In this chapter we have discussed about the findings which are drawn from the data analysis which we have discussed earlier in the data analysis. The conclusions are drawn according to the research questions. The present chapter presents suggestions and recommendations based on major findings of this study. This will be useful for bank managers, policy makers, service designers and stakeholders. Finally, we end up the discussion with implications for proposed model “eBankQual” for further research in technology based banking with directions for future research in related areas.

7.1 Major findings

One of the primary objectives of this research was to gain an understanding of how customers become satisfied with an alternative banking services and what are the problems in alternative banking which adversely affects on customer satisfaction. This study is succeeded to find out main determinants of customers satisfaction and problems in it also. Additionally, it reveals that service quality of alternative banking and customer satisfaction is close related factors. The major findings are summarized as under:

7.1.1 Present status of alternative banking services

The results of this study provide empirical evidences for development of alternative banking in India. Bank automation process was started since 1985 in India. However, this process initially in started in 1993 after agreement with Bank Managements under the auspices of Indian Banks' Association (IBA) and Employees' Unions of Banks. Indian banking industry is under growing from technological development phase and most of banks are providing various alternative banking services to their customers, it were noticed that private sector banks were providing wider alternative banking services than public sector banks. According to available information it is realized that sent percent of private sector banks were fully computerized but 97 percent of public sector banks were fully computerized in India as on March 2009. Today, core banking, ATM, EFT, NEFT, RTGS, MICR clearing, Electronic Clearing Service (ECS), Speed clearing, credit card, debit cards, internet banking and mobile banking are available to survive customer in India. However, Electronic Clearing Service (ECS Debit and Credit) are available in only major cities in India e.g. Mumbai, Delhi, Kolkata, Madras, Chennai, Hyderabad, Pune etc.

As per study area concern, almost of banks providing ATM, EFT, NEFT, RTGS, MICR clearing, Speed clearing, credit card, debit cards, internet banking and mobile banking. However, ECS Debit and Credit service was not available in Satara
city because of lack of appropriate IT infrastructure. According to information collected by interview of branch managers approximately 60 to 65 per cent customers were using ATM services, 20 per cent of core banking services, 15 to 20 percent of EFT/NEFT/RTGS facilities, and 100 percent of cheque book holder benefited by MICR services. However, very few customers were using credit card, internet banking and mobile banking services in Satara. Most of customers were registered for internet banking and mobile banking service but only 10 to 20 percent of registered customers were using those services in practice.

7.1.2 Major user group of alternative banking

The present research realized that most of alternative banking users were male (81.2%), with a age group between 25 to 35 (34.7%), 36 to 50 years (34.8%), graduates (49.5%), post graduates (41.1%), Businessman (36.4%), employees (31.6%), who’s income level between 3 to 8 lakh (36.8%) and below 1 lakh (20.1%), 1 to lakh (16.3%).

7.1.3 Factors affecting on customer satisfaction in alternative banking

The results of the study present realistic evidences for the factors that have a direct positive effect on customers’ satisfaction in alternative banking. In this study we hypothesized four major factors affecting on customer satisfaction based on literature review i.e. demographic profile of the customer, service quality of alternative banking services, brand perception and perceived value in alternative banking service. Although, empirical evidences shows that demographic profile of the customer and service quality of alternative banking service are major factors affecting on customer satisfaction.

i) Demographic characteristics and overall satisfaction in alternative banking

Various studies related to e-services, e-commerce, e-banking posited that demographic profiles of the customers’ is important factor in customer satisfaction. Hence, we have tested this hypothesis and empirical evidences of this study reveal that age, education and profession or occupation of the customers plays a significant role in customer satisfaction in alternative banking. However, it is realized that gender and income level of the customer were not significant factor in determination of customer satisfaction

ii) Service quality and customers satisfaction in alternative banking

In this study we were considered 12 services quality dimensions as a determinants of customer satisfaction in alternative banking. Although, results of hypothesis testing indicates that System Availability, E-Fulfillment,
Security/Accuracy, Responsiveness, Easy to Use, Convenience, Cost Effectiveness, Security/Accuracy, and Contact found significant factors affecting on customer satisfaction. Testing of model fitting results indicates that Efficiency, Responsiveness, Easy to Use, Convenience, Cost Effectiveness, Compensation, and Brand Perception and Perceived Value were found major factors affecting overall customer satisfaction in alternative banking.

In our hypothesized model (eBankQual) we have newly added Accuracy, Convenience, and Cost Effectiveness as dimensions of service quality. But only Convenience and Cost Effectiveness were found significant and Accuracy found less significant factors in determination of customer satisfaction. However, dimensions adopted from prior studies like system availability, e-fulfillment, security/Accuracy, and Problem Handling process also found less insignificant in this study. Although, all dimensions of service quality are important to determination of customer satisfaction in alternative banking services. Because, all dimensions of service quality are positively affecting on customer satisfaction. Hence we finalized 12 dimensions of alternative banking services quality as determinants of customer satisfaction.

iii) Brand perception and perceived value

The present study further indicates that, brand perception and perceived value of in alternative banking service also important determinates along with various service quality dimensions. Model fitting statistics reveals that brand perception and perceived value were positively affecting on customer satisfaction.

7.1.4 Service quality of alternative banking in public and private sector banks

The present study indicates that there is significant difference in service quality of alternative banking services provided by public and private sector banks.

- Average System availability of alternative banking services was higher in private sector banks than public sector banks
- Average E-fulfillment in alternative banking service was approximately same in private sector banks than public sector banks. However, there was service wise difference exists in the banks under study.
- Average Accuracy and efficiency in alternative banking service was higher in public sector banks than private sector banks under study.
• Average Security and Assurance in alternative banking service was approximately same in public sector banks than private sector banks under study.

• Average responsiveness regarding alternative banking service was higher in public sector banks and low in private sector banks under study.

• Average easiness in using alternative banking service was high in services of private sector banks and low in public sector banks.

• Average cost effectiveness in alternative banking was higher in services of private sector banks and lower in public sector banks.

• Average problem handling service was approximately same in both public and private sector banks. However, there was service wise difference exists in banks under study.

• Average compensation service was good in private sector banks and poor in public sector banks.

• Overall contact service regarding to alternative banking service was approximately same in both public and private sector banks.

• Brand perception was good in public sector banks and poor in private sector banks.

• Overall Perceived value was same in both public and private sector banks.

7.1.5 Overall customer satisfaction in public and private sector banks

Many previous studies relating to banking sector proved that there is significant difference in overall satisfaction of public sector banks and private sector banks. The present study also indicates same:

• Overall satisfaction in front office service is good in private sector banks and poor in public sector banks.

• Overall satisfaction in core banking service is good in private sector banks and poor in public sector banks.

• Overall satisfaction in service provided through currency counting machine is high in public sector banks and low in private sector banks.

• Overall satisfaction in Electronic Fund Transfer (EFT) service is high in public sector banks and low in private sector banks.

• Overall satisfaction in MICR service was high in public sector banks and low in private sector banks.
Overall satisfaction in credit card service was high in public sector banks and low in private sector banks.

Overall satisfaction in ATM service was high in public sector banks and low in private sector banks.

Overall satisfaction in Internet Banking service was high in public sector banks and low in private sector banks.

Overall satisfaction in Mobile Banking was high in private sector banks and low in public sector banks.

7.2 Problems in alternative banking services

We noticed that there were very poor numbers of very satisfied or strongly satisfied customers who were using alternative banking service. Average satisfaction score is ranging between from 3.50 to 3.80. It indicates that there were some problems in using alternative banking services. We have traced followings major problems by discussions with respondents, branch managers, experts and some problems identified by author’s observations:

1. **Poor system availability:** Many customers argued that most of time alternative banking services were not ready to use. Sometimes ATMs were not loaded with cash, lack internet connectivity, currency counting machines are not ready to survive, dishonor of credit cards etc. Poor availability of EFTPOS terminals in the small cities, it leads to crowd at ATMs.

2. **Problem of e-fulfillment:** Technology based banking services provided wider service options. However, because of untrained staff these all facilities were not available to customers use in front office desk. Some required facilities are not available in online banking. Numbers of services were available in ATM, internet banking, mobile banking, debit card and credit card but customers have not proper information about how to use these services.

3. **Inaccuracy:** It is expected that computerization and automation leads to accuracy in banking services. However, it is noticed that computerization and automation dose not leading to accuracy in banking due to human errors and technical errors. Sometimes, ignorance of the employees about data entry and incorrect information provided by customers for financial transaction leads to inaccuracy in alternative banking services.
4. **Low efficiency:** Most of customers mentioned that alternative banking services are efficient and fast. However, slow speed of internet connection and untrained staff in the banks leads to decrease in its efficiency and speed in services provided through front office desk, core banking services, EFT, RTGS etc.

5. **Insecurity and lack of assurance:** Many customers have doubt about transactions made through debit cards, credit cards, EFT, internet banking and mobile banking services because of increased cyber frauds customer worries about their bank account and finical transactions. Especially, internet banking, mobile banking and credit card users have more doubts about security and assurance. There was lack of adequate security with the use certain electronic payment devices like card payments, debit card payment and payments through internet or mobile banking.

6. **Lack of responsiveness:** It is noticed that many times banks does not take responsibilities about wrong transition, frauds and problems occurred due to system breakdowns in alternative banking system. With credit and debit cards, consumers cannot detect fraud until their statement of accounts arrives but credit card companies and banks do not insure against fraudulent use of their cards. Hence consumers bear the full responsibility of any debts fraudulently accrued.

7. **Complicated process:** There are some complicated procedures in alternative banking which reduces easiness in it. Least educated people who did not have appropriate knowledge about use of technology based service were argued that ATM, internet banking and mobile banking services were not so easy to use. Banks were not providing appropriate information about its use and information available in the help menu /browsers/ user manuals also too short to understand the procedure of online banking services.

8. **Inconvenience:** Almost of ATMs were located at the nearby same places (powai naka, rajapath), this led to inconvenience for customers who were living end part of the city. Inconvenience cash withdrawal limit also one of the problem in ATM service. Industrial laboures and low income group people expecting to reduce minimum amount of withdrawal and businessman and professional persons wants increase maximum level of cash withdraw through ATMs. High value currency note (₹ 100, ₹ 500 and ₹ 1000 ) withdrawal through ATM were becomes a cause for problem of change in retail market.
Language options in internet banking and mobile banking and improper key/menu/words in regional language did not appropriate according to lower educated peoples. However, most of people do not use internet and mobile banking service because it was one way banking it did not provides deposit options.

9. **Low cost effectiveness**: It was further found that automation of banking business did not reduced cost of transactions. EFT service increased speed of fund transfer but did not reduce cost transaction as per customers’ expectations, because banks are charging higher charges. Core banking also not cost effective service because, many banks charging higher charges on cash withdrawal and depositing cash using MICR cheques through core banking solution. Inconvenience distance of ATM leads to reduce cost effectiveness in ATM service. Mobile banking service is not cost effectiveness because, for it customer must have WAP/GPRS/3G supported mobile handsets. Higher charges for telecommunication service (GPRS, WAP, Internet, 3G, SMS) reducing cost effectiveness in internet banking and mobile.

10. **Poor problem handling service**: Problem handling service was not efficient regarding alternative banking services as per customers’ expectations. If we lose money at ATM bank return that money after 15 days. It is prescribed time span for it. Even we lost password or PIN banks did not solve to that problem immediately. Customers’ argued that sometimes employees did not respond to their complaints.

11. **Poor compensation service**: According to the discussions held with customers we realized that compensation policy relating to alternative banking service was very poor, because most of time bank employees did not accepted their mistakes or problem occurred due to system brake down. Even they try to prove it was mistake done by customers and avoid compensation.

12. **Poor contact facilities**: Contact service was poor and it was same in both public and private sector banks. Bank employees did not provide appropriate information online e.g. by phone, e-mail, SMS etc. Most time they did not reply e-mails and SMS. They insist to come at branch office and solve problems.

**7.2.1 Problems in alternative banking: Bankers approach**

Many customers argued that there were number of problems in alternative banking services. However, branch managers and bank employees argued that:
• Most of customers are using alternative banking services without getting proper information about its terms and condition, security aspects, available facilities etc.

• Sometimes it is found that customer handover their debit card and ATM cards to their children’s and friends for withdraw of money, it may be one of the causes of PIN theft or wrong transactions.

• Some users are using internet banking at cyber café and unsecured wireless network. Sometimes customers are not follow security rules when they are in hurry. They just to go to cyber café and enter their ID and password without checking security aspects. It will be a cause of theft and fraud of password.

• Many customers do not inform to bank immediate about the loss of ATM Card, Debit Card and Credit Card it leads to frauds. They complaining when their cash is withdrawn by unauthorized person.

• Many customers give wrong addresses in sending their ATM Card/ATM PIN, Login ID / Password of internet banking or mobile banking it leads to malpractice.

• Some credit card users were not careful about their repayment time to time this will lead to charge fine or cancelation of credit card service.

• ATM users may try with wrong PIN when they forgot PIN, This will lead to block ATM card for security purpose.

• Some customers did not distinguish between forged website and original official website of the bank. If customer log in through forged website, definitely his/her password may be theft.

• Banks recommend that internet banking users should install antivirus in their PC where he/she is using internet banking service, because some viruses are specially designed for password and PIN theft. But usually customers do not follow the recommendations given by banks.

7.3 Recommendations for managerial implications

Based on the survey, interviews and observations during the research, we made some recommendations which will focus on how to increase customer satisfaction. In order to enhance the customer satisfaction in alternative banking by offering high quality services we were intended to recommend the bankers and the service designers based on our research experiences. This study reveals that there were a very few...
number of customers were strongly satisfied. This indicates that there is wider scope to enhance these services through providing better service quality. Therefore, policy makers and service designers should focus their efforts on Efficiency, Responsiveness, Easy to access, Connivance, Cost Effectiveness, Compensation and Contact aspects of alternative banking because these are most critical aspects in alternative banking services. Banks should provide alternative banking services as they promise to good brand perception In order to build a successful relationship. There are some service recommendations which will help to improve service quality and customer satisfaction in alternative banking system.

1. **Front office service**
   - In front office services bank should keep up to date automation and maintenance of system to avoid inconvenience
   - Install sufficient number of PCs and currency counting machines based on the experience about per day frequency of the transaction.
   - To train their employees and encourage offering wider services to their customers at front desk.
   - Reduce the mistakes in data entry and calculation of interest, charges, rent etc.
   - To avail one stop problem solving facility through single window facility to their customers using branch automation system is recommended.
   - Behave curtsies to the customers and provided assured services without any mistakes

2. **Core banking services**
   - Bank should aware about updating the networking to provide continuous core banking facilities.
   - Provide full access through core banking solutions in place of limited services e.g. bill pay, EFT, cheque clearing including cash withdraw and deposits.

3. **Service provided though currency counting machine**
   - Keep currency counting machine up to date, well maintained and ready to serve. This will help to provide speed in front office service.
Avoid repetition of counting by machines and manually both if notes are old then employee can count it manually also. But new currency notes need not require counting manually along with counting by machine.

4. **EFT service**
   - Bank should provide EFT service more than regular office time (11.00PM to 3.00AM) because in EFT system all entries and noting of account mentioning done automatically. There is no need to separate time for it.
   - Bank should reduce charges on EFT some of the banks are charging EFT charges near about charges of D.D. There is a scope to reduce changes on EFT transactions
   - Bank employees should aware about accuracy of data entry regarding EFT because wrong entry will create problems to customers causing to reduce their satisfaction.
   - Bank should encourage their customers to use EFT and RTGS facilities.

5. **MICR services**
   - Bank Should educate customers regarding use of MICR cheques and its acceptance
   - Bank should reduce collection and clearance of MICR cheques and avoid delay in submission of collected cheques in to clearing centers.
   - Bank should reduce cheque clearing charges or make slabs of charges according to amount mentioned in cheque to increase its cost effectiveness and more use of cheque payments in place of cash payments.
   - RBI and interests commercial banks should try to start more MICR clearing centres to provide MICR clearing service

6. **Credit card service**
   - Bank should provide clear information about terms and conditions of credit card service.
   - Stop delivering off line credit and debit cards, bank should provide magnetic strip based smart cards only it can be easy to use and convenience to both.
   - Display the rates and inform customers when rates are changed or policy of credit card service will be changed.
   - Avoid charging of hidden charges on credit card service
   - Bank should provide assured and secured card payment service
• Bank should take responsibility and offer compensation if problems occurred due to mistakes done by bank/bank employees.

7. ATM service
• Bank should install their ATMs at convenient places and avoid centralization of ATMs. Bank can promote to traders and shopkeepers to install POS terminals. It will reduce burden on ATM centers and increase customer facility.
• Connectivity of offsite ATM must be secured because some time it may be cause of ATM fraud. There is a danger of hacking the telephone line connected to ATM.
• Educate customers about use of all services available in ATM, because most of customers are using only cash withdrawal and balance inquiry options. They do not use mobile refilling, EFT, donation, depositing money and cheques etc.
• Increase upper limit and reduce minimum amount of cash withdrawal because businessmen and professional persons want to increase the limit and common low income group, people want to reduce minimum withdrawal limit.
• Take care about loading cash in ATMs before machine stops working because of empty cash box.
• To train the security grads about using basic function of ATM to guide new customers who have appointed at offsite ATMs.
• Remove service charge Rs. 20/- charging for post fifth transactions made by ATMs of other banks or increase free transaction limit from 05 time to 10 times, because it adversely affects convenience and cost effectiveness.
• Charges on online payment through POS terminals using ATM/Debit Card should be remove the 2% of charge imposed by banks on traders has generally shifted on customers.

8. Internet banking and mobile banking service
• Bank should design their web pages attractive and interactive
• Use proper key word, menus and language, which is easy to understand each type of customers either highly educated or low educated.
Keep the information updated on web and remove old rule, norms, terms and conditions. It may confuse customers.

Many banks are providing two or more separate websites for special purpose. It is also confusing the customers. Therefore, bank should synchronies their websites and provide link through main website in place of separate websites.

Bank can develop one time pass code method to access internet banking. Many banks in developed countries are using this method to avoid misuse of the customer’s account by unauthorized persons.

Bank should keep customers information safe and do not provide customers information to credit card agents, marketing agents etc.

9. Mobile banking service

- Bank should aware about installation of ATM and avoid centralization of ATMs. Install ATMs wherever this service is not available in the city.
- Develop unique mobile banking application which can be used in all mobile handsets. Presently, some applications were not supported to all handsets. Bank should give assurance traders and businessman about credit cards to increase acceptability of cards.
- Bank should mention website and mobile banking system to survive all the time.

7.3.1 Other suggestion

We observed that, many customers have doubt about security aspects of alternative banking service. Therefore, there is a need to educate consumers about all of their payment system options and other pros and cons of each. Bank can develop collaborative security monitoring system to control financial frauds. The study also observed that the significance of the problem handling service provided by banks was not sufficient. Hence, bank should improve problem handling system to increase customer satisfaction. Bank should avoid fuzzy promises of alternative banking services; it leads to customers’ dissatisfaction. As part of the business process reengineering exercise, banks should adopt single window system in all its computerized branches. This requires the empowering the front line staff to improve the process time required for transactions. Major training programmes need to be
introduced for bank staff to enable them skill to develop, reorient mindset and to become customer centric.

7.5 Security tips for customers

“Precautions is the best way to avoid losses and inconveniences in using alternative banking services” Mr. Sadashiv Gokhale (Branch Manager, IDBI Bank Ltd. Satara)

Therefore we suggest that customers should follow security tips to increase their satisfaction and avoid inconveniences.

1. Make sure of the account number and name correctly when you they are depositing money in your or others’ accounts, sending money by EFT/RTGS and core banking.
2. Confirm the cash counted by currency counting machine sometimes it may be less or extra due to technical problems.
3. Handle MICR cheque book carefully and keep safe because scratches on MICR code will cause delay in cheque clearing. Avoid issuing of cheques to small amount because it will reduce cost effectiveness of MICR service.
4. Keep credit card safe. Read all terms and conditions before using it. Make time to time repayment of the credit used so for.
5. Give proper address to the bank for sending ATM card/ATM PIN. Wrong address will be a cause of misuse of ATM card.
6. Don’t leave empty signature box empty in ATM/Debit card. In case of loss of ATM or debit card which not signed may be easily used by unauthorized person at ATM and POS terminals.
7. PIN/ Password should be easy, it should not be written in dairy, cell phone, passbook only remember it. Do not use house number, vehicle number, phone number, children’s name, name of the village, date of birth and other related figures and word which can be guessed by other.
8. At the time of swapping ATM/Debit card in POS terminals make sure that weather seller/trader is entering correct amount or not. Don’t allow to traders/seller for double/triple swapping of the ATM/Debit card for single transaction at POS terminals without confirmation. Allow double swapping when first transaction is canceled correctly.
9. Don’t use trial and error method on ATMs, internet banking and mobile banking account because after three trails account will be blocked automatically for security reasons.
10. Don’t use unsecured network (cyber café, common PC, proxy server, unsecured Wi-Fi network) for internet banking as possible. Secured personal computer is best option for secured internet banking.

11. Customer should sign out when transaction is complete. Don’t shutdown your PC/Mobile before sign out.

12. Use good antivirus programme in your PC/Mobile to protect your account information, ID, Password, PIN and unauthorized access in your account.

13. Use only official website of the bank for internet banking. Avoid follow links provided by any other organization/person because it will be cause of password theft and fraud.

14. Use branded mobile phones for mobile banking service which is having supported applications for mobile banking. Keep off blue tooth facility on your mobile handset when you are log-in on the mobile banking account.

15. Don’t reply spam e-mails (unknown) and avoid providing information about your account number, card numbers and name of the bank etc.

7.4 Direction for further research

During our investigation, we came across several questions that could be interesting for further research. These fields are useful for further research which would give a broader picture on the alternative banking area. The findings of this study provide a foundation to pursue further research in alternative banking and concluded some meaningful results regarding customer satisfaction in alternative banking services and examined customer satisfaction level comparatively. However, there is a need to refine the results in different city, location or state and different banks.

Though our research, we have designed the ‘eBankQual Instrument’ in order to assess service quality and customer satisfaction in alternative banking services. The eBankQual scale shows good psychometric properties based on findings from reliability and validity tests, correlation and goodness to fit in services. However, there is a need to have more tests and critical analysis of model in different situations which large number of sample size so as to prove its applicability. Although this study has made an attempt to cover all dimensions of e-service quality in alternative banking services. However, there may be certain dimensions that may have been omitted and that may become relevant. Therefore, its applications further and tests essential for modification to enhance this scale.
Annexure-I

ABBREVIATIONS

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<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>ABA</td>
<td>American Bankers Association</td>
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<td>ACSI</td>
<td>American Customer Satisfaction Index</td>
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<td>ALPM</td>
<td>Advanced Ledger Posting Machines</td>
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<td>ATM</td>
<td>Automated Teller Machine</td>
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<td>BIS</td>
<td>Bank for International Settlement</td>
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<td>BO</td>
<td>Bank Ombudsman</td>
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<td>BOB</td>
<td>Bank of India</td>
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<tr>
<td>CBS</td>
<td>Core Banking Solution</td>
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<td>CC Machine</td>
<td>Currency Note Counting Machine</td>
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<td>CDMA</td>
<td>Code Division Multiple Access</td>
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<tr>
<td>CFMS</td>
<td>Centralized Funds Management System</td>
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<td>Corp</td>
<td>Corporation Bank</td>
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<td>CSO</td>
<td>Central Statistical Organization</td>
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<td>Central Sales Tax</td>
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<td>Cheque Truncation System</td>
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<td>DD</td>
<td>Demand Draft</td>
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<td>DGI</td>
<td>District Gross Income</td>
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<td>Digital Signature Certificate</td>
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<td>Electronic Banking Group</td>
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<td>eCash</td>
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<td>Electronic Clearing Service</td>
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<td>European Customer Satisfaction Index</td>
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<td>EFT</td>
<td>Electronic Fund Transfer</td>
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<td>EFTPOS</td>
<td>Electronic Fund Transfer at Point of Sale Terminals</td>
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<tr>
<td>e-SQ</td>
<td>E-Service Quality</td>
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<td>FST</td>
<td>Financial Sector Technology</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>GPRS</td>
<td>Global Pocket Radio Service</td>
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<td>GSM</td>
<td>Global System for Mobile Communications</td>
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<tr>
<td>HDFC</td>
<td>Housing Development Finance Corporation</td>
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<td>Internet and Mobile Association of India</td>
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<td>Indian Banks' Association</td>
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Chapter VII - Findings, Suggestions and Direction for Further Research

Kumbhar V M

JCBI  Japan Credit Bureau International
MICR  Magnetic Ink Character Recognition
MIDC  Maharashtra Industrial Development Corporation
MIS  Management Information System
MMS  Mobile Money System
NABARD  National Bank for Agriculture and Rural Development
NCSB  Norwegian Customer Satisfaction Barometer
NECS  National Electronic Clearing Service
NEFT  National Electronic Fund Transfer
NFS  National Financial Switch
NGO  Non-Governmental Organization
NPCI  National Payments Corporation of India
PACS  Primary Agricultural Credit Cooperative Societies
PAN  Permanent Account Number
PC  Personal Computer
PDA  Personal Digital Assistant
PIN  Personal Identification Number
POS  Point of Sale Terminals
PPF  Public Provident Fund
RBI  Reserve Bank of India
RTGS  Real Time Gross Settlement System
SBI  State Bank of India
SCB  Scheduled Commercial Banks
SCSB  Swedish Customer Satisfaction Barometer
SEFT  Special Electronic Fund Transfer
SMS  Short Messaging Service
SQ  Service Quality
SWIFT  Society for Worldwide Inter-Bank Financial Telecommunication
TRAI  Telecommunication Regulatory Authority of India
UTI  Unit Trust of India
VAT  Value Added Tax
VPN  Virtual Private Network
VSAT  Very Small Aperture Terminal
WAP  Wireless Application Protocol