

ROLE OF SERVICE QUALITY IN CUSTOMER SATISFACTION: A COMPARATIVE ANALYSIS OF PRIVATE AND PUBLIC SECTOR BANKS IN INDIA

-Vandana Dahiya, Assistant Professor, Shaheed Bhagat Singh College, Delhi University

-Dr. Kavita Chauhan, Professor, Centre for Management Studies, Jamia Millia Islamia

ABSTRACT

The performance of banks can be measured by providing quality service to the customers in order to achieve competitive edge. The level of customer satisfaction can be determined through the quality of product or services provided to the customers and it is believed that satisfied customers develop and maintain relationship with the organization and purchase more products or services regularly than the dissatisfied customers. The purpose of this paper is to examine the impact of various service quality variables on the level of customer satisfaction and compare the private and public sector banks using a sample from Delhi NCR. The sample is consisting of responses from 240 customers of public sector banks and 238 customers of private sector banks. Forward stepwise regression was used for the purpose of analysis. The results indicated that in case of private sector banks, well managed policies for transactions security, employees' courtesy with the customers, personalized services to customers, bank's commitment towards the customers, have positive impact on customer satisfaction. On the other hand, in case of

public sector banks, commitment towards the customers, accuracy of account information, and information about the new and attractive schemes and suggestion for the best possible course of action have positive impact on customer satisfaction.

Keywords: Service Quality, Customer Satisfaction, Forward Stepwise regression, private sector banks, public sector banks

INTRODUCTIONS

The banking system of any country has a greater place in the service sector, and is treated as an essential institutional and functional vehicle for the transformation of the economy of the country, therefore, the banking sector acts as a barometer of the financial system. After the post-liberalization and globalization period in the Indian banking system, the entry of private and foreign bank players made the Indian banking sector more competitive. Consequently, customers have more choices to select their banks in the modern era of the Indian banking system (Singh & Arora, 2011). Hence, it is necessary for public sector banks to

serve their target customers' needs and demands by offering superior service quality and value than their counterparts. Service Quality plays a very important role in achieving customer satisfaction in all service sectors, the reason being services are perishable and intangible in nature, therefore, the person who delivers the service, and the quality of the delivered service, can create a long lasting impression on customer's mind. Therefore, in attaining customer satisfaction, service quality is becoming a tool for the success of the banks through retention of customers and expansion of existing customer base.

Customer Satisfaction is a mental state, which arises from the comparison of the results of customer expectation prior to purchase and perceived performance after the purchase of a product or service. Customer are satisfied if they are happy with their purchase outcome and achieve their goal without any hassle. It is believed that satisfied customers develop and maintain relationship with the organization and purchase more products or services regularly than the dissatisfied customers (Eggert and Ulaga, 2002).

Service Quality can be defined as the difference customer's expectation of service performance prior to the service encounter and their perception of the service after it is received (Asubonteng, Cleary, and Swan, 1996). Service Quality is recognized as a major factor responsible for gaining competitive advantage and maintaining satisfactory relationship with customers (Zeithaml and Bitner, 2000). Parasuraman, Zeithaml and Berry (1988) conceptualized SERVQUAL model with five dimensions consisting of tangibility, reliability, empathy, assurance, and responsiveness.

SERVQUAL is a widely accepted standard for measuring service quality.

LITERATURE REVIEW

Nambiar, Ramanathan, Rana and Prashar (2019) recognized the moderating effect of customer knowledge on perceived service quality and customer satisfaction through customer value evaluation in the Indian banking sector. The results of their study indicated that perceptions of service quality positively impacted customer value evaluation. Moreover, customer knowledge strengthened the relationship that the empathy and responsiveness dimensions of service quality had with customer value evaluation and moderated the relationship that reliability and tangibility dimensions had with customer value evaluation.

Ashraf and Venugopalan (2018) using SERVQUAL model compared the service quality between public and private sector banks in Kerala. The study was of an analytical nature based on the primary data collected from customers of public and private sector banks. The results of the study indicated that there is no significant difference between public sector and private sector bank in service quality dimensions and level of customer satisfaction

Kant, Jaiswal and Mishra (2017) identified the dimensions of service quality and also examined the effect of service quality dimensions on customer satisfaction in the selected public sector banks in India. The findings revealed that tangibility and assurance dimensions were most important predictors of customer satisfaction among all five dimensions of service quality. In addition, the results also validated that customer satisfaction is an important antecedent

for influencing corporate image, and therefore customer satisfaction acts as a linkage between service quality dimensions and corporate image in the Indian context.

Sehgal and Chawla (2017) analyzed the gap between perceived service quality level and expected service quality level of customers using internet banking in Northern India with special reference to State Bank of India. The t-test and chi-square test were used for analysis purpose and the results indicated that perceptions are lower than expectations for the dimensions of service quality such as ease of use, reliability, responsiveness, security, convenience, efficiency, technical characteristics, cost effectiveness and user involvement but in other dimensions like accessibility and product portfolio the perception was as per the expectations of customers.

Kaur and Singh (2017) conducted a study to find the relationship between perceived service quality and customer satisfaction in the direct to home TV Industry. The results found that reliability was the most significant dimension of service quality which had an impact on customer satisfaction.

Kainat (2017) measured the impact of service quality dimensions (Reliability, Assurance, Tangibility, Empathy, Responsiveness) on customer satisfaction by using SERVQUAL model and found that responsiveness was the strongest predictor followed by reliability, tangibility, assurance and empathy.

Justin, Arun and Garima (2016) examined the impact of various service quality variables on the overall satisfaction of customers and found that the variables of service quality that are positively associated with overall customer satisfaction are not same in private sector banks and public sector banks in India.

Arora (2014) conducted a study to explore the dimensions of customer perceived service quality in the context of Indian banking industry with respect to public and private banks in Delhi. It also studied the Gap analysis between all dimensions of service quality individual bank-wise as well as Public Sector Banks vs. Private Sector Banks. The results indicated that existence of gap in any dimension of service quality will directly impact the level of customer satisfaction as well as level of customer loyalty.

Kumari and Rani (2011) identified the customer perception towards service quality offered by bank through the relationship of five factors along with demographic characteristics of customers through their study conducted in Chennai on a sample of 304 bank customers. Convenient sampling method was used for data collection. The results of ANOVA (analysis of variance) revealed that age, gender, and occupation have no significant effect but income and qualification have significant effect on perceived service quality of customers

Jamal and Anastasiadou (2009) analyzed in their study that reliability, tangibility, responsiveness and assurance have significant and positive impact on customer satisfaction, whereas empathy has a significant but negative effect on customer satisfaction.

METHODOLOGY

The present paper is exploratory in nature. A structured questionnaire with 15 variables of service quality with five different dimensions which are based on SERVQUAL model was used. **A five-point Likert scale** (1-Strongly disagree, 2- Disagree, 3- Neither agree nor disagree, 4- Agree, 5-Strongly agree) was used to measure

questionnaire responses. The respondents were selected on the basis of convenient sampling technique. The sample banks were selected on the basis on market capitalization. The top five public sector as well as top five private sector banks were selected as sample banks.

Objective of the study

The objective of the study is to identify the most important variables of Service Quality which have significant impact on Customer Satisfaction with respect to private sector and public sector banks in India.

Analysis and Results

In the present study the dependent variable is level of customer satisfaction and 15 items of service quality, based on SERVQUAL model are used as independent variables in the forward stepwise regression. These 15 independent variables of service quality are as follows: I can find what I need on my bank's site with few clicks, information provided on the site is organized in a good manner, IT banking services provide accurate account information, well managed policies for ensuring secure transactions, multiple services of my bank enhance customers' confidence and dependence, the employees are slow to provide appropriate

services to the customers, bank provides the services as promised, the employees are courteous with the customers, my bank honors its commitment towards the customers, the employees are knowledgeable to solve customers' problem, the employees are enthusiastic towards customers' needs, the bank always informs about the new and attractive schemes and suggests the best possible course of action, the employees provide personalized services to customers, in case of emergency, the branch manager is easily accessible, the bank operates a regular and effective complaint handling process.

Impact of Service Quality on Customer Satisfaction in Private Sector Banks

To find out the variables that have a significant impact on level of customer satisfaction multiple regression and forward stepwise regression analysis are employed. The forward regression model algorithm adds one independent variable at a time. It began with one, which explained maximum variation in the level of customer satisfaction and continue to add more independent variables to the regression, one-by-one. The model is verified at each step for the best fit and variable ceased to be added once the regression model is optimized.

Table 1: Model Summary

Model	R	R ²	Adjusted R ²	S.E. of the Estimate
1	0.409	0.168	0.164	0.620
2	0.492	0.243	0.236	0.593
3	0.534	0.285	0.276	0.577
4	0.549	0.301	0.289	0.572

(a). Dependent Variable: Sat

(c). Predictors: (Constant), Rel1, Ass3

(e). Predictors: (Constant), Rel1, Ass3, Res1, Ass2

(b). Predictors: (Constant), Rel1

(d). Predictors: (Constant), Rel1, Ass3, Res1

Table 1 shows that the forward stepwise regression took four steps to reach model optimization for private sector banks. After running the forward stepwise regression, the result provided four independent variables out of a total of 15 independent variables of service quality that have significant impact on customer satisfaction. It also indicates that the value of R² equals to 0.301 which indicates that 30.1 percent of variation in the dependent variable is explained by the above-mentioned independent variables.

Table 2: ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
4	Regression	32.834	4	8.209	25.077	0.000
	Residual	76.270	233	0.327		
	Total	109.104	237			

From Table 2 (ANOVA), it can be seen that the value of R² is significant as indicated by the p-value = 0.000 (which is below the 5 percent assumed level of significance), which shows that the model is statistically significant.

Table 3: Coefficient Table

Model 4 Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.256	0.272		4.624	0.000
well managed policies for ensuring secure transactions	0.242	0.054	0.266	4.501	0.000
Employees of bank are courteous with the customers	0.146	0.059	0.171	2.472	0.014
Employees of bank provide personalized services to customers	0.158	0.046	0.198	3.461	0.001
Bank honors its commitment towards the customers	0.129	0.056	0.157	2.313	0.022

The Coefficient table (Table 3) indicates the estimated value of coefficient of only four variables of the total variables are statistically significant, because the p-value of these variables are less than the assumed level of significance (0.05). Therefore, this indicates that these four variables have significant impact on customer satisfaction.

Table 4: Excluded Variables

Model 4		β In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	I can find what I need on my bank's site with few clicks	.064	1.054	.293	.069	.809
2	Information provided on the site is organized in a good manner	.097	1.685	.093	.110	.892
3	IT banking services provide accurate account information	.102	1.739	.083	.113	.862
4	Multiple services of my bank enhance customers' confidence and dependence	.042	.625	.533	.041	.659
5	The employees are slow to provide appropriate services to the customers	-.049	-.811	.418	-.053	.808
6	My bank provides customers the services as promised	.103	1.538	.125	.100	.666
7	The employees of my bank are knowledgeable to solve customers' problem	.060	1.037	.301	.068	.900
8	The employees of my bank are enthusiastic towards customers' needs	.067	1.133	.258	.074	.869
9	My bank always informs about the new and attractive schemes and suggests the best possible course of action	.118	1.945	.053	.127	.812
10	In case of emergency, the branch manager is easily accessible	.043	.636	.525	.042	.670
11	The bank operates a regular and effective complaint handling process	-.007	-.118	.906	-.008	.775

Table 4 shows that out of total 15 variables, 11 variables namely, I can find what I need on my bank's site with few clicks, information provided on the site is organized in a good manner, IT banking services provide accurate account information, Multiple services of my bank enhance customers' confidence and dependence, the employees of my bank are slow to provide appropriate services to the customers, my bank provides customers the services as promised, the employees of my bank are knowledgeable to solve customers' problem, The employees are enthusiastic towards customers' needs, bank always informs about the new and attractive schemes and suggests the best possible course of action, in case of emergency, the branch manager is easily accessible, and the bank operates a regular and effective complaint handling process, have been excluded at the

last step of the model. Therefore, this indicates that these variables have no significant impact on customer satisfaction.

Hence on the basis of the analysis the proposed equation for the model with respect to the private sector banks is:

Customer Satisfaction= 1.256+0.242 (well managed policies for ensuring secure transactions) +0.146 (bank employees are courteous with the customers) +0.158 (the employees provide personalized services to customers) + 0.129 (bank honors its commitment towards the customers)

This estimated regression equation shows that the independent variable like: well managed policies for ensuring secure transactions, the bank employees are courteous with the customers at all levels, the employees provide personalized services to customers, bank honors its commitment towards the customers are positively related to the dependent variable (customer satisfaction) because all these variables have their unstandardized coefficient B values are positive. This means that, while keeping other factors constant, if well managed policies for ensuring secure transactions increases by 1 unit, level of customer satisfaction will increase by 0.242 units: if the bank employees are courteous with the customers at all levels increases by 1 unit, level of customer satisfaction will increase by 0.146 units: the employees provide personalized services to customers increases by 1 unit, level of customer satisfaction will increase by 0.158 units: and finally if bank honors its commitment towards the customers increases by 1 unit, level of customer satisfaction will increase by 0.129 units.

IMPACT OF SERVICE QUALITY ON CUSTOMER SATISFACTION IN PUBLIC SECTOR BANKS

Table 5: Model Summary

Model	R	R ²	Adjusted R ²	S.E. of the Estimate
1	0.364	0.132	0.129	0.774
2	0.421	0.177	0.170	0.756
3	0.449	0.201	0.191	0.746

(a). Dependent Variable: Sat

(b). Predictors: (Constant), Ass3

(c). Predictors: (Constant), Ass3, IT3

(d). Predictors: (Constant), Ass3, IT3, Emp3

Table 5 shows that the forward stepwise regression took three steps to reach model optimization for public sector banks. After running the forward stepwise regression, the result provided three independent variables out of a total of 15 independent variables of service quality that have significant impact on customer satisfaction. It also indicates that the value of R² equals to 0.201 which indicates that 20.1 percent of variation in the dependent variable is explained by the independent variables.

Table 6: ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
3	Regression	33.141	3	11.047	19.844	0.000
	Residual	131.376	236	0.557		
	Total	164.517	239			

From Table 6 (ANOVA), it can be seen that the value of R² is significant as indicated by the p-value = 0.000 (which is below the 5 percent assumed level of significance), which shows that the model is again statistically significant in case of public sector banks also.

Table 7: Coefficient Table

Model 3 Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.976	0.290		6.815	0.000
My bank honors its commitment towards the customers	0.201	0.048	0.266	4.206	0.000
IT banking services provide accurate account information	0.181	0.053	0.215	3.391	0.001
My bank always informs about the new and attractive schemes and suggests the best possible course of action	0.147	0.055	0.158	2.688	0.008

The Coefficient table (Table 7) indicates the estimated value of coefficient of only three variables of the total variables are statistically significant, because the p-value of these variables are less than the assumed level of significance (0.05). This indicates that these three variables have significant impact on customer satisfaction.

Table 8: Excluded Variables

Model 4		β In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	I can find what I need on my bank's site with few clicks	0.067	0.809	.419	.053	.499
2	information provided on the site is organized in a good manner	0.099	1.305	.193	.085	.589

3	my bank is having well managed policies for ensuring secure transactions	0.100	1.457	.146	.095	.718
4	multiple services of my bank enhance customers' confidence and dependence	0.118	1.728	.085	.112	.722
5	the employees of my bank are slow to provide appropriate services to the customers	0.059	0.930	.354	.061	.831
6	my bank provides customers the services as promised	0.118	1.454	.147	.094	.510
7	the employees of my bank are courteous with the customers at all levels	0.106	1.357	.176	.088	.556
8	the employees of my bank are knowledgeable to solve customers' problem	-0.122	-1.800	.073	-.117	.734
9	the employees of my bank are enthusiastic towards customers' needs	-0.108	-1.571	.117	-.102	.707
10	the employees of my bank provide personalized services to customers	0.107	1.634	.103	.106	.783
11	in case of emergency, the branch manager is easily accessible	0.029	0.457	.648	.030	.823
12	the bank operates a regular and effective complaint handling process	0.107	1.727	.085	.112	.875

Table 8 shows that out of total 15 variables, 12 variables namely, I can find what I need on my bank's site with few clicks, information provided on the site is organized in a good manner, Multiple services of my bank enhance customers' confidence and dependence, the employees of my bank are slow to provide appropriate services to the customers, bank provides customers the services as promised, the employees of are knowledgeable to solve customers' problem, the employees are enthusiastic towards customers' needs, the employees of my bank provide personalized services to customers, my bank is having well managed policies for ensuring secure transactions, in case of emergency, the branch manager is easily accessible, and the bank operates a regular and effective complaint handling process, have been excluded at the last step of the model. Therefore, this indicates that these variables have no significant impact on customer satisfaction.

Hence on the basis of the analysis the proposed equation for the model with respect to the public sector banks is:

Customer Satisfaction= 1.976+ 0.201 (my bank honors its commitment towards the customers) + 0.181 (IT banking services provide accurate account information) + 0.147 (my bank always informs about the new and attractive schemes and suggests the best possible course of action)

This estimated regression equation shows that the independent variable like: my bank honors its commitment towards the customers, IT banking services provide accurate account information, and my bank always informs about the new and attractive schemes and suggests the best possible course of action, are positively related to the dependent variable (customer satisfaction) because all these variables have their unstandardized coefficient B values are positive. This means that, while keeping other factors constant, if my bank honors its commitment towards the customers increases by 1 unit, level of customer satisfaction will increase by 0.201 units: if IT banking services provide accurate account information increases by 1 unit, level of customer satisfaction will increase by 0.181 units and finally if my bank always informs about the new and attractive schemes and suggests the best possible course of action increases by 1 unit, level of customer satisfaction will increase by 0.147 units.

CONCLUSIONS

In this paper the level of customer satisfaction is considered the dependent variable and 15 variables on the basis of SERVQUAL model are considered independent variable. On the basis of analysis it is concluded that in case of private sector banks, well managed policies for ensuring secure transactions, employees of bank are courteous with the customers at all levels, employees of bank provide personalized services to customers, bank honors its commitment towards the customers, have positive impact on customer satisfaction. The β -value is the highest for well managed policies for ensuring secure transactions (0.242). This indicates that customers are highly satisfied when they get assurance for secured transactions. Personalized services to customers has a β -value of 0.158 therefore it may be concluded that this variable is one of the most important aspect of service quality which contributes to customer satisfaction. Bank employees are courteous with the customers (β -value of 0.146) bank honors its commitment towards the customers (β -value of 0.129) also contribute positively to customer satisfaction.

On the other hand, in case of public sector banks, commitment towards the customers, accuracy of account information, and information about the new and attractive schemes and suggestion the best possible course of action have positive impact on customer satisfaction. The β -value for commitment towards the customers (0.201) is highest which shows that customers are satisfied when the bank honors commitment to its customers. Customers also feel satisfied when they get accurate information (β -value of 0.181) and information about the new schemes and offers (β -value of 0.147). Public sector banks are considered to have a vast knowledge of their products in comparison to private sector banks.

References

1. Angur, M.G., Natarajan, R., and Jaheera, J.S. (1999). Service quality in the banking industry: An assessment in a developing economy. *International Journal of Bank Marketing*, 13(3), 116-123.
2. Arora, D. (2014), Comparative study on Service Quality Aspect of Public Sector Banks (SBI & PNB) And Private Sector Banks (HDFC & Axis): With Reference to Delhi Capital Region, Unpublished Ph.D.Thesis, Lingaya's University
3. Ashraf, E. and Venugopalan, K. (2018). Service Quality And Customer Satisfaction: A comparison between Public And Private Sector Banks In Kerala, *International Journal of Research and Analytical Reviews*, Vol. 5(3), pp.567-572
4. Asubonteng, P., Cleary, K.J., and Swan, J.E. (1996), SERVQUAL revisited: A critical review of Service Quality, *Journal of Service marketing*, Vol. 10(6), pp. 62-81.
5. Bedi, M (2010).” An Integrated framework for Service Quality, Customer Satisfaction and behavioural responses in Indian Banking Industry: A comparison of Public and Private sector banks” *Journal of Services Research*, 10(1), 157-172.
6. Behera, Jyoti Prasad (2018) Impact of Service Quality on Customer Loyalty in Indian Banking Sector in Odisha, *International Journal for Research in Engineering Application & Management*, Vol-04, Issue-02, pp-320-327.
7. Berry, L.L., Seiders, K., & Grewal, D. (2002). Understanding service convenience. *Journal of Marketing*, 66(3), 1-17.
8. Dhar, Ravi and Khushwah, Silky (2009),” Service Quality Expectations and Perceptions of Public and Private Sector Banks in India: A Comparative Study” *IMJ*, (IIM Indore), Vol.1 (3), 34-49.
9. Dharmalingam, S., Ramesh, R. And Kannan, K.V. (2011). Investigating the Service Quality Dimensions to Customer Satisfaction and Loyalty of New Private Sector Banks in Tamilnadu –An Empirical Study. *Research journal of Social Science and Management*, 4 (1), pp. 37-46.
10. Eappen Neetha J., Pavithran K. B.(2017)“Service Quality in Retail Banking: Conceptualizing and Testing a Hierarchical Model” , *Abhigyan* Vol.35, No. 3,pp. 31-40.
11. Eggert, A. and Ulaga, W. (2002) Customer Perceived Value: A substitute for Satisfaction in Business Market, *Journal of Business and Industrial Markets*, Vol. 17(3), pp. 107-118.
12. Ghobadian, A., Speller, S., & Jones, M. (1994). Service quality: Concepts and models. *International Journal of Quality & Reliability Management*, 11(9), 43-66.
13. Ghost, Fatima and Edwin, Gnanadhas (2011),”Impact of Service Quality in Commercial Banks on the Customer Satisfaction: An Empirical Study”, *International Journal of Multidisciplinary Research*, Vol.1 (6) 19-37
14. Gopalakrishnan, J., Mishra, B. B., Gupta, V. K. And Vetrivel, A. (2011). The Impact of Service Quality and Customer Satisfaction on Customer Retention in the Indian Banking Industry: An Empirical Analysis. *Research Journal of Social Science and Management*, 1 (3), pp. 52-68.

15. Gronroos, C. (1984). A service quality model and its marketing implications. *European Journal of Marketing*, Vol.18 (4), 36-44.
16. Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E., & Tatham, R.L. (2015). *Multivariate data analysis* (7th ed.). New Delhi: Pearson Education.
17. Hair, J., Black, W.C., Babin, B.J. & Anderson, R.E. (2010). *Multivariate Data Analysis* (7th ed.). New Jersey, USA: Prentice Hall.
18. Hazlina (2011) "Impact of Service Quality on Customer Satisfaction: Study of Online and ATM services in Malaysia", *International Journal of Trade, Economics and Finance* 2(1).
19. Hazra Sandip Ghosh and Srivastava Kailash B L "Impact of Service Quality on Customer Loyalty, Commitment and Trust in the Indian Banking Sector" *The IUP Journal of Marketing Management*, Vol. VIII, Nos. 3 & 4, 2009 pp74-95.
20. Hennayake, J. (2017), Impact of Service Quality on Customer Satisfaction of Public Sector Commercial Banks: A Study on Rural Economic Context, *International Journal of Scientific and Research Publications*, Vol.7, Issue 2, 156-161.
21. Imrie, B.C., Cadogan, J.W., & Mcnaughton, R. (2002). The service quality construct on a global stage. *Managing Service Quality*, 12(1), 10-19.
22. Jamal, A. and Anastasiadou, K. (2009), Investigating the effects of service quality dimensions and expertise on loyalty *European Journal of Marketing*, Vol.43 (4), pp. 398-420.
23. Joseph F Hair Jr., William C. Black, Barry J. Babin, Rolph E. Anderson, (2014) *Multivariate Data Analysis*, Seventh Edition Pearson New International Edition.
24. Kainat, Y. (2017) The Impact of Service Quality on Customer Satisfaction in banking Sector of Karachi, *Market Forces*, Vol. 12(1), pp. 15-28.
25. Kaur, K., Singh, A. (2017). Perceived Service Quality and Consumer Satisfaction: An Empirical Study from Direct to Home (DTH) TV Industry, *Indian Journal of Marketing*, pp.31-45.
26. Kumari, H.V. and Rani, S.S. (2011) Customer Perception of Service Quality in Retail Banking Sector, *European journal of Business Management*, Vol.3(3), pp.1-8.
27. Nambiar, K., Ramanathan, N., Rana, S., Prashar, S. (2019). Perceived Service Quality and Customer Satisfaction: A Missing Link in Indian Banking Sector, *Vision*, 23(1), pp.44-55.
28. Nunnally, J.C., & Bernstein, I.H. (1994). *Psychometric theory* (3rd ed.). New York: McGraw-Hill.
29. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multi-item scale for measuring consumer perceptions of the service quality. *Journal of Retailing*, 64(1), 12-40.
30. Paul, J., Mittal, A., & Srivastav, G., (2016) Impact of Service Quality on Customer Satisfaction in Private Sector and Public Sector Banks, Vol.34(5), pp. 606-622.
31. Paul, J., Mittal, A., and Srivastva, G. (2016). Impact of service quality on customer satisfaction in private and public sector banks, *International Journal of Bank Marketing*, Vol.34(5), pp.606-622.
32. Rishi, K., Jaiswal, D., Mishra, S., (2017) The Investigation of Service Quality Dimensions, Customer Satisfaction and Corporate Image in Indian Public Sector Banks: An Application of Structural Equation

Model (SEM), *Vision*, 21(1) 76-85

33. Sehgal, R., and Chawla, S., (2017) A Gap Analysis of Service Quality of Internet Banking Services of State Bank of India in Northern India, *Journal of Management Research*, Vol. 17(3), pp. 140-148

34. Singh, S., & Arora, R. (2011). A comparative study of banking services and customer satisfaction in public, private and foreign banks. *Journal of Economics*, 2(1), 45-56.

35. Zeithaml, V.A. (1988). Consumer perceptions of price, quality, and value: A means-end model and synthesis of evidence. *Journal of Marketing*, 52, 2-22.

36. Zeithaml, V.A. and Bitner, M.J. (2000), *Services Marketing*, McGraw-Hill, New York, NY.