CUSTOMER SATISFACTION AT A PUBLIC SECTOR BANK, KARACHI

FARAZ JAVED
College of Management Sciences
PAF-Karachi Institue of Economics & Technology

Introduction

Customer satisfaction is a mental state which results from the customer's comparison of a) expectations prior to a purchase with b) performance perceptions after a purchase (cf. Oliver 1993, Oliver 1996, Westbrook 1987, Westbrook & Oliver 1991). A customer may make such comparisons for each part of an offer (''domain-specific satisfaction'') or for the offer in total (''global satisfaction''). Moreover, this mental state, which we view as a cognitive judgment, is conceived of as falling somewhere on a bipolar continuum bounded at the lower end by a low level of satisfaction (expectations exceed performance perceptions) and at the higher end by a high level of satisfaction (performance perceptions exceed expectations). Vol. 18, June, 84-91

Customer satisfaction is the state of mind that customers have about a company when their expectations have been met or exceeded over the lifetime of the product or service. The achievement of customer satisfaction leads to company loyalty and product purchase.

Satisfaction comprises three basic components, a *response* pertaining to a particular *focus* determined at a particular *time*.

As markets shrink, companies are scrambling to boost customer satisfaction and keep their current customers rather than devoting additional resources to chase potential new customers.

When examined as a whole, three general components can be identified: 1) consumer satisfaction is a response (emotional or cognitive); 2) the response pertains to a particular focus (expectations, product, consumption experience, etc.); and 3) the response occurs at a particular time (after consumption, after choice, based on accumulated experience, etc).

Dissatisfaction - Consumer dissatisfaction is portrayed as the bipolar opposite of satisfaction; or consumer satisfaction and dissatisfaction are viewed as two different dimensions.

Everyone recognizes good service when they see it or experience it or so we would like to think. Yet for many people, good service may simply be expected and thus taken for granted. What stands out in the customer's mind is excellent service that exceeds their expectations – and poor or inferior service that fails to meet them. So how does a company know whether its service is meeting or exceeding these expectations? How should it determine whether the customer was overwhelmed with good service or "under-whelmed?" with poor service? One way to do this is to measure customer satisfaction.

The service profit chain analyzes how customer satisfaction leads to profitability. Measuring customer satisfaction enables management to monitor whether this key performance metric is in line with acceptable levels.

Customer satisfaction measurement system must provide actionable information. In other words, the focus is on measuring what can be controlled, modified and improved. An effective measurement system should help to evaluate service improvement initiatives.

The gulf between satisfied customers and completely satisfied customers can destroy a business.

Businesses survive because they have customers that are willing to buy their product or service. However, many times businesses fail to "check in" with their customers to determine whether they are happy or not and what it will take to make or keep them happy. Finding the reasons for customer defections and doing something about them is especially important. According to the U.S. Consumer Affairs Department, it costs five times more to gain a new customer than to retain an existing one. Other studies have reported that with just a five percent increase in customer retention a firm can raise its profitability by 25 percent and in some cases as much as 85 percent.

Inside Research, a marketing research industry newsletter, estimates that "the combined US and European customer satisfaction measurement expenditure was at more than US$372 million in 1997 and expenditures are growing at the rate of 20 percent or so every year" (Sivadas, & Baker-Prewitt, 2000, p.73).

Measuring customer satisfaction is a sound business strategy because:

1. It is expensive to win new customers, and customer retention is critical for business success.
2. It is less expensive to sell additional products and services to existing, satisfied customers (so we should listen to what is important to them).
3. Problems encountered by customers negatively impact their loyalty (if we disappoint them, they may start looking for alternatives).
4. The customer contact center has significant impact on customer.

While it seems clear that increasing customer satisfaction is beneficial to a marketing manager, how to measure it is less clear. Customer satisfaction has been studied from the perspective of the individual customer and what drives their satisfaction (Oliver and Swan 1989; Oliver 1993; Fournier and Mick 1999) as well as from an industry-wide perspective to compare customer satisfaction scores across firms and industries (Fornell 1992; Anderson, Fornell, and Lehmann 1994; Fornell et al. 1996; Mittal and Kamakura 2001), while other research has examined customer satisfaction in a single organization (Schlesinger and Zornitsky 1991; Hallowell 1996; Loveman 1998) or across several organizations (DeWulf, Odekerken-Schröder, and Iacobucci 2001).

The reason that service quality is difficult to define, describe, and measure is because of the specific subjective nature of services (Brown, Gummesson, Edvardsson, & Gustavsson, 1991).

These characteristics of service also make service unique and different from goods as described below: (Ghobadian, Speller, & Jones, 1993; Groth, & Dye, 1999; Zeithaml et al., 1990)

1. *Intangibility.* Unlike manufactured goods that are tangible, a service is intangible. The products from service are purely a performance. The consumer cannot see, taste, smell, hear, feel or touch the product before it purchased (Ghobadian et al., 1993; Groth, & Dye, 1999; Zeithaml et al., 1990).

2. *Heterogeneity.* A service is difficult to produce consistently and exactly over time. Service performance varies from producer to producer, from customer to customer, and from time to time. This characteristic of service makes it difficult to standardize the quality of the service

3. Inseparability. In service industries, usually the producer performs the service at the time the consumption of the service takes place. Therefore, it is difficult for the producer to hide mistakes or quality shortfalls of the service. In comparison the goods

producers, have a buffer between production and customers' consumption (Ghobadian et al., 1993).

4. *Perishability.* Unlike manufactured goods, services cannot be stored for later consumption. This makes it impossible to have a quality check before the producers send it to the customers. The service providers then only have one path, to provide service right the first time and every time (Ghobadian et al., 1993).

5. *Non-returnable.* A service is not returnable, unlike products. On the other hand, in many services, customers maybe fully refunded if the service is not satisfactory (Groth, & Dye, 1999).

6. *Needs-match uncertainty.* Service attributes are more uncertain than the product. This yield to higher variance of making a match between perceived needs and service is greater than perceived need and product match (Groth, & Dye, 1999).

7. *Interpersonal.* Service tends to be more interpersonal than products. For example, compare buying a vacuum cleaner to contracting for the cleaning of a carpet. While customers will judge the quality of the vacuum cleaner by how clean the carpet is, customers will tend to judge the quality of the carpet cleaning service on both the appearance of the carpet and the attitude of the technician (Groth, & Dye, 1999).

8. *Personal.* Customers often view services to be more personal than products. For example, a customer may perceive the service of her car (balancing the tires) as more personal than purchasing new tires. If the same customer has problems later with the tires, the defect in the tires would be less personal than if the tires were never balanced (Groth, & Dye, 1999).

9. *Psychic.* Even though the food at a restaurant might not be as delicious as other famous restaurants., the customers will recognize the restaurant and tend to be satisfactions if the service of the restaurant is excellent. Another example is when a flight is delayed, and people tend to be upset with this poor service . However, if the gate agent is very helpful and friendly, people tend to still be pleased with the service (Groth, & Dye, 1999).

Like other industries, banking and financial services companies have reached the conclusion that the relationship with the customer should not (metaphorically and literally) end at the bank door. Customer access after the transaction adds value to the transaction.

Research Methodology

The methodology adopted for tthis paper is briefly discussed below:

Statement of Problem

Measure the customer satisfaction level at a large public sector bank in Pakitan. Identify effect of various factors at the bank (employees, service, processes, environment &location) on customer satisfaction level.

Theoretical Framework

The dependent variable "Customer satisfaction level" is the variable of primary interest. Four commonly used predictor's employees; service, processes and environment and location have been used to measure the dependent variable.

Statement of Hypothesis

The following hypothesis were developed:

1. Customer satisfaction level at   is low because of employee's attitude towards customers.

2. Customers at are dissatisfied with banks environment and location.

3. There is a significant difference in desired service speed and received service speed .

4. There is no significant difference in desired process and actual process for receiving cash / salary/pension at the bankcounters.

The selected branches are as follows:
- Gulshan-e-Iqbal Branch
- Alamgir Road Branch
- Sindhi Muslim Housing Society branch
- F.T.C Branch
- Defence Housing Society Branch
- P.E.C.H.S Branch

Interviews were conducted in February 2005

Following are some of the aspects that will be included in the questionnaires:

Table 1: Aspects of questionnaire

	Time you waited in line for a teller
Product range offered by bank	Banks location
Access to service	Parking area around bank
Accuracy of service	Waiting area
Consistency of services	Banks physical appearance
Speed of service	Banking Hours
Financial charges for services	Employee's willingness to help you
Published material about services	Helpfulness of employees
Number of tellers	Politeness of employees
The ease of reaching officers	Guidance provided by employees
Knowledge of the employees	Problem resolution
Processes and procedures at bank	Security arrangements at bank

The numbers of questionnaires to be filled by respondents are given below:

Table 2: No. of questionnaires to be filled

Questionnaire per branch	12 * (6 Branches) = 72 questionnaires

Information was also gathered through observation and experience during interaction with customers.

The following 'interval scale' is used in questionnaires.

- Very Satisfied
- Satisfied
- Neither satisfied nor dissatisfied (Neutral)
- Dissatisfied
- Very Dissatisfied

Service Aspects

It includes access to services, accuracy of services, consistency of services, product range offered, speed of service & financial charges for services.

Availability includes both the quantity and the range of products made available to the customer.

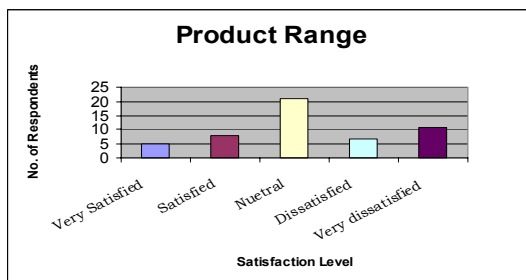**R**egarding product range offered by NBP, the answers obtained from customers are as follows:

Table 3: Product range offered by NBP

Q # 1	x	f	%	fx
Very Satisfied	-2	5	10%	-10
Satisfied	-1	8	15%	-8
Neutral	0	21	40%	0
Dissatisfied	1	7	13%	7
Very Dissatisfied	2	11	21%	22
		? f = 52	100%	? f x = 11

The mean of the table is: **0.21**

This indicates that answers are directed from neutral to dissatisfaction level.

Figure 1: Product Range

From the graph it is evident that 21% of the respondents were very dissatisfied with the product range offered . 40% respondents answer was 'neither satisfied nor dissatisfied'. 20 respondents did not answer this question.

Access to Services

The physical approachability of service location, including the ease of finding one's way around the service environment and the clarity of route.

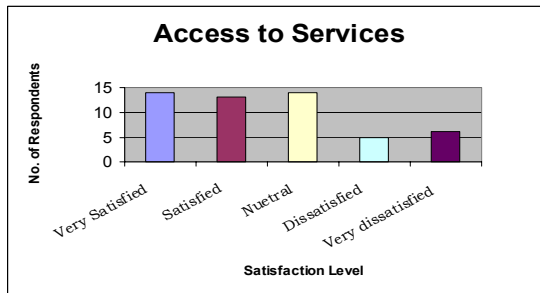Regarding access to services, the answers obtained from customers and the answers obtained are as follows:

Table 4: Access to services

Q # 2	X	f	%	fx
Very Satisfied	-2	14	27%	-28
Satisfied	-1	13	25%	-13
Neutral	0	14	27%	0
Dissatisfied	1	5	10%	5
Very Dissatisfied	2	6	12%	12
		? f = 52	100%	? f x = -24

The mean of the table is: -0.46

This indicates that the answers are directed from neutral to satisfaction level.

Figure 2: Access to services

Access to Services

From the above graph it is evident that consumers are <u>overall satisfied</u> with access to services. 25% respondents are satisfied while 27% respondents are very satisfied with access to services. 20 respondents did not answer this question.

Accuracy of Service

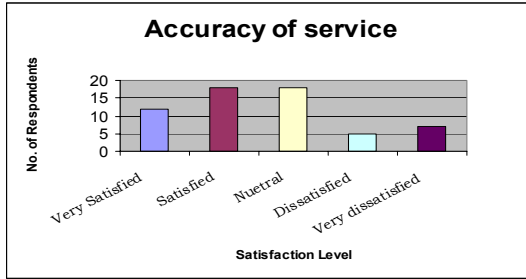Regarding accuracy of services, the answers obtained from customers are as follows:

Table 5: Accuracy of service

Q # 3	x	f	%	fx
Very Satisfied	-2	12	20%	-24
Satisfied	-1	18	30%	-18
Neutral	0	18	30%	0
Dissatisfied	1	5	8%	5
Very Dissatisfied	2	7	12%	14
		? f = 60	100%	? f x = -23

The mean of the table is:**-0.38**

This indicates that answers are directed towards satisfaction level.

Figure 3: Accuracy of service

Accuracy of service

From the graph it is evident that consumers are satisfied with the accuracy of services. However there is room for improvement. 30% of the respondents rated accuracy of services as neutral. 10 respondents did not answer this question.

Consistency of Services

Regarding consistency of services, the answers obtained from customers are as follows:
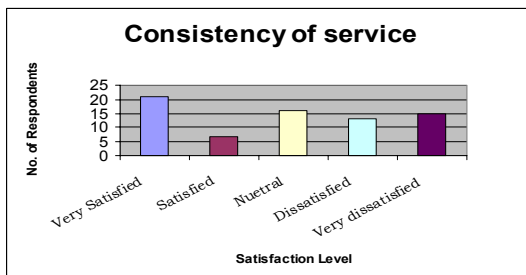
Table 6: Consistency of services

Q # 4	x	f	%	fx
Very Satisfied	-2	21	29%	-42
Satisfied	-1	7	10%	-7
Neutral	0	16	22%	0
Dissatisfied	1	13	18%	13
Very Dissatisfied	2	15	21%	30
		? f = 72	100%	? fx = -6

The mean of the table is:

$\overline{X}$ = -0.08

This indicates that answers are directed from Neutral level to satisfaction level.

Figure 4: Consistency of service

Consistency of service

29% respondents are very satisfied with the consistency of services. On the other hand 21% respondents are very dissatisfied with the consistency of services. Measures have to be taken that the number of very dissatisfied customers decreases.

Speed of Service

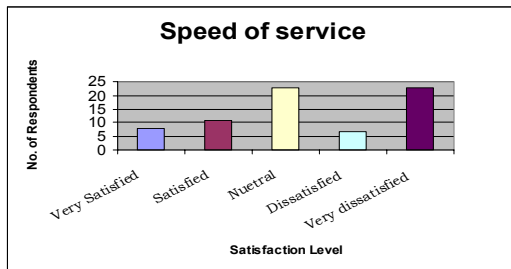**R**egarding speed of service, the answers obtained from customers are as follows:

Table 7: Speed of service

Q # 5	x	f	%	fx
Very Satisfied	-2	8	11%	-16
Satisfied	-1	11	15%	-11
Neutral	0	23	32%	0
Dissatisfied	1	7	10%	7
Very Dissatisfied	2	23	32%	46
		? f = 72	100%	? f x = 26

The mean of the table is: 0.36
This indicates that answers are directed towards dissatisfaction level.

Figure 5: Speed of service

32% of the respondents are very dissatisfied with the speed of service while 32% respondents are neither satisfied nor dissatisfied with the service.

Financial charges for services

Regarding financial charges of services, the answers obtained from customers are as follows:
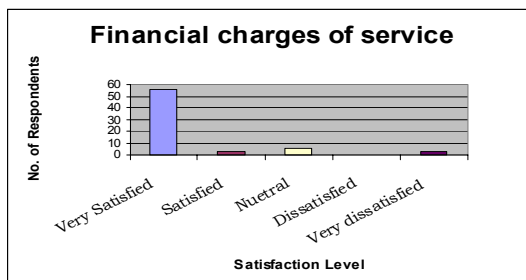
Table 8: Financial charges for services

Q # 6	x	f	%	fx
Very Satisfied	-2	56	84%	-112
Satisfied	-1	3	4%	-3
Neutral	0	5	7%	0
Dissatisfied	1	0	0%	0
Very Dissatisfied	2	3	4%	6
		? f = 67	100%	? f x = -109

The mean of the table is: -1.62

This indicates that answers are directed at very satisfied level.

Figure 6: Financial charges of service

Financial charges of service

From the above graph it is evident that respondents are very satisfied with the financial charges for services. The reason being most customers are govt. employees or pension holders often not using other services of the bank. Five respondents did not answer this question.

Published material about services

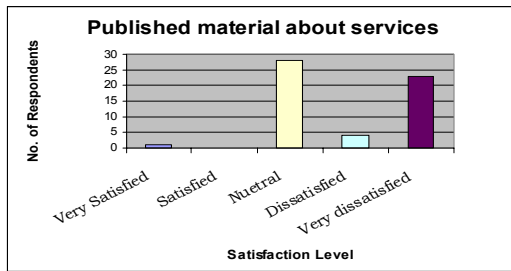Regarding published material about services, the answers obtained from customers are as follows:

Table 9: Published material about services

Q # 7	x	f	%	fx
Very Satisfied	-2	1	2%	-2
Satisfied	-1	0	0%	0
Neutral	0	28	50%	0
Dissatisfied	1	4	7%	4
Very Dissatisfied	2	23	41%	46
		? f = 56	100%	? f x = 48

The mean of the table is: 0.85

This indicates that answers are directed towards dissatisfaction level.

Figure 7: Published material about services

Published material about services

41% of the respondents are very dissatisfied with the published material about services. 50% respondents were neither satisfied nor dissatisfied with the published material about services. 16 respondents did not answer this question.

Environment & Location

Physical environment includes ambient factors such as air quality, noise, scent and cleanliness; design factors such as architecture, color, scale, materials, texture and accessories.

The idea that the physical environment can impact on customers and employees was first raised by Kotler in 1973 when he wrote about 'atmospherics' as a marketing tool.

Branches' Location

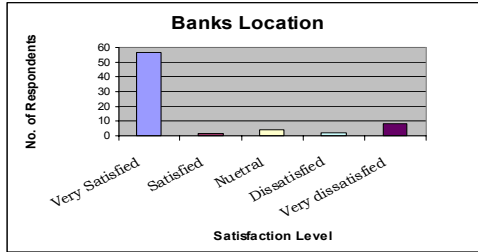**R**egarding banks location, the answers obtained from customers are as follows:

Table 10: Banks location

Q # 11	x	f	%	fx
Very Satisfied	-2	57	79%	-114
Satisfied	-1	1	1%	-1
Neutral	0	4	6%	0
Dissatisfied	1	2	3%	2
Very Dissatisfied	2	8	11%	16
		? f = 72	100%	? f x = -97

The mean of the table is: **-1.34**

This indicates that answers are directed at very satisfied level.

Figure 8: Banks location

Banks Location

79% respondents were very satisfied with the location of the bank.

Parking area around bank

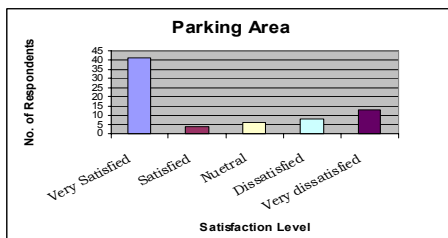**R**egarding parking area, the answers obtained from customers are as follows:

Table 11: Parking area around bank

Q # 12	x	f	%	fx
Very Satisfied	-2	41	57%	-82
Satisfied	-1	4	6%	-4
Neutral	0	6	8%	0
Dissatisfied	1	8	11%	8
Very Dissatisfied	2	13	18%	26
		? f = 72	100%	? f x = -52

The mean of the table is: **-0.72**

This indicates that answers are directed towards satisfaction level.

Figure 9: Parking area

Parking Area

57 % respondents are very satisfied with the parking area around the bank. 18% respondents were very dissatisfied with the parking area.

Waiting area

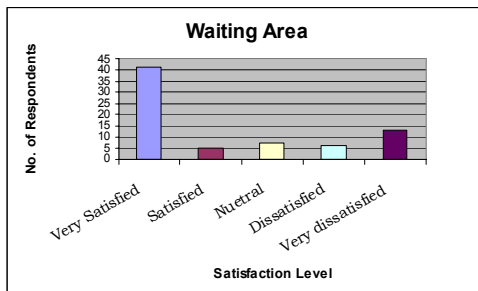**R**egarding waiting area, the answers obtained from customers are as follows:

Table 12: Waiting area

Q # 13	x	f	%	fx
Very Satisfied	-2	41	57%	-82
Satisfied	-1	5	7%	-5
Neutral	0	7	10%	0
Dissatisfied	1	6	8%	6
Very Dissatisfied	2	13	18%	26
		? f = 72	100%	? f x = -55

The mean of the table is: **-0.76**
This indicates that answers are directed towards satisfaction level.

Figure 10: Waiting area

57 % respondents are very satisfied with the waiting area in the bank.

Branches' Physical appearance

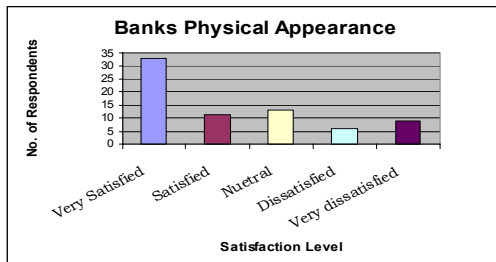**R**egarding physical appearance of the branch, the answers obtained from customers are as follows:

Table 13: Banks physical appearance

Q # 14	x	f	%	fx
Very Satisfied	-2	33	46%	-66
Satisfied	-1	11	15%	-11
Neutral	0	13	18%	0
Dissatisfied	1	6	8%	6
Very Dissatisfied	2	9	13%	18
		? f = 72	100%	? f x = -53

The mean of the table is:-0.73
This indicates that answers are directed towards satisfaction level.

Figure 11: Banks Physical appearance

Banks Physical Appearance

46% of the respondents are very satisfied with the banks physical appearance. 15% of the respondents are satisfied with the banks physical appearance.

Staff Aspects

This covers interaction of customers and service employees including factors such as their number, behavior and appearance.

Number of Tellers

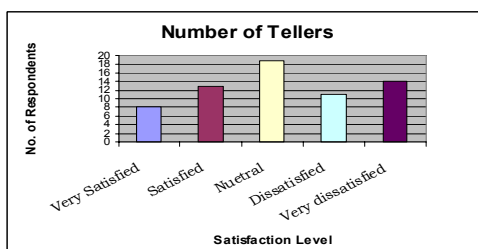**R**egarding number of tellers, the answers obtained from customers are as follows:

Table 14: Number of Tellers

Q # 8	x	F	%	fx
Very Satisfied	-2	8	12%	-16
Satisfied	-1	13	20%	-13
Neutral	0	19	29%	0
Dissatisfied	1	11	17%	11
Very Dissatisfied	2	14	22%	28
		? f = 65	100%	? f x = 10

The mean of the table is: **0.15**

This indicates that answers are slightly directed towards dissatisfaction level.

Figure 12: Number of Tellers

Number of Tellers

29 % of the respondents are neither satisfied nor dissatisfied with the number of tellers. However 22% respondents are very dissatisfied with the number of tellers. 7 respondents did not answer the question. Further research has to be carried out regarding this aspect.

Employee's willingness to Help Customers

Regarding employees willingness to help customers, the answers obtained from customers are as follows:

Table 15: Employees willingness to help customers

Q # 16	x	f	%	fx
Very Satisfied	-2	36	50%	-72
Satisfied	-1	3	4%	-3
Neutral	0	15	21%	0
Dissatisfied	1	7	10%	7
Very Dissatisfied	2	11	15%	22
		? f = 72	100%	? f x = -46

T**he mean of the table is:***0.63
T**his indicates that answers are directed towards satisfaction level.**

Figure 13: Employees willingness to help you

50 % respondents are very satisfied with the employee's willingness to help them.

Helpfulness of employees

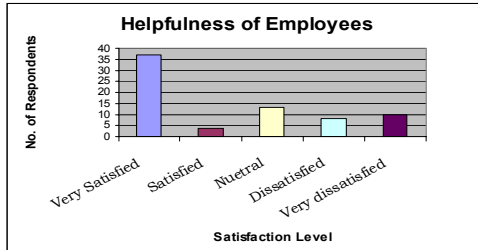**R**egarding helpfulness of employees, the answers obtained from customers are as follows:

Table 16: Helpfulness of employees

Q # 17	x	f	%	fx
Very Satisfied	-2	37	51%	-74
Satisfied	-1	4	6%	-4
Neutral	0	13	18%	0
Dissatisfied	1	8	11%	8
Very Dissatisfied	2	10	14%	20
		? f = 72	100%	? f x = -50

The mean of the table is:-0.69
This indicates that answers are directed towards satisfaction level.

Figure 14: Helpfulness of employees

51% respondents are very satisfied with number of helpfulness of employees.

Politeness of employees

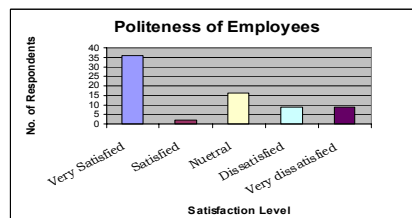**R**egarding politeness of employees, the answers obtained from customers are as follows:

Table 17: Politeness of employees

Q # 18	X	F	%	fx
Very Satisfied	-2	36	50%	-72
Satisfied	-1	2	3%	-2
Neutral	0	16	22%	0
Dissatisfied	1	9	13%	9
Very Dissatisfied	2	9	13%	18
		? f = 72	100%	? f x = -47

The mean of the table is: **-0.65**

This indicates that answers are directed towards satisfaction level.

Figure 15 : Politeness of employees

50% respondents are very satisfied with politeness of employees.

Guidance provided by employees

Regarding guidance provided by employees, the answers obtained from customers are as follows:
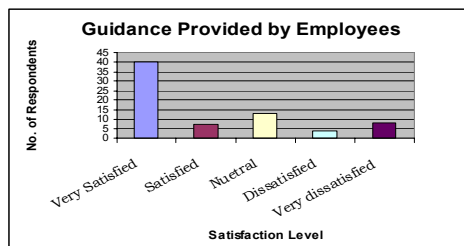
Table 18: Guidance provided by employees

Q # 19	x	f	%	fx
Very Satisfied	-2	40	56%	-80
Satisfied	-1	7	10%	-7
Neutral	0	13	18%	0
Dissatisfied	1	4	6%	4
Very Dissatisfied	2	8	11%	16
		? f = 72	100%	? f x = -67

The mean of the table is: **-0.93**

This indicates that answers are directed towards satisfaction level.

Figure 16: Guidance provided by employees

56% respondents are very satisfied with the guidance provided by employees.

Knowledge of employees

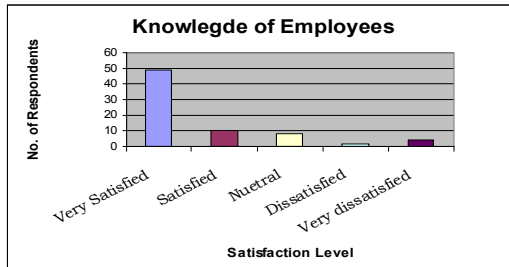**R**egarding knowledge of employees, the answers obtained from customers are as follows:

Table 19: Knowledge of employees

Q # 20	x	f	%	fx
Very Satisfied	-2	49	68%	-98
Satisfied	-1	10	14%	-10
Neutral	0	8	11%	0
Dissatisfied	1	1	1%	1
Very Dissatisfied	2	4	6%	8
		? f = 72	100%	? f x = -99

The **mean of the table is:** -1.37

This indicates that answers are directed at very satisfied level.

Figure 17: Knowledge of employees

68**% of the respondents are very satisfied with the knowledge of employees.**

Processes

Pure services are more appropriately defined in terms of their production processes rather than their tangible outcomes. Whereas the process of production is usually of little concern to the consumers of manufactured goods, it is often critical to the consumer of 'high-contact' services, who can be seen as a co-producer of the service in some situations.

The ease of reaching officers

Regarding ease of reaching officers, the answers obtained from customers are as follows:
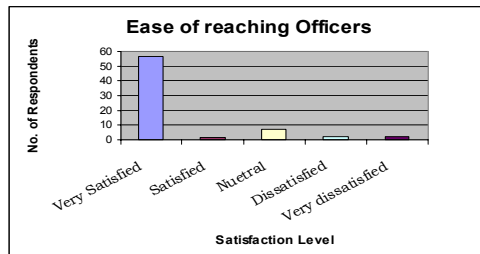
Table 20: The ease of reaching officers

Q # 9	x	f	%	fx
Very Satisfied	-2	57	83%	-114
Satisfied	-1	1	1%	-1
Neutral	0	7	10%	0
Dissatisfied	1	2	3%	2
Very Dissatisfied	2	2	3%	4
		? f = 69	100%	? f x = -109

The mean of the table is: **-1.57**
This indicates that answers are directed at very satisfied level.

Figure 18: Ease of reaching officers

83% respondents are very satisfied with ease in reaching officers.

Time you waited in line for a teller

Regarding waiting time in line for teller, the answers obtained from customers are as follows:
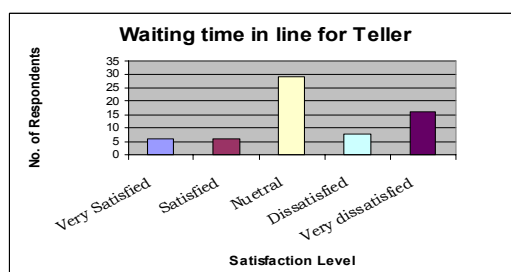
Table 21: Time you waited in line for a teller

Q # 10	x	f	%	fx
Very Satisfied	-2	6	9%	-12
Satisfied	-1	6	9%	-6
Neutral	0	29	45%	0
Dissatisfied	1	8	12%	8
Very Dissatisfied	2	16	25%	32
		? f = 65	100%	? f x = 22

The mean of the table is: **0.33**
This indicates that answers are directed from neutral to satisfied level.

Figure 19: Waiting time in line for teller

25**% of the respondents are very dissatisfied with the time they waited in line for teller. Further research needs to be done to find out whether there is difference in ratio of teller to customers or there is some procedure improvement required. 7 respondents did not answer this question.**

Banking Hours

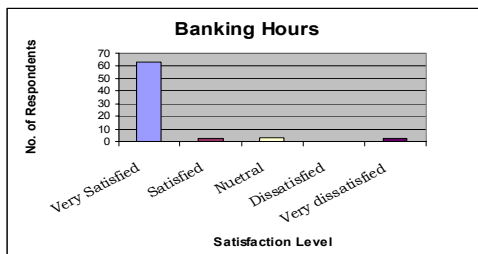Regarding banking hours, the answers obtained from customers are as follows:

Table 22: Banking hours

Q # 15	x	f	%	fx
Very Satisfied	-2	63	90%	-126
Satisfied	-1	2	3%	-2
Neutral	0	3	4%	0
Dissatisfied	1	0	0%	0
Very Dissatisfied	2	2	3%	4
		? f = 70	100%	? f x = -124

The mean of the table is: **-1.77**
This indicates that answers are located at very satisfied level.

Figure 20: Banking hours

90% respondents are very satisfied with the banking hours of the bank. Two respondents did not answer this question.

Processes and procedures

Regarding processes and procedures, the answers obtained from customers are as follows:
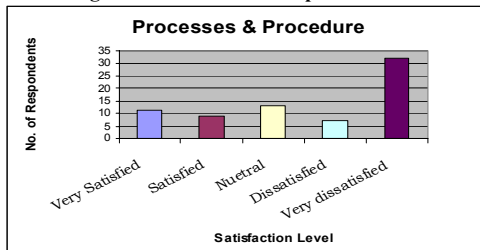
Table 23: Processes & procedures

Q # 21	x	f	%	fx
Very Satisfied	-2	11	15%	-22
Satisfied	-1	9	13%	-9
Neutral	0	13	18%	0
Dissatisfied	1	7	10%	7
Very Dissatisfied	2	32	44%	64
		? f = 72	100%	? f x = 40

The mean of the table is:**0.55**
This indicates that answers are directed towards dissatisfaction level.

Figure 21 : Processes and procedure

44% respondents are very dissatisfied with the processes and procedures at NBP.

Problem resolution

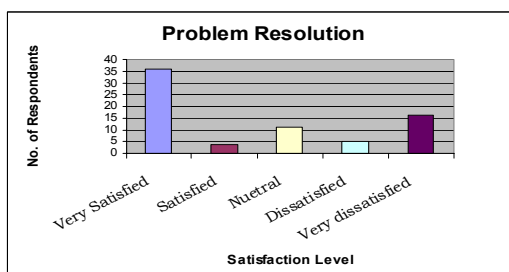**R**egarding problem resolution, the answers obtained from customers are as follows:

Table 24 : Problem resolution

Q # 22	x	f	%	fx
Very Satisfied	-2	36	50%	-72
Satisfied	-1	4	6%	-4
Neutral	0	11	15%	0
Dissatisfied	1	5	7%	5
Very Dissatisfied	2	16	22%	32
		? f = 72	100%	? f x = -39

The mean of the table is: **-0.54**
This indicates that answers are directed towards satisfaction level.

Figure 22 : Problem resolution

50% respondents are satisfied with problem resolution. However 22% respondents are very dissatisfied with problem resolution. Measures must be taken to minimize problems and problem occurs it has to be resolved in an effective manner.

Security arrangements at NBP

**R**egarding security arrangements at NBP, the answers obtained from customers are as follows:

Table 25: Security arrangements at NBP

Q # 23	x	f	%	fx
Very Satisfied	-2	37	51%	-74
Satisfied	-1	3	4%	-3
Neutral	0	14	19%	0
Dissatisfied	1	5	7%	5
Very Dissatisfied	2	13	18%	26
		? f = 72	100%	? f x = -46

The mean of the table is: **-0.63**
This indicates that answers are directed towards satisfaction level.

Figure 23: Security arrangements
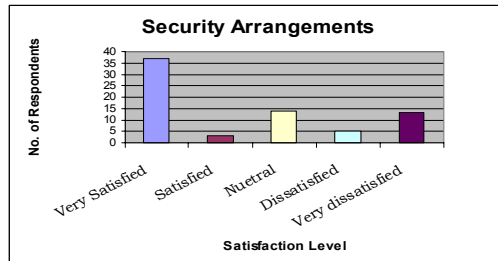
51% respondents are very satisfied with the security arrangements at NBP.

Conclusion

The overall rating of the bank by the respondents was Average or Neutral. Out of 72 respondents, 29 were neither satisfied nor dissatisfied, 7 were very satisfied, 17 were satisfied, 12 were dissatisfied and 7 were very dissatisfied.

Four hypotheses were developed. The results are presented below:

Hypothesis 1: Customer satisfaction level at the bank is low because of employee's attitude towards customers.

The above hypothesis is rejected, after it was found out that 50% respondents were very satisfied with employees willing to help, 51% respondents were very satisfied with helpfulness of employees, 50% respondents were very satisfied with politeness of employees, 56% respondents were very satisfied with guidance provided by employees and 68% of respondents were very satisfied with knowledge of employees.

Hypothesis 2: Customers at the bank are dissatisfied with banks environment and location.

The above given hypothesis is rejected, It was found out that 79% of respondents were very satisfied with banks location, 57% respondents were very satisfied with parking area around the bank, 57% respondents were very satisfied with waiting area in bank and 46% respondents were very satisfied with banks physical appearance.

Hypothesis 3: There is a significant difference in desired service speed and received service speed at the bank.

The above given hypothesis is accepted, It was found out that 32% of the respondents were very dissatisfied and 10% of respondents were dissatisfied with the speed of service at the bank. Received service speed is less than the desired service speed.

Hypothesis 4: There is no significant difference in desired process and actual process for receiving cash / salary/pension at the bank counters.

The above given hypothesis is rejected, It was found out that 44% respondents were very dissatisfied with processes and procedures at the bank.

Annexure – 3

Endnotes :-
Quality Digest, Measuring and Managing Customer Satisfaction by Kevin Cacioppo, kcacioppo@quality digest.com
Giese, Joan L. and Joseph A. Cote. 2000. "Defining Consumer Satisfaction." *Academy of Marketing Science Review* [Online] 2000 (1) Available: http://www.amsreview.org/articles/giese01-2000.pdf
Measuring Customer Satisfaction, What You Learn by Measuring Customer Satisfaction Can Lead To Greater profitability by James R. Huffman, FLMI, ACS, Assistant Vice President, LOMA Insurance Operations and Tom Moorman, FLMI, Director, LOMA Organizational Assessment,moormann@loma.org
How to Measure Customer Satisfaction', Susan Smith, www. Edwardlowe.org
Sivadas, E., & Baker-Prewit, J. L. (2000).

www.call-center.net/tutorial-customer-sat-mod1.htm

www.call-center.net/tutorial-customer-sat-mod1.htm

Customer Satisfaction Across Organizational Units *by* Edward C. Malthouse James L. Oakley Bobby J. Calder Dawn Iacobucci July 2003, (for communication: Edward C. Malthouse, Integrated Marketing Communications, Northwestern University, 1845 Sheridan Road, Evanston, IL 60208-2175; phone 847-467-3376; fax 847-491-5925; email ecm@northwestern.edu.)
Brown, S. W., Gummesson, E., Edvardsson, B., & Gustavsson, B. (Ed.). (1991). Service quality: Multidisciplinary and multinational perspectives. New York: Lexington Books.

Ghobadian, A., Speller, S., & Jones, M. (1993). Service quality: Concepts and models. International Journal of Quality & Reliability Management, 11 (9), 43-66. Retrieved March 3, 2001 from Emerald Intelligence + Full Text database from the World Wide Web: http://www.emerald-library.com/,

Groth, J.C., & Dye, R.T. (1999). Service Quality: Perceived value, expectations, shortfalls, and bonuses. Managing Service Quality, 9 (4), 274-285. Retrieved March 3, 2001 from Emerald Intelligence + Full Text database from the World Wide Web: http://www.emerald-library.com/,

Zeithaml, V.A., Parasuraman, A., & Berry, L.L. (1990). Delivering Quality Service: Balancing customer perceptions and expectations. New York: The Free Press.

Operational determinants of caller satisfaction in the banking/financial services call center, The current issue and full text archive of this journal is available at http://www.emeraldinsight.com/0265-2323.htm

Woodruff, RB., and Gardial, S.F., 1996. Know Your Customer: New Approaches to Understanding Customer Value and Satisfaction. Cambridge, The USA: Blackwell Publishers

How to measure customer satisfaction', Susan smith, www. Edwardlowe.org

Improving Customer Satisfaction Once a Customer Satisfaction Measurement Program Is in Place, The Business Research Lab, LLC, http://www.busreslab.com/