the application of modern multivariate analytical technique correspondence analysis. While this study is a maiden attempt in this aspect, future researchers can hopefully

Row and column points symmetrical normalization

☐Attribute ☐Bank

- Attributes
- Reliability
- Responsiveness
- Competence
- Accessibility
- Courtesy
- Communication
- Credibility
- Security
- Understanding
- Tangibility.
- Surveying Needs
- Need fulfillment
- Fairness
- Mistakes
- Treatment

- Banks
- SBI
- Syndicat
- ICICI
- HDFC

Fig. 1: Correspondence map

look for further avenues in exploring the area. All said and done it is up to the top management to make a commitment that they would take initiatives to change the situation in conjunction with service quality deliverables. In a country like India, the recognition of this need is very much overdue and for those who made initial strides also its time for positive reinforcement. The results of this study would hopefully serve as an eye opener for the concerned.

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