CHAPTER VI

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION
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6.1 INTRODUCTION

This last chapter, ‘Summary of Findings, Suggestions and Conclusions’ presents the important findings of the study generated through the interview schedule with the sample bank customers. The results, derived with a careful use of certain statistical tools, are also presented here. The interaction of the researcher with the bank customers in respect of their perception towards service quality enabled her to offer specific suggestions for the banks to offer quality service to the customers, which also finds a place in this chapter. Thus, the concluding chapter becomes a fully packed structure of findings, statistical results and suggestions.

6.2 SUMMARY OF FINDINGS

This section presents the important findings of the study based on the fourth and fifth chapters.

The second chapter ‘Review of Literature’ has discussed 60 reviews relating to the service quality of banks in India and abroad.

In the third chapter ‘Service Quality – A Conceptual Explanation’, the researcher has presented an overview of service quality in banks. It includes evolution of service quality and models used for measurement of service quality. Similarly, the concept of expectation, perception, satisfaction, loyalty and various services offered by banks in India are also discussed. As such, this chapter is descriptive in nature. It has an explanatory note on service quality and its related concepts.

The fourth chapter, ‘Service Quality in SBI and ICICI – An Analysis of Perceptual Difference of the Sample Customers’ has been devoted to analyzing the
opinions of the sample customers towards service quality. In order to mobilize the opinion of the bank customers, 325 (235 –SBI and 90 – ICICI Bank) respondents have been selected. The important findings are as follows:

- Out of the 235 respondents of SBI, 139 (59.14%) fall under the age group 30 years and below, 85 (36.17%) fall under the age group of 31-50 years and 11 (4.69%) are above 50 years. In the case of ICICI bank, out of the 90 respondents, 40 (44.44%) fall under the age group of 30 years and below, 38 (42.22%) fall under the age group of 31-50 years and 12 (13.34%) are above 50 years. Out of the 325 respondents, 179 (55.07%) belong to 30 and less age group, 123 (37.85%) belong to 31 to 50 age group and 23 (7.08%) are above 50 years.

- Out of the 235 respondents of SBI, 139 (59.14%) are male and 96 (40.86%) are female. In the case of ICICI Bank, out of the 90 respondents, 46 (51.11%) are male and 44 (48.89%) are female. Out of the 325 respondents, 185 (56.92%) are male and 140 (43.08%) are female.

- Out of the 235 respondents of SBI, 108 (45.95%) are unmarried and 127 (54.05%) are married. Out of the 90 respondents of ICICI Bank, 64 (71.11%) are unmarried and 26 (28.89%) are married. Out of the total 325 respondents, 172 (52.92%) are unmarried and 153 (47.08%) are married.

- In the case of SBI, out of the 235 respondents, 110 (46.80%) are salaried, followed by 70 (29.78%) respondents who are students, 41 (17.44%) who are engaged in business and profession and 14 (5.98%) who are engaged in other
occupations. In the case of ICICI bank, out of the 90 respondents, 35 (38.88%) are salaried, 31 (34.44%) who are engaged in Business and Profession, 10 (11.11%) are students and 14 (15.57%) are engaged in other occupations. It is understood that majority of the respondents are salaried class. Out of the 325 respondents, salaried class constitute 145 (44.61%), 72 (22.15%) belong to business and profession, 80 (24.61%) are students and 28 (8.63%) belong to other categories.

- Out of the 235 respondents of SBI, 13 (5.53%) are illiterate, 66 (28.08%) have studied up to school level, 127 (54.04%) are graduates and 23 (12.35%) have taken either a professional or technical education. Out of the 90 respondents of ICICI Bank, 4 (4.44%) are illiterate, 15 (16.67%) have studied up to school level, 51 (56.67%) are graduates and 20 (22.22%) have taken either a professional or technical education. Out of the 325 respondents, 17 (5.23%) are illiterate, 81 (24.92%) have studied up to school level, 178 (54.77%) are graduates and 43 (15.08%) have studied either professional or technical course.

- Out of the 235 respondents of SBI, 130 (55.32%) are in the income group less than Rs.1 lakh, 68 (28.93%) belong to the income group Rs.1 lakh to Rs.3 lakhs, 37 (15.75%) are in the income group above Rs.3 lakhs. Out of the 90 respondents of ICICI Bank, 20 (22.22%) are in the income group less than Rs.1 lakh, 34 (37.78%) in the income group Rs.1 lakh – Rs.3 lakhs, 36 (40%) in the income group above Rs.3 lakhs. Out of the 325 respondents, 150 (46.15%) have an
annual income of less than Rs. 1 lakh, 102 (31.38%) earn Rs.1 lakh to 3 lakhs, 73 (22.47%) have an income above Rs. 3 lakhs.

- Regarding the sources of awareness about banks, out of the 235 respondents of SBI, 29 (12.34%) know about the bank through advertisements, 131 (55.74%) have come to know about the bank through friends and relatives and 75 (31.92%) have got the information from the place of work. Out of the 90 respondents of ICICI Bank, 24 (26.67%) know about the bank through advertisements, 60 (66.67%) through friends and relatives and 6 (6.66%) from their place of work. It is revealed that more than 50% of the respondents in both ICICI Bank (66.67%) and SBI (55.74%) have come to know about the bank through friends and relatives.

- According to the emphasis of the respondents of SBI in selecting a bank, the first factor is feasibility of location (44.25%), second factor is the unique services offered by the bank (36.6%), third factors are technology and reputation of the bank (24.68%), fourth factor is the wide range of products and services (17.02%) and the fifth factor is the nature of ownership of the bank (13.19%). According to the respondents of ICICI Bank, when the factors are arranged according to the importance given in selecting a bank, the first factor is feasibility of location (74.44%), second factor is unique services offered by the bank (57.78%), third factor is reputation of the bank (37.78%), fourth factor is wide range of products and services (20%), fifth factor is best technology (13.33%) and the sixth factor is nature of ownership (8.89%).
Out of the 235 respondents of SBI, 174 (74.04%) are transacting business with the bank for below 5 years, 34 (14.53%) for 5 – 10 years and 27 (11.43%) above 10 years. Out of the 90 respondents of ICICI Bank, 62 (68.89%) are transacting business with the bank for below 5 years, 24 (26.67%) for 5 – 10 years and 4 (4.44%) above 5 years. Out of the 325 respondents, 236 (72.61%) hold accounts for a period less than 5 years, 58 (17.85%) for 5 to 10 years and 31 (9.54%) above 10 years.

As regards the number of visits made by the respondents, out of the 235 respondents of SBI, 40 (17.02%) visit the bank weekly, 20 (8.51%) once in two weeks, 122 (51.91%) once in a month and 53 (22.56%) once in three months i.e. quarterly. Out of the 90 respondents of ICICI Bank, 18 (20%) visit the bank weekly, 20 (22.22%) once in two weeks, 37 (41.11%) monthly and 15 (16.67%) respondents visit the bank quarterly. It shows that for both the banks the number of respondents visiting the bank once in two weeks and monthly constitutes approximately 60% of the visits made by the respondents.

Regarding the awareness among the respondents about products and service of the bank, on the basis of multiple responses, out of the 2350 (235 x 10) respondents of SBI, 1,466 (62.38%) are aware of the products and service of the bank. On the basis of multiple responses, out of the 900 (90 x 10), 734 (81.56%) are aware of the products and services. The level of awareness among the respondents of ICICI Bank is high when compared to the respondents of SBI.
A comparison between SBI and ICICI Bank reveals that in both the banks the 
products and services, in which the respondents are highly aware of, are first 
debit and credit cards, second locker and safe custody, third mobile banking and 
fourth internet banking. The products which have least awareness among 
respondents are Foreign exchange and corporate banking.

On the basis of multiple response, out of the 2350 (235 x 10) respondents of SBI, 
1068 (45.44%) utilise the products and services of the bank. On the basis of 
multiple response, out of the 900 (90 x 10) respondents of ICICI bank, 471 
(52.33%) utilise the services offered by the bank. The respondents of ICICI Bank 
utilise more services compared to the respondents of SBI.

Regarding the account services, loan services, agency services and general utility 
services offered by the banks, 22.55% of the respondents of SBI have received as 
expected, 11.48% as desired and 65.97% as excited service. In the case of ICICI 
Bank, 41.67% have received as expected, 16.11% as desired and 42.22% as 
excited service. It is understood that the respondents of SBI have received more 
of excited service compared to the respondents of ICICI Bank for the products 
and services offered by the bank.

As regards the type of banking, 47.31% of the respondents of SBI have received 
as expected, 32.06% as desired and 20.18% as excited service. In the case of the 
respondents of ICICI Bank, 32.71% has received as expected, 45.06% as desired 
and 22.23% as excited services. It is seen that the respondents of ICICI Bank
have received more excited service compared to the respondents of SBI on the various types of banking.

- Regarding the level of customer expectations of service quality, out of the 235 respondents of SBI, 92.97% of the respondents expect the bank to have good tangibility, 87.96% of the respondents expect the employees of the bank to be reliable, 92.68% of the respondents expect assurance, 88.62% of the respondents expect good responsiveness from the employees and 83.63% of the employees except empathy. In the case of ICICI bank, out of the 90 respondents, 100% of the respondents expect good tangibility, 92.54% expect the employees of the bank to be reliable, 91.60% of the respondents expect assurance, 87.01% of the respondents expect good responsiveness from the employees of the bank and 90.20% of the employees expect empathy. It is seen that the respondents of SBI expect more on assurance and responsiveness dimensions compared to the respondents of ICICI Bank. The respondents of ICICI Bank expect more on tangibility, reliability and empathy dimensions compared to the respondents of ICICI Bank.

- As regards the level of customer perception of service quality, out of the 235 respondents of SBI, 92.25% of the respondents have positive feeling about the tangibility, 87.99% of the respondents feel that the employees are reliable, 87.96% are assured of the services from the bank, 86.95% of the respondents feel that the employees are responsive and 80.91% of the respondents have positive feeling towards empathy. Out of the 90 respondents of ICICI Bank, 94.98% of
the respondents feel that the bank has good tangibility, 94.14% of the respondents feel that the employees are reliable, 87.30% of the respondents feel that the employees are responsive and 73.35% have positive feeling about empathy.

- As regards the tangibility, responsiveness and empathy dimension, SBI performs better when compared to ICICI Bank. And in the case of reliability dimension, both the banks’ performance is the same. Regarding the assurance dimension, ICICI Bank performs better than SBI.

- As regards the determinants of customer satisfaction and dissatisfaction, on the basis of multiple responses, out of the 4,465 (235 x 19) respondents of SBI, 3,214 (71.98%) are satisfied with and 1,251 (28.02%) are dissatisfied. The determinant which gives maximum satisfaction to the respondents of SBI is ‘Security of the bank’, ‘Comfort of the bank’ and ‘Attentiveness of the employees’. The determinants in which the customers are least satisfied are ‘Approachable’, ‘Availability of the employees’ and ‘Parking space available in the bank’. On the basis of multiple responses, out of the 1,710 (90 x 19) respondents of ICICI Bank, 1410 (82.45%) are satisfied and 300 (17.55%) are dissatisfied. The determinant which gives maximum satisfaction to the respondents of ICICI are ‘Comfort of the bank’, ‘Security of the bank’ and ‘Aesthetics of the bank’. The determinants in which the respondents are least satisfied are ‘Parking space available in the bank’, ‘Flexibility in operations’ and ‘Suggestive nature of the
employees’. The determinants which have secured least scores have to be improved by the banks.

- On the basis of multiple response, out of the 1880 (235 x 8) respondents of SBI, 1084 (57.65%) have positive feeling and are more loyal to the bank, while 374 (19.89%) have negative feeling and 422 (22.44%) are neutral. On the basis of multiple responses, out of the 720 (90 x 8) respondents of ICICI Bank, 398 (55.27%) have positive feeling and are more loyal to the bank, while 146 (20.27%) have negative feeling and 176 (24.44%) are neutral. The respondents of SBI are more loyal compared to the respondents of ICICI Bank.

- On the basis on multiple responses, out of the 2350 (235 x 10) respondents of SBI, 1638 (69.70%) have a positive opinion on the aspects of drivers of operationalization of service quality, while 163 (6.94%) have negative opinion and 549 (23.36%) are neutral. On the basis on multiple responses, out of the 900 (90 x 10) respondents of ICICI Bank, 702 (78%) have a positive opinion on the aspects of drivers of operationalization of service quality, while 48 (5.33%) have negative opinion and 150 (16.67%) are neutral. The respondents with positive opinion about drivers of operationalization of service quality are 69.70% for SBI and 78% for ICICI Bank. It is understood that the respondents of ICICI Bank have a better opinion about the drivers of service quality compared to that of the respondents of SBI.
On the basis of multiple responses, out of the 4230 (235 x 18) respondents of SBI, 3248 (76.78%) have positive attitude about service quality, 183 (4.32%) have negative attitude and 691 (18.9%) are neutral. On the basis of multiple response, out of the 1620 (90 x 18) respondents of ICICI Bank, 1318 (81.35%) have positive attitude about service quality, 70 (4.32%) have negative attitude and 232 (14.33%) are neutral. The respondents who have positive attitude towards service quality are 76.78% for SBI and 81.35% for ICICI Bank. It is understood that the respondents of ICICI Bank have better positive attitude towards service quality compared to that of the respondents of SBI.

On the basis of multiple responses, out of the 3055 (235 x 13) respondents of SBI, 1197 (39.18%) have faced problems with the bank, 879 (28.77%) have not faced problems with the bank and 979 (32.05%) are neutral. On the basis of multiple responses, out of the 1170 (90 x 13) respondents, 434 (37.09%) have faced problems with the bank, 225 (19.23%) have not faced problems with the bank and 517 (43.68%) are neutral. The percentage of respondents who have faced problems with the bank are 39.18% for SBI and 37.09% for ICICI Bank. It is understood that the respondents of SBI face more problems with the bank compared to the respondents of ICICI Bank. However, it should be noticed that the respondents who did not face problems with the bank are 28.77% for SBI and 19.23% for ICICI Bank.
The fifth chapter “Determinant Factors and Their Relationship – An Analysis of the Perspective of the Sample Customers”, analyses the opinion of the customers on the level of awareness, utilisation, satisfaction, determinants of satisfaction, level of expectation and perception and level of loyalty with the help of statistical tools. The formulated hypotheses have been tested with the help of Chi-square test, t-Test and MANOVA. The t-Test has been applied to find whether there is any significant difference in opinion of the respondents as regards to age, gender, marital status, educational qualification and annual income towards service quality. The Chi-square test has been used to test the respondents’ demographic variables and the level of satisfaction and level of loyalty towards bank. Regression analysis has been applied to find the effect of certain independent variables on the overall opinion score of the sample respondents of SBI and ICICI Bank. For the purpose of analysing the attitude of sample bank customers towards service quality, Factor Analysis has been applied. The Discriminant Function Analysis was used to identify the variables that are responsible for considering a service as expected, desired or excited. MANOVA was utilized to find whether there is any significant difference between the various dimensions of quality of service and gender, occupation and educational qualification of the respondents simultaneously.

- The results arrived on the basis of the analysis with the help of t-Test for testing the formulated hypotheses are as follows.

  i) There is a significant difference between the opinion of the respondents of rural and urban areas of SBI as regards awareness about products and services, quality of products and services, loyalty towards bank and drivers of service
quality. But respondents from rural and urban areas do not differ significantly on service availed from the bank, expectations of service quality, attitude towards service quality, problems faced with the bank and level of satisfaction and dissatisfaction.

ii) There is a significant difference between the opinion of the respondents of rural and urban areas of ICICI Bank as regards awareness about products and services, service availed from the bank, expectations of service quality, attitude towards service quality, problems faced with the bank and level of satisfaction and dissatisfaction. But they do not differ significantly on quality of product and services, loyalty towards bank and drivers of operationalization.

iii) There is a significant difference between the opinion of male and female respondents of SBI as regards service availed from the bank, quality of products and services, loyalty towards the bank, drivers of operationalization and problems faced with the bank. The respondents do not differ significantly on awareness about the products and services, expectations of service quality, attitude towards service quality and level of satisfaction and dissatisfaction.

iv) There is a significant difference between the opinion of male and female respondents of ICICI Bank as regards awareness about products and services and quality of products and services. There is no significant difference between the male and female respondents in terms of service availed from the bank, expectations of service quality, loyalty towards bank, drivers of
operationalization, attitude towards service quality, problems faced with the bank and level of satisfaction and dissatisfaction.

v) There is a significant difference between the opinion of married and unmarried respondents of SBI as regards awareness about products and services, service availed from the bank, quality of products and service, drivers of operationalization, attitude towards service quality, level of satisfaction and dissatisfaction. There is no significant difference between expectations of service quality, loyalty towards bank and problems faced with the bank.

vi) There is a significant difference between the opinion of married and unmarried respondents of ICICI Bank as regards awareness about products and services and quality about products and services. There is no significant difference in terms of service availed from the bank, expectations of service quality, loyalty towards bank, drivers of operationalization, attitude towards service quality, problems faced with the bank and level of satisfaction and dissatisfaction.

vii) There is a significant difference between the opinion of youngsters and elder respondents of SBI as regards awareness about products and services, service availed from the bank, drivers of operationalization and level of satisfaction and dissatisfaction. There is no significant difference between youngsters and elders in terms of quality of products and services, expectations of service quality, loyalty towards bank, attitude towards service quality and problems faced with the bank.
viii) There is a significant difference between the opinion of youngsters and elder respondents of ICICI Bank as regards service availed from the bank. There is no significant difference in terms of awareness about products and services, quality of products and services, expectations of service quality, loyalty towards bank, drivers of operationalization, attitude towards service quality and problems faced with the bank and level of satisfaction and dissatisfaction.

ix) There is a significant difference between the opinion of highly educated and less educated respondents of SBI as regards awareness about products, service availed from the banks, quality of products and services, expectations of service quality and drivers of operationalization. There is no significant difference between low educated group and high educated group in terms of loyalty towards the bank, attitude towards service quality, problems faced with the bank and level of satisfaction and dissatisfaction.

x) There is a significant difference between the opinion of highly educated and less educated respondents of ICICI Bank as regards drivers of operationalization and level of satisfaction and dissatisfaction. There is no significant difference between the income groups in terms of awareness about products and services, service availed from the bank, quality of products and services, expectations of service quality, loyalty towards bank, attitude towards service quality and problems faced with the bank.
xi) There is a significant difference between the opinion of high income group and the low income group respondents of SBI as regards quality of products and services, expectations of service quality, drivers of operationalization and level of satisfaction. There is no significant difference between low educated group and highly educated group in terms of awareness about products and services, service availed from the bank, loyalty towards bank, attitude towards the service quality and problems faced with the bank

xii) There is a significant difference between the opinion of high income group and low income group respondents of ICICI Bank as regards quality of products and services and loyalty towards bank. There is no significant difference between the low annual income respondents and the high annual income respondents in terms of awareness about products and services, service availed from the bank, expectations of service quality, drivers of operationalization of service quality, attitude towards service quality, problems faced with the bank and level of satisfaction and dissatisfaction

- Analysis, using Chi-square Test, for testing the formulated hypotheses brings out the following results.
  i) There is a significant relationship between the respondents of both banks and the level of satisfaction.
  ii) There is no significant relationship between banks and the level of loyalty.
  iii) There is no significant relationship between the age of the respondents and the level of satisfaction. There is no significant relationship between the marital
status of the respondents and the level of satisfaction. There is significant relationship between the occupation of the respondents and the level of satisfaction. There is no significant relationship between the educational qualification of the respondents and the level of satisfaction. There is no significant relationship between the annual income of the respondents and level of satisfaction.

iv) There is no significant relationship between age of the respondents and level of loyalty. There is a significant relationship between the marital status of the respondents and the level of loyalty. There is a significant relationship between the occupation of the respondents and the level of loyalty. There is a significant relationship between the educational qualification of the respondents and the level of loyalty. There is a significant relationship between annual income of the respondents and level of loyalty.

- The results arrived on the basis of the analysis with the help of MANOVA for testing the formulated hypotheses are as follows

In the case of SBI

i) There is a significant univariate interaction of gender by occupation on opinion about service quality of general utility service only. The respondents classified under gender and occupation are satisfied with the general utility services offered by SBI. Hence, SBI should concentrate on other services like account, loans, agency service, distribution of services and type of banking to attract gender and occupation-wise classified respondents.
ii) There is a significant univariate interaction of gender by educational qualification on opinion about service quality of account service, opinion about service quality of loans, opinion about service quality of general utility service, opinion about service quality of agency service and opinion about service quality of distribution of service. It means that the respondents of SBI, classified under gender and educational qualification are satisfied with the account service, loan service, general utility service, agency service and distribution of service. Hence, the SBI should concentrate on the type of banking to attract gender and educational qualification-wise classified respondents.

iii) There is a significant univariate interaction of occupation by educational qualification on opinion about service quality of account service, opinion about service quality of general utility service, opinion about service quality of agency service, opinion about service quality of distribution of service and opinion about service quality of type of banking. It means that the respondents of SBI, classified under both occupation and educational qualification are satisfied with the account service, general utility service, agency service, distribution of service and type of banking. Hence, SBI should concentrate on loans to attract occupation and educational qualification-wise classified respondents.

In the case of ICICI Bank,

i) There is a significant univariate interaction of gender by occupation on service quality of general utility service. It means that the respondents of ICICI Bank, classified under both gender and occupation are satisfied with the general utility
service offered by the bank. Hence, ICICI Bank should concentrate on other service like account, loan, agency service, distribution of service and type of banking to attract gender and occupation-wise classified respondents.

ii) There is a significant univariate interaction of gender by educational qualification on opinion about service quality of general utility service and opinion about service quality of agency service. It means that the respondents of ICICI Bank classified under both gender and educational qualifications are satisfied with the general utility service and agency service provided by the bank. Hence, ICICI Bank should concentrate on account service, loans, distribution of service and types of banking to attract gender and educational qualification-wise classified respondents.

iii) There is a significant univariate interaction of occupation by educational qualification on opinion about service quality of type of banking. It means that the respondents of ICICI Bank, classified under both occupation and educational qualification are satisfied with the type of banking offered by the bank. Hence, ICICI Bank has to concentrate on other services like account service, loans, general utility service, agency service and distribution of service.

- The Discriminant Function Analysis was applied to the respondents of SBI and ICICI Bank based on desired level, expected level and excited level of services. The following factors significantly discriminate the respondents. They are
  
i) Nature of Bank (at 1% level)
  
ii) Area of Bank (at 1% level)
iii) Age (at 1% level)
iv) Marital Status (at 1% level)
v) Annual Income (at 1% level)
vi) Years of association with the bank (at 1% level)
vii) Nature of ownership (at 1% level)
viii) Account with other banks (at 1% level)
ix) Frequency of visiting bank (at 1% level)
x) Problems with the bank (at 1% level)
xi) Operationalization of service quality (at 1% level)
xii) Loyalty (at 1% level)
xiii) Satisfaction (at 1% level)

- The Factor Analysis used to analyse the attitude of the respondents towards service quality reveals that the variables are divided into five factors such as customer centric service quality, responsive service quality, progressive service quality, competitive service quality and reliable service quality.

In the case of SBI

i) The variables such as service quality is useful for retaining of customers (0.812), service quality encourages customers to use new products of the bank (0.756), service quality is important, for keeping competitive advantage (0.699), service quality reduces customer complaints (0.645), service quality motivates customer relationship (0.644), service quality leads to cost reduction (0.643), service quality helps to attain, maintain, improve standards
(0.582) and service quality is important for determining market share (0.581) are significantly loaded under the factor customer centric service quality.

ii) The variables such as service quality helps to deliver services according to customer requirements (0.860), service quality helps in providing upgraded services to customers (0.757) and service quality attracts new customers (0.610) are significantly loaded under the factor responsive service quality. The variables service quality adds value to the bank (0.478) and service quality increases profitability (0.467) are not significantly loaded under the factor.

iii) The variables such as service quality improve the financial performance of the bank (0.834) and service quality enhances error free services (0.695) are significantly loaded under the factor progressive service quality.

iv) The variables such as service quality improve customer satisfaction (0.805) and service quality acts as a marketing tool for the bank (0.749) are significantly loaded under the factor competitive service quality.

v) The variable service quality enhances service reliability is significantly loaded under the factor reliable service quality.
In the case of ICICI bank,

i) The variables such as service quality helps in providing upgraded services to customers (0.903), service quality is enhances error free services (0.851), service quality adds value to the bank (0.848) and service quality encourages customers to use new products of the bank (0.574) are significantly loaded under the factor customer centric service quality.

ii) The variables such as service quality motivates customer relationship (0.812), service quality enhances service reliability (0.781), service quality helps to deliver services according to customer requirements (0.672), service quality attracts new customers (0.657), service quality improves the financial performance of the bank (0.654) and service quality helps to attain, maintain, improve standards (0.644) are significantly loaded under the factor responsive service quality.

iii) The variables such as service quality is useful for retaining of customers (0.767), service quality is important for determining market share (0.728) and service quality improves customer satisfaction (0.610) are significantly loaded under the factor reliable service quality.

iv) The variables such as service quality leads to cost reduction (0.809), service quality increases profitability (0.600) and service quality reduces customer complaints (0.595) are significantly loaded under the factor progressive service quality.
v) The variables such as service quality acts as a marketing tool for the bank (0.777) and service quality is important for keeping competitive advantage (0.647) are significantly loaded under the factor competitive service quality.

The result of Multiple Regression Test reveals that

In the case of SBI,

i) Gender, occupation, educational qualification and annual income influence the opinion of the respondents of about the awareness of products and services.

ii) Gender, occupation and educational qualification influence the opinion of the respondents about the drivers of operationalization of service quality.

iii) Educational qualification and nature of account influence the opinion of the respondents about the quality of service and products of the bank.

iv) Gender, marital status and years of holding account influence the opinion of the respondents regarding the loyalty towards banks.

v) Area of the bank, age, occupation, educational qualification, annual income and years of holding account influences the attitude of the respondents towards service quality in banking.
In the case of ICICI Bank,

i) Occupation, educational qualification and nature of account with the bank, influence the opinion of the respondents about the awareness of products and services.

ii) Area of the bank, marital status, occupation and years of holding an account influence the opinion of the respondents about the drivers of operationalization of service quality.

iii) Area of the bank, age, marital status and years of holding account influence the opinion of the respondents regarding the quality of service and products of the bank.

iv) Gender, age, marital status, occupation and educational qualification influence the opinion of the respondents regarding the loyalty towards banks.

v) Area of the bank alone influences the attitude of the respondents towards service quality in banking

- An analysis of the gap between expectations and perception using the ‘SERVQUAL’ instrument reveals that

  In the case of SBI,

i) The gap between expectation and perception in the case of tangibility is 0.31, reliability (0.25), responsiveness (0.24). The gap between assurance and empathy is 0.17
ii) The highest gap score is seen on the statements ‘Maintain error free records’ (0.36) [Reliability], ‘Visually appealing facilities’ (0.32) [Tangibility], ‘Employees are courteous and handle peak hours efficiently’ (0.31) [Responsiveness], ‘Sincere in solving customers problems’ (0.24) [Reliability] and ‘Perform services right from the first time’ (0.24) [Reliability]. More gaps are identified in the Reliability dimension and hence the bank has to concentrate on the reliability dimension to improve its service quality.

In the case of ICICI Bank,

i) There exists a gap between expectation and perception in the dimensions empathy (0.58), responsiveness (0.38), reliability (0.25), assurance (0.12) and tangibility (0.11).

ii) The highest gap score is seen in the statements ‘Provide services at reasonable cost’ (0.770 [Empathy], ‘Transparent in their operations’ (0.60)[Empathy], ‘Provide variety of services at competitive rates’ (0.50) [Empathy], ‘Has simple procedure and processes’ (0.44) [Empathy] and ‘Employees are courteous and handle peak hours efficiently’ (0.39) [Responsiveness]. More gaps are identified in the Empathy dimension and hence the bank has to concentrate on the empathy dimension to improve its service quality.
6.3 PROBLEMS AND SUGGESTIONS

The results of the study have identified certain areas that require particular attention.

6.3.1 Low Awareness

In order to utilise the products and services of the bank, the customers of the bank should be aware of the products and services. A low level of awareness among customers leads to low usage of products and services. Being customers of a bank, one should have complete knowledge about the products and services of the bank. It is the duty of every bank to create awareness about its products and services among the customers. It is seen that the customers of ICICI bank are well aware of the products and services of the bank when compared to the customers of SBI. In order to increase the awareness among the customers, the banks should adopt different marketing strategies. Among the marketing strategies, the most cost-effective method is word of mouth advertising. The customers of both the banks are influenced to a great extent by friends and relatives in opening an account with the bank. This shows that the customers are much inclined to listen to their friends and relatives rather than advertisements. Hence, the banks should concentrate on satisfying all the customers by providing quality service, who in turn will benefit the banks by positive word of mouth.

6.3.2 Uniformity in Approach

It is a good practice among the banks to record their appreciation of high net worth customers by assigning them privilege banking status and offering them personalized services, this special attention should not come at the expense of regular
customers. All the customers of the bank should be accorded impartial treatment and treated with equal respect and dignity regardless of their size of patronage. It is observed that the banks do not have uniformity in approach towards various segments of customers. In the study, it was noted that there was difference of opinion among the respondents based on area, gender, marital status, occupation, educational qualification, annual income etc., Though ‘opinion’ is a subjective factor and may vary according to circumstances, it is the duty of the banks to provide services to the customers uniformly.

6.3.3 Staff and Service Efficiency

The knowledge and competence of staff is critical in any organization to retain and attract customers. The guidance and information which the staff provide on products and services is important for the financial institution to increase its profitability. The quality of the employees and their development through training and education are major factors in determining long term profitability of the bank. Through proper training, the employees can work more efficiently and can use latest technology. It is noted in the study that 72% of the customers of SBI and 82% of the customers of ICICI Bank are satisfied with the services offered by the banks. In order to increase the percentage of satisfaction it is imperative for the banks to increase the staff efficiency.

6.3.4 Creating Customer Loyalty

Customer retention is the true indicator of predictable revenue and lasting profitability. It costs five times more to acquire a new customer than to retain an existing customer. Hence, the banks should concentrate on creating customer loyalty. Customers who shift banks mainly do so because they are dissatisfied with the service. A satisfied
customer will stay with the bank rather than an unsatisfied customer. Over time, loyal customers turn into advocates, recommending the banks to others. It is evident from the study that the customers of ICICI Bank received more excited services than the customers of SBI. The level of satisfaction is also high among the ICICI Bank customers compared to the customers of SBI. But the customers of SBI are more loyal to the bank compared to the customers of ICICI Bank. Since SBI is a government owned nationalized bank, the customers are more loyal. It proves that the service providers’ credibility plays an important role in customer loyalty in India. The only way to garner customer loyalty is through devising attractive programmes that reward customers not only for their size of bank account, but also for the length of the relationship, referrals provided, number of products held and the like.

6.3.5 Know Your Customers Expectations (KYCE)

In the days of traditional banking, the employees knew the customers well because they interacted with them often. The emergence of unassisted channels has distanced the customers from the bankers. All banks in India follow the KYC (Know Your Customer) norms which is an attempt to determine the true identity of the customer. But banks forget KYCE (Know Your Customer Expectations) which is very important in today’s competitive environment. It is important for the banks to know the expectations of the customers so that the banks can fulfill the needs of the customers. In the study it is noted that there exists a gap in all the dimensions of service quality for both the banks. This shows that the expectations of the customers are not fulfilled by the bank. When the gaps are left unnoticed they will become major sources of dissatisfaction among the customers.
6.3.6 Problem Resolution

Research study reveals that when the customers’ complaints are handled efficiently, 95% of the complainants return to do more business. There are several problems faced by the customers in transacting business with the bank. It is revealed in the study that the customers of SBI face fewer problems compared to the customers of ICICI Bank. Most of the customers of ICICI Bank face the problem of hidden charges for the services, while the customers of SBI face the problem of complex procedure for transactions. ICICI Bank should provide transparent operations which will gain the trust of the customers. SBI which has a large network of branches even in the remotest part of the country has the largest illiterate customer population. It should try to simplify its procedures according to the need of the customers. Besides, the banks should allow the customers to express their difficulty in transacting business rather than avoiding such circumstances.

6.3.7 Increase Amenities and Number of Branches

Adequate parking facilities, seating arrangement, token system, and clean water are small but significant aspects of comfortable banking. It may be a surprise to note that customers switch to other banks for convenient locations and amenities. According to the study the major factor which influences the customers to open an account with the bank is the feasibility of location of the bank. Hence, the banks should open more number of branches in the area which is feasible to the customers.
6.4 IMPLICATIONS OF THE STUDY

The study has attempted to show the perceptual difference between the customers of SBI and ICICI Bank towards service quality. The study reveals the following implications regarding service quality in SBI and ICICI Bank.

- The level of awareness among the respondents of ICICI Bank is high when compared to the respondents of SBI.

- The respondents of ICICI Bank utilise more services compared to the respondents of SBI.

- The respondents of SBI have received more of excited service compared to the respondents of ICICI Bank for the products and services offered by the bank.

- The respondents of ICICI Bank have received more excited service compared to the respondents of SBI on the various types of banking.

- As regards the tangibility, responsiveness and empathy dimension, SBI performs better when compared to ICICI Bank. And in the case of reliability dimension, the performance of both the banks is the same. Regarding the assurance dimension, ICICI Bank performs better than SBI.

- The respondents of ICICI are more satisfied compared to the respondents of SBI.
• The respondents of SBI are more loyal to the bank when compared to the respondents of ICICI Bank.

• The respondents of ICICI Bank have a better opinion about the drivers of service quality compared to the respondents of SBI.

• The respondents of ICICI Bank have better positive attitude towards service quality compared to the respondents of SBI.

• The respondents of SBI face more problems with the bank compared to respondents of ICICI Bank.

Besides the above implications, the study has also offered suitable suggestion to improve service quality in banks. Thus, this piece of research has made an attempt to analyze the level of awareness, level of utilization, customer satisfaction, customer expectations and perception of service, drivers of operationalization, attitude towards service quality and the problems faced by the respondents among the sample respondents in Madurai District. It may be concluded that the quality of service of ICICI Bank is better compared to the SBI.

6.5 SCOPE FOR FURTHER RESEARCH

Further studies can be conducted on the following topics:

• Service Quality in Banking Sector : The Impact of Technology on Service Delivery

• Innovation as a Determinant for Service Excellence in Banking
6.6 CONCLUSION

By this study, the researcher concludes that the ICICI Bank performs better than SBI on quality of services rendered to the customers. The present study reveals the level of service quality among the largest public sector bank in India and the largest private sector bank in India. Quality in service is very important especially for the growth and development of service sector business enterprise. It works as an antecedent of customer's satisfaction. Due to the increasing importance of service sector in the Indian economy, the measurement of service quality becomes important. Undoubtedly owing to the belief that delivery of high service quality is a must for attaining customers' satisfaction and a number of other desirable behavioural outcomes, recent years have incensed a flurry of research exploring interrelationship between service quality, satisfaction and behavioural outcomes. The researcher has given the study with the hope that this study would stir up
the future researchers to undertake such studies in the area of service quality. If the present study is useful in any way for such studies, the researcher would feel proud of her contribution.

GOD IS GREAT