

**CUSTOMERS' SATISFACTION TOWARDS THE
SERVICES OF COMMERCIAL BANKS IN
BANGLADESH: A STUDY ON SELECTED BANKS**



M.Phil Thesis

By

S.M. Akterujjaman

Submitted to the Institute of Business Administration, University of Rajshahi in
Partial Fulfillment of the Requirements for the Degree of

Master of Philosophy

in

Marketing

**Institute of Business
Administration
University of Rajshahi
April 2014**

**CUSTOMERS' SATISFACTION TOWARDS THE SERVICES
OF COMMERCIAL BANKS IN BANGLADESH: A STUDY ON
SELECTED BANKS**



Researcher

S. M. Akterujjaman

M.Phil Fellow

Institute of Business Administration

University of Rajshahi

Supervisor

Dr. M. Ahsan Habib

Associate Professor

Dept. of Accounting & Information Systems

University of Rajshahi

**Institute of Business
Administration
University of Rajshahi**

April 2014

CERTIFICATE

I have the pleasure to certify that the M.Phil thesis entitled “**Customers’ Satisfaction towards the Services of Commercial Banks in Bangladesh: a Study on Selected Banks**” is the original research work of Mr. S. M. Akterujjaman. As far my knowledge goes, this is his effort and is not a conjoint work. He has completed this thesis under my guidance and supervision.

I also certify that I have gone through the draft and final versions of the thesis and now recommend submitting the thesis to the Institute of Business Administration, University of Rajshahi in partial fulfillment of the requirements for the degree of Master of Philosophy in Marketing.

.....

Supervisor

Dr. M. Ahsan Habib

Associate Professor

Dept. of Accounting & Information Systems

University of Rajshahi

Rajshahi, Bangladesh

DECLARATION

I, S. M. Akterujjaman, declare that the thesis entitled “**Customers’ Satisfaction towards the Services of Commercial Banks in Bangladesh: A Study on Selected Banks**” submitted to the Institute of Business Administration, University of Rajshahi for the degree of Master of Philosophy (M.Phil) in Marketing is a record of independent research work carried out by me under the supervision and guidance of Dr. M. Ahsan Habib, Associate Professor, Dept. of Accounting & Information Systems, University of Rajshahi. This thesis has not been previously submitted to any other University or Institute for the award of any Degree, Diploma, Associate-ship or similar other purposes.

.....
S. M. Akterujjaman
M.Phil Fellow
Session: 2009-2010
Institute of Business Administration
University of Rajshahi
Rajshahi, Bangladesh

ACKNOWLEDGEMENTS

The completion of this dissertation would not been possible without the cooperation, assistance, and encouragement of many individuals, which I like to put on record here with deep gratitude and pleasure.

First of all I am grateful to Almighty Allah, as without special help and blessing of Him, it would not be possible to complete the thesis in time. Then, to whom my debts are unlimited is Dr. M. Ahsan Habib, Associate Professor, Dept. of Accounting & Information Systems, University of Rajshahi for his active supervision and proper guidance. Words can hardly express my deepest sense of gratitude to him. His affectionate encouragement and continuous support have been instrumental to complete this study on time. I must say that without his inspiration, my work would not have been seen the light of the day. I have no hesitation to say that it would have been impossible for me to complete this research without his invaluable guidance and constant help. It is really a matter of rare luck to work with such an excellent man like him.

I express my special indebtiness to Dr. M. ZainulAbedin, Professor of Economics, IBS, my coursework teacher, who has given me valuable suggestions and extended all sorts of co-operations to do the research work successfully. I am grateful to Dr. Md. Rezaul Karim, Professor of Statistics Dept., Dr. Dulal Chandra Dey, Professor of Statistics Dept., who took classes in course work and help me in enriching my knowledge and changing my attitude towards proper ways of doing research. I am grateful to all of my teachers of this University, who took classes in course work.

I owe a special kind of debt to my mother Feroza Begum, who was all sources of eagerness of my study. I also put the endless owe to my father late Md. Somir Uddin, who brought me in the planet and provided heavenly love in childhood. I am grateful to my respected elder brothers Md. Khorshed Alam, Md. Shah Alam and younger brothers Md. Rayhan Kabir, Noor Mohammad and my only sister Kaniz Fatema, who always provide me continuous encouragement to the research work. The special gratefulness goes to Prof. Dr. Abhinaya Chandra Saha, Director of the Institute of Business Administration, RU, who also encouraged me in several times. I am ever grateful to all of them.

I express my gratefulness to Prof. M. A. Razzaque, Dept. of Statistics, Prof. Dr. S. M. Kabir, Dept. of Marketing, Prof. Sanjib Kumar Saha, Dept. of Marketing, Prof. Dr. Md. Salim Reza, Dept. of Marketing, University of Rajshahi and Prof. ABM Rashiduzzaman, Ex-Founder Dean, Business Discipline, Khulna University, for their kind cooperation in my research work.

I would like to take this opportunity to express my thanks to Md. Zahurul Islam, Secretary (In-charge), Md. Walli Ullah, Librarian and Sarwar Shaheen, Program Officer of IBA, who have greatly supported me in getting the office formalities done promptly.

I am also thankful to my intimate friends Forhad Ahmed Pilot, Md. Mamun Mia, S. M. Monirul Islam, Md. Abul Kalam, Md. Wazir Haider, Kudrat-E-Khuda Babu, Md. Nasir Uddin, Sheikh Mazedul Haque, Noureen Afrooz Peya, and fellow research colleagues of IBA for their valuable suggestions.

Libarians of RU, BIBM, DU, BIDS, IBTRA, BIM, WB, ADB, SB, BB have helped me cordially in all time and supplied necessary books, journals, research papers and reports. I am thankful to all of them.

I am also grateful to my colleagues Rumana Perveen, Bulbul Ahmed, Kazi Zahirul Islam, Md. Morad Hossain Khan, Nazmun Nahar, Md. Walli Ullah, Md. Faruk Hossain, Abul Kalam, Md. Lutfor Rahman, Md. Abdullahel Kafi, Md. Mahbubur Rahman, Md. Mohibul Hossen, Afia Akter, Jannatul Mawa Nupur, Md. Ruhul Amin, Md. Mostafizur Rahman, Abdullah Mohammad Ibrahim, Tasneem Tarannum, M. M. Mofiz Uddin for their valuable suggestions.

Finally, I express my thanks to my beloved students Suman, Tanvir, Mizan, Soheli, Arman, Tonmoy, Sajal, Al mamun, Jannat, Aktaruzzaman for their help in various aspects of my research thesis.

S. M. Akterujjaman

M.Phil Fellow

ABBREVIATIONS

ABL	: Agrani Bank Limited
AD	: Authorized Dealer
ATM	: Automated Teller Machine
BB	: Bangladesh Bank
BIBM	: Bangladesh Institute of Bank Management
BRAC	: Bangladesh Rural Advancement Corporation
CAMEL	: Capital, Assets, Management, Earnings and Liquidity
CB	: Commercial Bank
CRO	: Customer Relation Officer
CSR	: Corporate Social Responsibility
CV	: Coefficient of Variation
DD	: Demand Draft
DSE	: Dhaka Stock Exchange
EC	: Executive Committee
FCBs	: Foreign Commercial Banks
FSRP	: Financial Sector Reforms Project
GOB	: Government of Bangladesh
HO	: Head Office
HR	: Human Resource
HRM	: Human Resource Management

IAD	: Loan and Advance
ICC	: Installment Consumer Credit
IFC	: International Finance Corporation
KMO	: Kaiser-Meyer-Olkin
LA	: Liquid Asset
LLRS	: Large Loan Reporting System
LRA	: Lending Risk Analysis
MA	: Miscellaneous Assets
MBL	: Mercantile Bank Limited
MIS	: Management Information System
MSE	: Microsoft Excel
NBL	: National Bank Limited
NCBs	: Nationalized Commercial Banks
NCC	: National Consumer Council
NLLC	: New Loan Leger Card
PB	: Participatory Banking
PBL	: Prime Bank Limited
PCA	: Principal Component Analysis
PCBs	: Private Commercial Banks
PPS	: Performance Planning System
ROE	: Return on Equity
SBL	: Sonali Bank Limited

SCBs	: State-owned Commercial Banks
SD	: Standard Deviation
SME	: Small & Medium Enterprise
SPSS	: Statistical Packages for Social Science
SUB	: Social Utility Banking
TQM	: Total Quality Management
WVCC	: Western Venture Capital Companies

ABSTRACT

In modern world, due to the expansion of multidimensional economic factors, banking sector is facing some challenges such as earning expected profit, survival through several competitions, providing satisfaction to the customers, retaining the volume of the customers and so on. Bangladesh's banking sector is not an exception to the above challenges. In order to face the challenges the commercial banks are trying to diversify their services for satisfying the needs of the customers. In fact, customers are the final orbiter and key phenomenon for attaining the ultimate goal of the banks. In the context of competitive banking, customers are the king in all respect of the banking business. Hence, customers' satisfaction towards the service of commercial banks is much more important. The present study, therefore, aims at analyzing, examining and comparing the customers' satisfaction towards the service of commercial banks. In doing so, customers' satisfaction towards choosing the factors of selected banks, different services and service related issues have been covered in this analysis. However, for analyzing as well as comparing customers' satisfaction, some indicators have been taken in case of each service and service related issues.

This research has been conducted on the basis of primary data though secondary data has also been used. In true sense, characteristically this is an in-depth, descriptive and empirical research and concluding remarks have been drawn on the basis of results of different statistical tools. The researcher has purposively selected a total of six prominent commercial banks of Bangladesh. For collecting data, 384 respondents were selected where depositors and borrowers of PCBs were 120 and 112

respectively and depositors and borrowers of SCBs were 84 and 68 respectively. To conduct the field survey, two sets of structured questionnaires were prepared following the Likert summated scaling method. The processing and analyzing of data have been made applying descriptive and inferential statistical tools such as mean, standard deviation (SD), co-efficient of variance (CV), frequency, percentage frequency, one tail Z test and cluster analysis with the help of statistical packages for social science (SPSS) software 16.0 version.

From the result of the analysis, the key findings have shown that choosing the services of a specific bank and the value of CV of the depositors' perception towards goodwill and well recognition for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. On the other hand, in case of borrowers in choosing the services of a specific bank, the value of CV of the borrowers' perception towards good relation with banker for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. Regard the behavior of the bankers, the value of CV of the borrowers' attitude towards banker, remains indifferent to customers for PCBs and it is lower than that of SCBs. It indicates that the opinion of PCBs is less deviated than SCBs. On the question of the services rendered by the bankers, the value of SD of the depositors' perception towards banker's requests to come later for SCBs is lower than that of PCBs. It is observed that the opinion of SCBs is less deviated than PCBs.

In regard to the services of internet and online banking, most of the customers express their attitude that banking services would be easier and more prompt though the services charge would be higher. Regarding the services of ATM, all the customers have

agreed with the ATM's revolutionary contribution to ensuring 24-hours money withdrawal and availability in convenient location. In this regard, most of the customers face the unavailability of ATM booth in their concerned areas. Sometimes, due to unavailability of money at ATM booth, the customers of PCBs do not withdraw required money as per their necessity. However, customers' satisfaction towards the effects of computerization in banking is remarkable. A good number of customers opined that due to computerization, services have become prompt and errorless. On the other hand, a number of customers commented that services have become errorless but not prompt due to automation.

It has been observed that the customers of SCBs and PCBs are more satisfied with service of opening account, depositing money, encashment of general check and demand draft (DD), depositing of monthly installment, knowing account balance, getting checkbook, preparing bank draft and DD, collecting domestic and outstation checks than those of SCBs and PCBs. In this regard, comparatively high level of satisfaction is observed among the customers of PCBs than that of SCBs.

Since the service quality and the bankers' behavior of PCBs and SCBs are not up to the mark considered by the perception of the customers, researcher, therefore, suggests the respective banks to arrange effective workshops by participating bank officers that may be helpful to improve the issues as much as possible. For rendering smooth services of opening an account, PCBs and SCBs should arrange separate desk. Also, PCBs and SCBs should take necessary steps to render the prompt and timely services relating to opening account.

However, in the end, a set of recommendations have been made with the hope that bank authorities, planners, policy makers and regulators would be benefited to

designing appropriate customers' service programs, which would satisfy the customers' need and increase profitability of the banks.

Finally, findings of the study are remarkable. According to descriptive statistics, the entire service quality and service related issues of PCBs are better than that of the SCBs and the service quality of private commercial banks (PCBs) are higher than that of state-owned commercial banks (SCBs). The differences of services between the PCBs and SCBs are found statistically significant as tested by empirical statistics. Another important finding is that the overall service quality of private commercial banks (PCBs) is better than that of state-owned commercial banks (SCBs) in accordance with the results of descriptive statistics.

TABLE OF CONTENTS

CERTIFICATE.....	i
DECLARATION.....	ii
ACKNOWLEDGEMENTS.....	iii
ABBREVIATIONS.....	vi
ABSTRACT.....	ix
TABLE OF CONTENTS.....	xiii
LIST OF TABLES.....	xvii
LIST OF FIGURES	xx
CHAPTER 1: INTRODUCTION	1-21
1.1 Prelude.....	1
1.2 Statement of the Problem	4
1.3 Objectives of the Study	7
1.4 Hypotheses of the Study	7
(a) Hypotheses on the Basis of the Data of Depositors of PCBs on Customer Satisfaction.....	8
(b) Hypotheses on the Basis of the Data of Depositors of SCBs on Customer Satisfaction.....	9
(c) Hypotheses on the Basis of the Data of Borrowers of PCBs on Customer Satisfaction.....	10
(d) Hypotheses on the Basis of the Data of Borrowers of SCBs on Customer Satisfaction.....	11
1.5 Justification of the Study	12
1.6 Key Terms Used	13
1.6.1 Commercial Bank	14
1.6.2 Bank Customer	15
1.6.3 Customer Satisfaction	16
1.6.4 Banking services	17
1.6.5 Private Sector Bank	17
1.6.6 Deposits	17
1.6.7 Advances	18

1.7	Limitations of the Study	20
1.8	Chapter Arrangement	21
CHAPTER 2: REVIEW OF LITERATURE		22-34
CHAPTER 3: METHODOLOGY OF THE STUDY		35-50
3.1	Selection of the Study Area	35
3.2	Selection of Sample Banks and Respondents	35
3.3	Profile of the Sample Banks	36
3.4	Sources of Data	45
3.5	Test of Validity and Reliability of the Data	45
3.6	Research Questionnaire	48
3.7	The Pilot Study (Pre-test of Questionnaire)	48
3.8	Measurement Techniques	50
3.9	Processing and Analysis of Data	50
CHAPTER 4: ANALYSIS AND INTERPRETATION OF CUSTOMERS' SATISFACTION		51-158
4.1	Demographic Analysis of Respondents	51
4.1.1	Gender of Sample Respondents	51
4.1.2	Age of Sample Respondents	53
4.1.3	Marital Status of Sample Respondents	54
4.1.4	Education of Sample Respondents	55
4.1.5	Occupation of Sample Respondents	56
4.1.6	Monthly Income of Sample Respondents	58
4.2	Descriptive Analysis of Customers' Satisfaction	59
4.2.1	Analysis Based on Data of Depositors	60
4.2.1.1	Reasons for Choosing the Services of a Specific Bank	60
4.2.1.2	Depositors Perception on Depositing and Withdrawing Money	64
4.2.1.3	Perception of the Depositors in Opening an Account	67
	...	
4.2.1.4	Depositors' Perception on Issuing the Chequebook	71
		
4.2.1.5	Perception on the Services of Consumer Credit	72

	Scheme.	
4.2.1.6	Entertainments Received by the Customers from the Bankers	75
		
4.2.1.7	Depositors' Expression on the Level of Satisfaction.....	78
4.2.1.8	Perception of the depositors on ATM Services	84
		
4.2.1.9	Attitude of Depositors towards Computerization in Banking	87
4.2.1.10	Bankers should Employed at the Counter	89
		
4.2.1.11	Attitude of the Depositors towards Separate Lady Counter.....	89
4.2.1.12	Perception of the Depositors on Seating Arrangement....	90
4.2.1.13	Feelings about the Concerned Bankers' Behavior...	91
4.2.1.14	Services Rendered by the Bankers.....	94
4.2.2	Analysis Based on Data of Borrowers	97
4.2.2.1	Reasons for Choosing the Services of a Specific Bank...	97
4.2.2.2	Types of Loan Taken by the Borrowers	102
4.2.2.3	Loan Granting Authority	103
4.2.2.4	Borrowers Perception on the Services Received at the First Time	104
4.2.2.5	Borrowers Perception on Delay in Sanctioning Loan....	108
4.2.2.6	Supervision of Loan by the Bank	109
		
4.2.2.7	Borrowers' Level of Satisfaction	111
4.2.2.8	Perception of the Borrowers on the Factors of Sanctioning Loan	116
4.2.2.9	Borrowers Perception in Getting the Services of Sanctioning Loan	119
4.2.2.10	Perception on Entertainment Received from the Bank ...	122

4.2.2.11	Behavior of the Bankers	125
4.3	Test of Hypotheses and Results	128
4.4	Factor Analysis-Measuring Level of Satisfaction	137
4.4.1	Factor Analysis of the Depositors of PCBs	137
4.4.2	Factor Analysis of the Depositors of SCBs	143
4.4.3	Factor Analysis of the Depositors of PCBs	148
4.4.4	Factor Analysis of the Borrowers of SCBs	153
CHAPTER 5: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS...		159-186
5.1	Summary of Findings	159
5.1.1	Findings Relating to the Analysis of Depositors	159
5.1.1.1	Choosing the Services of a Specific Bank	159
5.1.1.2	Depositing and Withdrawing Money	161
5.1.1.3	Depositors Findings on Opening an Account	162
5.1.1.4	Findings on Consumer Credit Scheme	163
5.1.1.5	Entertainments Received by the Customers	164
5.1.1.6	Expression on the Level of Satisfaction	165
5.1.1.7	Perception of the depositors on ATM Services	167
5.1.1.8	Feelings about the Concerned Bankers' Behavior	169
5.1.1.9	Services Rendered by the Bankers	170
5.1.2	Findings Based on Data of Borrowers	171
5.1.2.1	Choosing the Services of a Specific Bank	171
5.1.2.2	Services Received at the First Time	173
5.1.2.3	Borrowers' Level of Satisfaction	174
5.1.2.4	Findings on the Factors of Sanctioning Loan	177
5.1.2.5	Getting the Services of Sanctioning Loan	178

5.1.2.6	Entertainment Received from the Bank	179
5.1.2.7	Behavior of the Bankers	180
5.2	Conclusions	181
5.3	Recommendations	182
5.4	Suggestions for Further Research	185
Bibliography		187-195
Appendices		196-203
Appendix-I	Qyestionnaire-1 (For Depositors)	196
Appendix-II	Qyestionnaire-2 (For Borrowers)	200
Appendix-III	Table 1: Distribution of the Questionnaires	203

LIST OF TABLES

Table 3.1	Sample Branches and Total Respondents of the Study	36
		
Table 4.1.1	Gender of Respondents	52
		
Table 4.1.2	Age of Respondents	53
		
Table 4.1.3	Marital Status of Respondents	54
		
Table 4.1.4	Education Wise Classification	55
		
Table 4.1.5	Occupation Wise Classification of Respondents	57
		
Table 4.1.6	Monthly Income of Respondents	58
		
Table 4.2.1.1	Choosing the Services of a Specific Bank	60
		
Table 4.2.1.2	Depositors' Perception on Depositing and Withdrawing Money ..	64
		
Table 4.2.1.3	Depositors' Perception on Account Opening	68
		
Table 4.2.1.4	Depositors' Perception on Issuing the Chequebook	71
		
Table 4.2.1.5	Perception on Consumer Credit Scheme	72
		
Table 4.2.1.6	Entertainments Received by the Customers from the Bankers	75
		
Table 4.2.1.7	Level of Satisfaction of the Depositors on Different Services	79
		
Table 4.2.1.8	Perception of the depositors on ATM Services	84
		

Table	Attitude of Depositors towards Computerization	88
4.2.1.9		
Table	Bankers should Employed at the Counter	89
4.2.1.10		
Table	Depositors' Attitude on Separate Lady Counter	90
4.2.1.11		
Table	Perception of the Depositors on Seating Arrangement	90
4.2.1.12		
Table	Feelings about the Concerned Bankers' Behavior	92
4.2.1.13		
Table	Services Rendered by the Bankers	95
4.2.1.14		
Table	Choosing the Services of a Specific Bank	97
4.2.2.1		
Table	Types of Loan Taken by the Borrowers	102
4.2.2.2		
Table	Loan Granting Authority	103
4.2.2.3		
Table	Borrowers Perception on the Services Received at the First	104
4.2.2.4	Time..	
Table	Borrowers Perception on Delay in Sanctioning Loan	109
4.2.2.5		
Table	Supervision of Loan by the Bank	110
4.2.2.6		
Table	Borrowers' Level of Satisfaction	111
4.2.2.7		
Table	Borrowers Perception on the Factors of Sanctioning Loan	116
4.2.2.8		
Table	Perception of Borrowers in Getting the Services of Sanctioning	
4.2.2.9	Loan	119
		
Table	Borrowers' Perception towards Received Entertainments	122

4.2.2.10		
Table	Borrowers Perception on Behavior of the bankers	125
4.2.2.11		
Table	Factor Analysis - Correlation Matrix	138
4.4.1A		
Table	KMO and Bartlett's Test	139
4.4.1B		
Table	Communalities -Extraction Method: Principal Component	
4.4.1C	Analysis	139
		
Table	Component Matrix ^a	140
4.4.1D		
Table 4.4.1E	Total Variance Explained - Extraction Method: Principal	
	Component Analysis	141
		
Table 4.4.1F	Rotated Component Matrix	142
		
Table	Factor Analysis - Correlation Matrix	143
4.4.2A		
Table	KMO and Bartlett's Test	144
4.4.2B		
Table	Communalities -Extraction Method: Principal Component	
4.4.2C	Analysis	144
		
Table	Component Matrix ^a	145
4.4.2D		
Table 4.4.2E	Total Variance Explained - Extraction Method: Principal	
	Component Analysis	146
		
Table 4.4.2F	Rotated Component Matrix	147
		
Table	Factor Analysis - Correlation Matrix	148

4.4.3A		
Table	KMO and Bartlett's Test	149
4.4.3B		
Table	Communalities -Extraction Method: Principal Component	
4.4.3C	Analysis	150
		
Table	Component Matrix ^a	150
4.4.3D		
Table 4.4.3E	Total Variance Explained - Extraction Method: Principal	
	Component Analysis	152
		
Table 4.4.3F	Rotated Component Matrix	153
		
Table	Factor Analysis - Correlation Matrix	154
4.4.4A		
Table	KMO and Bartlett's Test	155
4.4.4B		
Table	Communalities -Extraction Method: Principal Component	
4.4.4C	Analysis	155
		
Table	Component Matrix ^a	156
4.4.4D		
Table 4.4.4E	Total Variance Explained - Extraction Method: Principal	
	Component Analysis	157
		
Table 4.4.4F	Rotated Component Matrix	158
		

LIST OF FIGURES

Figure 4.1.1	Gender of Respondents	52
		
Figure 4.1.2	Age of Respondents	54
		
Figure 4.1.3	Marital Status of Respondents	55
		
Figure 4.1.4	Education of Respondents	56
		
Figure 4.1.5	Occupation of Respondents	57
		
Figure 4.1.6	Monthly Income of Respondents	59
		
Figure 4.2.1.4	Perception of the Depositors on Issuing the Chequebook....	72
Figure 4.2.1.9	The Effects of Computerization in Banking Service	88
		
Figure 4.2.1.12	Depositors' Perception on Seating Arrangement	91
		

CHAPTER 1

INTRODUCTION

1.1 Prelude

Banking is a very potential sector in Bangladesh which plays significant role in business and commerce. When Bangladesh became an independent country in December 1971, she inherited 1,116 abandoned branches of 17 scheduled banks including 3 foreign banks along with a poor banking system in terms of professional's bank personnel, banking service, network and administrative measures. The then government of Bangladesh recognized the importance of banking sector and brought all the banks under nationalization and merged them into six CBs namely Sonali Bank, Agrani Bank, Janata Bank, Rupali Bank, Uttara Bank and Pubali Bank through Bangladesh Banks (Nationalization) order 1972. The main aim of Nationalization was to reconstruct the war-shattered economy so that the high level of production, employment growth and development in the financial system of newborn Bangladesh could be achieved and maintained. The banks were performing their duties under a regime of rigid government control up 1982. The poor recovery of loans, increased investment in the less productive sources, willful default mentality of the borrowers, inadequate laws and regulations etc. created some major problems for loan portfolio management during 1972-82. After 1982, the government initiated for denationalization of nationalized banks. Uttara Bank and Pubali Bank were denationalized in 1983 and Rupali Bank was denationalized in 1986 (Moniruzzaman and Rahman, 1990). Private Banks were also allowed to operate in the banking sector since 1984. Denationalization and privatization process were introduced in order to create competition,

enhancing the quality of customer services and to improve the level of managerial, financial, structural and operational efficiencies in the banking sector. Generally, banks are recognized one of the financial institutions, which render various types of financial services to the customer. The two way relationship between banks and customers is created by opening an account. In this regard, "John Paget subscribing to the same view remarked that the relation of banker and customer is primarily that of debtor and creditor, the respective positions being determined by the existing state of the account. In fact, banks deliver the services typically to those persons who are connected with banking activities with their necessity. Hence, "The nature of the relationship depends upon type of services rendered by the banker, which has two aspects: one is legal and another is behavioral" (Ahmed, 1989). The existing banking sector in Bangladesh was not built in a day. To establish the present dominancy of banking sector, there is a chronological historical background having a lot contribution of both the persons, group of persons and financial institutions. In addition "the financial transactions in ancient and medieval period of Bengal region were dominantly prevailed, which have been helped to establish and evolve the bank functions as well as its operating systems. But, in fact, the interest rate, commission rate etc of ancient and medieval banking was charged by the money lenders and goldsmiths as a monopolistic nature" (Abedin, 1988). In financial transactions of that condition, there were no importance of money borrower or customer's opinion and attitudinal expression on monopolistic financial activities. Ministry of Finance (2008-2009) states that at present 48 different banks are going to operate their functions as well as being deal a lot of financial activities. The categorization of banks is: 4 nationalized commercial banks (NCBs), 5 specialized banks, 9 foreign Banks, 30 private commercial banks (PCBs). It is mentionable that the branches of schedule banks are 6242 which have been situated 2511 (4.2%) in urban areas and 3731 (59.8%) in rural area respectively. Bangladesh Bank (BB) regulates and supervises the

activities of all banks. Now in our country commercial banks are providing various services for the customers and modern systems are introduced.

Contemporary business world is very much competitive and the success in the competition is achieved mainly through giving satisfaction to the ultimate consumer. In service oriented industry, it is very difficult to set a standard rule to satisfy customers. Several factors influence customer's decision making to take the service from an organization. The banking industry is a service industry; it provides the customer various financial services. So a banking organization must be keen in identifying the factors which influence their decision in taking the financial service. Thus the banks also need to know the perception and satisfaction level of the customers about their performance.

The study was about an analysis of the customers' satisfaction towards the services of commercial banks in Bangladesh. Customers' satisfaction regarding the services of the banks depends on several factors. So, first of all, in order to analyze customers' satisfaction level, factors which are used as the performance measurement criteria of sample Banks are analyzed. The banks are divided in four departments namely General Banking and Cash, Credit and Loan, Foreign Exchange and Miscellaneous. Here some positive statements have been used under different factors in the questionnaire and data were collected through a survey to know the satisfaction towards the services of commercial banks.

Satisfaction measurement is a difficult job and it is also difficult to conduct any psychological study. In the study bank's customers' satisfaction measured by the specific techniques. For assuming the characteristics of data, demographic analysis, descriptive analysis and interpretations were drawn on the basis of percentage frequency, calculated mean, standard deviation (SD). In addition, empirical analyses were depicted by coefficient

of variation (CV). To show the degree of significance of variables hypotheses were tested through one tail Z-test and factor analysis was done.

1.2 Statement of the Problem

Commercial banks offer various services to the depositors, borrowers and to the nation as a whole. It is a normal function of commercial banks to collect savings from the depositors and to invest the savings in the productive sectors of an economy in the form of loans and advances. Thus, in the course of the activities, banks come in contract with two main groups of people such as suppliers of funds and users of funds. If a commercial bank wants to become successful in its own business, it must have a positive attitude of both suppliers as well as users of fund towards the bank. In modern time, when a customer selects a bank, he/she considers certain factors. Hence, bankers should observe the attitude of their customers at the time of rendering service and identify the factors, which influence the customers' choice to transact with the bank for a long time. Bankers should also apply some other factors in relation to their services, which can create positive attitude in the minds of the customers and make their banks more attractive.

At present, there are some major problems in the banking sector like default loan, supervisory handicap and a high level of NPLs, capital inadequacy, asset nonperformance, poor management of various risk types, and poor service quality, huge amount of idle cash and problem of identifying the right sources for investment, high risk of investment, lack of automation in the major bank branches, shortage of skilled manpower, lack of research and development activities, absence of new banking services, old and traditional bank services and their inefficient marketing etc. Under such circumstances, customers' satisfaction towards the products and services of commercial banks need to be evaluated in terms of

efficiency indicators in their respective fields, main constituents of bank income and expenditure, branch network, and operation of the branches.

In short, these are some of inquiries, which provoked the researcher's interest and encouraged him to undertake an in-depth study on the above mentioned factors. The main purpose of this thesis is to conduct a comparative study between private commercial banks and state-owned commercial banks in Bangladesh and to suggest measures for improving their service performance.

Today, the world of Commercial banks business is threatened by global economic recession. Increasing trend of competition, technological change, change in legislation and high expectation of the investors to the return on investment, close monitoring and supervision by the regulatory body all these matters are creating pressures to the bank business. Non-banking financial institutions are growing both in magnitude and depth in the economy. These are also now doing business of some bank products. They are now opponent of the Commercial banks deposits takers and lenders. So, expected level of profitability, productivity and liquidity, maintenance of performance as per rating or standard, opportunity and prospects etc. are considered as challenges for the management of customer satisfaction of the Commercial banks.

In a competitive market place understanding customer's needs become crucial. Therefore, banks have moved from a product-centric to a customer-centric position. Customer retention is directly influenced by customer satisfaction. Retention is a major challenge particularly in banking services, as customers can easily switch from one banking service provider to another at low cost. Considering the high cost of acquiring new customers and the apparently high customer turn over many banking services, it is very important to study the determinants of customer satisfaction. Customer satisfaction is the

key factor determining how successful the organization will be in customer relationships; therefore it is very important to measure it. Total quality management (TQM) is based on the idea of customer satisfaction-a management approach of an organization centered on quality, based on participation of all its members and aiming at long-term success through customer satisfaction and benefits to all members of the organization and to society (ISO 8402). The achievement of true customer satisfaction involves: customer oriented culture; an organization that centers on the customer; employee empowerment; process ownership; team building and partnering with customers and suppliers. There are several benefits for quality to be found via market research, particularly in measuring the satisfaction levels of current customers, determining customer needs for product development and analyzing customer retention and loyalty. To better manage customer satisfaction, firms spend millions on effectively tracking the methods that guarantee customer satisfaction, because the quantitative measurement of customer satisfaction is a great help for comprehensively measuring the effect of product quality on customer behavior.

1.3 Objectives of the Study

The general purpose of the study is to analyze customers' satisfaction towards the services of some selected commercial banks in Bangladesh. However, the researcher has identified the following specific objectives.

1. To assess the perception and satisfaction of the customers towards the services of the selected commercial banks in Bangladesh.
2. To determine the comparative effectiveness of services of the private and state owned commercial banks in Bangladesh.

3. To review the preference pattern and trend of customers' choice in selecting the type of banks for their purposes.
4. To provide a set of recommendations and suggestions with a view to improving customers' satisfaction towards the services of commercial banks in Bangladesh.

1.4 Hypotheses of the Study

Research hypothesis is an unproven statement, which helps the researcher to draw the Suggestion on his hypothetical assumption whether it is true or false based on some specific statistical tests (Alam and Neger, 2009). Based on the objectives of the study, the following hypotheses (at 95% confidence level) are developed, which are to be tested.

(e) Hypotheses on the Basis of the Data of Depositors of PCBs on Customer Satisfaction

Hypothesis 1:

H_0 : The depositors are satisfied towards account opening services provided by PCBs.

H_a : The depositors are not satisfied towards account opening services provided by PCBs.

Hypothesis 2:

H_0 : The depositors are satisfied with the services of depositing money provided by PCBs.

H_a : The depositors are not satisfied with the services of depositing money provided by PCBs.

Hypothesis 3:

H_0 : The depositors are satisfied towards encashment of demand draft services provided by PCBs.

H_a : The depositors are not satisfied towards encashment of demand draft services provided by PCBs.

Hypothesis 4:

H_0 : The depositors are satisfied towards chequebook issue services provided by PCBs.

H_a : The depositors are not satisfied towards chequebook issue services provided by PCBs.

Hypothesis 5:

H_0 : The depositors are satisfied towards helping in preparation of DD/bank draft/pay order services provided by PCBs.

H_a : The depositors are not satisfied towards helping in preparation of DD/bank draft/pay order services provided by PCBs.

(f) Hypotheses on the Basis of the Data of Depositors of SCBs on Customer Satisfaction

Hypothesis 1:

H_0 : The depositors are satisfied towards account opening services provided by SCBs.

H_a : The depositors are not satisfied towards account opening services provided by SCBs.

Hypothesis 2:

H_0 : The depositors are satisfied with the services of depositing money provided by SCBs.

H_a : The depositors are not satisfied with the services of depositing money provided by SCBs.

Hypothesis 3:

H_0 : The depositors are satisfied towards encashment of demand draft services provided by SCBs.

H_a : The depositors are not satisfied towards encashment of demand draft services provided by SCBs.

Hypothesis 4:

H_0 : The depositors are satisfied towards chequebook issue services provided by SCBs.

H_a : The depositors are not satisfied towards chequebook issue services provided by SCBs.

Hypothesis 5:

H_0 : The depositors are satisfied towards helping in preparation of DD/bank draft/pay order services provided by SCBs.

H_a : The depositors are not satisfied towards helping in preparation of DD/bank draft/pay order services provided by SCBs.

(g) Hypotheses on the Basis of the Data of Borrowers of PCBs on Customer Satisfaction

Hypothesis 1:

H_0 : The borrowers are satisfied with the amount of loan sanctioned by PCBs.

H_a : The borrowers are not satisfied with the amount of loan sanctioned by PCBs.

Hypothesis 2:

H_0 : The borrowers are satisfied towards rate of interest on loan of PCBs.

H_a : The borrowers are not satisfied towards rate of interest on loan of PCBs.

Hypothesis 3:

H_0 : The borrowers are satisfied towards repayment period of the loan of PCBs.

H_a : The borrowers are not satisfied towards repayment period of the loan of PCBs.

Hypothesis 4:

H_0 : The borrowers are satisfied towards the documentation of loan services provided by PCBs.

H_a : The borrowers are not satisfied towards the documentation of loan services provided by PCBs.

Hypothesis 5:

H_0 : The borrowers are satisfied towards time taken to disburse the loan.

H_a : The borrowers are not satisfied towards time taken to disburse the loan.

(h) Hypotheses on the Basis of the Data of Borrowers of SCBs on Customer Satisfaction

Hypothesis 1:

H_0 : The borrowers are satisfied with the amount of loan sanctioned by SCBs.

H_a : The borrowers are not satisfied with the amount of loan sanctioned by SCBs.

Hypothesis 2:

H_0 : The borrowers are satisfied towards rate of interest on loan of SCBs.

H_a : The borrowers are not satisfied towards rate of interest on loan of SCBs.

Hypothesis 3:

H_0 : The borrowers are satisfied towards repayment period of the loan of SCBs.

H_a : The borrowers are not satisfied towards repayment period of the loan of SCBs.

H_a : The borrowers are not satisfied towards procedural formalities of SCBs.

Hypothesis 4:

H_0 : The borrowers are satisfied towards the documentation of loan services provided by SCBs.

H_a : The borrowers are not satisfied towards the documentation of loan services provided by SCBs.

Hypothesis 5:

H_0 : The borrowers are satisfied towards time taken to disburse the loan.

H_a : The borrowers are not satisfied towards time taken to disburse the loan.

1.5 Justification of the Study

After reviewing the literatures, the specific research gaps have been mentioned and these would be filled up by the proposed research.

In UK, a study (National Consumer Council, 1983) has been conducted on bank customers' attitude of conventional bank towards the banking services. The study was based on customers' attitudes, it was not especially on customer satisfaction, and such type of study is not found in Bangladesh. So Customers' satisfaction towards the services of CBs can be initiated in Bangladesh.

Any inappropriateness in the quality of banking service would lead to disastrous consequences in the economy. So, the role of the commercial banks in the economic development of Bangladesh is very significant. But, it is argued that the quality of banking services in Bangladesh is deterioration during the last decade since the introduction of FSRP (BIBM, 2000). Therefore, the reviewed papers indicate that a lot of research gaps, which lead to have a justification of adopted the proposed study. So, the researcher will make a massive attempt to fill up these gaps.

In the modern world, banks have been emerged as an intermediary between banker and customer and to deliver financial services to their customers. Banks have classified their services and offered some new packages for serving the customers. As a result, the involvement of people with the bank functions has been increased, in recent, vastly than the past. Such enhancement of customers are gradually increasing day by day and competitive attitude among the banks has been created in regard to deposit collection, loan/investment disbursement as well as the various types of bank schemes.

In Bangladesh, 19 new banks (Ministry of Finance, 2001-02) have been established in 1990s, which are a landmark addition in the field of banking sector. Hence, the new banks are trying to create diversified customer services as a modern style. In recent, banking services have been evolved as a customer's concern that depends on the customer satisfaction as well as customer attitude. In this perspective, satisfaction of customers may influences whether the bank will obtain success or fall into failure in the competition. This is why; the customers' positive or negative attitude is closely related with the profit earnings of any banks. In another sense, if the attitude of customers to be expressed in positive nature, they are involved with the certain banks spontaneously and thus, the profit of banks may be increased. Similarly, customers' negative attitude may detach them from the concerned bank and thus the profitability may be decreased.

Finally, the researcher expects that after completion of this study, the findings will be of great use to the management of the banks. It will also help the policy makers, teachers, students and the researchers working in the field.

1.6 Key Terms Used

For understanding the title and assuming the entire conceptions of any thesis at a glance, there have needed to define all the key terms. The brief discussion about conceptual terms is given below:

1.6.1 Commercial Bank

Generally, the word 'Bank' stands for representing the meaning of commercial bank. The Banking Companies Act-1991(Act of 14 of 1991) is silent about the definition of the term 'Commercial Bank'. Encyclopedia Britannica states, "The Commercial Bank, in its

characteristic role makes loans, accepts deposits and provides a means of payment by the transfer of deposits from one account to another.” The above statement simply highlights the general features of bank. Sudharam defines commercial bank as, “The most common type of banks are the commercial bank, which receive deposits from the public and give loans, especially for the short period. They permit the depositors to withdraw or transfer their deposits by means of cheques”. This definition points out that commercial banks deal with short term loans beside the deposit functions. In addition to recognizing the above views, Mongia states that usually commercial banks confine their lending activities to short-term loans and they do not cater to long term loan requirements of industries. In an indirect manner, sometimes they move on to medium term loans by renewing short-term loans again and again. In a very indirect way, and to a limited extent, they make long term investment by purchasing of share of industrial enterprises as portfolio investment.

Criticising the term “commercial banking” Lockett states that the term is something of a misnomer, this expression may have descriptively valid 150 year ago, and the word ‘commercial’ is a throwback to the so-called commercial loan theory of banking that held sway during the nineteenth century. He argued that the term *commercial banking* is no longer a particularly good one for the following reasons:

First, banks are no longer the exclusive suppliers of credit for financing short-term business need, and thus the term does not adequately distinguish banks from certain other financial institution. Second, commercial banks have long since ceased to adhere to the commercial loan theory of banking in the type of assets they acquire. Today bank holds many long term assets, including long term loans to business and government, and the expression commercial banking can therefore be misleading if taken literally. Nevertheless, the weight of tradition is such that the term. Commercial Bank is still widely used to

differentiate banks from other financial institutions, and consequently we continue to use it here.

In the present perspective, the above discussion makes it clear that from the leading point of view there is basically no difference between the commercial bank and financial institution. But still they are identical for their deposit and credit creation activities. Moreover, they provide miscellaneous ancillary services to their customers. Apart from these, 'commercial bank' have all features of a 'bank' may be used interchangeably unless it is otherwise mentioned.

1.6.2 Bank Customer

There is no statutory definition of a customer from the banking point of view. "It has been held that in order to make a person a customer of a bank, within the meaning of section 4 of the checks act, 1957 (which has replaced section 82 of the Bills of Exchange Act, 1882), there must be either a deposit or a current account or some similar relations (Ryder, 1978). On the other hand, "The relation of banker and customer beings as soon as a check or money is paid in and the bank accepts it and is prepared to open an account". A person who may be considered as a bank customer, if the bank accepts his or her money by an account and maintains transactions. In another sense, by the undertaking of risk of money transactions through the certain bank the connection of a bank in short or long period. "Money paid in by a customer to his or her account is really lent to the banker, the bank becoming, and not the trustee for that money, but the debtor of the customer". In short "the relation between banker and customer is that of debtor and creditor" (Ryder, 1978). So it may be said that, bank customer is " a person whose money has been accepted by the bank on the footing that they undertake to honor cheques up to the amount standing to his

credit is a customer of the bank in the sense of the statute, irrespective of whether his connection is of short or long duration”.

1.6.3 Customer Satisfaction

In almost every industry, customers are becoming more demanding, and in most markets customers have options to choose from than ever before. In general, satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance in relation to his or her expectations (Kotler and Keller, 2006). Customer satisfaction is the individual's perception of the performance of the product or service in relation to his or her expectations (Schiffman and Kanuk, 2004). Fornell (1992), upon a study on Swedish customers assert that although customer satisfaction and quality appear to be important for all firms, satisfaction is more important for loyalty in industries such as banks, insurance, mail order, and automobiles. Customer satisfaction is the feeling or attitude of a consumer toward a product/service after it has been used. In the context of services, according to Naser, Jamal, and Al-Khatib (1999) customer satisfaction is often related to factors such as service quality and service features. Researchers have placed emphasis on customer satisfaction in banks, and asserted that banks must focus on understanding the needs, attitudes, satisfactions and behavioral patterns of the market to compete successfully in today's competitive marketplace.

1.6.4 Banking Services

Banking service means various types of banking activities as well as bank functions that is delivered for serving the purposes of general customers. “Service is represented to the client through problem analysis activities, meetings with the client, follow up calls and reporting a series of deeds, processes and performance” (Zeithaml and Bitner, 2000). It also

includes “all economic activities whose output is not physical product, is generally consumed at the time it is produced, and provides added value in various forms that are essentially intangible concern of its first purchaser (Zeithaml and Bitner, 2000). In a wide sense, banking service defined the some short of services or activities of any banks that are managed and operated by the specific banks or bankers under the banking law and principles the delivery services to fulfill the demand or purposes of the specific customers or known customers.

1.6.5 Private Sector Bank

The term ‘private sector bank’ refers to those banks whose ownership belongs to the private sector. It may include new born private banks as well as denationalized bank. It is popularly known as Private Commercial Bank (PCB).

1.6.6 Deposits

Generally, deposits refer to lay or put down something in a specified place. In the banking terminology, it means, ‘a sum of money paid into a bank.’ In other words, bank deposits, are simply bank debts. These are so because at the time of receiving deposits, the banks promise either (i) to make regular interest payments and to repay the original amount deposits or (ii) to honour sight drafts or cheques against the funds on deposit in the case of demand deposits. Deposits are the main source of bank funds and constitute the great bulk of bank liabilities. The volume of bank deposit conveys bank’s capacity to assist the economic activity of the country. Though depositors are not owners of the bank and they normally do not have a voice in the management of banks, however, in some cases giant depositors may have an influence upon a bank management through the threat of moving

their banking business elsewhere. Hence deposit is regarded as an important banking variable.

There are mainly three types of deposits: (1) current deposits which provide the opportunity of depositing money in the account without any restriction the amount or the frequency of withdrawals. These can be either interest bearing or non-interest bearing. Again, banks can realize including charges for serving such accounts. All these depend on management decision. (2) Saving deposits- these deposits encourage thrift by offering facilities for saving at attractive terms and providing liberal withdrawal facilities. (3) Fixed deposits- these deposits are not payable on demand but at a fixed date or after a period of notice. A comparative better rate of interest is paid on fixed deposits.

For analytical purpose, deposits may be simply classified into two groups: (1) demand deposits consisting of current deposits and savings deposits and (2) time deposits consisting of fixed deposits and other term deposits.

1.6.7 Advances

The term 'advance' is considered as the most important asset in a bank's portfolio because of its magnitude and the interest income it brings in. It is also important to the society as a whole because it affects the level of economic activity in two major ways: "(1) Expansions and contractions of bank loans alter the largest part of the nation's money supply, and (2) the type of economic activity that is supported by the extension of bank loans influences what is produced and how much of each product produced, as well as where the product are turned out." Recognizing the above facts Edward W. Reed also expressed his views in the same line. He says that bank lending is very essential to the economy. It makes possible the financing of the agricultural, commercial and industrial

activities of a nation. In addition to this the consumer loans of commercial banks contribute to the consumption activities (such as purchase of houses, automobiles and appliance etc.) of a nation. The money creation power possessed by the commercial banks bear great economic significance in the sense that it facilities the need of a growing and changing economy through not only increasing money supply but also one that is elastic. Advances are the most profitable assets of a bank as well as the most important services to its customers. At the same time it also bears the highest level of risk. Hence the importance of lending risk becomes vital. Thus it is clear the advances occupy a pride of place among all the portfolio items of a commercial bank. The study will consider it as an important banking variable.

According to the Bank Companies Act-1991 (Act of 14 of 1991) advances comprise: (1) loans, cash credits, overdrafts etc. and (2) bills discounted and purchased. There are different terms such as loan, credit, debt, advances etc. used in the literature and statistics. All of these are taken as different names for and different ways of looking at the same thing. This study uses these terms as synonymous unless it is mentioned otherwise.

To obtain a better understanding of the scope and diversity as well as the significance of bank advances, it may be categorized in different ways such as by maturity-short, medium, long; by security-secured, unsecured; by types of borrowers- commercial, industrial, agricultural, real estate, consumer, financial, governmental or foreign; by place or location rural, urban, by size-small medium large etc.

1.7 Limitations of the Study

Every research work may have, in a wide sense, some limitations and the completed study is not exception in this regard. There remains ample scope of variations in the

interpretation of data by different persons if they are not aware of the background of data collection. So, data itself have limitations and could not always serve the exact purpose of the study. However, the researcher is hopeful to overcome those limitations with extensive efforts and effective decision.

Basically the study is concerned with bank customers, yet the psychological aspects are relevant issues that were conducted on the basis of customers' satisfaction. The research faced some obstacles to the point of customers' mental complexity whenever the data were collected. In a true sense, it would be better if the study would cover all the customers of SCBs and PCBs branches. But it was possible incorporate the whole population in the survey. Resources in terms of time and money were considered to be the main constraints for the researcher. In spite of all these, the researcher undertakes this study and hopes to complete it on time. Because of the constraints, mentioned above, it was not possible to cover all the aspects of customer satisfaction and its consequences.

In fact, sampling is a recognized technique of conducting any research in contemporary world, specially, in social science. The result of the study which is drowning by the sampling method is not cent percent rigorous and it can represent average output of a concerned fact. However, it is expected that a little variation would not affect much of the overall findings of the study.

1.8 Chapter Arrangement

The study is presented in five chapters.

The **first chapter** introduces the subject matter, statement of the problem, objectives of the study, hypotheses, justification, key terms used, limitations of the study, and chapter arrangement.

In the **second chapter**, review of previous study is presented. It attempts to differentiate the present study from the past studies.

The **third chapter** provides the methodology of the study. The methodology deals with selection of the study area, selection of sample banks and respondents, profile of the sample banks, sources of data, methods of data collection, validity and reliability of data, research questionnaire, the pilot study, measurement techniques, and processing and analysis of data.

The **fourth chapter** deals with analysis and interpretation of the level of customers' satisfaction. The analyses consist of demographic analysis of respondents, descriptive analysis of data, hypotheses testing, and factor analysis.

In the concluding **chapter five**, a summary of the main findings of the study is presented, a conclusion is given, and at the end few suggestions have been made.

CHAPTER 2

REVIEW OF LITERATURE

Review of literature is a source of knowledge and provides a deep understanding about the topic or the issue closely related to the study to be undertaken. It also finds knowledge gap and justify the proposed research. In view of doing so, the researcher has gone through various relevant books, journals, web sites and research reports for finding research gap and making a new contribution in the existing knowledge as well as relevant understanding about the study. Research problem can be identified only if effective review of previous studies were made. Many researchers have undertaken studies on banking and related topics. Research on banking is a vast area and has a broad scope. Academicians and research scholars have been contributing to the research on banking finance. The banking sector has witnessed a paradigm shift due to the liberalization, privatization, and globalization. However, in this proposed field of study, as far as the researcher's knowledge goes, there is no in depth study is undertaken yet. But some relevant studies were reviewed below to make the research project a bit consistent.

Aggarwal and Mehta (2004) have stated that the Indian banking has entered into the third wave of banking reforms. This stage will be called as an area of regeneration and consolidation. Now, only the Indian banking sectors are focusing their attention on better and best services. This is due to high competition between the private and public sector banking. The survival of the fittest is modern policy of banking sector. At last, the Indian banking too has realized that 'customer is the king'. So, Indian banks must realize that a visit

to a bank by customer must be a pleasant visit, not a painful experience. Customer friendly approach alone can help the Indian banks to retain their customers.

Ahmed (1995) studied and evaluated the banking sector on the view of participation between the bankers and customers in many ways. The title 'Participatory banking' (PB) is new phenomenon that has been emerged when Bangladesh's banking sector has fallen among the lot of lacking of managerial conditions and as a result, has been increased a number of loan defaulters. Participatory banking means a room for all the parties those depositors, bankers and the entrepreneurs to participate in the loss or profit, decision making process and risk management of the enterprises. Another essential element of such banking is investment on interest free mechanism importance of PB has been expressed in the paper and has been shown the relationship between banker and customer such as creditor, saver, user, group, depositor, borrower etc. This is also mentioned that non participatory banking is mainly interest based banks i.e. conventional banks and they have some worst result on their operating areas as well as transactions mechanisms. The researcher tried to show as a participatory bank that is Islamic banks and Western venture capital companies (WVCC). As the techniques of PB, they have been indicated some operations mechanism such as Mudarabah, Mujaraah, Musaqat, Shirkat al-inal, Shirkat al-amlak and so on. In the ending there has been mentioned some issues related to participatory banking and that are interest free transactions, customer behavior, societal services, bankers role as a financial entrepreneur, availability of workers, mass communication, extent of participation and so on. This article presented the PB outlines and to consider the bank customer as an important factor. But customers satisfaction, attitude and behavior does not mentioned here vastly.

Aandeep (1983) in his study, “Profits and Profitability in Commercial Banks”, analyzed various factors which affect the profitability of commercial banks with the help of multiple regression analysis. He has tried to determine the share of each factor which determines the profitability of commercial banks. Trend analysis, ratio analysis, and multiple regression analysis were effectively used to know the profitability of commercial banks.

The paper “Attitude of Male Bankers, Women Bankers and Customers towards Women Employees in Banks” conducted by **Choudhury, Saha abd Moral, (1995)** mainly focused on the attitude of customers and bankers towards the women employees in Bangladesh banking perspectives. Elaborately, if examined the attitudes of male bankers, women bankers and customers (both male and female) towards women bank employees. The authors emphasized customers’ perception regarding quality of services provided by women employees. Under the study 300 respondents were interviewed with the help of a structured questionnaire.

Ashrafuzzaman and Rashid (1986) describe a public relation pattern which has been made by a case study concentrated with 7 commercial banks namely Sonali Bank, Janata Bank, Agrani Bank, Rupali Bank, Bangladesh Khrishi Bank and Pubali Bank particularly. The used term ‘public relation’ reveals multidimensional approach in which one is customers of bank and their relationship pattern with bank functions. The article emphasized, basically, to discuss about the public relation department that is closely related with some media and the bank customer. In fact, the study tried to show the public or customer relation pattern with banks but not mentioned customers’ satisfaction towards the services of commercial banks in Bangladesh.

Bhattacharjee and Saha (1989) in the article named “An Evaluation of Performance of NCBs in Bangladesh” aimed at examine inter-bank dynamics of performance measures over the period from 83-87 by setting 5 indicators viz. general banking business including net profit, social profitability, employees’ branch performances and commercial profitability. The study was solely concentrated into NCBs sector; it did not consider the examination of performance of PCBs. More, they attempted to measure inter-bank could much favorable impact on, both deposit mobilization and profitability, if they had been able in attaining the full level of performances. Further they thought achievement in all levels in bank’s goal could bring further favorable effect. The authors here did not suggest or detect that development of customer satisfaction could bring more radical changes, which the present researcher intends to examine. So here the researcher has a great scope to operate the matter in details.

Chowdhury, Alamgir, and Chowdhury (2008) investigate customer satisfaction as the most important factor behind loyalty in retail banking. Satisfaction plays an important role to establish loyal customer base. This study points out that satisfaction and loyalty relationship is critical for retail banking. Understanding the factors behind loyalty as well as the antecedents of customer satisfaction is an important issue for academic research and for marketing in financial services. The aim of this study was to identify satisfaction as the major factor behind customer loyalty in retail banking. The findings reveal that satisfaction and loyalty are related to each other. Moreover, satisfaction has a positive and direct impact on loyalty in banking. This study was on loyalty and satisfaction in retail banking, but not on the customers’ satisfaction towards the services of commercial banks. This is why the researcher has a vast opportunity to measure customers’ satisfaction towards the service of commercial banks in Bangladesh.

Faith (2000) an expert has identified that the new type of customers is emerging today. They will be called Vigilante Consumes and they demand value for their money and expect the companies that they buy from to be responsible and accountable. Satisfying these customers creates good rapport in business. Hence, the bankers must pay their attention towards them.

Jamey Lynn (2000) in his article has stated that the customers are generally classified into three different categories. They are classified as sight-oriented, sound-oriented, and sense-oriented people. Knowing of their needs may be helpful for the organization to satisfy their wants. Hence, the banks must focus their attention on these categories which may lead to increase in the satisfaction level of services.

Khan, Hassan, and Shahid (2007) analyze the banking behavior of Islamic bank customers in Bangladesh. By collecting data from a sample of 100 customers of Islamic banks, researchers conducted a comprehensive profile analysis, a number of chi-square tests, and t tests and found a number of key findings as to the behavior of Islamic bank customers in Bangladesh. First, most of the customers of Islamic banks fall in the age category of 25-35 years. Islamic bank customers are highly educated and have durable relationships with the banks. Second, high customer awareness and usage exist for various deposit mobilization instruments but there is not high awareness and usage of any individual financing facilities of Islamic banks. Third, income category and education have a significant role in customers' usage of various Islamic bank products/services. Fourth, customers seem to be satisfied with a number of products/services of Islamic banks. Fifth, among the service delivery elements, 'employees' deserve an immediate attention for improving customer

satisfaction. Finally, 'religious principles' is the key bank selection criterion of the Islamic bank customers, while customers' demography plays some role in determining which selection criteria matter more than others do. This research was only on Islamic bank customers' banking behavior but the authors did not discuss customers' satisfaction towards the services of commercial banks. So, here the researcher has wide scope to conduct a research on customers' satisfaction.

Khan (1994) narrates, in this article about social utility banking (SUB) in Bangladesh perspective. Specially, installment consumer credit (ICC) has got preference of the study. The historical background of social utility banking has included here that discussed about the social utility banking in USA and UK. The study evaluates the impact on ICC for refrigerators which is offered by Al-Barakh Bank Bangladesh Ltd. Particularly. Under selected method, the study conducted by sample survey of 50 out of 250 borrowers family in Dhaka city. According to author, the SUB is highly feasible and immensely desirable in the developing countries like Bangladesh. By the ICC, banks have been made the close relationship to the general people and gave the assistance to uplift the life standard of mid class and low mid class people in the society. After reviewing the article and some limitations have been shown. As sample goods only refrigerator has been selected but many other goods sold under ICC by the Al-Barakh Bank Bangladesh Ltd. Since bank's social investment ICC and other consumer credit involves the general people day by day then customer satisfaction has been significant in the competitive banking business. So the proposed study will be enlightened by the paper.

Kaynak and Harcar (2004) conducted a study in semi-urban Pennsylvania, indicates that commercial bank managers can utilize the evaluative criteria used by bank customers in selecting a commercial bank to patronize. The six evaluative constructs extracted from importance measures can be used to explain customers' commercial bank choices. Commercial banks' efforts to attract or retain existing customers should focus on the following issues; behavior of bank employees, bank service charges; extra services offered by the bank; confidence in the bank; positive bank image; and convenience. They also added that managing service quality in a commercial bank is rather challenging because so much depends on how well the bank employees (internal customers) respond to the needs and expectations of the customers. Bank customers, in most cases, evaluate commercial banks on the bank employee dimension when they place a heavy emphasis on positive staff attitude, knowledgeable staff, friendliness of bank personnel, employee professionalism, courtesy of personnel, and timely employee responses to correspondence.

Haider (2000) has been conducted a study on specific view of customer satisfaction at Standard Chartered Grindlays Bank Ltd. The survey has been directed for 8 days by a structured questionnaire and used Likert scale as a foreign bank; SCGB follows the international banking standard and try to deliver best customer services. But under the study it has shown the lack of high degree customer satisfaction. So, the proposed research has the high degree of justification to conduct it.

Meta and Almossawi (1998) measured customer satisfaction with various products/services of Islamic banks, and with four basic elements of the service delivery system of Islamic bank: employees, physical facilities of the bank, location, and evening (late) banking hours. These criteria (i.e., satisfaction with products/services and satisfaction

with basic service delivery elements) tend to cover a broad array of factors to be considered for customer satisfaction in a service industry like Islamic banking.

The study titled “Choice of Banks, Customers Service and Credit policy” was conducted by **Ghosh, Das and Ahmed, (1981)**. In his study, the researchers interviewed 182 respondents including borrowers, depositors and bank executive from 25 branches of 6 NCBs located in Dhaka city. They found that choice of banks depended mainly on four factors; (i) quality of bank banks management, (ii) location of the branch, (iii) reputation of the bank, and (iv) personal relationship with bank employees. According to their opinion, borrowers, depositors and bank executives agreed that the customer services of banks fall after nationalization. The major reason for falling the quality of service were lack of incentives dearth of skilled managers, lack of competition, employees` frustration, vacuum in the top management, security of job, lack of co-ordination and too much dependence on central decision making processes, etc. to solve the above problems, they put forward some suggestions to improve the banking business. In fact, the term `choice` is obviously concerned with psychology and it is used instead of `attitude`. Although the study covered the bank customers` attitudinal and behavioral aspects, some limitation were found. Those were: only Dhaka base study, exclusion of the Islamic banks, no behavioral comparison between the conventional and Islamic bank, absence of psychological aspect like `attitude` and so on.

Parthasarathi B. R (2005) has suggested that banks must organize customers in their branches to know the grievances or wants of them. He has also suggested that the staff meeting should also be conducted and training has to be provided to them. This may

enhance the ability of bank employees and lead to better customer relationship. Enquiry counters should be installed for smooth functioning of banking services. Customer friendly approach alone can give better results to banking industry.

Vepa (2002) has instructed that the Indian Banking sector must enhance the quality of customer services and this may be attained through the computerization of banking industries. He has also stated that every common man who comes to the bank must be properly attended by the banking officials otherwise he will never come to the bank for availing the services. Hence, the attitudinal changes are needed among the banking employees for its better positive growth.

A countrywide survey on “Customer` Appraisal of Banking Services”, sponsored by National Commission, Banking and Credit was conducted by **Abedin, (1985)** and in collaboration with other. A total number of 2328 borrowers and depositors from 235 branches (5% of total branches) of all public and private banks were selected on the basis of stratified sampling from all the 64 districts of Bangladesh. The respondents were interviewed through a structured questionnaire by the help of trained graduate investigators. The findings of the survey were very significant. It was observed that the major reason for choosing a branch of a bank were; good behavior of banks staff, goodwill of a bank, location of branch near workplace, providing quick services, size of the bank, to earn interest on deposits, to get loan, for having relation with bank employees in order of rank. The customers prefer any bank for prompt counter services. Majority of the customers from public banks and minority from the customers of private banks reported inadequacies of physical facilities including lack of furniture, insufficient space, and non-availability of

bathroom facility, electric fans and office equipments. It noted that the inadequacies were found more severe in rural areas than urban areas.

In respect of evaluating the bank credit program, the borrowers reported that on the average more than two-thirds of the credit demand was met by bank. But the bank claimed security of the worth of almost double the amount of credit and it put strains on the borrowers. Moreover, centralized loan-sanctioning procedure also created inconvenience for the borrowers. Major reasons for non-payment loans were failure of projects and diversion of loans. Suggestions were put forward to introduce computerized bank services in busy branch, increase salary and incentive of bank employees, provide the bank employees with proper training, equip each branch with skilled manpower and standard equipments, increase the loan sanctioning power of branch managers, take programs for educating customers and to take strict action against corruption in banks. While the study was conducted, the private banks just began to operate and transfer of two private banks from the public sector was just completed. But in 2004, banking services have diversified in serving the customers need and encountering global competition as well as challenges. The study did not use the psychological terms 'perception' and 'attitude'. Although the study based on banking services and the evaluations have been done on the basis of customers' opinion, it was not the comparative study between the Conventional and Islamic banking.

Mathur and Mathur (1991) conducted a study titled "Customer Service: A Case Study" on the basis of attitude of 156 respondents of nationalized banks at Jaipur district of Rajasthan in India. The main focus on the study was to obtain scientifically valid information of the quality of customer service. The study covered some specific services such as: Issue of

demand draft, bank charge, remittance charge, collection of outstation checks, safe custody and safe deposit lockers, current deposit accounts, issue of traveler checks, misbehavior of bankers payment procedures, credit disbursement, loan documentation, and so on. The major findings of the study were very interestingly remarkable. In case of several charges like issue of demand draft, remittance charge, safe custody etc, above 40 percent customers opined that the charges were unreasonably high. As many 10 percent of the customers were constrained to lodge a complaint with the bank authorities. These complaints were invariably in respects of delay and only at times in of respect of misbehavior and errors. Only about 10 percent customers commented that branch managers attempts to solve the complaints promptly whereas 55 percent opined that complaints were considered sympathetically but the problems were not resolved. On the other hand, 30 percent customers gathered very unhappy experience and did not get any solution of their complaints at all. Besides, 25 percent customers expressed high irritancies in regard to delay payment of money over the counter. In case of sanctioning of loan, 5 percent respondents commented that intermediary influences were introduced to get loan. In this regard, 20 percent borrowers think that some information was wanted by the bankers unnecessary. However, the study also drew some crucial suggestions on the basis of opinion of the customers regarding bank marketing, banking philosophy, systems and procedures of banking transaction, attitude development of the bankers and customers` education particularly.

Hossain (2001) organize another report titled “Application of Queuing Model in Customer Services in Bank”, which was prepared on the basis of some specific algebraic formula. The study has showed the mathematical analysis of queuing system of federation branch of IFIC bank in Dhaka city. In the competitive view, modern banks are trying to give

stresses on better rendering of service. Here, the queuing system has got the priority for smooth servicing in general banking counter. Though the customers' attitude is not included in this research, customer related queuing system has got importance. In fact, queue condition and its arrangement of the bank counter may create customers positive or negative attitude to the service.

The article "Customer Service of Commercial Bank: Islamic Prescriptions for Improvement" conducted by **Khan, (1991)** exhibited some customer services of commercial banks and expressed Islamic solution for improving the services. The study mainly focused on the level of customers' satisfaction and the causes of dissatisfaction. Besides, some issues such as fundamental Islamic ethics, Islamic value orientations and developed administrative approaches were pointed out under the Islamic prescription. In fact, the writer also emphasized the importance of bank customer relation and tried to measure the level of customer satisfaction. However, the study contained articulates the issues of customers' satisfaction, but it was not comparative in nature between conventional and Islamic bank.

The report titled "Banking Services and The Consumer" was prepared by **The National Consumer Council, (1983)** in London. It was concerned banking service and related issues of the selected banks as well as financial institutions in London, Scotland and Ireland. Basically, the work was a bank customers survey, which revealed the multiple attitudes of the bank customers towards the services of elected banks and bank related matters. In fact, the report has been helpful for conducting the on going study. However, the work represented the various attitudes of the customers drawn on the basis of 2028 account holders of selected banks.

The comparative study titled “Evaluation of Investment Policy-A Comparative Study of Islamic and Conventional Bank in Bangladesh” was conducted by **Muqtadir and Huq, (1992)**. They emphasized evaluation the investment policy between Islamic Bank Bangladesh Limited and Uttara Bank Limited. Broadly, the authors have analyzed the findings by considering bank top authority, formative activity, investment position and so on. The concluding remark of this paper claims that Islamic banking is superior in comparison to conventional banking regarding investment mechanism. In true sense, the article was not prepared on the basis of customer attitude regarding evaluation of investment policy though it was a comparative study between CB and IB.

CHAPTER 3

METHODOLOGY OF THE STUDY

Methodology means the way of doing a research systematically. A method involves a process or technique in which various stages or steps of collecting data information are explained and the analytical techniques are defined (Abedin, 2005). Methodology is also defined as “a set of methods used in a area of particular activity” (Hornby, 1998). The word “Method” comes from the Greek word ‘meta’ and ‘hoods’ meaning a way (Geddie, 1965). So, methodology can be understood as the systematic and logical study of the principles guiding scientific investigations (Gould and W Kolb, 1964). Thus Methodology implies to the methods used in a particular study. We should also consider the logics behind the use of the methods in the context of a particular study and explain why we are using a particular method or technique.

3.1 Selection of the Study Area

On considering the possibility of investigation, time constrains and limitations of financial assistance two cities: Dhaka and Khulna has taken purposively as the study area.

3.2 Selection of Sample Banks and Respondents

The study is conducted between two types of banks such as, State-owned Commercial Banks (SCBs) and Private Commercial Banks (PCBs) for analyzing and measuring the satisfaction of their customers’ with the rendering services.

In Bangladesh, 28 private commercial banks and 04 State-owned Commercial Banks are operating their functions as the conventional bank (www.bdgateway.org/bfi_private_commercial_bank.php#top). In this regard the study areas were Dhaka and Khulna city and 06 renowned commercial banks (two are state owned and four are private) have taken as sample banks. The total sample branches were 20 from Dhaka and Khulna city. The total respondents were 384 in where 204 respondents were the depositors and 180 were borrowers. As the respondents, the required numbers of customers were taken from the selected branches through convenience sampling method. The below table 3.1 shows, sample branches and total respondents of the study.

Table 3.1
Sample Branches and Total Respondents of the Study

Name of the Bank	Dhaka Branches		Khulna Branches		Total No. of SB	No. of Respondents	
						Deposit ors	Borrowers
Agrani Bank Ltd.	Uttara Branch	Banani Branch	KDA Newmarket Br.	Jessore Road Br.	04	42	34
Sonali Bank Ltd.	Uttara Branch	Banani Branch	KDA Newmarket Br.	Khulna Corp. Br.	04	42	34
BRAC Bank Ltd.	Uttara Branch	Banani Branch	Khulna Branch	-	03	30	28
Prime Bank Ltd.	Uttara Branch	Banani Branch	Khulna Branch	-	03	30	28
Mercantile Bank Ltd.	Uttara Branch	Banani Branch	Khulna Branch	-	03	30	28
National Bank Ltd.	Uttara Branch	Banani Branch	Khulna Branch	-	03	30	28
Total	06	06	06	02	20	204	180

3.3 Profile of the Sample Banks

The profile of the sample banks has presented below:

Sonali Bank Limited

Soon after independence of the country Sonali Bank emerged as the largest and leading Nationalized Commercial Bank by proclamation of the Banks' Nationalization Order 1972 (Presidential Order-26) liquidating the then National Bank of Pakistan, Premier Bank and Bank of Bhawalpur. As a fully state owned institution, the bank had been discharging its nation-building responsibilities by undertaking government entrusted different socio-economic schemes as well as money market activities of its own, covering all spheres of the economy.

The bank has been converted to a Public Limited Company with 100% ownership of the government and started functioning as Sonali Bank Limited from November 15 2007 taking over all assets, liabilities and business of Sonali Bank. After corporatization, the management of the bank has been given required autonomy to make the bank competitive and to run its business effectively.

Sonali Bank Limited is governed by a Board of Directors consisting of 13(thirteen) members. The Bank is headed by the Chief Executive Officer and Managing Director, who is a well-known Banker and a reputed professional. The corporate head quarter of the bank is located at Motijheel, Dhaka, Bangladesh, the main commercial center of the capital.

Agrani Bank Limited

Agrani Bank Limited, a leading commercial bank with 876 outlets strategically located in almost all the commercial areas throughout Bangladesh, overseas Exchange Houses and hundreds of overseas Correspondents, came into being as a Public Limited Company on May 17, 2007 with a view to take over the business, assets, liabilities, rights and obligations of the Agrani Bank which emerged as a nationalized commercial bank in 1972 immediately after the emergence of Bangladesh as an independent state. Agrani Bank Limited started functioning as a going concern basis through a Vendors Agreement signed between the Ministry of Finance, Government of the People's Republic of Bangladesh on behalf of the former Agrani Bank and the Board of Directors of Agrani Bank Limited on November 15, 2007 with retrospective effect from 01 July, 2007. Agrani Bank, which initially emerged as a Nationalised Commercial Bank (NCB) in 1972, following The Bangladesh Banks (Nationalisation) Order, 1972 (President's Order No. 26 of 1972), has now become a State Owned Commercial Bank (SCB) through a vendor's agreement dated 15 November 2007.

Agrani Bank Limited is governed by a Board of Directors consisting of 13 (thirteen) members headed by a Chairman. The Bank is headed by the Managing Director and Chief Executive Officer; Managing Director is assisted by Deputy Managing Directors and General Managers. The bank has 11 Circle offices, 25 Divisions in head office, 54 zonal offices and 876 branches including 27 corporate and 40 AD (authorized dealer) branches.

BRAC Bank Limited

BRAC Bank Limited is a scheduled commercial bank established under the Bank Companies Act, 1991 and incorporated as a public company limited by shares on 20 May, 1999 under the Companies Act, 1994 in Bangladesh. The primary objective of the Bank is to carry on all kinds of banking businesses. The Bank has started its operations from 04 July, 2001. At present the Bank has 149 branches, 68 SME service centers, 137 zonal offices and 421 unit offices of SME (BBL Quarterly Financial Statement, 2011). A fully operational commercial bank, BRAC Bank focuses on pursuing unexplored market niches in the Small and Medium Enterprises Business, which hitherto has remained largely untapped within the company. Significant percentage of BRAC Bank's clients had no prior experience with formal banking. The Bank has 68 SME service centers and 421 regional marketing unit offices offering services in the heart of rural and urban communities and employs about 1734 business loan officers (BBL Quarterly Financial Statement, 2011).

BRAC, a national, private organization, started as an almost entirely donor funded, small-scale relief and rehabilitation project initiated by Fazle Hasan Abed to help the country overcome the devastation and trauma of the Liberation War. Today, BRAC has emerged as an independent, virtually self-financed paradigm in sustainable human development. It is one of the largest Southern development organizations employing 97,192 people, with 61% women, and working with the twin objectives of poverty alleviation and empowerment of the poor.

BRAC Bank Limited, with institutional shareholdings by BRAC, International Finance Corporation (IFC) and Shore cap International, has been the fastest growing Bank from 2004 to 2007. The authorized capital of BBL is Tk. 1000 million and paid up capital of the same bank is Tk. 500 million. In the last six years of operation, the Bank has disbursed over BDT

7500 crore in loans to nearly 200,000 small and medium entrepreneurs. The management of the Bank believes that this sector of the economy can contribute the most to the rapid generation of employment in Bangladesh. Since inception in July 2001, the Bank's footprint has grown to 56 branches, 30 SME Service Centers, 527 SME unit offices and 157 ATM sites across the country, and the customer base has expanded to 465,000 deposit and 187,000 advance accounts till December 2008. In the years ahead BRAC Bank expects to introduce many more services and products as well as add a wider network of SME unit offices, Retail Branches and ATMs across the country.

Prime Bank Limited

In the backdrop of economic liberalization and financial sector reforms, a group of highly successful local entrepreneurs conceived an idea of floating a commercial bank with different outlook. Accordingly, Prime Bank was created and commencement of business started on 17th April 1995. The sponsors are reputed personalities in the field of trade and commerce and their stake ranges from shipping to textile and finance to energy etc.

As a fully licensed commercial bank, Prime Bank is managed by a highly professional and dedicated team with long experience in banking. They constantly focus on understanding and anticipating customer needs. As the banking scenario undergoes changes so is the bank and it repositions itself in the changing market condition.

Prime Bank has already made significant progress within a very short period of its existence. The bank has been graded as a top class bank in the country through internationally

accepted CAMELS rating. The bank has already occupied an enviable position among its competitors after achieving success in all areas of business operation.

Prime Bank offers all kinds of Commercial Corporate and Personal Banking services covering all segments of society within the framework of Banking Company Act and rules and regulations laid down by our central bank. Diversification of products and services include Corporate Banking, Retail Banking and Consumer Banking right from industry to agriculture, and real state to software.

Prime Bank, since its beginning has attached more importance in technology integration. In order to retain competitive edge, investment in technology is always a top agenda and under constant focus. Keeping the network within a reasonable limit, its strategy is to serve the customers through capacity building across multi-delivery channels. The bank's past performance gives an indication of its strength. The bank is in a better placed and poised to take its customers through fast changing times and enable them compete more effectively in the market they operate.

National Bank Limited

National Bank Limited has its prosperous past, glorious present, prospective future and under processing projects and activities, established as the first private sector bank fully owned by Bangladeshi entrepreneurs, NBL has been flourishing as the largest private sector bank with the passage of time after facing many stress and strain. The members of the board of directors are creative businessmen and leading industrialists of the country. To keep pace with time and in harmony with national and international economic activities and for rendering all modern services, NBL, as a financial institution, automated all its branches with computer networks in accordance with the competitive commercial demand of time.

Moreover, considering its forth-coming future, the infrastructure of the Bank has been rearranging. The expectation of all class businessmen, entrepreneurs and general public is much more to NBL. At present the bank has 145 branches under its branch network. In addition, the banks effective and diversified approach to seize the market opportunities is going on as continuous process to accommodate new customers by developing and expanding rural, SME financing and offshore banking facilities. The bank has opened 10 branches and 5 SME Agri branches during 2010.

The emergence of National Bank Limited in the private sector was an important event in the Banking arena of Bangladesh. When the nation was in the grip of severe recession, the government took the farsighted decision to allow the private sector to revive the economy of the country. Several dynamic entrepreneurs came forward for establishing a bank with a motto to revitalize the economy of the country.

National Bank Limited was born as the first hundred percent Bangladeshi owned Bank in the private sector. From the very inception, it was the firm determination of National Bank Limited to play a vital role in the national economy. The bank is determined to bring back the long forgotten taste of banking services and flavors. It wants to serve each one promptly and with a sense of dedication and dignity. The then President of the People's Republic of Bangladesh Justice Ahsanuddin Chowdhury inaugurated the bank formally on March 28, 1983 but the first branch at 48, Dilkusha Commercial Area, Dhaka started commercial operation on March 23, 1983. The 2nd Branch was opened on 11th May 1983 at Khatungonj, Chittagong.

At present, NBL has been carrying on business through its 130 branches and 15 SME / Agri Branches (total 145 service locations) spread all over the country. Since the very beginning, the bank has exerted much emphasis on overseas operations and handled a

sizable quantum of home bound foreign remittance. It has drawing arrangements with 415 correspondents in 75 countries of the world, as well as with 37 overseas Exchange Companies located in 13 countries. NBL was the first domestic bank to establish agency arrangements with the world famous Western Union in order to facilitate quick and safe remittance of the valuable foreign exchanges earned by the expatriate Bangladeshi nationals. This has meant that the expatriates can remit their hard-earned money to the country with much ease, confidence, safety and speed.

NBL was also the first among domestic banks to introduce international Master Card in Bangladesh. In the meantime, NBL has also introduced the Visa Card and Power Card. The Bank has in its use the latest information technology services of SWIFT and REUTERS. NBL has been continuing its small credit program for disbursement of collateral free agricultural loans among the poor farmers of Barindra area in Rajshahi district for improving their livelihood. NBL focused on all key areas covering capital adequacy, maintaining good asset quality, sound management, satisfactory earning and liquidity. As a consequence, it was possible to a record growth of 175.51 percent with Tk. 8,809.40 million pre tax profits in the year under review over the preceding year. The net profit after tax and provision stood at Tk. 6,860.34 million which was Tk. 2,070.47 million in the previous year registering a 231.34 percent rise. The total deposits increased to Tk. 102,471.83 million being 33.37 percent increase over the preceding year. Loans and advances stood at Tk.92,003.56 million in the year under report which was Tk. 65,129.289 million representing 41.26 percent rise over the preceding year. Foreign trade stood at Tk. 144,255.00 million in 2010 compared to Tk. 115,939.00 million, increased by 24.42 percent compared to that of the previous year. During 2010, the bank handled inward remittance of Tk. 49,145.30 million, 10.73 percent higher than that of the previous year. Return on Equity (ROE) registered a 77.84 percent rise over the preceding year. National Bank, has now acquired strength and expertise to support

the banking needs of the foreign investors. NBL stepped into a new arena of business and opened its Off Shore Banking Unit at Mohakhali to serve the wage earners and the foreign investors better than before.

Since its inception, the bank was aware of complying with Corporate Social Responsibility. In this direction, it has remained associated with the development of education, healthcare and has sponsored sporting and cultural activities. During times of natural disasters like floods, cyclones, landslides, we have extended our hand to mitigate the sufferings of victims. It established the National Bank Foundation in 1989 to remain involved with social welfare activities. The foundation runs the NBL Public School and College at Moghbazar where present enrolment is 1140. Besides awarding scholarship to the meritorious children of the employees, the bank has also extended financial support for their education. It also provided financial assistance to the Asiatic Society of Bangladesh at the time of their publication of Banglapedia and observance of 400 years of Dhaka City.

The Transparency and accountability of a financial institution are reflected in its Annual Report containing its Balance Sheet and Profit and Loss Account. In recognition of this, NBL was awarded Crest in 1999 and 2000, and Certificate of Appreciation in 2001 by the Institute of Chartered Accountants of Bangladesh. The bank has a strong team of highly qualified and experienced professionals, together with an efficient Board of Directors who play a vital role in formulating and implementing policies.

Mercantile Bank Limited

Mercantile Bank Limited emerged as a new commercial bank to provide efficient banking services and to contribute socio-economic development of the country. The Bank

commenced its operation on June 2, 1999. The Bank provides a broad range of financial services to its customers and corporate clients. The Board of Directors consists of eminent personalities from the realm of commerce and industries of the country.

3.4 Sources of Data

The study was conducted on the basis of both primary and secondary data. Primary data which were collected from selected respondents through the structured questionnaires. Secondary data are the published official statistics, report document, laws, ordinance, books, articles, periodicals of different domestic and international agencies etc. Annual reports of concern banks, different reports, and statistics of Bangladesh Bank, ministry of finance and websites of related local and international institutions were used as sources of data. All the data were incorporated in the analysis according to their suitability and needs with due care and acknowledgements.

3.5 Test of Validity and Reliability of the Data

After collection of the data validity and reliability were tested before working with the data that is discussed below:

Validity

Guba and Lincoln (1998) state that the problem of how to assess qualitative research has not yet been satisfactorily resolved. Qualitative research has no single stance and consensus on addressing traditional topics such as validity, reliability and

generalizability, and consequently, these authors distance themselves from it. This conventional benchmark of rigor and stability are not applicable as stability cannot be assessed for inquiry into a phenomenon if the phenomenon itself can change, and objectivity cannot be achieved because there is nothing from which one can be distant.

Leedy and Ormrod (2005) point out the following types of validity.

- **Face Validity:** This type of validity relies upon the subject judgment of the researcher. It asks to questions, which the researcher must finally answer in accordance with his or her best judgment: Firstly, is the instrument measuring what it is supposed to measure? Secondly, is the sample being measured adequate to be representative of the behavior or trait being measured? (Leedy and Ormrod, 2005).
- **Criterion Validity:** Criterion Validity usually employs two measures of validity; the second, as a criterion, checks against the accuracy of the first measure. The essential component in criterion validity is a reliable and valid criterion – a standard against which to measure the result of the instrument that is doing the measuring. The data of the measuring instrument should correlate highly with equivalent data of the criterion (Leedy and Ormrod, 2005).
- **Content Validity:** This type of validity is sometimes equated with face validity. Content validity is the accuracy with which an instrument measures the factors or situation under study, i.e. the 'content' being studied (Leedy and Ormrod, 2005).
- **Construct Validity:** A construct is any concept, such as honesty, that cannot be directly observed or isolated. Construct validation is interested in the degree to which the construct itself is actually measured (Leedy and Ormrod, 2005).
- **Internal Validity:** Internal validity is the freedom from bias in forming conclusion in view of data. It seeks to ascertain that the changes in the dependent variable are the

result of the influence of the independent variable rather than the manner in which the research was designed (Leedy and Ormrod, 2005).

- **External Validity:** this type of validity is concerned with the generalizability of the conclusions reached through observation of a sample to the universe. Or, more simple stated: Can the conclusions draw from a sample be generalized to other cases? (Leedy and Ormrod, 2005).

Reliability

Reliability refers to whether the same answer is obtained by using an instrument to measure something more than once (Bernard, 2000). According to Cooper and Schindler (2006), reliability is concerned with estimates of the degree to which a measurement is free of random or unstable error. They further note that reliability instruments are robust and work well at different times under different conditions. This distinction of time and condition is the basis for frequently used perspectives on reliability such as stability, equivalence, and internal consistency.

Neuman (2000) is of the opinion that reliability is necessary for validity and is easier to achieve than validity, although reliability is necessary in order to have a valid measure of a concept.

When finally drawing conclusions from the data, the researcher attempts to find consistency in themes and patterns to compare generalizations with the relevant body of constructs and theories for verification (Gray, 2004)

After conducting the first few interviews the researcher noticed that the same information was confirmed from the respondents. It was possible to from headings under which data

relevant to the heading could be listed. Observations recorded at various instances confirmed relevance of data.

3.6 Research Questionnaire

Using a questionnaire as a survey tool has been chosen as a means of primary quantitative data collection. It is accepted that the use of a questionnaire as a method for gathering data is suitable for market research especially for the financial industry, which most concerns perception, and beliefs.

1. Questionnaires are suitable for estimating what people are thinking about particular issues such as commercial banks services in Bangladesh and measuring their responses towards the level of satisfaction in the financial industry.
2. The questionnaires were distributed by hand to the respondents of the sample banks in Dhaka and Khulna city. To avoid bias, questionnaires were distributed at supermarkets, in front of the sample banks, shops, restaurants, cafes, buses, parks etc. All respondents were asked to rate each of the items of the questions according to importance on a 5-point Likert scale and others. Questionnaires were analyzed by using the statistical computer package SPSS version 16.0. Exploratory factor analysis (Principle Component) was used with Varimax rotation and Kaiser Normalization.

3.7 The Pilot Study (Pre-test of Questionnaire)

A pilot test is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample. It should, therefore, draw subjects

from the target population and simulate the procedures and protocols that have been designated for data collection (Cooper and Schindler, 2003).

Piloting and pre-testing questions is always desirable, but not solely to do with trying to ensure that the survey questions operate well; piloting also has a role of ensuring that the research instrument as a whole functions well (Bryman and Bell, 2003). Bryman and Bell also state that pilot studies may be crucial in relation to research based on self-completion questionnaires.

This research pilot study was conducted with the co-operation of fifty randomly selected customers. Thirty of the respondents were from PCBs customers and twenty of them were SCBs account holders. The respondents' demographic descriptions were as follows: PCBs account holders were found to be between 30–40 years of age, ten were female and twenty were male, twenty five married and five single. In term of education, PCBs account holders were in the secondary school and above or above degree categories. SCBs account holders were in the age group 30-51, fifteen male and five female, seventeen married and three single, and three qualifications were university degree and above.

The pilot study was used to test the questionnaire items in terms of clarity, layout, length and time, before distribution. All respondents answered the research questionnaires in the presence of the researcher, and whenever they asked for further understanding, the researcher clarified it.

As a result of the pilot test, the questionnaire phrases were simplified and some questionnaire items were clarified more. Furthermore, the Likert scale measurement names needed to be simplified.

3.8 Measurement Techniques

Indeed, satisfaction measurement is a difficult job and it is also difficult to conduct any psychological study. In the proposed study bank's customer satisfaction measured by the specific techniques. "In social science studies, while measuring attitudes of the people, it generally follows the techniques of preparing the attitude scale in such a way that the score of the individual responses assign him a place on a scale" (Cothari, 1990).

The present study, basically, were conducted on the basis of Summated scale that is Likert scale. Such type of scale consists of a number of statements, which express either a favorable or unfavorable attitude towards the given object to which the respondent is asked to react. "In a Likert scale, the respondent is asked to respond to each of the statements in terms of several degrees, usually five degrees of agreement or disagreement and those are: highly satisfied, satisfied, neutral, dissatisfied and highly dissatisfied. The scale illustrate as follows:

5	4	3	2	1
Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly dissatisfied

3.9 Processing and Analysis of Data

Collected data were processed and analyzed by way of using quantitative techniques. Basically, demographic, descriptive and empirical analyses were conducted. For assuming the characteristics of data, demographic analysis, descriptive analysis and interpretations were drawn on the basis of percentage frequency, calculated mean, standard deviation (SD). In addition, empirical analyses were depicted by coefficient of variation (CV). To show the degree of significance of variables hypotheses were tested through one tail Z-test and factor analysis was done. The MS Excel and SPSS software version 16.0 were used for authentic analysis for all the cases.

CHAPTER 4

ANALYSIS AND INTERPRETATION OF CUSTOMERS’ SATISFACTION

The customers of the banks are from various socio-economic backgrounds and they perceive the banks services from various angles. The banks are trying to provide better customer satisfaction facilities and value added services. The existence of various services of the sample banks and the level of satisfaction of customers are analyzed in this chapter. This chapter is divided into three sections. First section describes the demographic profiles of the respondents. The second section, analyze the descriptive statistics of the collected primary data through questionnaire survey and third section deals with the comparative analysis between the private commercial banks and the state-owned commercial banks.

4.1 Demographic Analysis of Respondents

The demographic variables are chosen and related to analyze the customers’ satisfaction in the study area and the researcher attempts to associate these key variables so as it fulfill the objectives of the study.

4.1.1 Gender of Sample Respondents

Gender is an important factor to perceive various services provided by the banks. The Gender of sample respondents is shown in Table 4.1.1 for analysis.

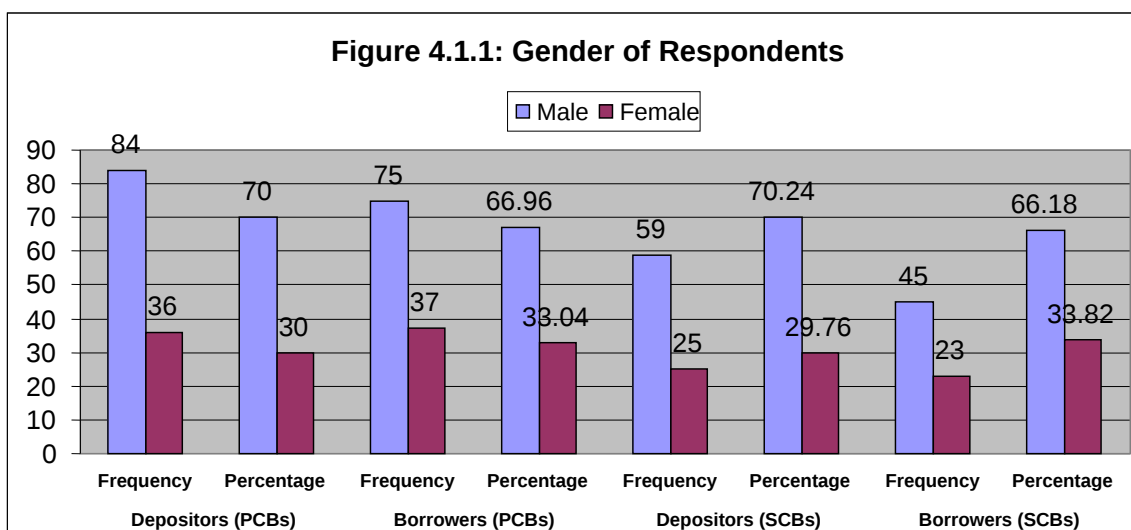
Table 4.1.1
Gender of Respondents

Variables	PCBs				SCBs			
	Depositors		Borrowers		Depositors		Borrowers	
	f	%	f	%	f	%	f	%
Male	84	70	75	66.96	59	70.24	45	66.18
Female	36	30	37	33.04	25	29.76	23	33.82
Total	120	100	112	100	84	100	68	100

Source: Primary data

From the above Table 4.1.1, it is seen that out of 120 depositors of private commercial banks, 70% depositors are male and 30% depositors are female. Out of 112 respondents of private commercial banks, 67% borrowers are male, whereas 33% borrowers are female.

On the other hand, out of 84 depositors of State-owned commercial banks, 70% respondents are male and 30% respondents are female. Out of 68 borrowers of State-owned commercial banks, 34% borrowers are female whereas 66% respondents are male. These distribution of male and female customers of both categories of banks are shown in the below Figure 4.1.1.



4.1.2 Age of Sample Respondents

Age is one of the factors to perceive the realities existing in the environment. The customers are of different age groups and they are categorized as 20 years to more than 50 years. The details are as follows:

Table 4.1.2

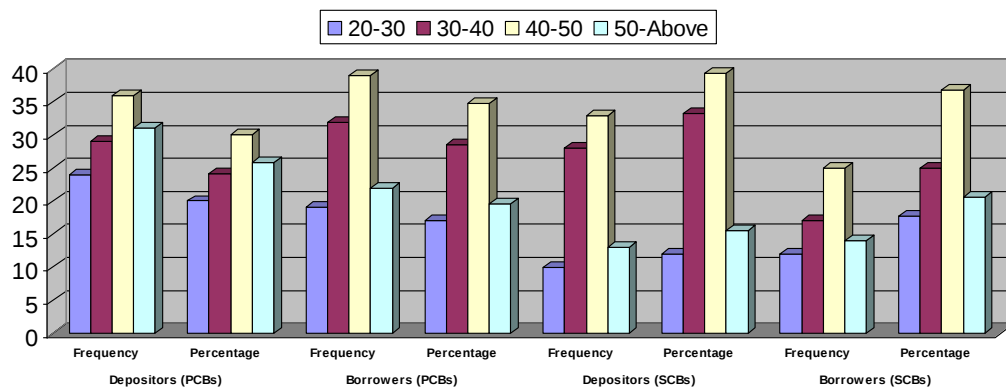
Age of Respondents

Variables (Age in years)	PCBs				SCBs			
	Depositors		Borrowers		Depositors		Borrowers	
	f	%	f	%	f	%	f	%
20-30	24	20	19	16.96	10	11.90	12	17.65
30-40	29	24.17	32	28.57	28	33.33	17	25
40-50	36	30	39	34.82	33	39.29	25	36.76
50-Above	31	25.83	22	19.64	13	15.48	14	20.59
Total	120	100	112	100	84	100	68	100

Source: Primary data

Table 4.1.2 shows the age wise classification of sample respondents. Analysis reveals that among the sample respondents, in the PCBs out of 120 depositors, 20 percent are between 20-30 years of age; 24% are between 30-40 years; 30% are between 40 to 50 years and the rest 26 percent are from 50 years to above of age. On the other hand, out of 112 borrowers of PCBs, 17 percent are between 20-30 years of age; 29% are between 30-40 years; 35% are between 40 to 50 years and the rest 20 percent are from 50 years to above of age. In SCBs out of 84 depositors, 12 percent are between 20-30 years of age; 33% are between 30-40 years; 39% are between 40 to 50 years and the rest 15 percent are from 50 years to above of age. On the other hand, out of 68 borrowers of SCBs, 18 percent are between 20-30 years of age; 25% are between 30-40 years; 37% are between 40 to 50 years and 21 percent are from 50 years to above of age.

Figure 4.1.2: Age of Respondents



4.1.3 Marital Status of Sample Respondents

In order to understand the marital status of the sample respondents, an attempt was made and the data are presented in Table 4.1.3.

Table 4.1.3
Marital Status of Respondents

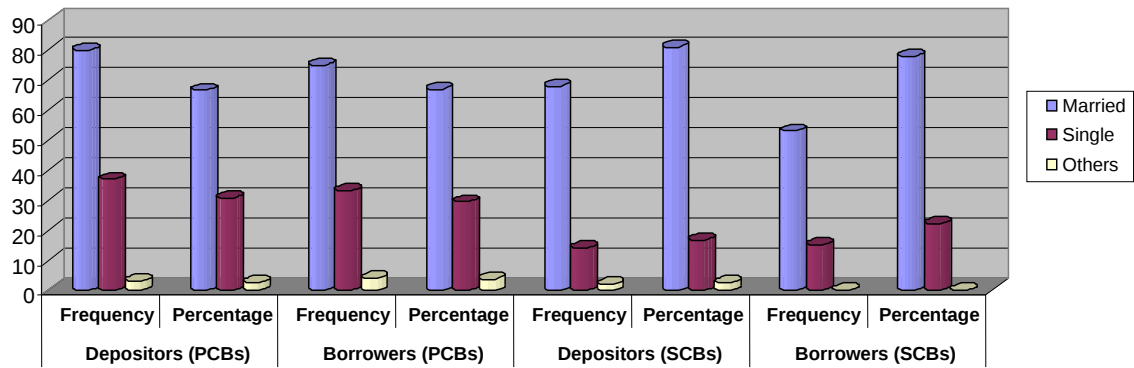
Variables	PCBs				SCBs			
	Depositors		Borrowers		Depositors		Borrowers	
	f	%	f	%	f	%	f	%
Married	80	66.67	75	66.96	68	80.95	53	77.94
Single	37	30.83	33	29.46	14	16.67	15	22.06
Others	3	2.5	4	3.57	2	2.38	0	0
Total	120	100	112	100	84	100	68	100

Source: Primary data

Table 4.1.3, shows that out of 120 depositors of private commercial banks, the highest 67% depositors are married, 31% respondents are single and the rest 3% depositors are in others category. It is seen that out of 112 borrowers of private commercial banks, the highest 67% borrowers are married, 29% respondents are single and the rest 4% borrowers prevail in others marital status category.

On the other hand, out of 84 respondents of State-owned commercial banks, 81% depositors are married and 17% depositors are single and the rest 3% depositors are in other category. It is seen that out of 68 borrowers of State-owned commercial banks, 78 % respondents are married and the rest 22% borrowers are single.

Figure 4.1.3: Marital Status of Respondents



4.1.4 Education of Sample Respondents

In order to know the impact of the educational qualification of the sample respondents on planning and decision making in choosing the category of bank for receiving different services. Classification was made fewer than four groups namely, Primary, High School, College, and University level. The sample respondents who come under these four categories are presented in Table 4.1.4.

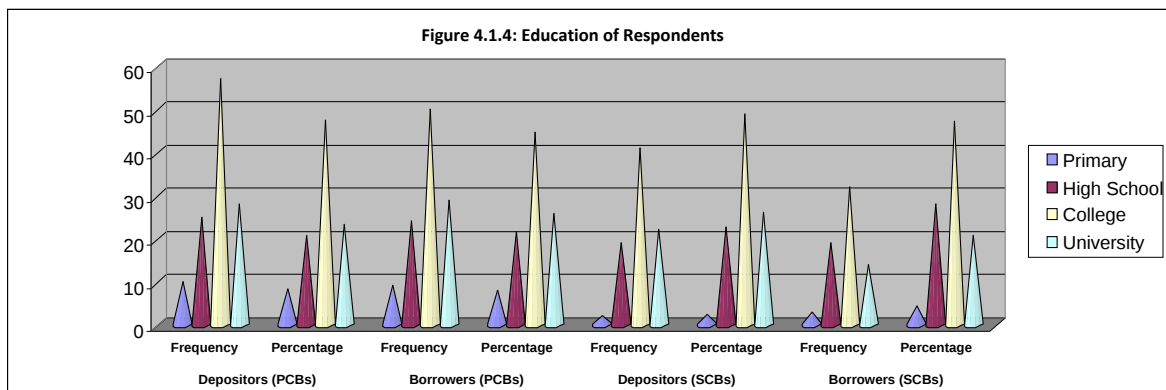
Table 4.1.4

Education Wise Classification

Variables	PCBs				SCBs			
	Depositors		Borrowers		Depositors		Borrowers	
	f	%	f	%	f	%	f	%
Primary	10	8.33	9	8.04	2	2.38	3	4.41
High School	25	20.83	24	21.43	19	22.62	19	27.94
College	57	47.5	50	44.64	41	48.81	32	47.06
University	28	23.33	29	25.89	22	26.19	14	20.59
Total	120	100	112	100	84	100	68	100

Source: Primary data

The above table reveals that out of 120 depositors of private commercial banks, 8% depositors have primary education, 21% respondents completed high school education, 48% have college education and the rest 24% completed university education. Out of 112 borrowers of PCBs, 8% completed primary education, 21% have high school education, 45% borrowers are college graduates, and 26% have university level education. On the other hand, among 84 depositors of SCBs, 2% have primary level education, 23% customers completed high school education, 47% have college education, and 26 % depositors are university graduates. It is seen that out of 68 borrowers of SCBs, 4% completed primary education, 28% have studied in high school level, 47% have college level education, and the rest 21% borrowers of SCBs are university graduate. The level of educational qualification of the sample respondents of both categories of banks are shown in the figure below.



4.1.5 Occupation of Sample Respondents

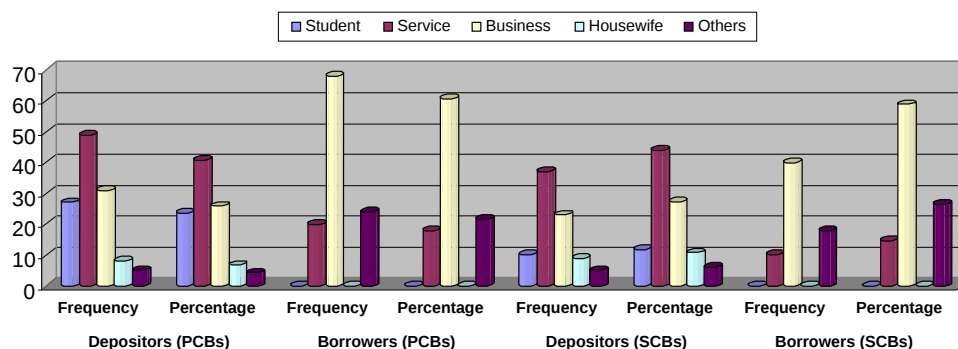
Occupation of the individuals differs with regard to the place of living, educational qualifications, and the occupational status may affect the perception of individuals about the bank activities. The occupational categories are classified as student, service, business, housewife, and others. The details are shown in Table 4.1.5 for analysis.

Table 4.1.5
Occupation Wise Classification of Respondents

Variables	PCBs				SCBs			
	Depositors		Borrowers		Depositors		Borrowers	
	f	%	f	%	f	%	f	%
Student	27	23.5	0	0	10	11.90	0	0
Service	49	40.83	20	17.86	37	44.05	10	14.71
Business	31	25.83	68	60.71	23	27.38	40	58.82
Housewife	8	6.67	0	0	9	10.71	0	0
Others	5	4.17	24	21.43	5	5.95	18	26.47
Total	120	100	112	100	84	100	68	100

Source: Primary data

Table 4.1.5 explores the occupation-wise classification of sample respondents. It is found that among 120 depositors of private commercial banks, 24% are students, 41% are in service, 26% are businessmen, 7% are housewives and the rest 4% are in other professions. Out of 112 borrowers of PCBs, no one is student, 18% are service holders, the highest 61% are businessmen, there is no housewife and 21% borrowers are in other categories. On the other hand, out of 84 depositors of SCBs, 12% are students, 44% are in service, 27% depositors are businessmen, 11% are housewives and 6% are in other professions. It is found that out of 68 borrowers of SCBs, there is no student at all, 15% are service holders, 59 % businessmen are involved, no housewife has taken loan and 26% are in other categories.

Figure 4.1.5: Occupation of Respondents

4.1.6 Monthly Income of Sample Respondents

Income of the individuals differs according to their educational qualification, area of residence, occupational status or business activity.

Table 4.1.6

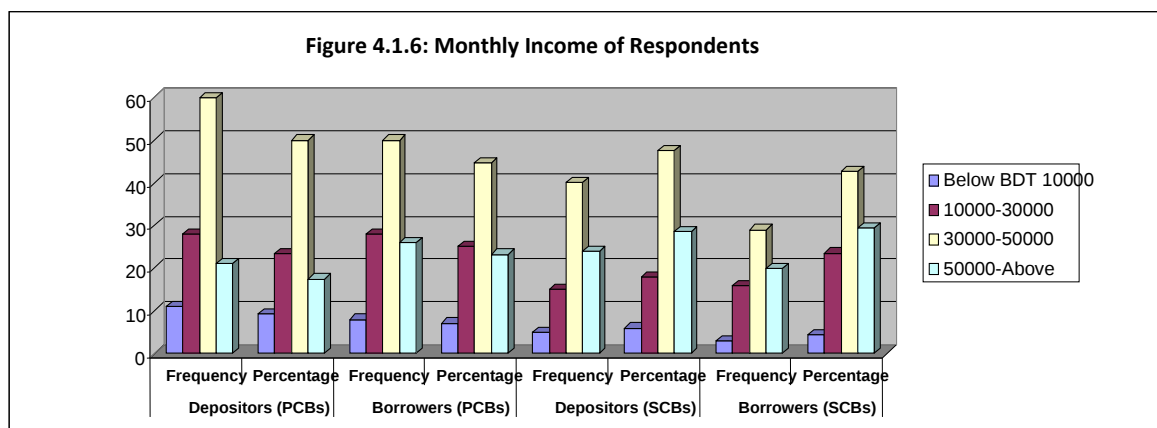
Monthly Income of Respondents

Variables	PCBs				SCBs			
	Depositors		Borrowers		Depositors		Borrowers	
	f	%	f	%	f	%	f	%
Below BDT 10000	11	9.17	8	7.14	5	5.95	3	4.41
10000-30000	28	23.33	28	25	15	17.86	16	23.53
30000-50000	60	50	50	44.64	40	47.62	29	42.65
50000-Above	21	17.5	26	23.21	24	28.57	20	29.41
Total	120	100	112	100	84	100	68	100

Source: Primary data

From the above Table 4.1.6, it is seen that out of 120 depositors of private commercial banks, 9% depositors monthly income is below BDT 10000, 23% respondents' income is between BDT 10000-30000, 50% respondents' income is between BDT 30000-50000 and the rest 18% are 50000-Above. It is found that out of 112 borrowers of private commercial banks, 7% borrowers income is below BDT 10000, 25% is 10000-30000, 45% is 30000-50000, and 23% depositors monthly income is 50000 to above.

In case of State-owned commercial banks, out of 84 depositors the monthly income is below BDT 10000 of 6% depositors, 18% respondents income is in between 10000-30000, 48% is 30000-50000, and the rest 29% depositors income is BDT 50000 to above. It is seen that among 68 borrowers of State-owned commercial banks, 4% respondents income is below 10000, 24 percent borrowers is from 10000-30000, the highest 43% from 30000-50000, and 29% respondents income is from BDT 50000 to above.



4.2 Descriptive Analysis of Customers' Satisfaction

From the perspective of competitive banking, bank customers and their satisfaction towards specific banks and banking services are exclusively significant. Because positive

attitude of the customers towards the services of any bank can enhance the customers' retention and thus the functions as well as profitability of the bank may be increased. In fact, depositors and borrowers of any bank are the main customers though borrowers' involvement with banking service is much higher than that of depositors. However, since the entire banking service functions are resolved through the activities of depositors and borrowers, their perceptual views and satisfaction towards the services of specific bank are obviously important. In this section, the researcher has analyzed the depositors' and borrowers' satisfaction regarding various banking services and bank related issues of the sample banks based on descriptive statistics. Descriptive study is a fact finding investigation with adequate interpretation. It is the simplest type of research. It is more specific than an exploratory study, as it has focus on particular aspects or dimensions of the problem studied. It is designed to gather descriptive information and provides information for formulating more sophisticated studies. To express the perception and satisfaction of the customers, descriptive analysis has been conducted on the basis of mean, standard deviation (SD), coefficient of variation (CV) and other statistical measures. The analysis is basically, comparative by nature between the private commercial banks (PCBs) and state-owned commercial banks (SCBs).

4.2.1 Analysis Based on Data of Depositors

The primary data which were collected from the depositors through questionnaire were analyzed below:

4.2.1.1 Reasons for Choosing the Services of a Specific Bank

Usually, customers prefer their banks by the distinct attitude and some choosing variables strongly affect their attitude to get the services of specific bank. However, the

depositors were asked to express their attitudes whether they choose the PCBs or SCBs and the responses of them are given in Table 4.2.1.1.

Table 4.2.1.1
Choosing the Services of a Specific Bank

Variables	Bank	Responses						Statistics		
			5	4	3	2	1	Mean	SD	CV
Bank timing and service quality	PCBs	f	61	49	2	5	3	4.433	0.901	20.793
		%	50.8	40.8	1.7	4.2	2.5			
	SCBs	f	0	2	4	21	57	1.4167	.69782	49.256
		%	0	2.38	4.76	25	67.86			
Bankers' co-operative and polite behavior	PCBs	f	60	21	3	16	31	4.433	0.844	19.478
		%	50	39.2	1.7	2.5	6.7			
	SCBs	f	0	0	2	17	65	1.2500	.48780	39.024
		%	0	0	2.38	77.38	20.24			
Satisfactory financial condition	PCBs	f	51	49	11	8	13	3.342	1.698	50.807
		%	40.8	17.5	2.5	13.3	25.8			
	SCBs	f	5	32	9	35	3	3.0119	1.0921	36.258
		%	5.95	30.09	10.71	3.57	41.67			
Goodwill and well recognition	PCBs	f	37	9	7	47	39	3.800	1.185	31.184
		%	30.8	42.5	9.2	10.8	6.7			
	SCBs	f	0	4	8	23	49	1.6071	.85048	52.92
		%	0	4.76	9.52	27.38	58.33			
Location of bank near residence	PCBs	f	18	29	18	17	21	2.333	1.392	59.665
		%	15	7.5	5.8	39.2	32.5			
	SCBs	f	47	26	6	5	0	4.4690	.86121	19.711

Table 4.2.1.1: Continued

		%	55.95	30.95	7.14	5.95	0			
Location of bank near workplace	PCBs	f	35	22	13	19	39	3.333	1.469	44.074
		%	29.2	24.2	15	14.2	17.5			
	SCBs	f	51	25	5	3	0	4.4762	.76798	17.156
		%	60.71	29.76	5.95	3.57	0			
Locker facility	PCBs	f	52	41	11	9	7	3.925	1.124	28.636
		%	34.2	43.3	9.2	7.5	5.8			
	SCBs	f	0	0	5	20	59	1.3571	.59400	43.769
		%	0	0	5.95	23.81	70.24			

Source: Primary data

Table 4.2.1.1 shows the values of percentage frequency, mean, and standard deviation on the basis of customers' perceptual responses of PCBs and SCBs in account opening service.

In case of "Bank timing and service quality" 51% customers (depositors) were strongly agreed about bank timing and service quality of private commercial banks (PCBs). Of whom 41% customers were agreed, and 4% customers were disagreed. On the other hand, 68% customers of state-owned commercial banks (SCBs) were strongly disagreed, 25% depositors were disagreed and 11% customers expressed their neutrality. The mean value of customers' response bank timing and service quality of private commercial banks is 4.433, which lies in agreed category, while mean value of state-owned commercial banks is 1.4167, which also lies in disagreed category. In this regard, the value of CV of the depositors' perception towards bank timing and service quality for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that the bankers provide bank timing and service quality in PCBs more than SCBs.

Under the variable “bankers' co-operative and polite behavior” 50% customers were strongly agreed about the number of monthly installment should be increased of private commercial banks (PCBs). Of whom 39% customers were agreed. On the other hand, 77% customers of state-owned commercial banks (SCBs) were strongly disagreed about bankers' co-operative and polite behavior and the rest 20% customers were disagreed. The mean value of customers' to Bankers' co-operative and polite behavior of private commercial banks is 4.433, which lies in agree category, while mean value of state-owned commercial banks is 1.25, which lies in strongly disagreed category. The value of CV of the depositors' attitude towards the Bankers' co-operative and polite behavior of PCBs is lower than that of SCBs. It denotes that the opinion of PCBs is less scattered than SCBs. So, the researcher can conclude that the Bankers' co-operative and polite behavior should be increased in SCBs than in PCBs.

Regarding “goodwill and well recognition” 31% customers (depositors) were strongly agreed about goodwill and well recognition of private commercial banks (PCBs). Of whom 43% customers were agreed. On the other hand, 58% customers of state-owned commercial banks (SCBs) were strongly disagreed about goodwill and well recognition. Of whom 27% customers were agreed, and 10% customers expressed their neutrality. The mean value of customers' response towards goodwill and well recognition of private commercial banks is 3.8, which lies in agree category, while mean value of state-owned commercial banks is 1.6071, which lies in disagree category. In this regard, the value of CV of the depositors' perception towards goodwill and well recognition for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that goodwill and well recognition is present in PCBs, which is unavailable in SCBs.

In case of “Location of bank near residence” 33% customers (depositors) were strongly disagreed about location of bank near residence of private commercial banks (PCBs). Of whom 39% customers were disagreed. On the other hand, 56% customers of state-owned commercial banks (SCBs) were strongly agreed about location of bank near residence. Of whom 31% customers were agreed, and 7% customers expressed their neutrality. The mean value of customers’ response towards location of bank near residence of private commercial banks is 2.333, which lies in disagree category, while mean value of state-owned commercial banks is 4.469, which lies in agree category. In this regard, the value of CV of the depositors’ perception towards location of bank near residence for SCBs is lower than that of PCBs. It is observed that the opinion of SCBs is less deviated than PCBs. So, the researcher can conclude that the state-owned commercial banks are located near residence, which is unavailable in PCBs.

Regarding, “Location of bank near workplace” 29% depositors were strongly agreed about location of bank near workplace of private commercial banks (PCBs). Of whom 24% customers were agreed. On the other hand, 61% customers of state-owned commercial banks (SCBs) were strongly agreed about location of bank near workplace. Of whom 31% customers were agreed, and 6% customers expressed their neutrality. The mean value of customers’ response towards location of bank near workplace of private commercial banks is 3.333, which lies in neutral category, while mean value of state-owned commercial banks is 4.4762, which also lies in agreed category. In this regard, the value of CV of the depositors’ perception towards location of bank near workplace for SCBs is lower than that of PCBs. It is observed that the opinion of SCBs is less deviated than PCBs. So, the researcher can conclude that the state-owned commercial banks are located near residence, but the PCBs are not in that amount.

Regarding, “locker facility” 34% customers (depositors) were strongly agreed about good relation with banker of private commercial banks (PCBs). Of whom 43% customers were agreed. On the other hand, 70% customers of state-owned commercial banks (SCBs) were strongly disagreed about good relation with banker. Of whom 24% customers were disagreed, and 6% customers expressed their neutrality. The mean value of customers’ response towards locker facility of private commercial banks is 3.925, which lies in agree category, while mean value of state-owned commercial banks is 1.3571, which lies in strongly disagree category. In this regard, the value of CV of the depositors’ perception towards locker facility for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that locker facility is available in PCBs, which is unavailable in SCBs.

4.2.1.2 Depositors Perception on Depositing and Withdrawing Money

The depositors transact with the banks in depositing and withdrawing money from the banks. The researcher has initiated to measure the perceptual views of the depositors on such services. The below table 3 shows the perception of the depositors on the services of depositing and withdrawing money over the counter.

Table 4.2.1.2

Depositors’ Perception on Depositing and Withdrawing Money

Variables	Bank	Responses						Statistics		
			5	4	3	2	1	Mean	SD	CV
Waiting in the queue for a long	PCBs	f	5	12	17	29	57	1.992	1.185	59.49
		%	4.2	10.0	14.2	24.2	47.5			

Table 4.2.1.2: Continued

time	SCBs	f	60	12	6	2	4	4.452	1.057	23.74
		%	71.4	14.4	7.1	2.4	4.8			
Inadequate speed of the cash officer	PCBs	f	21	17	16	29	37	2.633	1.483	56.32
		%	17.5	14.2	13.3	24.2	30.8			
	SCBs	f	50	10	12	4	8	4.071	1.342	32.96
		%	59.5	11.9	14.4	4.8	9.5			
Non-availability of counting machine	PCBs	f	0	0	5	20	95	1.250	0.523	41.84
		%	0	0	4.2	16.7	79.2			
	SCBs	f	70	3	4	3	4	4.571	1.067	23.34
		%	83.3	3.6	4.8	3.6	4.8			
Difficulties in collecting deposit receipt	PCBs	f	9	17	55	37	2	2.067	1.314	63.57
		%	7.5	14.2	1.7	30.8	45.8			
	SCBs	f	54	10	7	10	3	4.214	1.223	29.02
		%	64.4	11.9	8.3	11.9	3.6			

Source: Primary data

Table 4.2.1.2 shows the values of percentage frequency, mean, standard deviation, and coefficient of variation on the basis of customers' perceptual responses of PCBs and SCBs in account opening service.

In case of "Waiting in the queue for a long time" 48% customers (depositors) were strongly disagreed about waiting in the queue for a long time of private commercial banks (PCBs) and 10% customers were agreed. On the other hand, 71% customers of state-owned commercial banks (SCBs) were strongly agreed about waiting in the queue for a long time. Of whom 14% customers were agreed, and 7% customers expressed their neutrality. The mean

value of customers' response towards waiting in the queue for a long time of private commercial banks is 1.992, which lies in disagree category, while mean value of state-owned commercial banks is 4.452, which lies in agree category. In this regard, the value of CV of the depositors' perception towards waiting in the queue for a long time for PCBs is higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs. So, the researcher can conclude that customers have to wait long time in SCBs, which is unavailable in PCBs.

In case of "Inadequate speed of the cash officer" 18% customers were strongly agreed about inadequate speed of the cash officer of private commercial banks (PCBs) and 14% customers were agreed. On the other hand, 60% customers of state-owned commercial banks (SCBs) were strongly agreed about inadequate speed of the cash officer and 5% and 14% customers were disagreed and neutral respectively. The mean value of inadequate speed of the cash officer of private commercial banks is 2.633, which lies in neutral category, while mean value of state-owned commercial banks is 4.071, which lies in agree category. Here the value of CV of the depositors' attitude towards inadequate speed of the cash officer for PCBs is higher than that of SCBs. It denotes that the opinions of SCBs are less deviated than PCBs. So, the researcher can conclude that inadequate speed of the cash officer is present in SCBs, which is unavailable in PCBs.

Regarding "Non-availability of counting machine" 79% customers were strongly disagreed about non-availability of counting machine of private commercial banks (PCBs). Of whom 17% customers were disagreed and 4% customers were neutral. On the other hand, 83% customers of state-owned commercial banks (SCBs) were strongly agreed about non-

availability of counting machine and 4% customers were agreed. The mean value of customers' response towards entertained into the manager's chamber of private commercial banks is 1.250, which falls in strongly disagree, while mean value of state-owned commercial banks is 4.571, which lies in strongly agree category. The value of CV of the depositors' perception towards non-availability of counting machine for PCBs is higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs. So, it can be concluded that the counting machine is not available in SCBs, but the counting machine is available in PCBs.

Regarding "Difficulties in collecting deposit receipt" 46% customers were strongly disagreed about difficulties in collecting deposit receipt of private commercial banks (PCBs). Of whom 31% customers were disagreed and 2% customers were neutral. On the other hand, 64% customers of state-owned commercial banks (SCBs) were strongly agreed about difficulties in collecting deposit receipt and 12% customers were disagreed. The mean value of customers' response towards difficulties in collecting deposit receipt of private commercial banks is 2.067, which falls in disagree, while mean value of state-owned commercial banks is 4.214, which lies in agree category. The value of CV of the depositors' perception towards difficulties in collecting deposit receipt for PCBs is higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs. So, it can be concluded that the customers face difficulties in collecting deposit receipt in SCBs, which is unavailable in PCBs.

4.2.1.3 Perception of the Depositors in Opening an Account

When a person will open an account in a bank then he will be a present customer of that bank. Before depositing money a customer might have to open an account in the bank

with whom he wants to deal. A new customer, generally, faces some difficulties in getting account opening services. The depositors were asked to express their perceptual views regarding difficulties of account opening services, which have been presented in Table 4.2.1.3.

Table 4.2.1.3
Depositors' Perception on Account Opening

Variables	Bank	Responses						Statistics		
			5	4	3	2	1	Mean	SD	CV
Non-availability of separate desk for opening the account	PCBs	f	3	2	19	57	39	1.942	0.882	45.42
		%	2.5	1.7	15.8	47.5	32.5			
	SCBs	f	54	15	12	2	1	4.417	0.908	21.90
		%	64.4	17.9	14.4	2.4	1.2			
Non co-operation to fill up the form	PCBs	f	0	0	5	49	66	1.492	0.580	38.87
		%	0	0	4.2	40.8	55.0			
	SCBs	f	65	8	1	6	4	4.476	1.135	25.36
		%	77.4	9.5	1.2	7.1	4.8			
Lack of concerned banker's prompt processing	PCBs	f	1	5	14	44	56	1.758	0.879	50.00
		%	0.8	4.2	11.7	36.7	46.7			
	SCBs	f	45	12	5	14	8	3.857	1.457	37.78
		%	53.6	14.4	6.0	16.7	9.5			
Complexity of account opening form	PCBs	f	4	9	16	48	43	2.025	1.049	51.80
		%	3.3	7.5	13.3	40.0	35.8			
	SCBs	f	50	12	5	9	8	4.036	1.401	34.71
		%	59.5	14.4	6.0	10.7	9.5			

Source: Primary data

Table 4.2.1.3 shows the values of percentage frequency, mean, and standard deviation on the basis of customers' perceptual responses of PCBS and SCBs in account opening service.

In case of "non-availability of separate desk for opening the account" 48% customers (depositors) were disagreed about non-availability of separate desk for opening the account of private commercial banks (PCBs). Of whom 33% customers were strongly disagreed, and 16% customers showed their neutrality. On the other hand, 64% customers of state-owned commercial banks (SCBs) were strongly agreed about non-availability of separate desk for opening the account. Of whom 18% customers were agreed, and 14% customers expressed their neutrality. The mean value of customers' response towards non-availability of separate desk for opening the account of private commercial banks is 1.942, which lies in disagree category, while mean value of state-owned commercial banks is 4.417, which lie in agree category. In this regard, the value of CV of the depositors' perception towards non-availability of separate desk for PCBs is higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs. So, the researcher can conclude that there are available separate desk for opening the account in PCBs, which is unavailable in SCBs.

Under the variable "non co-operation to fill up the form" 55% customers were strongly disagreed about non co-operation to fill up the form of private commercial banks (PCBs). Of whom 41% customers were disagreed. On the other hand, 77% customers of state-owned commercial banks (SCBs) were strongly agreed about non co-operation to fill up the form and the rest 10% and 7% customers were agreed and disagreed respectively. The mean value of customers' response towards non co-operation to fill up the form of private commercial banks is 1.492, which lies in strongly disagree category, while mean value of state-owned commercial banks is 4.476, which lie in agree category. The value of CV of the

depositors' attitude towards non co-operation to fill up the form for SCBs is lower than that of PCBs. It denotes that the opinion of SCBs is less scattered than PCBs. So, the researcher can conclude that the bankers of PCBs are cooperative in fill up the account opening form, but the bankers of SCBs were non-cooperative in fill up the account opening form.

Regarding "lack of concerned banker's prompt processing" 47% customers were strongly disagreed about lack of concerned banker's prompt processing of private commercial banks (PCBs). Of whom 37% customers were disagreed and 12% customers were neutral. On the other hand, 54% customers of state-owned commercial banks (SCBs) were strongly agreed about lack of concerned banker's prompt processing and 14% customers were agreed and 17% customers were disagreed. The mean value of customers' response towards lack of concerned banker's prompt processing of private commercial banks is 1.758, which lies in disagree category, while mean value of state-owned commercial banks is 3.857, which lie in agree category. The value of CV of the depositors' perception towards lack of concerned banker's prompt processing for SCBs is lower than that of PCBs. It is observed that the opinion of SCBs is less deviated than PCBs. So, it can be concluded that the bankers of PCBs are cooperative in performing account opening process promptly, but the bankers of SCBs were non-cooperative in performing account opening process promptly.

In case of "complexity of account opening form" 40% customers (depositors) were disagreed about complexity of account opening form of private commercial banks (PCBs). Of whom 36% customers were strongly disagreed. On the other hand, 60% customers of state-owned commercial banks (SCBs) were strongly agreed about complexity of account opening form. Of whom 14% customers were agreed. The mean value of customers' response towards non-availability of separate desk for opening the account of private commercial

banks is 2.025, which lies in disagree category, while mean value of state-owned commercial banks is 4.036, which lie in agree category. In this regard, the value of CV of the depositors' perception towards complexity of account opening form for SCBs is lower than that of PCBs. It is found that the opinion of SCBs is less deviated than PCBs. So, the researcher can conclude that there are available separate desk for opening the account in PCBs, which is unavailable in SCBs.

4.2.1.4 Depositors' Perception on Issuing the Chequebook

Generally, depositors expect the chequebooks from respective bank just after opening the account. But it is frequently observed that chequebooks are not supplied by the concerned bank just after opening the account. Such type of delaying to supply the cheque books is shown in the below table:

Table 4.2.1.4
Depositors' Perception on Issuing the Chequebook

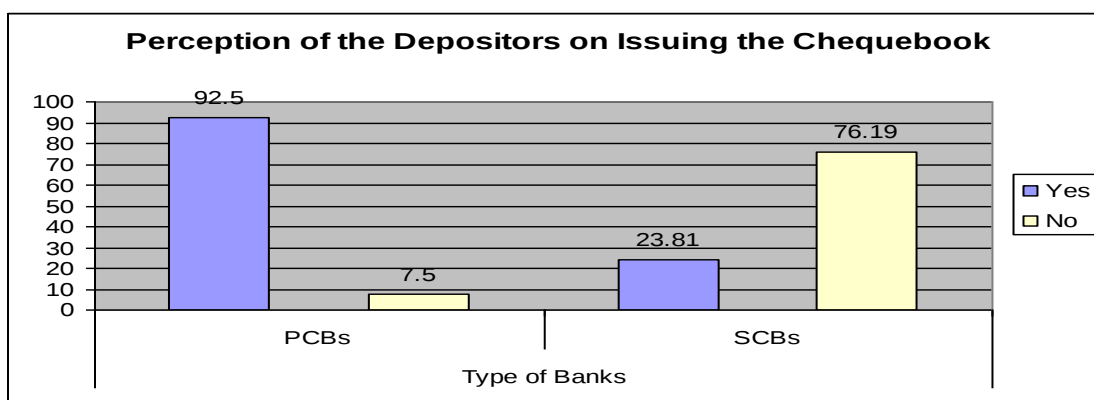
Response	Type of Banks		Total
	PCBs	SCBs	
Yes	111 (92.50)	20 (23.81)	131 (64.22)
No	9 (7.50)	64 (76.19)	73 (35.78)
Total	120 (100)	84 (100)	204 (100)

Source: Primary data

In the case of issuing the cheque book, 131 (64%) depositors told that just after opening an account, the cheque books were issued and 73 (36%) depositors admitted that normally the cheque books were not issued just after opening the account. Thus, it is observed that maximum depositors received their cheque books in earlier. Proportionately, 93% depositors of PCBs and 24% depositors of SCBs commented that their banks issued cheque books just after opening the account. On the other hand, 8% depositors of PCBs and 76% depositors of SCBs have given their opinion that their banks did not issue the cheque books just after opening the account.

In support to the above table, a bar diagram has been presented below:

Figure 4.2.1.4



4.2.1.5 Perception on the Services of Consumer Credit Scheme

Consumer Credit Scheme (CCS) is one of the special packages offered by the commercial banks to the specific class of customers who hold different professions as well as maintain special social status. In order to measure and compare the perceptual responses of the depositors, the following questions have been made by the researcher.

Table 4.2.1.5

Perception on Consumer Credit Scheme

Variables	Bank	Responses						Statistics		
			5	4	3	2	1	Mean	SD	CV
Bankers process the documentation promptly	PCBs	f	0	0	6	27	21	1.722	0.656	38.09
		%	0	0	11.1	50.0	38.9			
	SCBs	f	0	0	4	12	21	1.540	0.691	44.87
		%	0	0	10.8	32.4	56.8			
The no. of monthly installment should be increased	PCBs	f	11	2	7	15	19	2.463	1.514	61.47
		%	20.4	3.7	13.0	27.8	35.2			
	SCBs	f	0	9	13	11	4	2.729	0.962	35.25
		%	0	24.4	35.1	29.7	10.8			
The no. of monthly installment decreased	PCBs	f	17	23	8	6	0	3.926	1.007	25.65
		%	31.5	42.6	14.8	11.1	0			
	SCBs	f	11	18	5	3	0	4.000	0.882	22.05
		%	29.7	48.6	13.5	8.1	0			
High interest/ profit rate of the scheme	PCBs	f	25	19	7	3	0	4.222	0.883	20.91
		%	46.3	35.2	13.0	5.6	0			
	SCBs	f	13	15	7	2	0	4.054	0.880	21.71
		%	35.1	40.5	18.9	5.4	0			

Source: Primary data

Table 4.2.1.5 shows the values of percentage frequency, mean, and standard deviation on the basis of customers' perceptual responses of PCBs and SCBs in account opening service.

In case of “Bankers process the documentation promptly” 50% customers (depositors) were disagreed about bankers process the documentation promptly of private commercial banks (PCBs). Of whom 39% customers were strongly disagreed, and 11% customers showed their neutrality. On the other hand, 57% customers of state-owned commercial banks (SCBs) were strongly disagreed about bankers process the documentation promptly and 11% customers expressed their neutrality. The mean value of customers’ response towards bankers process the documentation promptly of private commercial banks is 1.722, which lies in disagree category, while mean value of state-owned commercial banks is 1.540, which also lies in disagree category. In this regard, the value of CV of the depositors’ perception towards bankers process the documentation promptly for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that the bankers process the documentation promptly in PCBs than in SCBs.

Under the variable “The number of monthly installment should be increased” 35% customers were strongly disagreed about the number of monthly installment should be increased of private commercial banks (PCBs). Of whom 28% customers were disagreed. On the other hand, 30% customers of state-owned commercial banks (SCBs) were disagreed about the number of monthly installment should be increased and the rest 24% and 35% customers were agreed and neutral respectively. The mean value of customers’ to increase the number of monthly installment of private commercial banks is 2.463, which lies in disagree category, while mean value of state-owned commercial banks is 2.729, which lies in neutral category. The value of CV of the depositors’ attitude towards the increasing number of monthly installment of SCBs is lower than that of PCBs. It denotes that the opinion of SCBs

is less scattered than PCBs. So, the researcher can conclude that the number of monthly installment should be increased in SCBs than in PCBs.

In case of “The number of monthly installment should be decreased” 43% customers were agreed about the number of monthly installment should be decreased of private commercial banks (PCBs) and 32% customers were strongly agreed and 15% customers showed their neutrality. On the other hand, 49% customers of state-owned commercial banks (SCBs) were agreed about the number of monthly installment should be decreased and the rest 8% and 14 %customers were disagreed and neutral respectively. The mean value of customers’ response towards decreasing the number of monthly installment of private commercial banks is 3.926, which lies in agree category, while mean value of state-owned commercial banks is 4.00, which lies in agree category. Here the value of CV of the depositors’ attitude towards decreasing the number of monthly installment for SCBs is lower than that of PCBs. It denotes that the opinion of SCBs is less scattered than PCBs. So, the researcher can conclude that the number of monthly installment should be decreased in both PCBs and SCBs.

Regarding “High interest/ profit rate of the scheme” 46% customers were strongly agreed about high interest/ profit rate of the scheme of private commercial banks (PCBs). Of whom 35% customers were agreed and 13% customers were neutral. On the other hand, 41% customers of state-owned commercial banks (SCBs) were agreed about high interest/ profit rate of the scheme and 35% customers were strongly agreed and 19% customers expressed their neutrality. The mean value of customers’ response towards high interest/ profit rate of the scheme of private commercial banks is 4.222, which lies in agree category, while mean value of state-owned commercial banks is 4.054, which lies in agree category.

The values of CV of the depositors' perception towards high interest/ profit rate of the scheme for PCBs is few lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, it can be concluded that the interest/ profit rate of the scheme is high for both PCBs and SCBs.

4.2.1.6 Entertainments Received by the Customers from the Bankers

The bankers should entertain the customers to motivating the customers and satisfying them. In banking business, bankers try to entertain their customers through different manners. Such type of entertainments may satisfy the customers and may create positive attitude towards the services of the bank. The depositors' responses regarding entertainments are presented in table 4.2.1.6.

Table 4.2.1.6

Entertainments Received by the Customers from the Bankers

Variables	Bank	Responses						Statistics		
			5	4	3	2	1	Mean	SD	CV
Addressing with smiling face	PCBs	f	69	42	9	0	0	4.500	.635	14.11
		%	57.5	35.0	7.5	0	0			
	SCBs	f	4	12	6	12	50	1.905	1.295	67.98
		%	4.8	14.4	7.1	14.4	59.5			
Entertaining with a cup of tea	PCBs	f	3	37	48	31	1	3.083	.836	27.12
		%	2.5	30.8	40.0	25.8	.8			
	SCBs	f	3	4	2	5	70	1.393	1.006	72.22
		%	3.6	4.8	2.4	6.0	83.3			

Table 4.2.1.6: Continued

Saluted by security guard	PCBs	f	73	46	1	0	0	4.600	.509	11.07
		%	60.8	38.3	.8	0	0			
	SCBs	f	0	0	4	2	78	1.119	.450	40.21
		%	0	0	4.8	2.4	92.9			
Entertained into the manager's chamber	PCBs	f	4	7	23	51	35	2.117	1.006	47.52
		%	3.3	5.8	19.2	42.5	29.2			
	SCBs	f	4	3	5	12	60	1.560	1.079	69.17
		%	4.8	3.6	6.0	14.4	71.4			

Source: Primary data

Table 4.2.1.6 shows the values of percentage frequency, mean, and standard deviation on the basis of customers' perceptual responses of PCBs and SCBs in account opening service.

In case of "Addressing with smiling face" 58% customers (depositors) were strongly agreed about addressing with smiling face of private commercial banks (PCBs) and 35% customers were agreed. On the other hand, 60% customers of state-owned commercial banks (SCBs) were strongly disagreed about addressing with smiling face. Of whom 14% customers were disagreed, and 7% customers expressed their neutrality. The mean value of customers' response towards addressing with smiling face of private commercial banks is 4.5, which lies in agree category, while mean value of state-owned commercial banks is 1.905, which lies in disagree category. In this regard, the value of CV of the depositors' perception towards addressing with smiling face for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can

conclude that bankers address the customers with a smiling face in PCBs, which is unavailable in SCBs.

Under the variable “Entertaining with a cup of tea” 31% customers were agreed about entertaining with a cup of tea of private commercial banks (PCBs). Of whom 3% customers were strongly agreed. On the other hand, 83% customers of state-owned commercial banks (SCBs) were strongly disagreed about entertaining with a cup of tea and the rest 5% and 2% customers were agreed and neutral respectively. The mean value of customers’ response towards entertaining with a cup of tea of private commercial banks is 3.083, which lies in neutral category, while mean value of state-owned commercial banks is 1.393, which lies in strongly disagreed category. The value of CV of the depositors’ attitude towards entertaining with a cup of tea for PCBs is lower than that of SCBs. It denotes that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that the customers are entertained with a cup of tea in PCBs, which is unavailable in SCBs.

In case of “Saluted by security guard” 61% customers were strongly agreed about saluting by security guard of private commercial banks (PCBs) and 38% customers were agreed. On the other hand, 93% customers of state-owned commercial banks (SCBs) were strongly disagreed about saluted by security guard and 2% and 5% customers were disagreed and neutral respectively. The mean value of saluted by security guard of private commercial banks is 4.6, which lies in strongly agree category, while mean value of state-owned commercial banks is 1.119, which lies in strongly disagree category. Here the value of CV of the depositors’ attitude towards saluted by security guard for PCBs is lower than that of SCBs. It denotes that the opinions of PCBs are less deviated than SCBs. So, the researcher

can conclude that customers are saluted by security guard in PCBs, which is unavailable in SCBs.

Regarding “Entertained into the manager's chamber” 43% customers were disagreed about entertained into the manager's chamber by private commercial banks (PCBs). Of whom 29% customers were strongly disagreed and 19% customers were neutral. On the other hand, 71% customers of state-owned commercial banks (SCBs) were strongly disagreed about entertained into the manager's chamber and 14% customers were disagreed. The mean value of customers’ response towards entertained into the manager's chamber of private commercial banks is 2.11, which falls in disagree, while mean value of state-owned commercial banks is 1.5, which lies in strongly disagree category. The value of CV of the depositors’ perception towards entertained into the manager's chamber for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, it can be concluded that the customers are entertained into the manager's chamber in PCBs, which is unavailable in SCBs.

4.2.1.7 Depositors’ Expression on the Level of Satisfaction

The depositors frequently receive different services from the banks and the level of satisfaction depends on the quality of rendered services. Depositors expect that their banks will satisfy them by providing the necessary services. On the other hand, concerned bankers try to satisfy their depositors through better services. However, the opinions of the depositors towards level of their satisfaction are presented in Table 4.2.1.7, on the basis of the answers of the respondents on some factors

Table 4.2.1.7

Level of Satisfaction of the Depositors on Different Services

Variables	Bank	Responses						Statistics		
			5	4	3	2	1	Mean	SD	CV
Opening account	PCBs	f	69	41	7	3	0	4.467	0.721	16.14
		%	57.5	34.2	5.8	2.5	0			
	SCBs	f	7	6	7	12	52	1.857	1.318	70.97
		%	8.3	7.1	8.3	14.4	61.9			
Depositing money	PCBs	f	61	47	10	2	0	4.492	0.714	16.26
		%	50.8	39.2	8.3	1.7	0			
	SCBs	f	10	4	11	14	45	2.048	1.396	68.16
		%	11.9	4.8	13.1	16.7	53.6			
Encashment of general cheque	PCBs	f	41	39	27	11	2	3.883	1.039	26.75
		%	34.2	32.5	22.5	9.2	1.7			
	SCBs	f	5	10	13	14	42	2.071	1.297	62.62
		%	6.0	11.9	15.5	16.7	50.0			
Encashment of Demand Draft	PCBs	f	51	37	23	5	4	4.050	1.044	25.78
		%	42.5	30.8	19.2	4.2	3.3			
	SCBs	f	8	13	14	15	34	2.357	1.394	59.14
		%	9.5	15.5	16.7	17.9	40.5			
To get chequebook	PCBs	f	31	42	7	18	22	3.442	1.538	44.68
		%	35.0	25.8	5.8	15.0	18.3			
	SCBs	f	6	6	12	15	45	1.964	1.275	64.92
		%	7.1	7.1	14.4	17.9	53.6			
To know cash		f	59	46	11	4	0	4.433	0.781	18.03

balance	PCBs	%	49.2	38.3	9.2	3.3	0			
		f	7	6	4	12	55			
	SCBs	%	8.3	7.1	4.8	14.4	65.5	1.786	1.309	73.29
To prepare DD/bank draft/pay order	PCBs	f	43	51	16	7	3	4.033	0.978	24.25
		%	35.8	42.5	13.3	5.8	2.5			
	SCBs	f	4	7	8	15	50	1.809	1.197	66.17
		%	4.8	8.3	9.5	17.9	59.5			
Collection of cheque (all)	PCBs	f	38	57	10	8	7	4.083	1.164	28.508
		%	47.5	31.7	8.3	6.7	5.8			
	SCBs	f	7	3	9	20	45	1.893	1.242	65.61
		%	8.3	3.6	10.7	23.8	53.6			

Source: Primary data

Table 4.2.1.7 shows the values of percentage frequency, mean, standard deviation and coefficient of variation (CV) on the basis of customers' perceptual responses of PCBs and SCBs in the expression of level of satisfaction.

In case of "Opening account" 58% customers (depositors) were highly satisfied about opening account facility of private commercial banks (PCBs) and 34% customers were satisfied. On the other hand, 62% customers of state-owned commercial banks (SCBs) were highly dissatisfied and 14% customers were satisfied about opening account facility. The mean value of customers' response towards opening account of private commercial banks is 4.467, which lies in satisfied category, while mean value of state-owned commercial banks is 1.857, which lies in dissatisfaction category. In this regard, the value of CV of the depositors' perception towards opening account facility for PCBs is lower than that of SCBs. It is

observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that customers can easily open account in PCBs, which is unavailable in SCBs.

Under the variable “Depositing money” 51% customers were highly dissatisfied about depositing money of private commercial banks (PCBs). Of whom 39% customers were satisfied. On the other hand, 54% customers of state-owned commercial banks (SCBs) were highly dissatisfied about depositing money and the rest 17% and 13% customers were dissatisfied and neutral respectively. The mean value of customers’ response towards depositing money of private commercial banks is 4.492, which lies in dissatisfaction category, while mean value of state-owned commercial banks is 2.048, which lies in dissatisfied category. The value of CV of the depositors’ attitude towards depositing money for PCBS is lower than that of SCBs. It denotes that the opinion of PCBS is less deviated than SCBs. So, the researcher can conclude that customers can deposit money easily in PCBs, which is unavailable in SCBs.

In case of “Encashment of general cheque” 34% customers were highly satisfied about encashment of general cheque of private commercial banks (PCBs) and 33% customers were satisfied and 23% depositors showed there neutrality. On the other hand, 50% customers of state-owned commercial banks (SCBs) were highly dissatisfied about encashment of general cheque and 12% and 16% customers were satisfied and neutral respectively. The mean value of customers’ response towards encashment of general cheque of private commercial banks is 3.883, which lies in satisfied category, while mean value of state-owned commercial banks is 2.071, which lie in neutral category. The value of CV of the depositors’ attitude towards encashment of general cheque for PCBS is lower than that of SCBs. It denotes that the

opinion of PCBS is less deviated than SCBs. So, the researcher can conclude that customers sometimes face problem in encashment of general cheque in SCBs, which is unavailable in PCBs.

Regarding “Encashment of Demand Draft” 43% customers were highly satisfied about encashment of Demand Draft by private commercial banks (PCBs). Of whom 31% customers were satisfied and 19% customers were neutral. On the other hand, 41% customers of state-owned commercial banks (SCBs) were highly dissatisfied about encashment of Demand Draft and 18% customers were dissatisfied and 17% customers expressed their neutrality. The mean value of customers’ response towards encashment of Demand Draft of private commercial banks is 4.050, which fall in satisfied, while mean value of state-owned commercial banks is 2.357, which lie in dissatisfaction category. The value of CV of the depositors’ perception towards encashment of Demand Draft for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, it can be concluded that the customers face difficulty in encashment of Demand Draft in SCBs, which is unavailable in PCBs.

In case of “To get chequebook” 35% customers were highly satisfied to get chequebook of private commercial banks (PCBs) and 26% customers were satisfied. On the other hand, 54% customers of state-owned commercial banks (SCBs) were highly dissatisfied to get chequebook of PCBs and 18% and 14% customers were dissatisfied and neutral respectively. The mean value of customers’ response towards to get chequebook of private commercial banks is 3.442, which lies in neutral category, while mean value of state-owned commercial banks is 1.964, which lie in dissatisfied category. The value of CV of the depositors’ attitude towards to get chequebook for PCBS is lower than that of SCBs. It

denotes that the opinion of PCBS is less deviated than SCBs. So, the researcher can conclude that customers get chequebook easily in PCBs, which is unavailable in SCBs

Regarding “To know cash balance” 49% customers were highly satisfied about to know cash balance of private commercial banks (PCBs). Of whom 38% customers were satisfied and 9% customers were neutral. On the other hand, 66% customers of state-owned commercial banks (SCBs) were highly dissatisfied about to know cash balance and 14% customers were dissatisfied. The mean value of customers’ response towards to know cash balance of private commercial banks is 4.433, which fall in satisfied, while mean value of state-owned commercial banks is 1.786, which lie in dissatisfied category. The value of CV of the depositors’ perception towards to know cash balance for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, it can be concluded that the customers face difficulty to know cash balance in SCBs, which is unavailable in PCBs.

Under the variable “To prepare DD/bank draft/pay order” 36% customers were highly satisfied about preparing DD/bank draft/pay order of private commercial banks (PCBs). Of whom 43% customers were satisfied. On the other hand, 60% customers of state-owned commercial banks (SCBs) were highly dissatisfied about preparing DD/bank draft/pay order and the rest 18% and 10% customers were dissatisfied and neutral respectively. The mean value of customers’ response towards preparing DD/bank draft/pay order of private commercial banks is 4.033, which lies in satisfied category, while mean value of state-owned commercial banks is 1.809, which lies in dissatisfied category. The value of CV of the depositors’ attitude towards depositing money for PCBs is lower than that of SCBs. It

denotes that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that the customers are satisfied towards PCBs, which is not found in SCBs.

Regarding “collection of cheque (all)” 48% customers of private commercial banks (PCBs) were highly satisfied. Of whom 32% customers were satisfied and 8% customers were neutral. On the other hand, 54% customers of state-owned commercial banks (SCBs) were highly dissatisfied about collection of cheque (all) and 24% customers were dissatisfied and 11% customers expressed their neutrality. The mean value of customers’ response towards collection of cheque (all) of private commercial banks is 4.083, which fall in satisfied category, while mean value of state-owned commercial banks is 1.893, which lies in dissatisfaction category. The value of CV of the depositors’ perception towards collection of cheque (all) for PCBs (28.51) is lower than that of SCBs (65.61). It is observed that the opinion of PCBs is less deviated than SCBs. So, it can be concluded that the customers face difficulty in collection of cheque (all) in SCBs, which is satisfactory in PCBs.

4.2.1.8 Perception of the Depositors on ATM Services

ATM (Automated Teller Machine) is one of the technological additions in modern banking operation, which gives 24-hours money withdrawing and other facilities to the customers. Customers can receive this service through using the electronic cards. However, depositors were asked for evaluating the ATM service and the perceptual responses of the depositors are presented in Table 4.2.1.8.

Table 4.2.1.8

Perception of the Depositors on ATM Services

Variables	Bank	Responses						Statistics		
			5	4	3	2	1	Mean	SD	CV
Twenty four hours money withdrawal facility	PCBs	f	14	26	11	4	0	3.909	0.867	22.179
		%	25.5	47.3	20.0	7.3	0			
	SCBs	f	9	8	3	5	0	3.840	1.143	29.765
		%	36.0	32.0	12.0	20.0	0			
Sometimes to wait in the queue for a long time	PCBs	f	2	7	10	31	5	2.454	0.959	39.079
		%	3.6	12.7	18.2	56.4	9.1			
	SCBs	f	6	11	5	3	0	3.800	0.957	25.184
		%	24.0	44.0	20.0	12.0	0			
Sometimes unavailability of required money	PCBs	f	0	0	3	22	30	1.509	0.605	40.093
		%	0	0	5.5	40.0	54.5			
	SCBs	f	8	6	2	5	4	3.360	1.524	45.35
		%	32.0	24.0	8.0	20.0	16.0			
Shortage of ATM booth in your area	PCBs	f	17	22	11	5	0	3.927	0.940	23.936
		%	30.9	40.0	20.0	9.1	0			
	SCBs	f	18	5	2	0	0	4.640	0.638	13.75
		%	72.0	20.0	8.0	0	0			

Source: Primary data

Table 4.2.1.8 shows the values of percentage frequency, mean, and standard deviation on the basis of customers' perceptual responses of PCBs and SCBs in account opening service.

In case of "Twenty four hours money withdrawal facility" 47% customers (depositors) were agreed about twenty four hours money withdrawal facility of private commercial banks (PCBs) and 26% customers were strongly agreed. On the other hand, 20% customers of state-owned commercial banks (SCBs) were disagreed about twenty four hours money withdrawal facility. Of whom 36% customers were strongly agreed, and 12% customers expressed their neutrality. The mean value of customers' response towards twenty four hours money withdrawal facility of private commercial banks is 3.909, which lies in agreed category, while mean value of state-owned commercial banks is 3.840, which lies in agreed category. In this regard, the value of CV of the depositors' perception towards twenty four hours money withdrawal facility for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that customers get twenty four hours money withdrawal facility in PCBs, which is unavailable in SCBs.

Under the variable "Sometimes to wait in the queue for a long time" 56% customers were disagreed about sometimes to wait in the queue for a long time of private commercial banks (PCBs). Of whom 18% customers were neutral in their opinion. On the other hand, 24% customers of state-owned commercial banks (SCBs) were strongly agreed about sometimes to wait in the queue for a long time and the rest 44% and 20% customers were agreed and neutral respectively. The mean value of customers' response towards sometimes to wait in the queue for a long time of private commercial banks is 2.454, which lies in disagree category, while mean value of state-owned commercial banks is 3.8, which lies in

agreed category. The value of CV of the depositors' attitude towards sometimes to wait in the queue for a long time for PCBS is higher than that of SCBs. It denotes that the opinion of SCBS is less deviated than PCBs. So, the researcher can conclude that customers sometimes have to wait in the queue for a long time in SCBs, which is unavailable in PCBs.

In case of "Sometimes unavailability of required money" 55% customers were strongly disagreed about sometimes unavailability of required money of private commercial banks (PCBs) and 40% customers were disagreed. On the other hand, 32% customers of state-owned commercial banks (SCBs) were strongly agreed about sometimes unavailability of required money and 24% and 20% customers were agreed and disagreed respectively. The mean value of customers' response towards sometimes unavailability of required money of private commercial banks is 1.509, which lies in disagreed category, while mean value of state-owned commercial banks is 3.360, which lie in neutral category. The value of CV of the depositors' attitude towards sometimes to wait in the queue for a long time for PCBS is lower than that of SCBs. It denotes that the opinion of PCBS is less deviated than SCBs. So, the researcher can conclude that customers sometimes face unavailability of required money in SCBs, which is unavailable in PCBs.

Regarding "Shortage of ATM booth in your area" 40% customers were agreed about shortage of ATM booth in your area by private commercial banks (PCBs). Of whom 31% customers were strongly agreed and 20% customers were neutral. On the other hand, 72% customers of state-owned commercial banks (SCBs) were strongly agreed about shortage of ATM booth in your area and 20% customers were agreed and 8% customers were expressed their neutrality. The mean value of customers' response towards shortage of ATM booth in your area of private commercial banks is 3.927, which fall in agreed, while mean value of

state-owned commercial banks is 4.640, which lie in strongly agreed category. The value of CV of the depositors' perception towards shortage of ATM booth in your area for SCBs is lower than that of PCBs. It is observed that the opinion of SCBs is less deviated than PCBs. So, it can be concluded that the customers face shortage of ATM booth in their area for both SCBs and PCBs. But the shortage of ATM booth is higher for SCBs than that of PCBs. In this aspect, booth categories of banks should increase the number of ATM booth.

4.2.1.9 Attitude of Depositors towards Computerization in Banking

The depositors of two types of banks were asked to give their opinion regarding the effects of computer implications in banking service. The attitudes of 9% respondents were positive as they thought the service had been prompted. On the other hand, 31% respondents opinioned that the service became errorless but not been prompted, whereas according to 60% depositors, service had been prompted and errorless after the application of computer technology. These opinions of the depositors given in the table below:

Table 4.2.1.9

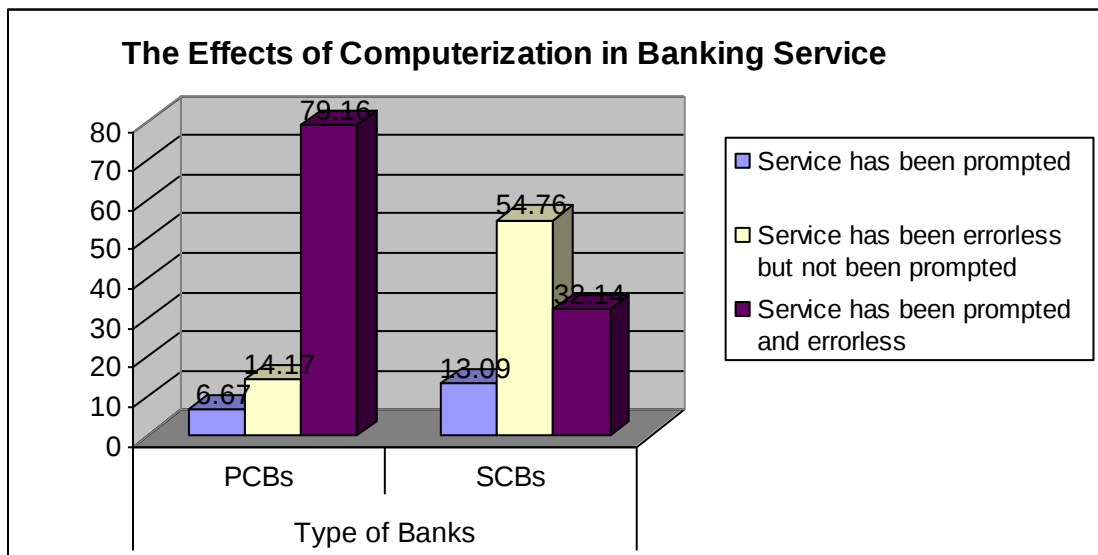
Attitude of Depositors towards Computerization

Effects	Type of Banks		Total
	PCBs	SCBs	
Service has been prompted	8 (6.67)	11 (13.09)	19 (9.31)
Service has been errorless but not been prompted	17 (14.17)	46 (54.76)	63 (30.88)
Service has been prompted and errorless	95 (79.16)	27 (32.14)	122 (59.80)
Total	120 (100)	84 (100)	204 (100)

Source: Primary data

It is also found that 67% respondents of PCBs and 13% respondents of SCBs expressed their attitude that service had been prompted by the application of computer in banking. In contrary, 14% depositors of PCBs and 55% of SCBs expressed that service had been errorless but not been prompted. On the other hand, attitude of 79% depositors of PCBs and 32% of SCBs was that service had been prompted and errorless by the usage of computer. The figure regarding attitudinal responses on effects of computerization in banking service given below:

Figure 4.2.1.9



4.2.1.10 Bankers should Employed at the Counter

Counter services are provided by the male, female, or both the bankers. In this case, it is observed that sometimes customers disclose their opinion to differ the performance of male and female bankers regarding counter service. However, the respondents were asked to express their attitude towards counter personnel. Table 4.2.1.10 shows the type of bankers to be appointed in counter.

Table 4.2.1.10

Bankers should Employed at the Counter

Types of Banker	Type of Banks		Total
	PCBs	SCBs	
Male banker	21 (17.50)	29 (34.52)	50 (24.51)
Female banker	10 (8.33)	13 (15.48)	23 (11.27)
Both	89 (74.17)	42 (50)	131 (64.22)
Total	120 (100)	84 (100)	204 (100)

Source: Primary data

In this case, 24.51 percent depositors opinioned that male bankers should employed, 11% advised for appointing the female bankers. On the other hand, attitude of 64% respondents was that both the female and male bankers should employ in counter service.

4.2.1.11 Attitude of the Depositors towards Separate Lady Counter

It is frequently observed that lady customers face some difficulties at the time of receiving service in the counter. In this case, a huge number of respondents opinioned that it is necessary to arrange the separate counter pocket for the lady customers. In this regard, the attitudinal responses of the depositors about lady counter pocket have been presented below:

Table 4.2.1.11**Depositors' Attitude on Separate Lady Counter**

Response	Type of Banks		Total
	PCBs	SCBs	
Separate counter pocket is required	77 (64.17)	75 (89.29)	152 (74.51)
Separate counter pocket is not required	43 (35.83)	9 (10.71)	52 (25.49)
Total	120 (100)	84 (100)	204 (100)

Source: Primary data

The above table indicate that 75% respondents of PCBs and SCBs have given their opinion that separate counter pocket should be arranged for lady customers. On the other hand, according to 25% customers, separate counter is not required for the lady customers.

4.2.1.12 Perception of the Depositors on Seating Arrangement

Usually, banks provide the seating arrangement for their customers. Since the banking transactions are time consuming in nature, the customers expect comfortable seating arrangement in waiting for the service. The perceptual responses of the depositors about seating arrangement have been presented in terms of positive and negative approaches which are as follows:

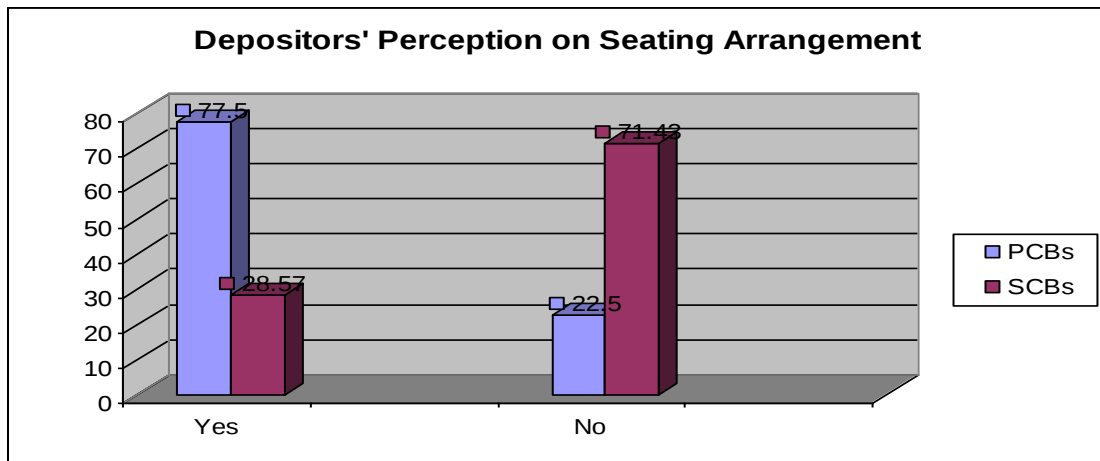
Table 4.2.1.12**Perception of the Depositors on Seating Arrangement**

Response	Type of Banks		Total
	PCBs	SCBs	
Yes	93 (77.50)	24 (28.57)	117 (57.35)
No	27 (22.50)	60 (71.43)	87 (42.65)
Total	120 (100)	84 (100)	204 (100)

Source: Primary data

It is observed that according to 57% respondents, sufficient seating arrangement was made. On the other direction, the perception of 43% depositors was that existing seating arrangement was not sufficient. Proportionately, it is also found that according most of the respondents of PCBs, their banks provide adequate seating arrangement, whereas it is not adequate in SCBs for their customers. In support of the above data, a figure regarding seating arrangement has been given below:

Figure 4.2.1.12



4.2.1.13 Feelings about the Concerned Bankers' Behavior

Generally, banking transactions are performed between bankers and customers under the specific terms and conditions. In transaction period, bankers' behavior to the customers is very important. In order to evaluate the behavior of the bankers to the customers, some statements were drawn and depositors were asked to expose their perceptual views have been shown in the below Table 4.2.1.13.

Table 4.2.1.13

Feelings about the Concerned Bankers' Behavior

Variables	Bank	Responses						Statistics		
			5	4	3	2	1	Mean	SD	CV
Banker communicates in smiling face	PCBs	f	42	53	6	11	8	3.917	1.171	29.90
		%	35.0	44.2	5.0	9.2	6.7			
	SCBs	f	9	8	7	16	44	2.071	1.404	67.80
		%	10.7	9.5	8.3	19.0	52.4			
Banker communicates in gloomy face	PCBs	f	3	10	7	59	41	1.958	0.982	50.15
		%	2.5	8.3	5.8	49.2	34.2			
	SCBs	f	44	13	8	10	9	3.869	1.438	37.17
		%	52.4	15.5	9.5	11.9	10.7			
Banker remains indifferent to you	PCBs	f	18	37	3	41	21	2.917	1.399	47.96
		%	15.0	30.8	2.5	34.2	17.5			
	SCBs	f	5	6	11	24	38	2.000	1.192	59.6
		%	6.0	7.1	13.1	28.6	45.2			
Banker does not want to listen to your complain	PCBs	f	0	0	10	49	61	1.575	0.644	40.89
		%	0	0	8.3	40.8	50.8			
	SCBs	f	52	12	9	8	3	4.214	1.183	28.07
		%	61.9	14.4	10.7	9.5	3.6			

Source: Primary data

Table 4.2.1.13 shows the values of percentage frequency, mean, and standard deviation on the basis of customers' perceptual responses of PCBs and SCBs in account opening service.

In case of "Banker communicates in smiling face" 35% customers (depositors) were strongly agreed about banker communicates in smiling face of private commercial banks (PCBs) and 44% customers were agreed. On the other hand, 52% customers of state-owned commercial banks (SCBs) were strongly disagreed about banker communicates in smiling face. Of whom 19% customers were disagreed, and 8% customers expressed their neutrality. The mean value of customers' response towards banker communicates in smiling face of private commercial banks is 3.917, which lies in agree category, while mean value of state-owned commercial banks is 2.017, which lies in disagree category. In this regard, the value of CV of the depositors' perception towards banker communicates in smiling face for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that banker communicates in smiling face in PCBs, which is unavailable in SCBs.

Under the variable "Banker communicates in gloomy face" 34% customers were strongly disagreed about banker communicates in gloomy face of private commercial banks (PCBs). Of whom 49% customers were disagreed. On the other hand, 52% customers of state-owned commercial banks (SCBs) were strongly agreed about banker communicates in gloomy face and the rest 16% and 10% customers were agreed and neutral respectively. The mean value of customers' response towards banker communicates in gloomy face of private commercial banks is 1.958, which lies in disagree category, while mean value of state-owned commercial banks is 3.869, which lies in agree category. The value of CV of the depositors'

attitude towards banker communicates in gloomy face for PCBS is higher than that of SCBs. It denotes that the opinion of SCBS is less deviated than PCBs. So, the researcher can conclude that the banker communicates in gloomy face in SCBs, which is unavailable in PCBs.

In case of “Banker remains indifferent to you” 34% customers were disagreed about banker remains indifferent to you of private commercial banks (PCBs) and 31% customers were agreed. On the other hand, 45% customers of state-owned commercial banks (SCBs) were strongly disagreed about banker remains indifferent to you and 29% and 13% customers were disagreed and neutral respectively. The mean value of banker remains indifferent to you of private commercial banks is 2.917, which lies in neutral category, while mean value of state-owned commercial banks is 2.000, which lies in disagree category. Here the value of CV of the depositors’ attitude towards banker remains indifferent to you for PCBs is lower than that of SCBs. It denotes that the opinions of PCBs are less deviated than SCBs. So, the researcher can conclude that banker remains indifferent to you in PCBs, which is unavailable in SCBs.

Regarding “Banker does not want to listen to your complain” 51% customers were strongly disagreed about banker does not want to listen to your complain of private commercial banks (PCBs). Of whom 41% customers were disagreed and 8% customers were neutral. On the other hand, 62% customers of state-owned commercial banks (SCBs) were strongly agreed about banker does not want to listen to your complain and 4% customers were strongly disagreed. The mean value of customers’ response towards banker does not want to listen to your complain of private commercial banks is 1.575, which falls in disagree, while mean value of state-owned commercial banks is 4.214, which lies in agree category. The value of CV of the depositors’ perception towards banker does not want to listen to your

complain for PCBs is higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs. So, it can be concluded that banker does not want to listen to your complain in SCBs, which is unavailable in PCBs.

4.2.1.14 Services Rendered by the Bankers

The customers always expect that the bankers should make them understanding about any transaction, if they feel the necessity to know about the transaction from the bankers. In order to analyze the perception of the depositors towards the behavior pattern of the bankers, the following questions were asked to the depositors.

Table 4.2.1.14
Services Rendered by the Bankers

Variables	Bank	Responses						Statistics		
			5	4	3	2	1	Mean	SD	CV
Banker lets you understand heartily	PCBs	f	63	51	6	0	0	4.475	0.594	13.27
		%	52.5	42.5	5.0	0	0			
	SCBs	f	5	4	9	14	52	1.762	1.188	63.45
		%	6.0	4.8	10.7	16.7	61.9			
Banker requests to take the help of others	PCBs	f	0	5	3	47	65	1.567	0.742	47.35
		%	0	4.2	2.5	39.2	54.2			
	SCBs	f	44	11	13	9	7	3.904	1.368	35.04
		%	52.4	13.1	15.5	10.7	8.3			
Banker requests to	PCBs	f	0	3	21	39	57	1.750	0.833	47.60
		%	0	2.5	17.5	32.5	47.5			

come later		f	45	14	9	7	9	3.941	1.400	35.52
	SCBs	%	53.6	16.7	10.7	8.3	10.7			

Source: Primary data

Table 4.2.1.14 shows the values of percentage frequency, mean, and standard deviation on the basis of customers' perceptual responses of PCBs and SCBs in account opening service.

In case of "banker lets you understand heartily" 53% customers (depositors) were strongly agreed about banker lets you understand heartily of private commercial banks (PCBs) and 43% customers were agreed. On the other hand, 62% customers of state-owned commercial banks (SCBs) were strongly disagreed about banker lets you understand heartily. Of whom 17% customers were disagreed, and 10% customers expressed their neutrality. The mean value of customers' response towards banker lets you understand heartily of private commercial banks is 4.475, which lies in agree category, while mean value of state-owned commercial banks is 1.762, which lie in disagree category. In this regard, the value of SD of the depositors' perception towards banker lets you understand heartily for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that bankers help the customers' heartily to understand about any transaction in PCBs, which is unavailable in SCBs.

In case of "banker requests to take the help of others" 54% customers were strongly disagreed about banker requests to take the help of others of private commercial banks (PCBs) and 39% customers were disagreed. On the other hand, 52% customers of state-owned commercial banks (SCBs) were strongly agreed about banker requests to take the

help of others and 13% and 16% customers were agreed and neutral respectively. The mean value of customers' response towards banker requests to take the help of others of private commercial banks is 1.567, which lies in disagree category, while mean value of state-owned commercial banks is 3.904, which lie in agree category. Here the value of SD of the depositors' attitude towards banker requests to take the help of others for SCBs is lower than that of PCBs. It denotes that the opinions of SCBs customers were agreed that the bankers request to take the help of others. So, the researcher can conclude that the bankers request to take the help of others in SCBs, but the bankers of PCBs don't do this.

Regarding "banker requests to come later" 48% customers were strongly disagreed about banker requests to come later by private commercial banks (PCBs). Of whom 33% customers were disagreed and 18% customers were neutral. On the other hand, 54% customers of state-owned commercial banks (SCBs) were strongly agreed about banker requests to come later and 17% customers were agreed and 11% customers were expressed their neutrality. The mean value of customers' response towards banker requests to come later of private commercial banks is 1.750, which fall in disagree, while mean value of state-owned commercial banks is 3.941, which lie in agree category. The value of SD of the depositors' perception towards banker requests to come later for SCBs is lower than that of PCBs. It is observed that the opinion of SCBs is less deviated than PCBs. So, it can be concluded that the bankers of SCBs request the customers to come later, but the bankers of PCBs try to make understand the transaction right time.

4.2.2 Analysis Based on Data of Borrowers

The primary data which were collected from the depositors through questionnaire were analyzed below:

4.2.2.1 Reasons for Choosing the Services of a Specific Bank

Generally, borrowers are more connected with their banks for fulfilling the loan purpose than those of depositors. So, the attitude of the borrowers towards the reasons for which they choose the services of specific banks may be more significant. However, the borrowers were asked to express their attitude towards the factors for which they choose the services of PCBs or SCBs.

Table 4.2.2.1

Choosing the Services of a Specific Bank

Variables	Bank	Responses						Statistics		
			5	4	3	2	1	Mean	SD	CV
Bank timing and service quality	PCBs	f	90	16	6	0	0	4.750	0.545	11.47
		%	80.4	14.4	5.4	0	0			
	SCBs	f	10	8	8	5	37	2.250	1.559	69.29
		%	14.7	11.8	11.8	7.4	54.4			
Bankers' co-operative and polite behavior	PCBs	f	82	19	11	0	0	4.634	0.658	14.20
		%	73.2	17.0	9.8	0	0			
	SCBs	f	6	8	10	14	30	2.206	1.356	61.47
		%	8.8	11.8	14.7	20.6	44.1			
Satisfactory financial condition	PCBs	f	47	24	4	20	17	3.571	1.541	43.15
		%	42.0	21.4	3.6	17.9	15.2			
	SCBs	f	8	6	9	11	34	2.162	1.431	66.19
		%	11.8	8.8	13.2	16.2	50.0			

Table 4.2.2.1: Continued

Goodwill and well recognition	PCBs	f	67	32	7	6	0	4.429	0.835	18.85
		%	59.8	28.6	6.2	5.4	0			
	SCBs	f	9	9	7	13	30	2.324	1.481	63.73
		%	13.2	13.2	10.3	19.1	44.1			
Location of bank near residence	PCBs	f	3	8	16	43	42	1.991	1.027	51.58
		%	2.7	7.1	14.4	38.4	37.5			
	SCBs	f	10	4	8	14	32	2.206	1.462	66.27
		%	14.7	5.9	11.8	20.6	47.1			
Location of bank near workplace	PCBs	f	30	21	19	20	22	3.152	1.490	47.27
		%	26.8	18.8	17.0	17.9	19.6			
	SCBs	f	10	9	10	16	23	2.515	1.451	51.79
		%	14.7	13.2	14.7	23.5	33.8			
Good relation with banker	PCBs	f	58	29	13	7	5	4.143	1.130	27.27
		%	51.8	25.9	11.6	6.2	4.5			
	SCBs	f	3	4	10	11	40	1.809	1.162	64.23
		%	4.4	5.9	14.7	16.2	58.8			

Source: Primary data

Table 4.2.2.1 shows the values of percentage frequency, mean, standard deviation and co-efficient of variation on the basis of customers' perceptual responses of PCBs and SCBs in account opening service.

In case of "Bank timing and service quality" 80% customers (borrowers) were strongly agreed about bank timing and service quality of private commercial banks (PCBs). Of that 14% customers were agreed. On the other hand, 54% customers of state-owned commercial banks (SCBs) were strongly disagreed about bank timing and service quality. Of

whom 7% customers were disagreed, and 12% customers expressed their neutrality. The mean value of customers' response towards bank timing and service quality of private commercial banks is 4.750, which lies in strongly agree category, while mean value of state-owned commercial banks is 2.250, which lies in disagree category. In this regard, the value of CV of the borrowers' perception towards bank timing and service quality for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that bank timing and service quality is available in PCBs, which is unavailable in SCBs.

Under the variable "Bankers' co-operative and polite behavior" 73% customers (borrowers) were strongly agreed about bankers' co-operative and polite behavior of private commercial banks (PCBs). Of whom 14% customers were agreed. On the other hand, 44% customers of state-owned commercial banks (SCBs) were strongly disagreed about bankers' co-operative and polite behavior. Of whom 21% customers were disagreed, and 15% customers expressed their neutrality. The mean value of customers' response towards bankers' co-operative and polite behavior of private commercial banks is 4.634, which lies in strongly agree category, while mean value of state-owned commercial banks is 2.206, which lies in disagree category. In this regard, the value of CV of the borrowers' perception towards bankers' co-operative and polite behavior for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that bankers are co-operative and their behavior is polite in PCBs, which is unavailable in SCBs.

In case of "Satisfactory financial condition" 42% customers (borrowers) were strongly agreed about satisfactory financial condition of private commercial banks (PCBs). Of

whom 21% customers were agreed. On the other hand, 50% customers of state-owned commercial banks (SCBs) were strongly disagreed about satisfactory financial condition. 9% customers were agreed, and 13% customers expressed their neutrality. The mean value of customers' response towards satisfactory financial condition of private commercial banks is 3.571, which lies in agree category, while mean value of state-owned commercial banks is 2.162, which lies in disagree category. In this regard, the value of CV of the borrowers' perception towards satisfactory financial condition for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that satisfactory financial condition is available in PCBs, which is unavailable in SCBs.

Regarding "Goodwill and well recognition" 60% customers (borrowers) were strongly agreed about goodwill and well recognition of private commercial banks (PCBs). Of whom 29% customers were agreed. On the other hand, 44% customers of state-owned commercial banks (SCBs) were strongly disagreed about goodwill and well recognition. Of whom 13% customers were agreed, and 10% customers expressed their neutrality. The mean value of customers' response towards goodwill and well recognition of private commercial banks is 4.429, which lies in agree category, while mean value of state-owned commercial banks is 2.324, which lies in disagree category. In this regard, the value of CV of the borrowers' perception towards goodwill and well recognition for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that goodwill and well recognition is present in PCBs, which is unavailable in SCBs.

In case of “Location of bank near residence” 38% customers (borrowers) were strongly disagreed about location of bank near residence of private commercial banks (PCBs). Of whom 38% customers were disagreed. On the other hand, 47% customers of state-owned commercial banks (SCBs) were strongly disagreed about location of bank near residence. Of whom 15% customers were agreed, and 15% customers expressed their neutrality. The mean value of customers’ response towards location of bank near residence of private commercial banks is 1.991, which lies in disagree category; while mean value of state-owned commercial banks is 2.206, which also lies in disagree category. In this regard, the value of CV of the borrowers’ perception towards location of bank near residence for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that bank is located near residence in PCBs, which is unavailable in SCBs.

Regarding, “Location of bank near workplace” 27% customers (borrowers) were strongly agreed about location of bank near workplace of private commercial banks (PCBs). Of whom 19% customers were agreed. On the other hand, 34% customers of state-owned commercial banks (SCBs) were strongly disagreed about location of bank near workplace. Of whom 15% customers were agreed, and 13% customers expressed their neutrality. The mean value of customers’ response towards location of bank near workplace of private commercial banks is 3.152, which lies in neutral category, while mean value of state-owned commercial banks is 2.515, which also lies in neutral category. In this regard, the value of CV of the borrowers’ perception towards location of bank near workplace for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that bank is located near workplace in PCBs, which is unavailable in SCBs.

Regarding, “Good relation with banker” 52% customers (borrowers) were strongly agreed about good relation with banker of private commercial banks (PCBs). Of whom 26% customers were agreed. On the other hand, 59% customers of state-owned commercial banks (SCBs) were strongly disagreed about good relation with banker. Of whom 6% customers were agreed, and 15% customers expressed their neutrality. The mean value of customers’ response towards good relation with banker of private commercial banks is 4.143, which lies in agree category, while mean value of state-owned commercial banks is 1.809, which lies in disagree category. In this regard, the value of CV of the borrowers’ perception towards good relation with banker for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that good relation with banker is available in PCBs, which is unavailable in SCBs.

4.2.2.2 Types of Loan Taken by the Borrowers

There are different types of loan provided by the banks. In this study the researcher classified the loan into five categories at the time of collecting data from the borrowers. The borrowers of both PCBs and SCBs were asked what types of loan they have taken. The answers of the borrowers are noted in Table 4.2.2.2.

Table 4.2.2.2
Types of Loan Taken by the Borrowers

Type of loan	Type of Banks		Total
	PCBs	SCBs	
Short term (below 2 years)	20 (17.86)	15 (22.06)	35 (19.44)
Mid term (2—5 years)	40 (35.71)	18 (26.47)	58 (32.22)
Long term (more than 5 years)	17 (15.18)	8 (7.14)	25 (13.89)
Industrial loan	14 (12.5)	11 (16.18)	25 (13.89)
House Building loan	21 (18.75)	15 (22.06)	36 (20)
Total	112 (100)	68 (100)	180 (100)

Source: Primary data

From the above table, it is seen that out of 180 borrowers of both PCBs and SCBs, 19% customers has taken short term loan, 32% mid term loan, 14% long term loan and industrial loan and the rest 20 percent borrowers has taken house building loan.

4.2.2.3 Loan Granting Authority

There are different authorities who grant the loan to the customers. Normally, if the loan amount is huge then head office authority grant the loan. In this aspect, questions were made to the borrowers from which authority's permission they were received the loan and this is presented in the below table.

Table 4.2.2.3

Loan Granting Authority

Authority	Type of Banks		Total
	PCBs	SCBs	
Head Office authority	50 (44.64)	11 (16.18)	61 (33.89)
Regional/ Area/Zonal Office authority	39 (34.82)	35 (51.47)	74 (41.11)
Branch Manager	23 (20.54)	22 (32.35)	45 (25)
Total	112 (100)	68 (100)	180 (100)

Source: Primary data

Table 4.2.2.3 shows that among 180 borrowers of the PCBs and SCBs, 34 percent customers' loan has been granted from the head office authority, 41.11 percent granted by regional/ area/zonal office authority and 25 percent loan has been granted by the branch managers.

4.2.2.4 Borrowers Perception on the Services Received at the First Time

When the borrowers feel the necessity to get loan from the banks, at that time they go to the bank for getting that service. What is the customers' perception about the behavior of the bankers at the first time when they go to the bank is analyzed below:

Table 4.2.2.4

Borrowers Perception on the Services Received at the First Time

Variables	Bank	Responses						Statistics		
			5	4	3	2	1	Mean	SD	CV
Manager does not consider you important	PCBs	f	2	51	13	40	5	1.802	0.942	52.28
		%	1.8	4.5	11.6	35.7	45.5			
	SCBs	f	34	8	7	10	9	3.706	1.526	41.18
		%	50.0	11.8	10.3	14.7	13.2			
Manager requests to begin transactions by opening account	PCBs	f	57	42	9	4	0	4.457	0.781	17.39
		%	50.9	37.5	8.0	3.6	0			
	SCBs	f	20	20	13	9	6	3.574	1.285	35.95
		%	29.4	29.4	19.1	13.2	8.8			
Banker processes loan proposal promptly	PCBs	f	51	42	3	9	7	4.080	1.171	28.70
		%	45.5	37.5	2.7	8.0	6.2			
	SCBs	f	10	13	9	6	30	2.515	1.560	62.03
		%	14.7	19.1	13.2	8.8	44.1			
Banker delays in processing the loan proposal	PCBs	f	9	12	11	49	31	2.277	1.210	53.14
		%	8.0	10.7	9.8	43.8	27.7			
		f	40	10	10	2	6	4.118	1.287	31.25

	SCBs	%	58.8	14.7	14.7	2.9	8.8			
Manager is to be requested again and again	PCBs	f	15	17	4	41	35	2.429	1.412	58.13
		%	13.4	15.2	3.6	36.6	31.2			
	SCBs	f	45	10	3	6	4	4.265	1.241	29.1
		%	66.2	14.7	4.4	8.8	5.9			
Time is spent for the file work	PCBs	f	13	27	9	22	41	2.545	1.476	58.00
		%	11.6	24.1	8.0	19.6	36.6			
	SCBs	f	46	7	10	4	1	4.468	1.035	23.70
		%	67.6	10.3	14.7	5.9	1.5			

Source: Primary data

Table 4.2.2.4 shows the values of percentage frequency, mean, standard deviation and co-efficient of variation on the basis of customers' perceptual responses of PCBs and SCBs in account opening service.

In case of "Manager does not consider you important" 46% customers (borrowers) were strongly disagreed about manager does not consider you important of private commercial banks (PCBs). Of whom 36% customers were disagreed. On the other hand, 50% customers of state-owned commercial banks (SCBs) were strongly agreed about manager does not consider you important. Of whom 12% customers were agreed, and 10% customers expressed their neutrality. The mean value of customers' response towards manager does not consider you important of private commercial banks is 1.802, which lies in disagree category, while mean value of state-owned commercial banks is 3.706, which lies in agree category. In this regard, the value of CV of the borrowers' perception towards manager does not consider you important for PCBs are higher than that of SCBs. It is observed that the

opinion of SCBs is less deviated than PCBs. So, the researcher can conclude that manager does not consider you important in SCBs, which is unavailable in PCBs.

Under the variable “Manager requests to begin transactions by opening an account” 51% customers (borrowers) were strongly agreed of private commercial banks (PCBs). Of whom 38% customers were agreed. On the other hand, 29% customers of state-owned commercial banks (SCBs) were strongly agreed about manager requests to begin transactions by opening account. Of whom 29% customers were agreed, and 19% customers expressed their neutrality. The mean value of customers’ response towards manager requests to begin transactions by opening account of private commercial banks is 3.574, which lies in agree category, while mean value of state-owned commercial banks is 3.706, which also lies in agree category. In this regard, the value of CV of the borrowers' perception towards manager requests to begin transactions by opening account for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that manager requests to begin transactions by opening account in SCBs, which is unavailable in PCBs.

Regarding “Banker processes loan/investment proposal promptly” 46% customers (borrowers) were strongly agreed about Banker processes loan/investment proposal promptly of private commercial banks (PCBs). Of whom 38% customers were agreed. On the other hand, 44% customers of state-owned commercial banks (SCBs) were strongly disagreed about banker processes loan/investment proposal promptly. Of whom 19% customers were agreed, and 13% customers expressed their neutrality. The mean value of customers’ response towards banker processes loan/investment proposal promptly of

private commercial banks is 4.080, which lies in agree category, while mean value of state-owned commercial banks is 2.515, which lies in neutral category. In this regard, the value of CV of the borrowers' perception towards banker processes loan/investment proposal promptly by opening account for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that banker processes loan/investment proposal promptly in PCBs, which is unavailable in SCBs.

In case of "Banker delays in processing the loan/investment proposal" 28% customers (borrowers) were strongly disagreed about banker delays in processing the loan/investment proposal of private commercial banks (PCBs). Of whom 44% customers were disagreed. On the other hand, 59% customers of state-owned commercial banks (SCBs) were strongly agreed about banker delays in processing the loan/investment proposal. Of whom 15% customers were agreed, and 15% customers expressed their neutrality. The mean value of customers' response towards banker delays in processing the loan/investment proposal of private commercial banks is 2.277, which lies in disagree category, while mean value of state-owned commercial banks is 4.118, which lies in agree category. In this regard, the value of CV of the borrowers' perception towards banker delays in processing the loan/investment proposal for PCBs is higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs. So, the researcher can conclude that banker delays in processing the loan/investment proposal in SCBs, which is unavailable in PCBs.

Regarding, "Manager is to be requested again and again" 31% customers (borrowers) were strongly disagreed about manager is to be requested again and again of private commercial banks (PCBs). Of whom 37% customers were disagreed. On the other hand, 66%

customers of state-owned commercial banks (SCBs) were strongly agreed about Manager is to be requested again and again. Of whom 15% customers were agreed, and 4% customers expressed their neutrality. The mean value of customers' response towards Manager is to be requested again and again of private commercial banks is 2.429, which lies in disagree category, while mean value of state-owned commercial banks is 4.468, which lies in agree category. In this regard, the value of CV of the borrowers' perception towards Manager is to be requested again and again for PCBs is higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs. So, the researcher can conclude that manager is to be requested again and again in SCBs, which is unavailable in PCBs.

Under the variable, "Time is spent for the file work" 37% customers (borrowers) were strongly disagreed about time is spent for the file work of private commercial banks (PCBs). Of whom 20% customers were disagreed. On the other hand, 68% customers of state-owned commercial banks (SCBs) were strongly agreed about time is spent for the file work. Of whom 10% customers were agreed, and 15% customers expressed their neutrality. The mean value of customers' response towards time is spent for the file work of private commercial banks is 2.545, which lies in neutral category, while mean value of state-owned commercial banks is 4.468, which lies in agree category. In this regard, the value of CV of the borrowers' perception towards time is spent for the file work for PCBs is higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs. So, the researcher can conclude that time is spent for the file work in SCBs, which is unavailable in PCBs.

4.2.2.5 Borrowers Perception on Delay in Sanctioning Loan

Usually, banks are supposed to sanction loan/investment to their borrowers after fulfilling all terms and conditions. In this regard, banks consider the loan proposal and process to place it to the executive meeting as maintaining necessary official formalities. However, borrowers were asked whether the bankers delayed to sanction loan or not, in spite of fulfilling the conditions. The distribution of borrowers' responses is presented in Table 4.2.2.5.

Table 4.2.2.5

Borrowers Perception on Delay in Sanctioning Loan

Type of loan	Type of Banks		Total
	PCBs	SCBs	
More delay	25 (22.32)	43 (63.24)	68 (37.78)
Average delay	35 (31.25)	22 (32.35)	57 (31.67)
No delay	52 (46.43)	3 (4.41)	55 (30.56)
Total	112 (100)	68 (100)	180 (100)

Source: Primary data

The borrowers responded frequently in terms of their manners like more delay, average delay and no delay. It is shown that 38% borrowers has given their opinion that banks took more time in sanctioning loan and according to 32% borrowers banks took an

average time to sanction loan/investment. On the other hand, 31% borrowers expressed their perception that banks did not delay in sanctioning loan.

In comparison, 22% borrowers of PCBs and 63% borrowers of SCBs commented that their banks took more time in sanctioning of loan. 31% respondents of PCBs and 32% customers of SCBs given their opinion that banks took average time in sanctioning loan and the rest 46% customers of PCBs and 4% borrowers of SCBs opinioned that their banks did not delay in providing loan.

4.2.2.6 Supervision of Loan by the Bank

Banks need to supervise the borrowers' business activities regularly for knowing that the borrowers are using the loan amount properly or not. Such supervision schedules are fixed under banks' investment policy and strategy formulated by the top management of the particular bank. The responses of the borrowers upon the services of supervision activities of loan are shown in Table 4.2.2.6.

Table 4.2.2.6
Supervision of Loan by the Bank

Supervision of loan	Type of Banks		Total
	PCBs	SCBs	
Proper supervision	50 (44.64)	34 (50)	84 (46.67)
Average supervision	44 (39.29)	27 (39.71)	71 (39.44)

Irregular supervision	18 (16.07)	7 (10.29)	25 (13.89)
Total	112 (100)	68 (100)	180 (100)

Source: Primary data

The above table shows that 47% borrowers commented that their banks supervise the sanctioned loan properly. Then, 39% customers expressed their opinion that sanctioned loan was average supervised. Only 14% borrowers of the banks commented that loan was not supervised regularly.

The comparative analysis shows that 45% borrowers of PCBs and 30% borrowers of SCBs expressed their views that sanctioned loan was properly supervised by the banks. In another direction, 39% customers of PCBs and 24% customers of SCBs opinioned that their loan was average supervised by the banks. On the other hand, 16% borrowers of PCBs and 10% borrowers of SCBs expressed their opinion that loan was not supervised regularly.

4.2.2.7 Borrowers' Level of Satisfaction

Banks disburse loan to their borrowers under specific terms and conditions with considering the borrowers' business goodwill and possibility of recovery of the fund sanctioned. Borrowers were asked to express their level of satisfaction on the terms and conditions of loan sanctioned.

Table 4.2.2.7
Borrowers' Level of Satisfaction

Variables	Bank	Responses						Statistics		
			5	4	3	2	1	Mean	SD	CV
Quantity of loan/investment	PCBs	f	17	37	15	27	16	3.107	1.324	42.613
		%	15.2	33.0	13.4	24.1	14.3			
	SCBs	f	5	7	10	16	30	2.132	1.292	60.60
		%	7.4	10.3	14.7	23.5	44.1			
Interest payable of loan/investment	PCBs	f	11	14	12	43	32	2.366	1.287	54.395
		%	9.8	12.5	10.7	38.4	28.6			
	SCBs	f	5	8	9	13	33	2.103	1.329	63.195
		%	7.4	11.8	13.2	19.1	48.5			
Collateral security for the loan/investment	PCBs	f	12	33	28	30	9	3.080	1.148	37.272
		%	10.7	29.5	25.0	26.8	8.0			
	SCBs	f	11	9	18	10	20	2.721	1.434	52.701
		%	16.2	13.2	26.5	14.7	29.4			
Repayment period of the loan/investment	PCBs	f	20	30	8	35	19	2.973	1.411	47.46
		%	17.9	26.8	7.1	31.2	17.0			
	SCBs	f	15	10	12	13	18	2.868	1.515	52.824
		%	22.1	14.7	17.6	19.1	26.5			
Procedural formalities	PCBs	f	22	45	3	29	13	3.304	1.355	41.01
		%	19.6	40.2	2.7	25.9	11.6			
	SCBs	f	2	4	15	16	31	1.971	1.092	55.403
		%	2.9	5.9	22.1	23.5	45.6			

Documentation	PCBs	f	14	47	7	35	9	3.196	1.236	38.673
		%	12.5	42.0	6.2	31.2	8.0			
	SCBs	f	4	10	11	8	35	2.118	1.344	63.456
		%	5.9	14.7	16.2	11.8	51.5			
Sanctioned time	PCBs	f	50	34	12	10	6	4.00	1.186	29.65
		%	44.6	30.4	10.7	8.9	5.4			
	SCBs	f	6	10	8	8	36	2.147	1.428	66.511
		%	8.8	14.7	11.8	11.8	52.9			

Source: Primary data

Table 4.2.2.7 shows the values of percentage frequency, mean, standard deviation and coefficient of variation (CV) on the basis of customers' perceptual responses of PCBs and SCBs in the expression of level of satisfaction.

In case of "Quantity of loan/investment" 33% customers (borrowers) were satisfied about quantity of loan/investment of private commercial banks (PCBs) and 24% customers were dissatisfaction. On the other hand, 44% customers of state-owned commercial banks (SCBs) were highly dissatisfaction and 24% customers were dissatisfaction about quantity of loan/investment. The mean value of customers' response towards quantity of loan/investment of private commercial banks is 3.107, which lies in neutral category, while mean value of state-owned commercial banks is 2.132, which lies in dissatisfaction category. In this regard, the value of CV of the borrowers' perception towards quantity of loan/investment for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that quantity of loan/investment is higher in PCBs then that of SCBs.

Under the variable “Interest payable of loan/investment” 38% customers were dissatisfaction about interest payable of loan/investment of private commercial banks (PCBs). Of whom 29% customers were highly dissatisfaction. On the other hand, 49% customers of state-owned commercial banks (SCBs) were highly dissatisfaction about interest payable of loan/investment and the rest 13% and 19% customers were dissatisfaction and neutral respectively. The mean value of customers’ response towards interest payable of loan/investment of private commercial banks is 2.366, which lies in dissatisfaction category, while mean value of state-owned commercial banks is 2.103, which lies in dissatisfaction category. The value of CV of the borrowers’ attitude towards interest payable of loan/investment for PCBs is lower than that of SCBs. It denotes that the opinion of PCBs is less deviated than SCBs.

In case of “Collateral security for the loan/investment” 30% customers were satisfied about collateral security for the loan/investment of private commercial banks (PCBs) and 27% customers were dissatisfaction and 25% borrowers showed there neutrality. On the other hand, 29% customers of state-owned commercial banks (SCBs) were highly dissatisfaction about collateral security for the loan/investment and 15% and 27% customers were dissatisfaction and neutral respectively. The mean value of customers’ response towards collateral security for the loan/investment of private commercial banks is 3.080, which lies in neutral category, while mean value of state-owned commercial banks is 2.721, which also lie in neutral category. The value of CV of the borrowers’ attitude towards collateral security for the loan/investment for PCBs is lower than that of SCBs. It denotes that the opinion of PCBs is less scattered than SCBs. So, the researcher can conclude that collateral security for the loan/investment is higher in PCBs, which is lower in PCBs.

Regarding “Repayment period of the loan/investment” 31% customers were dissatisfaction about repayment period of the loan/investment by private commercial banks (PCBs). Of whom 27% customers were satisfied. On the other hand, 27% customers of state-owned commercial banks (SCBs) were highly dissatisfaction about repayment period of the loan/investment and 19% customers were dissatisfaction and 18% customers expressed their neutrality. The mean value of customers’ response towards repayment period of the loan/investment of private commercial banks is 2.973, which fall in neutral category, while mean value of state-owned commercial banks is 2.868, which lie in dissatisfaction category. The value of CV of the borrowers’ perception towards encashment of Demand Draft for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.

In case of “Procedural formalities” 40% customers were satisfied to procedural formalities of private commercial banks (PCBs) and 26% customers were dissatisfaction. On the other hand, 54% customers of state-owned commercial banks (SCBs) were highly dissatisfaction to get chequebook of PCBs and 18% and 14% customers were dissatisfaction and neutral respectively. The mean value of customers’ response towards to get chequebook of private commercial banks is 3.442, which lies in neutral category, while mean value of state-owned commercial banks is 1.964, which lie in dissatisfaction category. The value of CV of the borrowers’ attitude towards procedural formalities for PCBs is lower than that of SCBs. It denotes that the opinion of PCBS is less deviated than SCBs. So, the researcher can conclude that a procedural formality in PCBs is easier than that of SCBs.

Regarding “Documentation” 42% customers were satisfied about documentation of private commercial banks (PCBs). Of whom 31% customers were dissatisfaction .On the other hand, 52% customers of state-owned commercial banks (SCBs) were highly dissatisfaction about documentation and 16% customers were neutral. The mean value of

customers' response towards documentation of private commercial banks is 3.196, which fall in neutral category, while mean value of state-owned commercial banks is 2.118, which lie in dissatisfaction category. The value of CV of the borrowers' perception towards documentation for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, it can be concluded that the documentation procedure is simple and easy in PCBs, which is complex and lengthy in SCBs.

Under the variable "to prepare DD/bank draft/pay order" 36% customers were highly satisfied about preparing DD/bank draft/pay order of private commercial banks (PCBs). Of whom 43% customers were satisfied. On the other hand, 60% customers of state-owned commercial banks (SCBs) were highly dissatisfaction about preparing DD/bank draft/pay order and the rest 18 % and 10% customers were dissatisfaction and neutral respectively. The mean value of customers' response towards preparing DD/bank draft/pay order of private commercial banks is 4.033, which lies in satisfied category, while mean value of state-owned commercial banks is 1.809, which lies in dissatisfaction category. The value of CV of the borrowers' attitude towards preparing DD/bank draft/pay order for PCBs is lower than that of SCBs. It denotes that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that the customers are satisfied towards PCBs, which is not found in SCBs in preparing DD/bank draft/pay order.

Regarding "Sanctioned time" 45% customers of private commercial banks (PCBs) were highly satisfied. Of whom 30% customers were satisfied and 11% customers were neutral. On the other hand, 53% customers of state-owned commercial banks (SCBs) were highly dissatisfaction about sanctioned time and 12% customers were dissatisfaction and 12% customers expressed their neutrality. The mean value of customers' response towards

sanctioned time of private commercial banks is 4.00, which fall in satisfied category, while mean value of state-owned commercial banks is 2.147, which lies in dissatisfaction category. The value of CV of the borrowers' perception towards sanctioned time for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less scattered than SCBs. So, it can be concluded that the customers face difficulty in SCBs for sanctioning time of loan.

4.2.2.8 Perception of the Borrowers on the Factors of Sanctioning Loan

For getting the loan from the banks, the borrowers have to perform so many procedural formalities. Regarding these procedural formalities the borrowers were asked to mention their agreement on the basis of some factors, which are presented in Table 4.2.2.8.

Table 4.2.2.8

Borrowers Perception on the Factors of Sanctioning Loan

Variables	Bank	Responses						Statistics		
			5	4	3	2	1	Mean	SD	CV
Excess documents are submitted	PCBs	f	4	17	14	42	35	2.223	1.152	51.821
		%	3.6	15.2	12.5	37.5	31.2			
	SCBs	f	10	8	7	8	35	2.265	1.542	68.079
		%	14.7	11.8	10.3	11.8	51.5			
Manager/authority cannot take the decision promptly	PCBs	f	3	5	28	25	51	1.964	1.065	54.226
		%	2.7	4.5	25.0	22.3	45.5			
	SCBs	f	30	13	10	10	5	3.779	1.348	35.671
		%	44.1	19.1	14.7	14.7	7.4			

Concerned banker delays in processing the loan proposal	PCBs	f	7	9	14	53	29	2.214	1.110	50.135
		%	6.2	8.0	12.5	47.3	25.9			
	SCBs	f	30	13	10	11	4	3.794	1.322	34.845
		%	44.1	19.1	14.7	16.2	5.9			
Loan sanctioning power of branch manager is Limited	PCBs	f	18	50	2	32	10	3.321	1.282	38.603
		%	16.1	45.5	1.8	27.7	8.9			
	SCBs	f	35	11	10	9	3	3.971	1.269	31.957
		%	51.5	16.2	14.7	13.2	4.4			

Source: Primary data

Table 4.2.2.8 shows the values of percentage frequency, mean, standard deviation and coefficient of variation (CV) on the basis of customers' perceptual responses of PCBs and SCBs in account opening service.

In case of "Excess documents are submitted" 38% customers (borrowers) were disagreed about excess documents are submitted of private commercial banks (PCBs) and 31% customers were strongly disagreed. On the other hand, 52% customers of state-owned commercial banks (SCBs) were strongly disagreed about excess documents are submitted. Of whom 15% customers were strongly agreed, and 12% customers expressed their neutrality. The mean value of customers' response towards excess documents are submitted of private commercial banks is 2.223, which lies in disagree category, while mean value of state-owned commercial banks is 2.265, which also lies in disagree category. In this regard, the values of CV of the borrowers' perception towards excess documents are submitted for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that customers need to submit excess documents in SCBs, which is not necessary in PCBs.

Under the variable “Manager/authority cannot take the decision promptly” 46% customers were strongly disagreed about manager/authority cannot take the decision promptly of private commercial banks (PCBs). Of whom 22% customers were disagreed and 25% customers expressed their neutrality. On the other hand, 44% customers of state-owned commercial banks (SCBs) were strongly agreed about manager/authority cannot take the decision promptly and the rest 19% and 15% customers were agreed and neutral respectively. The mean value of customers’ response towards manager/authority cannot take the decision promptly of private commercial banks is 1.964, which lies in disagree category, while mean value of state-owned commercial banks is 3.779, which lies in agree category. The value of CV of the borrowers’ attitude towards manager/authority cannot take the decision promptly for PCBs is higher than that of SCBs. It denotes that the opinion of SCBs is less deviated than PCBs. So, the researcher can conclude that manager/authority cannot take the decision promptly in SCBs.

In case of “Concerned banker delays in processing the loan proposal” 47% customers were disagreed about concerned banker delays in processing the loan proposal of private commercial banks (PCBs) and 26% customers were strongly disagreed. On the other hand, 44% customers of state-owned commercial banks (SCBs) were strongly agreed about concerned banker delays in processing the loan proposal and 19% and 16% customers were agreed and disagreed respectively. The mean value of customers’ response towards concerned banker delays in processing the loan proposal of private commercial banks is 2.214, which lies in disagree category, while mean value of state-owned commercial banks is 3.794, which lies in agree category. The value of CV of the borrowers’ attitude towards concerned banker delays in processing the loan proposal for PCBs is higher than that of SCBs. It denotes that the opinion of SCBs is less deviated than PCBs. So, the researcher can

conclude that concerned banker delays in processing the loan proposal in SCBs, which is unavailable in PCBs.

Regarding “loan sanctioning power of branch manager is limited” 46% customers were agreed about loan sanctioning power of branch manager is limited of private commercial banks (PCBs). Of whom 28% customers were disagreed. On the other hand, 52% customers of state-owned commercial banks (SCBs) were strongly agreed about loan sanctioning power of branch manager is limited and 16% customers were agreed and 15% customers were expressed their neutrality. The mean value of customers’ response towards loan sanctioning power of branch manager is limited of private commercial banks is 3.321, which falls in neutral category, while mean value of state-owned commercial banks is 3.971, which lie in agree category. The value of CV of the borrowers’ attitude towards concerned about loan sanctioning power of branch manager is limited for PCBs is higher than that of SCBs. It denotes that the opinion of SCBs is less deviated than PCBs. So, the researcher can conclude that loan sanctioning power of branch manager is limited in SCBs, which is unavailable in PCBs.

4.2.2.9 Borrowers Perception in Getting the Services of Sanctioning Loan

The customers have achieved a huge bitter experience at the time of getting loan from the banks. On some unexpected and illegal issues the following questions were asked to the borrowers to get their opinion, which is given in the below table.

Table 4.2.2.9

Perception of Borrowers in Getting the Services of Sanctioning Loan

Variables	Bank	Responses						Statistics		
			5	4	3	2	1	Mean	SD	CV
Influences are made by political elites	PCBs	f	15	51	13	31	2	3.411	1.087	31.867
		%	13.4	45.5	11.6	27.7	1.8			
	SCBs	f	30	11	10	10	7	3.691	1.427	36.027
		%	44.1	16.2	14.7	14.7	10.3			
Manager is to be influenced by high officials	PCBs	f	8	40	21	39	4	3.080	1.067	34.643
		%	7.1	35.7	18.8	34.8	3.6			
	SCBs	f	35	10	11	9	3	3.956	1.275	32.229
		%	51.5	14.7	16.2	13.2	4.4			
Manager is to be influenced by your business goodwill	PCBs	f	59	38	10	5	0	4.348	.824	18.951
		%	52.7	33.9	8.9	4.5	0			
	SCBs	f	30	18	5	7	8	3.809	1.406	36.912
		%	44.1	26.5	7.4	10.3	11.8			
Manager is to be requested by concerned bank's officials	PCBs	f	0	2	20	40	50	1.768	.805	45.531
		%	0	1.8	17.9	35.7	44.6			
	SCBs	f	30	13	10	11	4	3.794	1.322	34.844
		%	44.1	19.1	14.7	16.2	5.9			

Source: Primary data

Table 4.2.2.9 shows the values of percentage frequency, mean, standard deviation and coefficient of variation (CV) on the basis of customers' perceptual responses of PCBs and SCBs in account opening service.

Under the variable “manager is to be influenced by high elites” 46% customers were agreed about manager is to be influenced by high elites of private commercial banks (PCBs). Of whom 28% customers were disagreed and 12% customers expressed their neutrality. On the other hand, 44% customers of state-owned commercial banks (SCBs) were strongly agreed about manager is to be influenced by high elites and the rest 16% and 15% customers were agreed and neutral respectively. The mean value of customers’ response towards manager is to be influenced by high elites of private commercial banks is 3.411, which lies in neutral category, while mean value of state-owned commercial banks is 3.691, which lies in agree category. The value of CV of the borrowers’ attitude towards manager is to be influenced by high elites for PCBS is lower than that of SCBs. It denotes that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that manager is to be influenced by high elites in SCBs, which is not necessary for PCBs.

In case of “manager is to be influenced by high officials” 36% customers were agreed about manager is to be influenced by high officials of private commercial banks (PCBs) and 35% customers were disagreed. On the other hand, 52% customers of state-owned commercial banks (SCBs) were strongly agreed about manager is to be influenced by high officials and 15% and 16% customers were agreed and neutral respectively. The mean value of customers’ response towards manager is to be influenced by high officials of private commercial banks is 3.080, which lies in disagree category, while mean value of state-owned commercial banks is 3.956, which lies in agree category. The value of CV of the borrowers’ attitude towards concerned banker for PCBs is higher than that of SCBs. It denotes that the opinion of SCBs is less deviated than PCBs. So, the researcher can conclude that manager is to be influenced by high officials in PCBs, which is unavailable in SCBs.

Regarding “Manager is to be influenced by your business goodwill” 53% customers were strongly agreed about manager is to be influenced by your business goodwill of private commercial banks (PCBs). Of whom 34% customers were agreed. On the other hand, 44% customers of state-owned commercial banks (SCBs) were strongly agreed about manager is to be influenced by your business goodwill and 27% customers were agreed and 10% customers were expressed their neutrality. The mean value of customers’ response towards manager is to be influenced by your business goodwill of private commercial banks is 4.348, which falls in agree category, while mean value of state-owned commercial banks is 3.809, which lie in agree category. The value of CV of the borrowers’ attitude towards manager is to be influenced by your business goodwill is limited for PCBs is lower than that of SCBs. It denotes that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that manager is to be influenced by your business goodwill in PCBs, which is unavailable in SCBs.

In case of “Manager is to be requested by concerned bank’s officials” 45% customers were strongly disagreed about manager is to be requested by concerned bank’s officials of private commercial banks (PCBs) and 36% customers were disagreed. On the other hand, 44% customers of state-owned commercial banks (SCBs) were strongly agreed about manager is to be requested by concerned bank’s officials and 19% and 16% customers were agreed and neutral respectively. The mean value of customers’ response towards manager is to be requested by concerned bank’s officials of private commercial banks is 1.768, which lies in disagree category, while mean value of state-owned commercial banks is 3.794, which lies in agree category. The value of CV of the borrowers’ attitude towards concerned banker for PCBs is higher than that of SCBs. It denotes that the opinion of SCBs is less deviated than

PCBs. So, the researcher can conclude that manager is to be requested by concerned bank's officials in SCBs, which is unavailable in PCBs.

4.2.2.10 Perception on Entertainment Received from the Bank

In banking business, bankers try to entertain their present and potential customers with their best. Such type of entertainments may satisfy the customers and may create positive attitude towards the bank. However, the borrowers were asked to express their views on different types of entertainments they received are presented in the following Table 4.2.2.10.

Table 4.2.2.10

Borrowers' Perception towards Received Entertainments

Variables	Bank	Responses						Statistics		
			5	4	3	2	1	Mean	SD	CV
Addressing with smiling face by the bankers	PCBs	f	53	45	6	8	0	4.277	0.862	20.15
		%	47.3	40.2	5.4	7.1	0			
	SCBs	f	4	3	7	20	34	1.868	1.145	61.30
		%	5.9	4.4	10.3	29.4	50.0			
Entertaining with a cup of tea	PCBs	f	19	33	14	28	18	3.062	1.371	44.77
		%	17.0	29.5	12.5	25.0	16.1			
	SCBs	f	10	3	8	12	35	2.132	1.465	68.71
		%	14.7	4.4	11.8	17.6	51.5			

Table 4.2.2.10: Continued

Saluted by security guard	PCBs	f	61	40	7	4	0	4.411	0.766	17.37
		%	54.5	35.7	6.2	3.6	0			
	SCBs	f	10	7	4	10	37	2.162	1.532	70.86
		%	14.7	10.3	5.9	14.7	54.4			
Entertained into the manager's room	PCBs	f	12	47	16	32	5	3.259	1.121	34.40
		%	10.7	42.0	14.4	28.6	4.5			
	SCBs	f	7	6	7	10	38	2.029	1.403	69.15
		%	10.3	8.8	10.3	14.7	55.9			

Source: Primary data

Table 4.2.2.10 shows the values of percentage frequency, mean, standard deviation and co-efficient of variation on the basis of customers' perceptual responses of PCBs and SCBs in account opening service.

In case of "Addressing with smiling face" 47% customers (borrowers) were strongly agreed about addressing with smiling face of private commercial banks (PCBs) and 40% customers were agreed. On the other hand, 50% customers of state-owned commercial banks (SCBs) were strongly disagreed about addressing with smiling face. Of whom 29% customers were disagreed, and 10% customers expressed their neutrality. The mean value of customers' response towards addressing with smiling face of private commercial banks is 4.277, which lies in agree category, while mean value of state-owned commercial banks is 1.868, which lies in disagree category. In this regard, the value of CV of the borrowers' perception towards addressing with smiling face for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can

conclude that bankers address the customers with a smiling face in PCBs, which is unavailable in SCBs.

Under the variable “Entertaining with a cup of tea” 30% customers were agreed about entertaining with a cup of tea of private commercial banks (PCBs). Of whom 17% customers were strongly agreed. On the other hand, 52% customers of state-owned commercial banks (SCBs) were strongly disagreed about entertaining with a cup of tea and the rest 4% and 12% customers were agreed and neutral respectively. The mean value of customers’ response towards entertaining with a cup of tea of private commercial banks is 3.062, which lies in neutral category, while mean value of state-owned commercial banks is 2.132, which lies in strongly disagree category. The value of CV of the borrowers’ attitude towards entertaining with a cup of tea for PCBS is lower than that of SCBs. It denotes that the opinion of PCBS is less deviated than SCBs. So, the researcher can conclude that the customers are entertained with a cup of tea in PCBs, which is unavailable in SCBs.

In case of “Saluted by security guard” 55% customers were strongly agreed about saluting by security guard of private commercial banks (PCBs) and 35.7% customers were agreed. On the other hand, 54% customers of state-owned commercial banks (SCBs) were strongly disagreed about saluted by security guard and 15% and 6% customers were disagreed and neutral respectively. The mean value of saluted by security guard of private commercial banks is 4.6, which lies in strongly agree category, while mean value of state-owned commercial banks is 1.119, which lies in strongly disagree category. Here the value of CV of the borrowers' attitude towards saluted by security guard for PCBs is lower than that of SCBs. It denotes that the opinions of PCBs are less deviated than SCBs. So, the researcher

can conclude that customers are saluted by security guard in PCBs, which is unavailable in SCBs.

Regarding “Entertained into the manager's chamber” 42% customers were agreed about entertained into the manager's chamber by private commercial banks (PCBs). Of whom 11% customers were strongly agreed and 19% customers were neutral. On the other hand, 71% customers of state-owned commercial banks (SCBs) were strongly disagreed about entertained into the manager's chamber and 14% customers were neutral. The mean value of customers’ response towards entertained into the manager's chamber of private commercial banks is 3.259, which falls in neutral category, while mean value of state-owned commercial banks is 2.029, which lies in disagree category. The value of CV of the borrowers' perception towards entertained into the manager's chamber for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, it can be concluded that the customers are entertained into the manager's chamber in PCBs, which is unavailable in SCBs.

4.2.2.11 Behavior of the Bankers

Generally, banking transactions are performed between bankers and customers under the specific terms and conditions. In transaction period, bankers’ behavior shown to the customers is very important in case of customers’ satisfaction. In order to evaluate the behavior of the bankers of PCBs and SCBs, some variables were drawn and borrowers were asked to express their perceptual views on such behavioral manners.

Table 4.2.2.11

Borrowers Satisfaction on Behavior of the Bankers

Variables	Bank	Responses						Statistics		
			5	4	3	2	1	Mean	SD	CV
Banker communicates in smiling face	PCBs	f	40	52	2	10	8	3.946	1.177	29.83
		%	35.7	46.4	1.8	8.9	7.1			
	SCBs	f	5	6	8	14	35	2.000	1.293	64.65
		%	7.4	8.8	11.8	20.6	51.5			
Banker communicates in gloomy face	PCBs	f	3	8	6	41	54	1.795	1.015	56.55
		%	2.7	7.1	5.4	36.6	48.2			
	SCBs	f	9	15	10	20	14	2.779	1.359	48.90
		%	13.2	22.1	14.7	29.4	20.6			
Banker remains indifferent to you	PCBs	f	8	40	24	34	6	3.089	1.078	34.90
		%	7.1	35.7	21.4	30.4	5.4			
	SCBs	f	6	10	9	13	30	2.250	1.386	61.6
		%	8.8	14.7	13.2	19.1	44.1			

Source: Primary data

Table 4.2.2.11 shows the values of percentage frequency, mean, standard deviation and co-efficient of variation on the basis of customers' perceptual responses of PCBs and SCBs in account opening service.

In case of "Banker communicates in smiling face" 36% customers (borrowers) were strongly agreed about banker communicates in smiling face of private commercial banks

(PCBs) and 46% customers were agreed. On the other hand, 52% customers of state-owned commercial banks (SCBs) were strongly disagreed about banker communicates in smiling face. Of whom 21% customers were disagreed, and 12% customers expressed their neutrality. The mean value of customers' response towards banker communicates in smiling face of private commercial banks is 3.946, which lies in agree category, while mean value of state-owned commercial banks is 2.000, which lies in disagree category. In this regard, the value of CV of the borrowers' perception towards banker communicates in smiling face for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that banker communicates in smiling face in PCBs, which is unavailable in SCBs.

Under the variable "Banker communicates in gloomy face" 48% customers were strongly disagreed about banker communicates in gloomy face of private commercial banks (PCBs). Of whom 37% customers were disagreed. On the other hand, 13% customers of state-owned commercial banks (SCBs) were strongly agreed about banker communicates in gloomy face and the rest 22% and 15% customers were agreed and neutral respectively. The mean value of customers' response towards banker communicates in gloomy face of private commercial banks is 1.795, which lies in disagree category, while mean value of state-owned commercial banks is 2.779, which lies in neutral category. The value of CV of the borrowers' attitude towards banker communicates in gloomy face for PCBs is higher than that of SCBs. It denotes that the opinion of SCBs is less deviated than PCBs. So, the researcher can conclude that the banker communicates in gloomy face in SCBs, which is unavailable in PCBs.

In case of "Banker remains indifferent to you" 30% customers were disagreed about banker remains indifferent to you of private commercial banks (PCBs) and 36% customers

were agreed. On the other hand, 44% customers of state-owned commercial banks (SCBs) were strongly disagreed about banker remains indifferent to you and 19% and 13% customers were disagreed and neutral respectively. The mean value of banker remains indifferent to you of private commercial banks is 3.089, which lies in neutral category, while mean value of state-owned commercial banks is 2.250, which lies in disagree category. Here the value of CV of the borrowers' attitude towards banker remains indifferent to you for PCBs is lower than that of SCBs. It denotes that the opinion of PCBs is less deviated than SCBs. So, the researcher can conclude that banker remains indifferent to you in PCBs, which is unavailable in SCBs.

4.3 Test of Hypotheses and Results

Data were analyzed with a Likert type 5-point scale ranging from highly satisfied (5) to highly dissatisfied (1). In this study weighted average value of 3.5 has been considered as the optimum level for every case. Z test is done to test the hypotheses.

Results of Hypotheses on the Basis of the Data of Depositors of PCBs on Customer Satisfaction:

Hypothesis 1:

H_0 : The depositors are satisfied towards account opening services provided by PCBs.

H_a : The depositors are not satisfied towards account opening services provided by PCBs.

Confidence level	Z table value	Z observed value	Decision
95%	1.645	0.967	Null hypothesis is accepted

Null hypothesis in hypothesis 1 stated that the depositors are satisfied towards account opening services provided by PCBs. However, the null hypothesis is supported as the calculated Z value (0.967) is less than the tabulated value (1.645).

Hypothesis 2:

H_0 : The depositors are satisfied with the services of depositing money provided by PCBs.

H_a : The depositors are not satisfied with the services of depositing money provided by PCBs.

Confidence level	Z table value	Z observed value	Decision
95%	1.645	0.892	Null hypothesis is accepted

Null hypothesis in hypothesis 2 stated that the depositors are satisfied with the services of depositing money provided by PCBs. However, the null hypothesis is accepted as the calculated Z value (0.892) is less than the tabulated value (1.645).

Hypothesis 3:

H_0 : The depositors are satisfied towards encashment of demand draft services provided by PCBs.

H_a : The depositors are not satisfied towards encashment of demand draft services provided by PCBs.

Confidence level	Z table value	Z observed value	Decision
95%	1.645	0.550	Null hypothesis is accepted

Null hypothesis in hypothesis 4 stated that the depositors are satisfied towards encashment of demand draft services provided by PCBs. However, the null hypothesis is supported as the calculated Z value (0.550) is less than the tabulated value (1.645).

Hypothesis 4:

H_0 : The depositors are satisfied towards chequebook issue services provided by PCBs.

H_a : The depositors are not satisfied towards chequebook issue services provided by PCBs.

Confidence level	Z table value	Z observed value	Decision
95%	-1.645	-0.058	Null hypothesis is rejected

Null hypothesis in hypothesis 5 stated that the depositors are satisfied towards chequebook issue services provided by PCBs. However, the null hypothesis is not accepted and alternative hypothesis is accepted as the calculated Z value (-0.058) is more than the tabulated value (-1.645).

Hypothesis 5:

H_0 : The depositors are satisfied regarding helping in preparation of DD/bank draft/pay order services provided by PCBs.

H_a : The depositors are not satisfied regarding helping in preparation of DD/bank draft/pay order services provided by PCBs.

Confidence level	Z table value	Z observed value	Decision
95%	1.645	0.533	Null hypothesis is accepted

Null hypothesis in hypothesis 7 stated that the depositors are satisfied towards helping in preparation of DD/bank draft/pay order services provided by PCBs. However, the null hypothesis is supported as the calculated Z value (0.533) is less than the tabulated value (1.645).

Hypotheses on the Basis of the Data of Depositors of SCBs on Customer Satisfaction:

Hypothesis 1:

H_0 : The depositors are satisfied towards account opening services provided by SCBs.

H_a : The depositors are not satisfied towards account opening services provided by SCBs.

Confidence level	Z table value	Z observed value	Decision
95%	-1.64	-1.643	Null hypothesis is rejected

Null hypothesis in hypothesis 1 stated that the depositors are satisfied towards account opening services provided by SCBs. However, the null hypothesis is not accepted and alternative hypothesis is accepted as the calculated Z value (-0.058) is more than the tabulated value (-1.645).

Hypothesis 2:

H_0 : The depositors are satisfied with the services of depositing money provided by SCBs.

H_a : The depositors are not satisfied with the services of depositing money provided by SCBs.

Confidence level	Z table value	Z observed value	Decision
95%	-1.645	-1.452	Null hypothesis is rejected

Null hypothesis in hypothesis 2 stated that the depositors are satisfied with the services of depositing money provided by SCBs. However, the alternative hypothesis is accepted as the calculated Z value (-1.452) is more than the tabulated value (-1.645).

Hypothesis 3:

H_0 : The depositors are satisfied towards encashment of demand draft services provided by SCBs.

H_a : The depositors are not satisfied towards encashment of demand draft services provided by SCBs.

Confidence level	Z table value	Z observed value	Decision
95%	-1.645	-1.143	Null hypothesis is rejected

Null hypothesis in hypothesis 4 stated that the depositors are satisfied towards encashment of demand draft services provided by SCBs. However, the null hypothesis is rejected and alternative hypothesis is accepted as the calculated Z value (-1.143) is more than the tabulated value (-1.645).

Hypothesis 4:

H_0 : The depositors are satisfied towards chequebook issue services provided by SCBs.

H_a : The depositors are not satisfied towards chequebook issue services provided by SCBs.

Confidence level	Z table value	Z observed value	Decision
95%	-1.645	-1.536	Null hypothesis is rejected

Null hypothesis in hypothesis 5 stated that the depositors are satisfied towards chequebook issue services provided by SCBs. However, the alternative hypothesis is supported as the calculated Z value (-1.536) is more than the tabulated value (-1.645).

Hypothesis 5:

H_0 : The depositors are satisfied towards helping in preparation of DD/bank draft/pay order services provided by SCBs.

H_a : The depositors are not satisfied towards helping in preparation of DD/bank draft/pay order services provided by SCBs.

Confidence level	Z table value	Z observed value	Decision
95%	-1.645	-1.691	Null hypothesis is accepted

Null hypothesis in hypothesis 7 stated that the depositors are satisfied towards helping in preparation of DD/bank draft/pay order services provided by SCBs. However, the null hypothesis is supported as the calculated Z value (-1.691) is less than the tabulated value (-1.645).

Hypotheses on the Basis of the Data of Borrowers of PCBs on Customer Satisfaction:

Hypothesis 1:

H_0 : The borrowers are satisfied with the amount of loan sanctioned by PCBs.

H_a : The borrowers are not satisfied with the amount of loan sanctioned by PCBs.

Confidence level	Z table value	Z observed value	Decision
95%	-1.645	-0.393	Null hypothesis is rejected

Null hypothesis in hypothesis 1 stated that the borrowers are satisfied with the amount of loan sanctioned by PCBs. However, the null hypothesis is not accepted and alternative hypothesis is accepted as the calculated Z value (-0.393) is more than the tabulated value (-1.645).

Hypothesis 2:

H_0 : The borrowers are satisfied towards rate of interest on loan of PCBs.

H_a : The borrowers are not satisfied towards rate of interest on loan of PCBs.

Confidence level	Z table value	Z observed value	Decision
95%	-1.645	-1.134	Null hypothesis is rejected

Null hypothesis in hypothesis 2 stated that the borrowers are satisfied towards rate of interest on loan of PCBs. However, the alternative hypothesis is accepted as the calculated Z value (-1.134) is more than the tabulated value (-1.645).

Hypothesis 3:

H_0 : The borrowers are satisfied towards repayment period of the loan of PCBs.

H_a : The borrowers are not satisfied towards repayment period of the loan of PCBs.

Confidence level	Z table value	Z observed value	Decision
95%	-1.645	-0.527	Null hypothesis is rejected

Null hypothesis in hypothesis 4 stated that the borrowers are satisfied towards repayment period of the loan of PCBs. However, the null hypothesis is not accepted and alternative hypothesis is accepted as the calculated Z value (-0.527) is more than the tabulated value (-1.645).

Hypothesis 4:

H_0 : The borrowers are satisfied towards the documentation of loan services provided by PCBs.

H_a : The borrowers are not satisfied towards the documentation of loan services provided by PCBs.

Confidence level	Z table value	Z observed value	Decision
95%	-1.645	-0.304	Null hypothesis is rejected

Null hypothesis in hypothesis 6 stated that the borrowers are satisfied towards the documentation of loan services provided by PCBs. However, the null hypothesis is not accepted and alternative hypothesis is accepted as the calculated Z value (-0.304) is more than the tabulated value (-1.645).

Hypothesis 5:

H_0 : The borrowers are satisfied towards time taken to disburse the loan.

H_a : The borrowers are not satisfied towards time taken to disburse the loan.

Confidence level	Z table value	Z observed value	Decision
95%	1.645	0.500	Null hypothesis is accepted

Null hypothesis in hypothesis 7 stated that the borrowers are satisfied towards time taken to disburse the loan. However, the null hypothesis is accepted as the calculated Z value (0.500) is less than the tabulated value (1.645).

Hypotheses on the Basis of the Data of Borrowers of SCBs on Customer Satisfaction:

Hypothesis 1:

H_0 : The borrowers are satisfied with the amount of loan sanctioned by SCBs.

H_a : The borrowers are not satisfied with the amount of loan sanctioned by SCBs.

Confidence level	Z table value	Z observed value	Decision
95%	-1.645	-1.368	Null hypothesis is rejected

Null hypothesis in hypothesis 1 stated that the borrowers are satisfied with the amount of loan sanctioned by SCBs. However, the null hypothesis is rejected and alternative hypothesis is accepted as the calculated Z value (-1.368) is more than the tabulated value (-1.645).

Hypothesis 2:

H_0 : The borrowers are satisfied towards rate of interest on loan of SCBs.

H_a : The borrowers are not satisfied towards rate of interest on loan of SCBs.

Confidence level	Z table value	Z observed value	Decision
95%	-1.645	-1.397	Null hypothesis is rejected

Null hypothesis in hypothesis 2 stated that the borrowers are satisfied towards rate of interest on loan of SCBs. However, the null hypothesis is rejected and alternative hypothesis is accepted as the calculated Z value (-1.397) is more than the tabulated value (-1.645).

Hypothesis 3:

H_0 : The borrowers are satisfied towards repayment period of the loan of SCBs.

H_a : The borrowers are not satisfied towards repayment period of the loan of SCBs.

Confidence level	Z table value	Z observed value	Decision
95%	-1.645	-0.632	Null hypothesis is rejected

Null hypothesis in hypothesis 4 stated that the borrowers are satisfied towards repayment period of the loan of SCBs. However, the null hypothesis is not supported and alternative hypothesis is accepted as the calculated Z value (-0.632) is more than the tabulated value (-1.645).

Hypothesis 4:

H_0 : The borrowers are satisfied towards the documentation of loan services provided by SCBs.

H_a : The borrowers are not satisfied towards the documentation of loan services provided by SCBs.

Confidence level	Z table value	Z observed value	Decision
95%	-1.645	-1.382	Null hypothesis is rejected

Null hypothesis in hypothesis 6 stated that the borrowers are satisfied towards the documentation of loan services provided by SCBs. However, the null hypothesis is rejected and alternative hypothesis is accepted as the calculated Z value (-1.382) is more than the tabulated value (-1.645).

Hypothesis 5:

H_0 : The borrowers are satisfied towards time taken to disburse the loan.

H_a : The borrowers are not satisfied towards time taken to disburse the loan.

Confidence level	Z table value	Z observed value	Decision
95%	-1.645	-1.353	Null hypothesis is rejected

Null hypothesis in hypothesis 7 stated that the borrowers are satisfied towards time taken to disburse the loan. However, the null hypothesis is not supported and alternative hypothesis is supported as the calculated Z value (-1.353) is more than the tabulated value (-1.645).

4.4 Factor Analysis: Measuring Level of Satisfaction

The general purpose of factor analysis is to find a method of summarizing the information contained in a number of original variables into a smaller set of new composite dimensions (factors) with minimum loss of information. That is the Factor Analysis tries to identify and define the underlying dimensions in the original variables (Subadra 2006).

Factor analysis usually proceeds from the correlation matrix formed out of the selected variables included in the study. The appropriateness of the factor model can also be calculated from this.

Next, factor extraction, the number of factors necessary to represent the data and the method of calculating them must be determined. At this step, how well the chosen model fits the data is also ascertained. Rotation focuses on transforming the factors to make them more interpretable and following this, scores for each factor can be computed for each case. These scores are then used for farther analysis.

For the research, it is interesting to study the factors which can be derived out of several variables which contribute in measuring the level of satisfaction towards the specific bank.

4.4.1 Factor Analysis of the Depositors of PCBs

There are 8 variables under the heading “express your level of satisfaction”. Hence, correlation matrix for the variables (8 statements) is calculated in order to establish the relationship between them. Generally, a correlation value of 0.3 (absolute value) is taken as sufficient to explain the relationship between the variables. Correlation matrix value has been given in Table 4.4.1A.

Table 4.4.1A**Factor Analysis - Correlation Matrix**

Variables	Opening account	Depo- siting money	Encashme nt of general cheque	Encash- ment of Demand Draft	To get cheque book	To know cash balance	To prepare DD/bank draft/pay order	Collecti- on of cheque (all)
Opening account	1.000							
Depositing money	.916	1.000						
Encashment of general cheque	.870	.890	1.000					
Encashment of Demand Draft	.895	.898	.920	1.000				
To get chequebook	.851	.844	.948	.891	1.000			
To know cash balance	.900	.954	.887	.917	.848	1.000		
To prepare DD/bank draft/pay order	.871	.872	.930	.936	.878	.887	1.000	
Collection of cheque (all)	.885	.912	.891	.930	.871	.949	.928	1.000

Correlation matrix for the variables from 'opening account' to 'collection of cheque (all)' (totally 8 items) was analyzed initially for possible inclusion in Factor Analysis.

Further, two test are applied to the resultant correlation matrix to test whether the relationship among the variables is significant or not. First, Bartlett's test of sphericity is used to test whether the correlation matrix is an identity matrix (Table 4.4.1B), i. e. all the diagonal terms in the matrix are one and the off-diagonal terms in the matrix are zero. The calculated test value is 1.842E3 (Approximate chi-square). It shows that the correlation

matrix is not an identity matrix, i.e. correlation exists between the variables. Another test of Kaiser-Meyer-Olkin (KMO) measure is used to test the sampling adequacy. This test is based on the correlation and partial correlation of the variables. If KMO measure is closer to 1, it is good to use factor analysis and if KMO measure is closer to 0, the factor analysis is not ideal for the variables and the data. The value of the test statistics is 0.905, which means the factor analysis for the selected variables is found to be appropriate to the data. The results of the above two tests are presented in Table 4.4.1B.

Table 4.4.1B

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.905
Bartlett's Test of Sphericity	Approx. Chi-Square	1.842E3
	df	28
	Sig.	.000

Next, Principal Component Analysis (PCA) is used to extract factors (Table 4.4.1C). PCA is a method to transform a set of correlated variables into a set of uncorrelated variables (here factors) so that the factors are unrelated and the variables selected for each factor are related.

Table 4.4.1C

Communalities -Extraction Method: Principal Component Analysis

Variables	Initial	Extraction
Opening account	1.000	.995

Depositing money	1.000	.973
Encashment of general cheque	1.000	.972
Encashment of Demand Draft	1.000	.955
To get chequebook	1.000	.983
To know cash balance	1.000	.983
To prepare DD/bank draft/pay order	1.000	.978
Collection of cheque (all)	1.000	.967

The PCA extracted 4 factors and all these are coefficients used to express a standardized variable in terms of the factors. These coefficients are called factor loadings, since they indicate how much weight is assigned to each factor. Thus, factors with large coefficient (in absolute value) a variable are closely related to that variable. Table 4.4.1D shows the factor leading to each variable.

Table 4.4.1D

Component Matrix ^a

Extraction Method: Principal Component Analysis

Variables	Component			
	1	2	3	4
Opening account	.941	-.145	.199	.222
Depositing money	.954	-.208	.099	-.098
Encashment of general cheque	.960	.210	.054	-.049
Encashment of Demand Draft	.968	.033	-.104	.081

To get chequebook	.933	.288	.147	-.087
To know cash balance	.961	-.198	-.031	-.135
To prepare DD/bank draft/pay order	.956	.105	-.191	.125
Collection of cheque (all)	.964	-.080	-.163	-.056

a. 4 components extracted

It is seen from Table 4.4.1D that Factor 1 is with the largest loading (0.968) for the variable 'Encashment of Demand Draft'. These are all the correlations between the factors and the variables, since all the factors are uncorrelated with each other. Hence the correlation between variable 'Encashment of Demand Draft' and Factor 1 is 0.968. Thus the factor matrix is obtained and presented in the above table. On the other hand, Factor 2 is with the largest loading (0.288) for the variable 'To get chequebook', and Factor 3 is with the largest loading (0.199) for the variable 'Opening account'.

Then communalities for each variable are calculated from the factor matrix. The proportion of variable explained by the common factors is called communality of the variable. Eigen values are also calculated which give the proportion to the total variance explained by all the factors. The calculated value of "percentage of variance" explains how much variance is attributed to each factor. Cumulative percentage is calculated to explain the total variance in the selected variables. Table 4.4.1E discloses Eigen values, percentage of variance, and cumulative percentage of each factor.

Table 4.4.1E**Total Variance Explained - Extraction Method: Principal Component Analysis**

Variables	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.293	91.166	91.166	7.293	91.166	91.166
2	.249	3.117	94.283	.249	3.117	94.283
3	.149	1.862	96.145	.149	1.862	96.145
4	.112	1.405	97.550	.112	1.405	97.550
5	.076	.946	98.496			
6	.062	.774	99.270			
7	.034	.421	99.691			
8	.025	.309	100.000			

It could be seen from the above table factor 1 has the maximum Eigen value of 7.293. All the factors are arranged in the order of importance; cumulative percentage of 4 factor model explains that there are 97.55 percent of variables in the selected variables.

Although the factor matrix obtained in the extraction phase indicates the relationship between the factors and the individual variables, it is usually difficult to identify meaningful factors based on this matrix. Often variables and factors do not appear correlated in any interpretable pattern. Most factors are correlated with many variables. since the idea of factor analysis is to identify the factors that meaningfully summarize the sets of closely related variables, the Rotation phase of the factor analysis attempts to

transfer initial matrix into one that is easier to interpret. It is called the rotation of the factor matrix.

Table 4.4.1F

Rotated Component Matrix

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

Variables	Component			
	1	2	3	4
Opening account	.488	.416	.366	.670
Depositing money	.713	.433	.319	.419
Encashment of general cheque	.430	.707	.436	.312
Encashment of Demand Draft	.480	.494	.586	.371
To get chequebook	.384	.789	.348	.303
To know cash balance	.736	.411	.410	.323
To prepare DD/bank draft/pay order	.408	.498	.675	.330
Collection of cheque (all)	.626	.430	.561	.275

From the above table, it could be seen that each factor identifies itself with a few sets of variables closely connected to it. In each factor most preferred variables are placed first and the remaining in the order of ranks scored by them.

Normally, from the results given above, factor score coefficients can be calculated for all variables (since each factor is a linear combination of all variables) which are then used to calculate the factor scores for each individual. Since PCA was used in extraction of initial factors, all methods will result in estimating same factor score coefficients. However, for the study, original values of the variables were retained for further analysis and factor scores were thus obtained by adding the values of the respective variables for that particular factor, for each respondent.

4.4.2 Factor Analysis of the Depositors of SCBs

There are 8 variables under the heading “express your level of satisfaction”. Hence, correlation matrix for the variables (8 statements) is calculated in order to establish the relationship between them. Generally, a correlation value of 0.3 (absolute value) is taken as sufficient to explain the relationship between the variables. Correlation matrix value has been given in Table 4.4.2A.

Table 4.4.2A

Factor Analysis - Correlation Matrix

Variables	Opening account	Deposit- ing money	Encashm- ent of general cheque	Encash- ment of Demand Draft	To get cheque book	To know cash balan- ce	To prepare DD/bank draft/pay order	Collecti on of cheque (all)
Opening account	1.000							
Depositing money	.959	1.000						
Encashment of general cheque	.936	.963	1.000					

Encashment of Demand Draft	.906	.932	.945	1.000				
To get chequebook	.957	.982	.964	.936	1.000			
To know cash balance	.981	.949	.925	.868	.941	1.000		
To prepare DD/bank draft/pay order	.975	.957	.940	.915	.959	.958	1.000	
Collection of cheque (all)	.962	.969	.940	.920	.972	.949	.967	1.000

Correlation matrix for the variables from 'opening account' to 'collection of cheque (all)' (totally 8 items) was analyzed initially for possible inclusion in Factor Analysis.

Further, two test are applied to the resultant correlation matrix to test whether the relationship among the variables is significant or not. First, Bartlett's test of sphericity is used to test whether the correlation matrix is an identity matrix (Table 4.4.2B), i. e. all the diagonal terms in the matrix are one and the off-diagonal terms in the matrix are zero. The calculated test value is 1.675E3 (Approximate chi-square). It shows that the correlation matrix is not an identity matrix, i.e. correlation exists between the variables. Another test of Kaiser-Meyer-Olkin (KMO) measure is used to test the sampling adequacy. This test is based on the correlation and partial correlation of the variables. If KMO measure is closer to 1, it is good to use factor analysis and if KMO measure is closer to 0, the factor analysis is not ideal for the variables and the data. The value of the test statistics is 0.926, which means the factor analysis for the selected variables is found to be appropriate to the data. The results of the above two tests are presented in Table 4.4.1B.

Table 4.4.2B**KMO and Bartlett's Test**

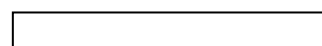
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.926
Bartlett's Test of Sphericity	Approx. Chi-Square	1.675E3
	df	28
	Sig.	.000

Next, Principal Component Analysis (PCA) is used to extract factors (Table 4.4.2C).

PCA is a method to transform a set of correlated variables into a set of uncorrelated variables (here factors) so that the factors are unrelated and the variables selected for each factor are related.

Table 4.4.2C**Communalities -Extraction Method: Principal Component Analysis**

Variables	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.633	95.410	95.410	7.633	95.410	95.410
2	.166	2.071	97.480	.166	2.071	97.480
3	.060	.746	98.227	.060	.746	98.227
4	.055	.686	98.913	.055	.686	98.913
5	.033	.410	99.323			
6	.025	.309	99.632			
7	.017	.215	99.847			



Variables	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.633	95.410	95.410	7.633	95.410	95.410
2	.166	2.071	97.480	.166	2.071	97.480
3	.060	.746	98.227	.060	.746	98.227
4	.055	.686	98.913	.055	.686	98.913
5	.033	.410	99.323			
6	.025	.309	99.632			
7	.017	.215	99.847			
8	.012	.153	100.000			

The PCA extracted 4 factors and all these are coefficients used to express a standardized variable in terms of the factors. These coefficients are called factor loadings, since they indicate how much weight is assigned to each factor. Thus, factors with large coefficient (in absolute value) a variable are closely related to that variable. Table 4.4.2D shows the factor leading to each variable.

Table 4.4.2D

Component Matrix ^a

Extraction Method: Principal Component Analysis

Variables	Component			
	1	2	3	4

Opening account	.983	-.133	.077	.037
Depositing money	.987	.022	-.106	-.028
Encashment of general cheque	.974	.127	-.085	.137
Encashment of Demand Draft	.950	.279	.130	.004
To get chequebook	.987	.041	-.097	-.057
To know cash balance	.969	-.210	.009	.091
To prepare DD/bank draft/pay order	.982	-.081	.094	-.036
Collection of cheque (all)	.983	-.037	-.016	-.146

a. 4 components extracted

It is seen from Table 4.4.2D that Factor 1 is with the largest loading (0.987) for the variables 'Depositing money' and 'To get chequebook'. These are all the correlations between the factors and the variables, since all the factors are uncorrelated with each other. Hence the correlation between variable 'Encashment of Demand Draft' and Factor 1 is 0.987. Thus the factor matrix is obtained and presented in the above table. On the other hand, Factor 2 is with the largest loading (0.279) for the variable 'Encashment of Demand Draft', and Factor 3 is with the largest loading (0.130) for the variable 'Encashment of Demand Draft'. And the last Factor 4 is with the largest loading (0.137) for the variable 'Encashment of general cheque'.

Then communalities for each variable are calculated from the factor matrix. The proportion of variable explained by the common factors is called communality of the variable. Eigen values are also calculated which give the proportion to the total variance

explained by all the factors. The calculated value of “percentage of variance” explains how much variance is attributed to each factor. Cumulative percentage is calculated to explain the total variance in the selected variables. Table 4.4.2E discloses Eigen values, percentage of variance, and cumulative percentage of each factor.

Table 4.4.2E

Total Variance Explained - Extraction Method: Principal Component Analysis

Variables	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.633	95.410	95.410	7.633	95.410	95.410
2	.166	2.071	97.480	.166	2.071	97.480
3	.060	.746	98.227	.060	.746	98.227
4	.055	.686	98.913	.055	.686	98.913
5	.033	.410	99.323			
6	.025	.309	99.632			
7	.017	.215	99.847			
8	.012	.153	100.000			

It could be seen from the above table factor 1 has the maximum Eigen value of 7.633. All the factors are arranged in the order of importance; cumulative percentage of 4 factor model explains that there are 98.913 percent of variables in the selected variables.

Although the factor matrix obtained in the extraction phase indicates the relationship between the factors and the individual variables, it is usually difficult to identify

meaningful factors based on this matrix. Often variables and factors do not appear correlated in any interpretable pattern. Most factors are correlated with many variables. since the idea of factor analysis is to identify the factors that meaningfully summarize the sets of closely related variables, the Rotation phase of the factor analysis attempts to transfer initial matrix into one that is easier to interpret. It is called the rotation of the factor matrix.

Table 4.4.2F

Rotated Component Matrix

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

Variables	Component			
	1	2	3	4
Opening account	.767	.513	.291	.235
Depositing money	.604	.559	.435	.346
Encashment of general cheque	.551	.644	.291	.434
Encashment of Demand Draft	.473	.808	.282	.202
To get chequebook	.590	.574	.454	.324
To know cash balance	.798	.428	.276	.307
To prepare DD/bank draft/pay order	.726	.552	.340	.183
Collection of cheque (all)	.652	.539	.481	.202

From the above table, it could be seen that each factor identifies itself with a few sets of variables closely connected to it. In each factor most preferred variables are placed first and the remaining in the order of ranks scored by them.

Normally, from the results given above, factor score coefficients can be calculated for all variables (since each factor is a linear combination of all variables) which are then used to calculate the factor scores for each individual. Since PCA was used in extraction of initial factors, all methods will result in estimating same factor score coefficients. However, for the study, original values of the variables were retained for further analysis and factor scores were thus obtained by adding the values of the respective variables for that particular factor, for each respondent.

4.4.3 Factor Analysis of the Depositors of PCBs

There are 7 variables under the heading “express your level of satisfaction”. Hence, correlation matrix for the variables (7 statements) is calculated in order to establish the relationship between them. Generally, a correlation value of 0.3 (absolute value) is taken as sufficient to explain the relationship between the variables. Correlation matrix value has been given in Table 4.4.3A.

Table 4.4.3A

Factor Analysis - Correlation Matrix

Variables	Quantity of loan/ investment	Interest payable of loan/ investment	Collateral security for the loan/ investment	Repayment period of the loan/ investment	Procedural formalities	Documentation	Sanctioned time
Quantity of loan/investment	1.000						

Interest payable of loan/investment	.854	1.000					
Collateral security for the loan/investment	.936	.888	1.000				
Repayment period of the loan/investment	.956	.873	.919	1.000			
Procedural formalities	.956	.829	.917	.900	1.000		
Documentation	.955	.820	.935	.912	.954	1.000	
Sanctioned time	.889	.726	.867	.867	.864	.848	1.000

Correlation matrix for the variables from 'opening account' to 'collection of cheque (all)' (totally 7 items) was analyzed initially for possible inclusion in Factor Analysis.

Further, two test are applied to the resultant correlation matrix to test whether the relationship among the variables is significant or not. First, Bartlett's test of sphericity is used to test whether the correlation matrix is an identity matrix (Table 4.4.3B), i. e. all the diagonal terms in the matrix are one and the off-diagonal terms in the matrix are zero. The calculated test value is 1.453E3 (Approximate chi-square). It shows that the correlation matrix is not an identity matrix, i.e. correlation exists between the variables. Another test of Kaiser-Meyer-Olkin (KMO) measure is used to test the sampling adequacy. This test is based on the correlation and partial correlation of the variables. If KMO measure is closer to 1, it is good to use factor analysis and if KMO measure is closer to 0, the factor analysis is not ideal for the variables and the data. The value of the test statistics is 0.893, which means the factor analysis for the selected variables is found to be appropriate to the data. The results of the above two tests are presented in Table 4.4.3B.

Table 4.4.3B**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.893
Bartlett's Test of Sphericity	Approx. Chi-Square	1.453E3
	df	21
	Sig.	.000

Next, Principal Component Analysis (PCA) is used to extract factors (Table 4.4.3C). PCA is a method to transform a set of correlated variables into a set of uncorrelated variables (here factors) so that the factors are unrelated and the variables selected for each factor are related.

Table 4.4.3C**Communalities -Extraction Method: Principal Component Analysis**

	Initial	Extraction
Quantity of loan/investment	1.000	.982
Interest payable of loan/investment	1.000	.992
Collateral security for the loan/investment	1.000	.963
Repayment period of the loan/investment	1.000	.993
Procedural formalities	1.000	.969
Documentation	1.000	.979
Sanctioned time	1.000	.997

The PCA extracted 4 factors and all these are coefficients used to express a standardized variable in terms of the factors. These coefficients are called factor loadings, since they indicate how much weight is assigned to each factor. Thus, factors with large coefficient (in absolute value) a variable are closely related to that variable. Table 4.4.3D shows the factor leading to each variable.

Table 4.4.3D

Component Matrix ^a

Extraction Method: Principal Component Analysis

Variables	Component			
	1	2	3	4
Quantity of loan/investment	.984	-.048	-.057	-.093
Interest payable of loan/investment	.899	.408	.121	.057
Collateral security for the loan/investment	.971	.059	.016	.132
Repayment period of the loan/investment	.965	.037	.076	-.232
Procedural formalities	.965	-.069	-.174	.060
Documentation	.966	-.057	-.208	.016
Sanctioned time	.910	-.320	.249	.069

a. 4 components extracted

It is seen from Table 4.4.3D that Factor 1 is with the largest loading (0.971) for the variable 'Collateral security for the loan/investment'. These are all the correlations between the factors and the variables, since all the factors are uncorrelated with each other. Hence the correlation between variable 'Collateral security for the loan/investment' and Factor 1 is

0.971. Thus the factor matrix is obtained and presented in the above table. On the other hand, Factor 2 is with the largest loading (0.408) for the variable 'Interest payable of loan/investment', Factor 3 is with the largest loading (0.249) for the variable 'Sanctioned time' and the last Factor 4 is with the largest loading (0.132) for the variable 'Collateral security for the loan/investment'.

Then communalities for each variable are calculated from the factor matrix. The proportion of variable explained by the common factors is called communality of the variable. Eigen values are also calculated which give the proportion to the total variance explained by all the factors. The calculated value of "percentage of variance" explains how much variance is attributed to each factor. Cumulative percentage is calculated to explain the total variance in the selected variables. Table 4.4.3E discloses Eigen values, percentage of variance, and cumulative percentage of each factor.

Table 4.4.3E

Total Variance Explained - Extraction Method: Principal Component Analysis

Variables	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.340	90.571	90.571	6.340	90.571	90.571
2	.284	4.054	94.625	.284	4.054	94.625
3	.159	2.277	96.902	.159	2.277	96.902
4	.092	1.313	98.215	.092	1.313	98.215
5	.068	.978	99.193			

6	.032	.464	99.657			
7	.024	.343	100.000			

It could be seen from the above table factor 1 has the maximum Eigen value of 6.340. All the factors are arranged in the order of importance; cumulative percentage of 4 factor model explains that there are 98.215 percent of variables in the selected variables.

Although the factor matrix obtained in the extraction phase indicates the relationship between the factors and the individual variables, it is usually difficult to identify meaningful factors based on this matrix. Often variables and factors do not appear correlated in any interpretable pattern. Most factors are correlated with many variables. since the idea of factor analysis is to identify the factors that meaningfully summarize the sets of closely related variables, the Rotation phase of the factor analysis attempts to transfer initial matrix into one that is easier to interpret. It is called the rotation of the factor matrix.

Table 4.4.3F

Rotated Component Matrix

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

Variables	Component			
	1	2	3	4
Quantity of loan/investment	.633	.467	.485	.358

Interest payable of loan/investment	.379	.848	.295	.204
Collateral security for the loan/investment	.576	.603	.497	.144
Repayment period of the loan/investment	.488	.534	.474	.496
Procedural formalities	.734	.437	.449	.198
Documentation	.752	.430	.414	.238
Sanctioned time	.423	.328	.818	.202

From the above table, it could be seen that each factor identifies itself with a few sets of variables closely connected to it. In each factor most preferred variables are placed first and the remaining in the order of ranks scored by them.

Normally, from the results given above, factor score coefficients can be calculated for all variables (since each factor is a linear combination of all variables) which are then used to calculate the factor scores for each individual. Since PCA was used in extraction of initial factors, all methods will result in estimating same factor score coefficients. However, for the study, original values of the variables were retained for further analysis and factor scores were thus obtained by adding the values of the respective variables for that particular factor, for each respondent.

4.4.4 Factor Analysis of the Borrowers of SCBs

There are 7 variables under the heading “express your level of satisfaction”. Hence, correlation matrix for the variables (7 statements) is calculated in order to establish the relationship between them. Generally, a correlation value of 0.3 (absolute value) is taken as

sufficient to explain the relationship between the variables. Correlation matrix value has been given in Table 4.4.4A.

Table 4.4.4A
Factor Analysis - Correlation Matrix

Variables	Quantity of loan/investment	Interest payable of loan/investment	Collateral security for the loan/investment	Repayment period of the loan/investment	Procedural formalities	Documentation	Sanctioned time
Quantity of loan/investment	1.000						
Interest payable of loan/investment	.983	1.000					
Collateral security for the loan/investment	.939	.916	1.000				
Repayment period of the loan/investment	.917	.911	.965	1.000			
Procedural formalities	.965	.959	.919	.908	1.000		
Documentation	.954	.971	.900	.924	.938	1.000	
Sanctioned time	.952	.968	.896	.913	.941	.979	1.000

Correlation matrix for the variables from 'opening account' to 'collection of cheque (all)' (totally 7 items) was analyzed initially for possible inclusion in Factor Analysis.

Further, two test are applied to the resultant correlation matrix to test whether the relationship among the variables is significant or not. First, Bartlett's test of sphericity is used to test whether the correlation matrix is an identity matrix (Table 4.4.4B), i. e. all the

diagonal terms in the matrix are one and the off-diagonal terms in the matrix are zero. The calculated test value is 1.127E3 (Approximate chi-square). It shows that the correlation matrix is not an identity matrix, i.e. correlation exists between the variables. Another test of Kaiser-Meyer-Olkin (KMO) measure is used to test the sampling adequacy. This test is based on the correlation and partial correlation of the variables. If KMO measure is closer to 1, it is good to use factor analysis and if KMO measure is closer to 0, the factor analysis is not ideal for the variables and the data. The value of the test statistics is 0.896, which means the factor analysis for the selected variables is found to be appropriate to the data. The results of the above two tests are presented in Table 4.4.4B.

Table 4.4.4B

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.896
Bartlett's Test of Sphericity	Approx. Chi-Square	1.127E3
	df	21
	Sig.	.000

Next, Principal Component Analysis (PCA) is used to extract factors (Table 4.4.4C). PCA is a method to transform a set of correlated variables into a set of uncorrelated variables (here factors) so that the factors are unrelated and the variables selected for each factor are related.

Table 4.4.4C**Communalities -Extraction Method: Principal Component Analysis**

	Initial	Extraction
Quantity of loan/investment	1.000	.994
Interest payable of loan/investment	1.000	.991
Collateral security for the loan/investment	1.000	.993
Repayment period of the loan/investment	1.000	.994
Procedural formalities	1.000	1.000
Documentation	1.000	.990
Sanctioned time	1.000	.987

The PCA extracted 4 factors and all these are coefficients used to express a standardized variable in terms of the factors. These coefficients are called factor loadings, since they indicate how much weight is assigned to each factor. Thus, factors with large coefficient (in absolute value) a variable are closely related to that variable. Table 4.4.4D shows the factor leading to each variable.

Table 4.4.4D**Component Matrix ^a****Extraction Method: Principal Component Analysis**

Variables	Component			
	1	2	3	4

Quantity of loan/investment	.985	-.052	-.116	-.089
Interest payable of loan/investment	.985	-.119	-.036	-.079
Collateral security for the loan/investment	.959	.259	-.057	-.057
Repayment period of the loan/investment	.959	.239	.119	.051
Procedural formalities	.973	-.055	-.161	.155
Documentation	.978	-.120	.136	-.002
Sanctioned time	.976	-.142	.117	.023

a. 4 components extracted

It is seen from Table 4.4.4D that Factor 1 is with the largest loading (0.985) for the variables 'Quantity of loan/investment' and 'Interest payable of loan/investment'. These are all the correlations between the factors and the variables, since all the factors are uncorrelated with each other. Hence the correlation between variable 'Quantity of loan/investment' and 'Interest payable of loan/investment' Factor 1 is 0.985. Thus the factor matrix is obtained and presented in the above table. On the other hand, Factor 2 is with the largest loading (0.259) for the variable 'Collateral security for the loan/investment', and Factor 3 is with the largest loading (0.136) for the variable 'Documentation' and the last Factor 4 is with the largest loading (0.155) for the variable 'Procedural formalities'.

Then communalities for each variable are calculated from the factor matrix. The proportion of variable explained by the common factors is called communality of the variable. Eigen values are also calculated which give the proportion to the total variance

explained by all the factors. The calculated value of “percentage of variance” explains how much variance is attributed to each factor. Cumulative percentage is calculated to explain the total variance in the selected variables. Table 4.4.4E discloses Eigen values, percentage of variance, and cumulative percentage of each factor.

Table 4.4.4E

Total Variance Explained - Extraction Method: Principal Component Analysis

Variables	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.634	94.778	94.778	6.634	94.778	94.778
2	.179	2.554	97.332	.179	2.554	97.332
3	.090	1.290	98.622	.090	1.290	98.622
4	.045	.638	99.260	.045	.638	99.260
5	.024	.341	99.600			
6	.017	.238	99.839			
7	.011	.161	100.000			

It could be seen from the above table factor 1 has the maximum Eigen value of 6.634. All the factors are arranged in the order of importance; cumulative percentage of 4 factor model explains that there are 99.260 percent of variables in the selected variables.

Although the factor matrix obtained in the extraction phase indicates the relationship between the factors and the individual variables, it is usually difficult to identify meaningful factors based on this matrix. Often variables and factors do not appear

correlated in any interpretable pattern. Most factors are correlated with many variables. since the idea of factor analysis is to identify the factors that meaningfully summarize the sets of closely related variables, the Rotation phase of the factor analysis attempts to transfer initial matrix into one that is easier to interpret. It is called the rotation of the factor matrix.

Table 4.4.4F

Rotated Component Matrix

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

Variables	Component			
	1	2	3	4
Quantity of loan/investment	.614	.530	.517	.264
Interest payable of loan/investment	.692	.490	.470	.228
Collateral security for the loan/investment	.439	.768	.415	.199
Repayment period of the loan/investment	.528	.781	.321	.037
Procedural formalities	.571	.512	.640	.052
Documentation	.765	.515	.361	.095
Sanctioned time	.766	.492	.388	.079

From the above table, it could be seen that each factor identifies itself with a few sets of variables closely connected to it. In each factor most preferred variables are placed first and the remaining in the order of ranks scored by them.

Normally, from the results given above, factor score coefficients can be calculated for all variables (since each factor is a linear combination of all variables) which are then used to calculate the factor scores for each individual. Since PCA was used in extraction of initial factors, all methods will result in estimating same factor score coefficients. However, for the study, original values of the variables were retained for further analysis and factor scores were thus obtained by adding the values of the respective variables for that particular factor, for each respondent.

CHAPTER 5

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

A brief summary of the major findings of the analysis and interpretations are given below for the convenience of the readers:

5.1.1 Findings Relating to the Analysis of Depositors

The specific findings drawn by the descriptive and empirical analysis of depositors' data are as follows:

5.1.1.1 Choosing the Services of a Specific Bank

- The mean value of customers' response standard service of private commercial banks is 4.433, which lies in agreed category, while mean value of state-owned commercial banks is 1.4167, which also lies in disagreed category. In this regard, the value of coefficient of variation of the depositors' perception towards standard service for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' to Bankers' co-operative and polite behavior of private commercial banks is 4.433, which lies in agree category, while mean value of state-owned commercial banks is 1.25, which lies in strongly disagreed category. The value of coefficient of variation of the depositors' attitude towards the Bankers' co-operative and polite behavior of PCBs is

lower than that of SCBs. It denotes that the opinion of PCBs is less scattered than SCBs.

- The mean value of customers' response towards goodwill and well recognition of private commercial banks is 3.8, which lies in agree category, while mean value of state-owned commercial banks is 1.6071, which lies in disagree category. In this regard, the value of coefficient of variation of the depositors' perception towards goodwill and well recognition for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards location of bank near residence of private commercial banks is 2.333, which lies in disagree category, while mean value of state-owned commercial banks is 4.469, which lies in agree category. In this regard, the value of coefficient of variation of the depositors' perception towards location of bank near residence for SCBs is lower than that of PCBs. It is observed that the opinion of SCBs is less deviated than PCBs.
- The mean value of customers' response towards location of bank near workplace of private commercial banks is 3.333, which lies in neutral category, while mean value of state-owned commercial banks is 4.4762, which also lies in agreed category. In this regard, the value of coefficient of variation of the depositors' perception towards location of bank near workplace for SCBs is lower than that of PCBs. It is observed that the opinion of SCBs is less deviated than PCBs.
- The mean value of customers' response towards good relation with banker of private commercial banks is 3.925, which lies in agree category, while mean value of state-owned commercial banks is 1.3571, which lies in strongly disagree category. In this regard, the value of coefficient of variation of the

depositors' perception towards good relation with banker for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.

5.1.1.2 Depositing and Withdrawing Money

- The mean value of customers' response towards waiting in the queue for a long time of private commercial banks is 1.992, which lies in disagree category, while mean value of state-owned commercial banks is 4.452, which lies in agree category. In this regard, the value of coefficient of variation of the depositors' perception towards waiting in the queue for a long time for PCBs is higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs.
- The mean value of inadequate speed of the cash officer of private commercial banks is 2.633, which lies in neutral category, while mean value of state-owned commercial banks is 4.071, which lies in agree category. Here the value of coefficient of variation of the depositors' attitude towards inadequate speed of the cash officer for PCBs is higher than that of SCBs. It denotes that the opinions of SCBs are less deviated than PCBs
- The mean value of customers' response towards entertained into the manager's chamber of private commercial banks is 1.250, which falls in strongly disagree, while mean value of state-owned commercial banks is 4.571, which lies in strongly agree category. The value of coefficient of variation of the depositors' perception towards non-availability of counting machine for PCBs is higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs.

- The mean value of customers' response towards difficulties in collecting deposit receipt of private commercial banks is 2.067, which falls in disagree, while mean value of state-owned commercial banks is 4.214, which lies in agree category. The value of coefficient of variation of the depositors' perception towards difficulties in collecting deposit receipt for PCBs is higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs.

5.1.1.3 Depositors Findings on Opening an Account

- The mean value of customers' response towards non-availability of separate desk for opening the account of private commercial banks is 1.942, which lies in disagree category, while mean value of state-owned commercial banks is 4.417, which lie in agree category. In this regard, the value of coefficient of variation of the depositors' perception towards non-availability of separate desk for PCBs is higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs.
- The mean value of customers' response towards non co-operation to fill up the form of private commercial banks is 1.492, which lies in strongly disagree category, while mean value of state-owned commercial banks is 4.476, which lie in agree category. The value of coefficient of variation of the depositors' attitude towards non co-operation to fill up the form for SCBs is lower than that of PCBs. It denotes that the opinion of SCBs is less scattered than PCBs.
- The mean value of customers' response towards lack of concerned banker's prompt processing of private commercial banks is 1.758, which lies in disagree category, while mean value of state-owned commercial banks is 3.857, which lie in agree category. The value of coefficient of variation of the depositors' perception towards lack of concerned

banker's prompt processing for SCBs is lower than that of PCBs. It is observed that the opinion of SCBs is less deviated than PCBs.

- The mean value of customers' response towards non-availability of separate desk for opening the account of private commercial banks is 2.025, which lies in disagree category, while mean value of state-owned commercial banks is 4.036, which lie in agree category. In this regard, the value of coefficient of variation of the depositors' perception towards complexity of account opening form for SCBs is lower than that of PCBs. It is found that the opinion of SCBs is less deviated than PCBs.

5.1.1.4 Findings on Consumer Credit Scheme

- The mean value of customers' response towards bankers process the documentation promptly of private commercial banks is 1.722, which lies in disagree category, while mean value of state-owned commercial banks is 1.540, which also lies in disagree category. In this regard, the value of coefficient of variation of the depositors' perception towards bankers process the documentation promptly for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' to increase the number of monthly installment of private commercial banks is 2.463, which lies in disagree category, while mean value of state-owned commercial banks is 2.729, which lies in neutral category. The value of coefficient of variation of the depositors' attitude towards the increasing number of monthly installment of SCBs is lower than that of PCBs. It denotes that the opinion of SCBs is less scattered than PCBs.
- The mean value of customers' response towards decreasing the number of monthly installment of private commercial banks is 3.926, which lies in agree category, while mean value of state-owned commercial banks is 4.00, which lies in agree category.

Here the value of coefficient of variation of the depositors' attitude towards decreasing the number of monthly installment for SCBs is lower than that of PCBs. It denotes that the opinion of SCBs is less scattered than PCBs.

- The mean value of customers' response towards high interest/ profit rate of the scheme of private commercial banks is 4.222, which lies in agree category, while mean value of state-owned commercial banks is 4.054, which lies in agree category. The values of coefficient of variation of the depositors' perception towards high interest/ profit rate of the scheme for PCBs is few lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.

5.1.1.5 Entertainments Received by the Customers

- The mean value of customers' response towards addressing with smiling face of private commercial banks is 4.5, which lies in agree category, while mean value of state-owned commercial banks is 1.905, which lies in disagree category. In this regard, the value of coefficient of variation of the depositors' perception towards addressing with smiling face for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards entertaining with a cup of tea of private commercial banks is 3.083, which lies in neutral category, while mean value of state-owned commercial banks is 1.393, which lies in strongly disagreed category. The value of coefficient of variation of the depositors' attitude towards entertaining with a cup of tea for PCBs is lower than that of SCBs. It denotes that the opinion of PCBs is less deviated than SCBs.

- The mean value of saluted by security guard of private commercial banks is 4.6, which lies in strongly agree category, while mean value of state-owned commercial banks is 1.119, which lies in strongly disagree category. Here the value of coefficient of variation of the depositors' attitude towards saluted by security guard for PCBs is lower than that of SCBs. It denotes that the opinions of PCBs are less deviated than SCBs.
- The mean value of customers' response towards entertained into the manager's chamber of private commercial banks is 2.11, which falls in disagree, while mean value of state-owned commercial banks is 1.5, which lies in strongly disagree category. The value of coefficient of variation of the depositors' perception towards entertained into the manager's chamber for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.

5.1.1.6 Expression on the Level of Satisfaction

- The mean value of customers' response towards opening account of private commercial banks is 4.467, which lies in satisfied category, while mean value of state-owned commercial banks is 1.857, which lies in dissatisfaction category. In this regard, the value of coefficient of variation of the depositors' perception towards opening account facility for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards depositing money of private commercial banks is 4.492, which lies in dissatisfaction category, while mean value of state-owned commercial banks is 2.048, which lies in dissatisfaction category. The value of coefficient of variation of the depositors' attitude

towards depositing money for PCBS is lower than that of SCBs. It denotes that the opinion of PCBS is less deviated than SCBs.

- The mean value of customers' response towards encashment of general cheque of private commercial banks is 3.883, which lies in satisfied category, while mean value of state-owned commercial banks is 2.071, which lie in neutral category. The value of coefficient of variation of the depositors' attitude towards encashment of general cheque for PCBS is lower than that of SCBs. It denotes that the opinion of PCBS is less deviated than SCBs.
- The mean value of customers' response towards encashment of Demand Draft of private commercial banks is 4.050, which fall in satisfied, while mean value of state-owned commercial banks is 2.357, which lie in dissatisfaction category. The value of coefficient of variation of the depositors' perception towards encashment of Demand Draft for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards to get chequebook of private commercial banks is 3.442, which lies in neutral category, while mean value of state-owned commercial banks is 1.964, which lie in dissatisfaction category. The value of coefficient of variation of the depositors' attitude towards to get chequebook for PCBS is lower than that of SCBs. It denotes that the opinion of PCBS is less deviated than SCBs.
- The mean value of customers' response towards to know cash balance of private commercial banks is 4.433, which fall in satisfied, while mean value of state-owned commercial banks is 1.786, which lie in dissatisfied category. The value of coefficient of variation of the depositors' perception towards to know cash balance for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.

- The mean value of customers' response towards preparing DD/bank draft/pay order of private commercial banks is 4.033, which lies in satisfied category, while mean value of state-owned commercial banks is 1.809, which lies in dissatisfied category. The value of coefficient of variation of the depositors' attitude towards depositing money for PCBs is lower than that of SCBs. It denotes that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards collection of cheque (all) of private commercial banks is 4.083, which fall in satisfied category, while mean value of state-owned commercial banks is 1.893, which lies in dissatisfaction category. The value of coefficient of variation of the depositors' perception towards collection of cheque (all) for PCBs (28.51) is lower than that of SCBs (65.61). It is observed that the opinion of PCBs is less deviated than SCBs.

5.1.1.7 Perception of the depositors on ATM Services

- The mean value of customers' response towards twenty four hours money withdrawal facility of private commercial banks is 3.909, which lies in agreed category, while mean value of state-owned commercial banks is 3.840, which lies in agreed category. In this regard, the value of coefficient of variation of the depositors' perception towards twenty four hours money withdrawal facility for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards sometimes to wait in the queue for a long time of private commercial banks is 2.454, which lies in disagree category, while mean value of state-owned commercial banks is 3.8, which lies in agreed category. The value of coefficient of variation of the depositors' attitude towards sometimes to wait

in the queue for a long time for PCBS is higher than that of SCBs. It denotes that the opinion of SCBS is less deviated than PCBs.

- The mean value of customers' response towards sometimes unavailability of required money of private commercial banks is 1.509, which lies in disagreed category, while mean value of state-owned commercial banks is 3.360, which lie in neutral category. The value of coefficient of variation of the depositors' attitude towards sometimes to wait in the queue for a long time for PCBS is lower than that of SCBs. It denotes that the opinion of PCBS is less deviated than SCBs.
- The mean value of customers' response towards shortage of ATM booth in your area of private commercial banks is 3.927, which fall in agreed, while mean value of state-owned commercial banks is 4.640, which lie in strongly agreed category. The value of coefficient of variation of the depositors' perception towards shortage of ATM booth in your area for SCBs is lower than that of PCBs. It is observed that the opinion of SCBs is less deviated than PCBs. So, it can be concluded that the customers face shortage of ATM booth in their area for both SCBs and PCBs. But the shortage of ATM booth is higher for SCBs than that of PCBs.

5.1.1.8 Feelings about the Concerned Bankers' Behavior

- The mean value of customers' response towards banker communicates in smiling face of private commercial banks is 3.917, which lies in agree category, while mean value of state-owned commercial banks is 2.017, which lies in disagree category. In this regard, the value of coefficient of variation of the depositors' perception towards banker

communicates in smiling face for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.

- The mean value of customers' response towards banker communicates in gloomy face of private commercial banks is 1.958, which lies in disagree category, while mean value of state-owned commercial banks is 3.869, which lies in agree category. The value of coefficient of variation of the depositors' attitude towards banker communicates in gloomy face for PCBs is higher than that of SCBs. It denotes that the opinion of SCBs is less deviated than PCBs.
- The mean value of banker remains indifferent to you of private commercial banks is 2.917, which lies in neutral category, while mean value of state-owned commercial banks is 2.000, which lies in disagree category. Here the value of coefficient of variation of the depositors' attitude towards banker remains indifferent to you for PCBs is lower than that of SCBs. It denotes that the opinions of PCBs are less deviated than SCBs.
- The mean value of customers' response towards banker does not want to listen to your complain of private commercial banks is 1.575, which falls in disagree, while mean value of state-owned commercial banks is 4.214, which lies in agree category. The value of coefficient of variation of the depositors' perception towards banker does not want to listen to your complain for PCBs is higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs.

5.1.1.9 Services Rendered by the Bankers

- The mean value of customers' response towards banker lets you understand heartily of private commercial banks is 4.475, which lies in agree category, while mean value of state-owned commercial banks is 1.762, which lie in disagree category. In this regard, the value of SD of the depositors' perception towards banker lets you understand

heartily for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.

- The mean value of customers' response towards banker requests to take the help of others of private commercial banks is 1.567, which lies in disagree category, while mean value of state-owned commercial banks is 3.904, which lie in agree category. Here the value of SD of the depositors' attitude towards banker requests to take the help of others for SCBs is lower than that of PCBs. It denotes that the opinions of SCBs customers were agreed that the bankers request to take the help of others.
- The mean value of customers' response towards banker requests to come later of private commercial banks is 1.750, which fall in disagree, while mean value of state-owned commercial banks is 3.941, which lie in agree category. The value of SD of the depositors' perception towards banker requests to come later for SCBs is lower than that of PCBs. It is observed that the opinion of SCBs is less deviated than PCBs.

5.1.2 Findings Based on Data of Borrowers

The specific findings drawn by the descriptive and empirical analysis of borrowers' data are as follows:

5.1.2.1 Choosing the Services of a Specific Bank

- The mean value of customers' response towards bank timing and service quality of private commercial banks is 4.750, which lies in strongly agree category, while mean value of state-owned commercial banks is 2.250, which lies in disagree category. In this regard, the value of coefficient of variation of the borrowers' perception towards bank timing and service quality for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.

- The mean value of customers' response towards bankers' co-operative and polite behavior of private commercial banks is 4.634, which lies in strongly agree category, while mean value of state-owned commercial banks is 2.206, which lies in disagree category. In this regard, the value of coefficient of variation of the borrowers' perception towards bankers' co-operative and polite behavior for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards satisfactory financial condition of private commercial banks is 3.571, which lies in agree category, while mean value of state-owned commercial banks is 2.162, which lies in disagree category. In this regard, the value of coefficient of variation of the borrowers' perception towards satisfactory financial condition for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards goodwill and well recognition of private commercial banks is 4.429, which lies in agree category, while mean value of state-owned commercial banks is 2.324, which lies in disagree category. In this regard, the value of coefficient of variation of the borrowers' perception towards goodwill and well recognition for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards location of bank near residence of private commercial banks is 1.991, which lies in disagree category; while mean value of state-owned commercial banks is 2.206, which also lies in disagree category. In this regard, the value of coefficient of variation of the borrowers' perception towards location of bank near residence for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.

- The mean value of customers' response towards location of bank near workplace of private commercial banks is 3.152, which lies in neutral category, while mean value of state-owned commercial banks is 2.515, which also lies in neutral category. In this regard, the value of coefficient of variation of the borrowers' perception towards location of bank near workplace for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards good relation with banker of private commercial banks is 4.143, which lies in agree category, while mean value of state-owned commercial banks is 1.809, which lies in disagree category. In this regard, the value of coefficient of variation of the borrowers' perception towards good relation with banker for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.

5.1.2.2 Services Received at the First Time

- The mean value of customers' response towards manager does not consider you important of private commercial banks is 1.802, which lies in disagree category, while mean value of state-owned commercial banks is 3.706, which lies in agree category. In this regard, the value of coefficient of variation of the borrowers' perception towards manager does not consider you important for PCBs are higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs.
- The mean value of customers' response towards manager requests to begin transactions by opening account of private commercial banks is 3.574, which lies in agree category, while mean value of state-owned commercial banks is 3.706, which also lies in agree category. In this regard, the value of coefficient of variation of the borrowers' perception towards manager requests to begin transactions by opening

account for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.

- The mean value of customers' response towards banker processes loan/investment proposal promptly of private commercial banks is 4.080, which lies in agree category, while mean value of state-owned commercial banks is 2.515, which lies in neutral category. In this regard, the value of coefficient of variation of the borrowers' perception towards banker processes loan/investment proposal promptly by opening account for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards banker delays in processing the loan/investment proposal of private commercial banks is 2.277, which lies in disagree category, while mean value of state-owned commercial banks is 4.118, which lies in agree category. In this regard, the value of coefficient of variation of the borrowers' perception towards banker delays in processing the loan/investment proposal for PCBs is higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs.
- The mean value of customers' response towards Manager is to be requested again and again of private commercial banks is 2.429, which lies in disagree category, while mean value of state-owned commercial banks is 4.468, which lies in agree category. In this regard, the value of coefficient of variation of the borrowers' perception towards Manager is to be requested again and again for PCBs is higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs.
- The mean value of customers' response towards time is spent for the file work of private commercial banks is 2.545, which lies in neutral category, while mean value of state-owned commercial banks is 4.468, which lies in agree category. In

this regard, the value of coefficient of variation of the borrowers' perception towards time is spent for the file work for PCBs is higher than that of SCBs. It is observed that the opinion of SCBs is less deviated than PCBs.

5.1.2.3 Borrowers' Level of Satisfaction

- The mean value of customers' response towards quantity of loan/investment of private commercial banks is 3.107, which lies in neutral category, while mean value of state-owned commercial banks is 2.132, which lies in dissatisfaction category. In this regard, the value of coefficient of variation of the borrowers' perception towards quantity of loan/investment for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards interest payable of loan/investment of private commercial banks is 2.366, which lies in dissatisfaction category, while mean value of state-owned commercial banks is 2.103, which lies in dissatisfaction category. The value of coefficient of variation of the borrowers' attitude towards interest payable of loan/investment for PCBs is lower than that of SCBs. It denotes that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards collateral security for the loan/investment of private commercial banks is 3.080, which lies in neutral category, while mean value of state-owned commercial banks is 2.721, which also lie in neutral category. The value of coefficient of variation of the borrowers' attitude towards collateral security for the loan/investment for PCBs is lower than that of SCBs. It denotes that the opinion of PCBs is less scattered than SCBs.
- The mean value of customers' response towards repayment period of the loan/investment of private commercial banks is 2.973, which fall in neutral category,

while mean value of state-owned commercial banks is 2.868, which lie in dissatisfaction category. The value of coefficient of variation of the borrowers' perception towards encashment of Demand Draft for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.

- The mean value of customers' response towards to get chequebook of private commercial banks is 3.442, which lies in neutral category, while mean value of state-owned commercial banks is 1.964, which lie in dissatisfaction category. The value of coefficient of variation of the borrowers' attitude towards procedural formalities for PCBs is lower than that of SCBs. It denotes that the opinion of PCBS is less deviated than SCBs.
- The mean value of customers' response towards documentation of private commercial banks is 3.196, which fall in neutral category, while mean value of state-owned commercial banks is 2.118, which lie in dissatisfaction category. The value of coefficient of variation of the borrowers' perception towards documentation for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards preparing DD/bank draft/pay order of private commercial banks is 4.033, which lies in satisfied category, while mean value of state-owned commercial banks is 1.809, which lies in dissatisfaction category. The value of coefficient of variation of the borrowers' attitude towards preparing DD/bank draft/pay order for PCBs is lower than that of SCBs. It denotes that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards sanctioned time of private commercial banks is 4.00, which fall in satisfied category, while mean value of state-owned commercial banks is 2.147, which lies in dissatisfaction category. The value of coefficient of variation of the borrowers' perception towards

sanctioned time for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less scattered than SCBs.

5.1.2.4 Findings on the Factors of Sanctioning Loan

- The mean value of customers' response towards excess documents are submitted of private commercial banks is 2.223, which lies in disagree category, while mean value of state-owned commercial banks is 2.265, which also lies in disagree category. In this regard, the values of coefficient of variation of the borrowers' perception towards excess documents are submitted for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards manager/authority cannot take the decision promptly of private commercial banks is 1.964, which lies in disagree category, while mean value of state-owned commercial banks is 3.779, which lies in agree category. The value of coefficient of variation of the borrowers' attitude towards manager/authority cannot take the decision promptly for PCBs is higher than that of SCBs. It denotes that the opinion of SCBs is less deviated than PCBs.
- The mean value of customers' response towards concerned banker delays in processing the loan proposal of private commercial banks is 2.214, which lies in disagree category, while mean value of state-owned commercial banks is 3.794, which lies in agree category. The value of coefficient of variation of the borrowers' attitude towards concerned banker delays in processing the loan proposal for PCBs is higher than that of SCBs. It denotes that the opinion of SCBs is less deviated than PCBs.
- The mean value of customers' response towards loan sanctioning power of branch manager is limited of private commercial banks is 3.321, which falls in neutral category, while mean value of state-owned commercial banks is 3.971,

which lie in agree category. The value of coefficient of variation of the borrowers' attitude towards concerned about loan sanctioning power of branch manager is limited for PCBs is higher than that of SCBs. It denotes that the opinion of SCBs is less deviated than PCBs.

5.1.2.5 Getting the Services of Sanctioning Loan

- The mean value of customers' response towards manager is to be influenced by high elites of private commercial banks is 3.411, which lies in neutral category, while mean value of state-owned commercial banks is 3.691, which lies in agree category. The value of coefficient of variation of the borrowers' attitude towards manager is to be influenced by high elites for PCBS is lower than that of SCBs. It denotes that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards manager is to be influenced by high officials of private commercial banks is 3.080, which lies in disagree category, while mean value of state-owned commercial banks is 3.956, which lies in agree category. The value of coefficient of variation of the borrowers' attitude towards concerned banker for PCBs is higher than that of SCBs. It denotes that the opinion of SCBs is less deviated than PCBs.
- The mean value of customers' response towards manager is to be influenced by your business goodwill of private commercial banks is 4.348, which falls in agree category, while mean value of state-owned commercial banks is 3.809, which lie in agree category. The value of coefficient of variation of the borrowers' attitude towards manager is to be influenced by your business goodwill is limited for PCBs is lower than that of SCBs. It denotes that the opinion of PCBs is less deviated than SCBs.

- The mean value of customers' response towards manager is to be requested by concerned bank's officials of private commercial banks is 1.768, which lies in disagree category, while mean value of state-owned commercial banks is 3.794, which lies in agree category. The value of coefficient of variation of the borrowers' attitude towards concerned banker for PCBs is higher than that of SCBs. It denotes that the opinion of SCBs is less deviated than PCBs.

5.1.2.6 Entertainment Received from the Bank

- The mean value of customers' response towards addressing with smiling face of private commercial banks is 4.277, which lies in agree category, while mean value of state-owned commercial banks is 1.868, which lies in disagree category. In this regard, the value of coefficient of variation of the borrowers' perception towards addressing with smiling face for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards entertaining with a cup of tea of private commercial banks is 3.062, which lies in neutral category, while mean value of state-owned commercial banks is 2.132, which lies in strongly disagree category. The value of coefficient of variation of the borrowers' attitude towards entertaining with a cup of tea for PCBS is lower than that of SCBs. It denotes that the opinion of PCBS is less deviated than SCBs.
- The mean value of saluted by security guard of private commercial banks is 4.6, which lies in strongly agree category, while mean value of state-owned commercial banks is 1.119, which lies in strongly disagree category. Here the value of coefficient of variation of the borrowers' attitude towards saluted by security guard for PCBs is lower than that of SCBs. It denotes that the opinions of PCBs are less deviated than SCBs.

- The mean value of customers' response towards entertained into the manager's chamber of private commercial banks is 3.259, which falls in neutral category, while mean value of state-owned commercial banks is 2.029, which lies in disagree category. The value of coefficient of variation of the borrowers' perception towards entertained into the manager's chamber for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.

5.1.2.7 Behavior of the Bankers

- The mean value of customers' response towards banker communicates in smiling face of private commercial banks is 3.946, which lies in agree category, while mean value of state-owned commercial banks is 2.000, which lies in disagree category. In this regard, the value of coefficient of variation of the borrowers' perception towards banker communicates in smiling face for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- The mean value of customers' response towards banker communicates in gloomy face of private commercial banks is 1.795, which lies in disagree category, while mean value of state-owned commercial banks is 2.779, which lies in neutral category. The value of coefficient of variation of the borrowers' attitude towards banker communicates in gloomy face for PCBS is higher than that of SCBs. It denotes that the opinion of SCBS is less deviated than PCBs.
- The mean value of banker remains indifferent to you of private commercial banks is 3.089, which lies in neutral category, while mean value of state-owned commercial banks is 2.250, which lies in disagree category. Here the value of coefficient of variation

of the borrowers' attitude towards banker remains indifferent to you for PCBs is lower than that of SCBs. It denotes that the opinion of PCBs is less deviated than SCBs.

5.2 Conclusions

Bangladesh is a developing country. Banking sector is playing a unique role in the economy of Bangladesh. Apart from introduction of FSRP in 1990 in our banking sector, the necessity of providing efficient customer service has become challenging to all the commercial banks in our country. With the changes of time, services and strategies of the banking business has been changed. Ancillary services of the commercial bank business arose out of this change. Dynamism and change is a normal matter in the free market economy. Evaluation of the change of the economy is therefore a continuous process. It can be argued that with a view to fulfilling the objectives of the banks and the demands of the society in the changing environment; the banks are needed to be remodeled to work more efficiently, smoothly, and satisfactorily. The measurement of customers' satisfaction is basically a sophisticated assignment in the banking concern, though it was a complex job. In the context of competitive banking and its influences on the economy, the attitudinal views of customers have got more preference in the banking sector.

It is observed from the descriptive and empirical analysis that in case of rendering services, private commercial banks (PCBs) and state-owned commercial banks (SCBs) have some successes as well as lacking in all respects. It is remarkable that according to descriptive analysis, PCBs have held better position in terms of services rendered than that of SCBs. However, the researcher suggests that SCBs should take necessary steps to improve the service quality, behavior of the bankers and good relation with customers as much as possible. In addition, SCBs should improve the services of depositing and withdrawing

money over the counter, services of opening an account, all of counter delivery service etc. In case of sanctioning of loan, the researcher would also like to suggest the top authorities of state-owned commercial banks to take necessary steps for sanctioning of loan smoothly by removing the bribe culture as well as unnecessary delays. In this regard, necessary legal supports should be provided for punishing the corrupted bankers

The findings of the study have manifest some new dimensional knowledge for obtaining the banking target, developing the service style and process, and increasing customers' satisfaction. This research has demonstrated to the government, banking policy makers, and top-level bank executives to provide concrete and effective guidelines for developing new area of banking services.

5.3 Recommendations

In light of the findings of the study, the following policy recommendations are made to improve the performance of the commercial banks to satisfy their customers towards their services. At the end of this section, some suggestions for further research are put forward.

1. **Cooperative and polite behavior of bankers:** The SCBs should give the quality service to their customers for satisfying them to take the services from SCBs. At the time when the employees of SCBs are providing the services to the customers, they might show polite behavior and need to be cooperative.
2. **Location of bank:** There are so many branches of SCBs. So these banks are located in the convenient place of the customers, such as near residence, near work place. Whereas the location of PCBs are not convenient. So the PCBs

should increase the number of branches and these increased branches should locate in the convenient place of the customers.

3. **Waiting in the queue:** If the customers want to take service from the SCBs in lieu of PCBs. Then the customers have to wait for a longer period of time in the queue. So SCBs need to increase customer service desk in the branches to reduce customers' waiting time.
4. **Separate desk for opening an account:** It is found that most of the SCBs do not have separate desk for giving account opening services. It is recommend to the SCBs that they should arrange separate desk for account opening services.
5. **Monthly installment of consumer credit scheme:** The number of monthly installment of consumer credit scheme (CCS) in both PCBs and SCBs are high. So, both categories of banks need to decrease the number of monthly installment of CCS.
6. **Entertainments received by the customers:** The bankers of SCBs should be careful about the entertainments received by the customers at the time when they provide services to them (customers).
7. **Account opening procedure:** Both PCBs and SCBs should simplify account opening procedure and various formalities of account opening to attract and satisfy customers.
8. **ATM services:** The customers face shortage of ATM booth in their area for both PCBs and SCBs. But the shortage of ATM booth is higher for SCBs than that of PCBs. In this regard, both categories of banks should increase the number of ATM booth.

9. **Computerization in banking:** Most of the PCBs are using computer technology in performing their banking activities. Whereas the bankers of SCBs are less frequently using computer technology to perform their activities. So, it is recommended that SCBs should increase the usage rate of computer technology in performing their banking activities.
10. **Separate lady counter:** To provide banking services to the female customers, in both PCBs and SCBs should establish separate lady counter. Because in some of the PCBs and SCBs, it is found that there is no separate lady counter.
11. **Seating arrangement for customers in the bank:** Seating arrangement for customers in the SCBs is inadequate in contest of PCBs. So both categories of banks should provide adequate seating arrangement facilities towards the customers. Basically it is very much necessary for SCBs to provide adequate seating arrangement.
12. **Delay in sanctioning loan:** It is found that both of the banks take long time to sanction loan to their borrowers. So, disbursement or sanctioning time of loan should reduce by both categories of banks.
13. **Supervision of the use of loan:** Most of the time SCBs are more reluctant than PCBs in supervising whether the borrowers are properly utilizing the sanctioned loan or not. This is why the bankers of SCBs should be careful and sincere in monitoring about the use of disbursed loan.
14. **Interest rate of consumer credit scheme:** Both PCBs and SCBs charge high interest rate from the customers on consumer credit scheme (CCS). So, PCBs and SCBs should reduce interest rate on CCS to make it convenient to the customers.

- 15. Excess documents:** A huge documents are needed to submit by the borrowers to get loan from the banks. So, both SCBs and PCBs should take only the necessary documents from the customers at the time of providing loan.
- 16. Power of branch manager:** The power of branches managers in sanctioning loan should increase for both categories of banks.
- 17. Complain and suggestion facilities:** There is a very few opportunities for the customers of SCBs to give complain or suggestion to the banks regarding their services, sometimes which is possible in PCBs. This is why SCBs and PCBs should increase the opportunities towards the customers to give complain or suggestions regarding their services.

5.4 Suggestions for Further Research

To deal with a large number of issues within the scope of a single thesis is neither possible nor desirable. Many current issues, therefore, could not be deal with due weight, in this thesis. Generally, a research raises multifarious issues and identifies more problems than it proposes to solve. It is expected that the present study would motive and even provoke further researches in the area of performance evaluation of the banking sector in Bangladesh. In the light of experiences of the present study, a few suggestions for further researches are given below:

- 1.** It is revealed that large banks are more efficient than smaller banks. So, another study may be suggested on size of commercial banks and their efficiency.

2. The study has obtained primary data from the respondents of Dhaka and Khulna Divisions only. So, similar study can be conducted on other divisions of Bangladesh.
3. A Comparative Study can also be undertaken on Conventional Commercial Banking and Islamic Banking in Bangladesh.
4. Since the present study is on the analysis of customers' satisfaction towards the services of PCBs and SCBs, a study may be initiated covering the comparative cost-benefit analysis of the customer services in case of PCBs and SCBs.
5. In the light of present research, a full-fledged study may be conducted focusing the comparative strategies of service marketing between PCBs and SCBs in Bangladesh.
6. A full-fledged study is possible only on the profitability and productivity aspects of the commercial banks by using more advanced statistical tools and techniques.
7. Another study need to be undertaken on the performance of the Islamic Commercial Banks.
8. A specific in-depth study may be conducted covering different aspects of deposits and advances.

Bibliography

Manuscripts/Theses/Dissertations

Abdullrahim, Najat. *Service Quality of English Islamic Banks*. A Published PhD. Thesis, Business School, Bournemouth University, 2010.

Abedin, M. Zainul. *Commercial Banking in Bangladesh; A Study of Growth Trends in Regional and Sectoral Imbalance*. A Published PhD. Thesis, Institute of Bangladesh Studies (IBS), University of Rajshahi, 1988.

Ahmmad, Biswas. Shaheen. *The Trends of Growth, Productivity and Profitability of a First Generation Private Sector Bank: A Case Study on AB Bank Limited*. An Unpublished PhD. Thesis, IBS, University of Rajshahi, 2011.

Haq, A H M. Ziaul. *Portfolio Behavior of Commercial Banks in Bangladesh*. An Unpublished PhD. Thesis, IBS, University of Rajshahi, 2008.

Hossain, M. Jahangir. *A Study on the Performance of Public and Private Sector Commercial Banks in Bangladesh*. An Unpublished PhD. Thesis, IBS, University of Rajshahi, 2000.

Hossain, M. M. *Application of Queuing Model in Customer Services in Banks*. Masters of Bank Management (MBM) Thesis, Bangladesh Institute of Bank Management, Dhaka, 2001.

Islam, M. Nurul. *Effectiveness of Motivation Program of Public Sector Banking in Bangladesh: A Study of Janata Bank*. An Unpublished PhD. Thesis, IBS, University of Rajshahi, 1997.

Kannan, A. *A Study on the Performance Analysis of Canara Bank and Customer Satisfaction in Erode District*. An Unpublished PhD. Thesis, Periyar University, 2009.

Rahman, M. Hafizur. *Development of Capital Market in Bangladesh: A Study on Dhaka Stock Exchange Limited*. An Unpublished PhD. Thesis, IBS, University of Rajshahi, 2003.

Saha, Nikhil. Chandra. *Managerial performance of Commercial Banks in Bangladesh: A Study on Selected Banks*. An Unpublished PhD. Thesis, IBS, University of Rajshahi, 2011.

Subadra, S. *Consumer Perceptions and Behavior: A Study with Special Reference to Car Owners in Namakkal District*. An Unpublished PhD. Thesis, Periyar University, 2006.

Uddin, Md. Seraj. *Attitude of Customers towards the Services of Conventional and Islamic Banks in Bangladesh: A Comparative Study*. An Unpublished PhD. Thesis, IBS, University of Rajshahi, 2004.

Documents/Reports

BIBM (Bangladesh Institutes of Bank Management). June 2000, Studies in Bangladesh Banking.

Cohen, D. *Customer Satisfaction: A Study of Bank Customer Retention in New Zealand*. Commerce Division, (Canterbury: Lincoln University), Discussion Paper No. 109.

Functions of Banks and Financial Institutions. *Finance Division*. 2008-2009, Ministry of Finance, Dhaka, Bangladesh.

Ghossh, S. N., Das, J. C. and Ahmed, M. *Choice of banks Customers' Services and Credit Policy*. Dhaka: Bureau of Business Research. University of Dhaka, 1981.

Haider, Muhammad Murshed. *Customer Satisfaction with Standard Chartered Grindlays Bank Limited*. A Report on Partical Orientation in Bank, Dhaka, BIBM, 2000.

Ministry of Finance, Dhaka, Bangladesh, Functions of Banks and Financial Institutions, 2001-2002, Op. Cit.

National Consumer Council, Banking Service and the Consumer. *A Report by the National Consumer Council*, London: Methuen & Company, 1983.

Parthasarathi, B. R. *Customer Service in Banks and its Importance*, Professional Banker, ICFAI University Press, November 2005, pp. 19-20.

Vepa, Kemasam, Deputy Governor, RBI, AGM of Indian Bankers Association, Mumbai, 31st August 2002.

Books

Aandeep, *Profits and Profitability in Commercial Banks*, New Delhi: Deep and Deep Publications, 1983.

Abedin, M. Zainul. *A Hand Book of Research*, Dhaka: Book Syndicate, 2005.

Abelson, R. Are Attitude Necessary? B.T. Kind and E. Meginnies, eds. *Attitude Conflicts and Social Change*. New York: Academic Press, 1972.

Allport, Gordon W. "Attitude" in *Handbook of Social Psychology*. Ed. C. W. Murchison. New York: Clark Uniersity Press, 1935.

Baron, S., and Kim Harris. *Service Marketing, Tex & Cases*. London: Macmillan Press Limited, 1995.

Batra, G.S., and R.C. Danguel, eds. *Financial Services, New Innovation*. NewDelhi: Deep & Publication Pvt. Limited, 1999.

Bryman, A. and Bell, E. *Business Research Methods*. Oxford: Oxford university Press, 2003.

Chaudhury, Abdul Jalil and Asraful Al Mamun.Comp. *Bank Marketing*. Dhaka: Bangladesh Institute of Bank Management, 1999.

Cooper, D. R. and Schindler, P. S. *Business Research Methods*. New York: McGraw-Hill Companies, Inc., 2003.

Cothari, C.R. *Research Methodology, Methods and Techniques*, 2nd Ed. New Delhi: WishwaProkashan.

Craig, James R., and Leroy P. Metze.*Methods of Psychological Research*. 2nd ed. California: Brooks – Cole Publishing Company, 1986.

Craig and Metze.*Methods of Psychological Research*.Op. Cit.

Fazio R.H. and Zanna, M.P. “Direct Experience and Attitude Behavior Consistency.”L.Berkowitz, ed. *Advances in Experimental Social Psychology*. New York: Academic Press, 1981.

Field, George A., John Douglas, and Lawrence X. Tarpey.*Marketing Management: A Behavioral System Approach*. USA, Ohio: Charles E. Merrill Books, Inc., 1966.

Fishbein, Martin. *The Relationship between Beliefs Attitudes and Behavior*.In Shel Feldman. (ed.) *Cognitive Consistency*, New York: Academic Press, 1966.

Ford, Philip. *Customer Services Marketing and the Competitive Environment*. The Chartered Institute of Bankers Publications, 1989.

Guba, E. G. and Lincoln, Y. S. *Competing Paradigms in Qualitative Research*. USA: Sage Publications, 1998.

Hanson, George A. *Service Banking*. A Commentary on Banking Services in the UK. London: The Institute of Bankers, 1979.

Heider, Fritz. *The Psychology of Interpersonal Relations*. London: Lazrence Erlbaum Associates Publishers. 1958.

Juneja, N. K. *Service Area Approach, Lead Bank Scheme*. Delhi: Manas Publications, 1992.

Kapoor, S. S. Gulshan. *Banking Law and Practices*. India, 1979.

Khalekuzzaman, Md. *Banking and Insurance*. (in Bengali, Translated by Researcher), Approved by National Curriculum and Textbook Board, Bangladesh. Dhaka: Jamuna Publications, 2000.

Kotler, Philip. *Principles of Marketing*. 7th ed. India: Prentice Hall Pvt. Limited, 1996.

Loudon, David L., and Albert J. Della Bitta. *Consumer Behavior: Concepts and Applications*. 2nd ed. New York: McGraw-Hill Book Company, 1984.

Kotler, Philip and Kevin Lane Keller. *Marketing Management*. 11th ed.; New Jersuy: Pearson Education, Inc., 2006.

Leedy, P. D. and Ormrod, J. E. *Practical Research: Planning and Design*. 8th ed. New Jersey: Prentice-hall, 2005.

Mathur, A. K. and Mathur, M. *Customer Service: A Case Study*, in Investment Banking and Customer Service. (Indian Banking, Vol. 2). Ed. By C. R. Kothari. Jaipur, India: Arihant Publisherts, 1991.

Mathur, B.L., ed. *Management of Financial Services*. India: RBSA Publisher Koipur, 1996.

Palmer, Adrian. *Principles of Service Marketing*. 3rd Ed. London, New York: McGraw-Hill Company, 2001.

Robertson, Thomas S., and Joan Zielinski, Scott Ward. *Consumer Behavior*. New York: Scott, Foresman and Company, 1984.

Seth, Rajeev K. *Marketing of Banking Services*. India: Macmillan India Limited, 1997.

Schiffman, Leon G. and Leslie Lazar Kanuk. *Consumer Behavior*. 8th ed. New Delhi: Prentice-Hall of India Private Limited., 2004.

Wells, W. D. and Prensky, D. *Consumer Behavior*. New York: John Wiley & Sons.

Zeithaml, Valarie A., and Mary Jo Bitner. *Service Marketing: Integrating Customer Focus across the Firm*. New York: The McGraw-Hill Co., 2000.

Articles in Journals

Aggarwal, A. K. and Mehta, D. "Indian Banking Services- Customer Friendly Approach", *Indian Journal of Accounting*, Vol. XXXIV (2), June 2004.

Ahmed, Mahmood. "Some Deficiencies of Banker-Customer Relationship under the Conventional Banking and Their Remedy Under Islamic Banking System." *Bank Porikrama*, Dhaka, Vol. 14, No. 1 & 2 (Mar-June 1989): 37.

Ahmed, Mahmood, "The Success of Islamic Banks." *Bank Porikrama*, Vol. 13, No. 3&4. (Sept-Dec. 1988), Dhaka: Bangladesh Institute of Bank Management.

Alam, Ahmed Fakrul, and Md. Mizanur Rahman. "Students Attitudes towards Advertising in Bangladesh." *Journal of Business Studies*, Vol. 18 (2), (1997), Dhaka: University of Dhaka.

- Alam, M. J. and Neger, Meher. 2009. "Measuring Consumer Attitude towards Beautification Products: A Study on some Selected Brands in Bangladesh," *Journal of Business and Technology (Dhaka)*, Vol. 4, Issue 2, p. 61.
- Ali, Muhammad Mohasin and Md. Abdul AwwalSarker. "Islamic Banking: Concept, Features and Operational Methodology." *Thoughts on Economics*, Vol.5. No. 3&4 (July-Dec. 1995), Dhaka: Islamic Economics Research Bureau.
- Ashrafuzzaman, M., and Rashid, Sk. H. A. "Public Relations Pattern of Commercial Banks in Bangladesh: A Case Study." *Bank Porikrama*, Dhaka, Vol. 11, No. 3&4 (Sep-Dec. 1986): 12-32.
- Barai, Munim Kumar, and Md. LiakatHossaihn Moral. "Financial Globalization: The Banking Sector in Bangladesh." *Bangladesh Journal of Political Economy*, Vol. XVI, 134.
- Bhattacharjee, Durgadas, and Saroj Kumar Saha. "An Evaluation of Performance of NCBs in Bangladesh", *Bank Parikrama*, Vol. 14, No. 1&2 (March & June, 1989)
- Carlton D. E., and Kohen, J. L. "A Closer Examination of Subject Roles." *Journal of Personality and Social Psychology*, Vol. 38 (1980): 857-870.
- Chowdhury, Md. Tayub, Mohammed Alamgir, and Md. Maruf H. C. "Loyalaty and Satisfaction Construct in Retail Banking: An Empirical Study on Bank Customers". *Journal of the Institute of Bangladesh Studies*, Vol. 31, (2008): 153.
- Chowdhury, Toufiqe A., and Md. Liakat Hossain. "Commercial Bank Restructuring in Bangladesh: From FSRP to BRC/CBRP." *Bank Parikrama*, Vol. XXIV, No. 1 (1999): 37.

- Chowdhury, T. A., Saha, B. and Moral, L. H. "Attitude of Male Bankers, Women Bankers and Customers towards Women Employees in Banks", *Bank Parikrama*, Vol. XX, No. 3 & 4, 1995.
- Faith, P. "Vigilante Consumers", *United India Insurance Learning Center Journal*, (2000), p. 71.
- Fornell, C. "A National Satisfaction Barometer: The Swedish Experience." *Journal of Marketing*, Vol. 56 (1992): 6-21.
- Jamey Lynn, D. "Customer Behavior- How to Build Rapport?" *United India Insurance Learning Center Journal*, (2000), p. 138.
- Kaynak, and Harcar. "American Consumers' Attitudes towards Commercial Banks: A Comparison of Local and National Bank Customers by Use of demographic segmentation." *International Journal of Bank Marketing*, Vol. 23, No. 1 (2004): 73-74.
- Khan, A. R. "Customer Services of Commercial Banks: Islamic Perceptions for Improvement" *Thoughts on Economics*, Vol. 1, No. 1 (1991).
- Khan, Md. Shihad. "Desirability and Feasibility of Social Utility Banking in Bangladesh: A Micro Level Study." *Bank Porikrama, Dhaka*, Vol. 19, No. 3&4 (1994): 63-76.
- Khan, Mohammad S.N., Hasan, M. Kabir and Shahid, Abdullah I. "Banking Behavior of Islamic Bank Customers in Bangladesh." *Journal of Islamic Economics, Banking and Finance*, Vol. 3, No. 2, (July – December 2007): 159.
- Meta and Almossawi. "Banking Behavior of Islamic Bank Customers: Prespectives and Implications." *International Journal of Bank Marketing*, Vol. 16, No. 7, 299.

Moniruzzaman, M., and Rahman, Md. Sydur. "Profitability Performance of Denationalized Banks: A comparative Study of the Pre and Post Denationalization Periods." *Bank Parikrama*, Vol. XV & XVI (1990, 1991): 85.

Muqtadir, A. N. M. and Huq, B. I. A. "Evaluation of Investment policy: A Comparative Study of Islamic and Conventional Banks in bangladesh", *Thoughts on Economics*, Vol. 2, No. 3 & 4 (1992).

Naser, K., Jamal, A., and Al-Khatib, K. "Islamic Banking: A Study of Customer Satisfaction and Preferences in Jordan." *International Journal of Bank Marketing*, Vol. 17, No. 3, 135-150.

Szymansk, David M. "e-Satisfaction: An Initial Examination." *Journal of Retailing*, Vol. 76, No. 3, 2000: 309.

Dictionary/Encyclopedia

Geddie, W. ed. *Chamber's Twentieth Century Dictionary*. London: W&R Chamber Ltd., 1965, p. 669.

Gould, Julins and William, Kolb, L. eds. *Dictionary of Social Science*. London: Tavistack Publications, 1964.

Hornby, A.S. *Oxford Advanced Learner's Dictionary*. 5th ed. s.v. "Methodology", London: Oxford University Press, 1998.

Manjula, Bhagi, and Sunita Sharma. *Encyclopedia of Psychology*. Vol.1. New Delhi: Anal Publications, 1976.

Ryder, F. R. (Legal Ed.), D.B. Jenkins (General Ed.). *Thomson's Dictionary of Banking*. 12th ed. (London: Pitman Publishing Limited, 1978.

Appendix-I

Questionnaire-1

(For Depositors)

Title: Customers' Satisfaction towards the Services of Commercial Banks
in Bangladesh: A Study on Selected Banks

[Please tick (✓)/ write where necessary]

A. Personal Details of Respondent:

- | | | | |
|------------------------------|---|-----------------------|---------------------------|
| 1. Sex | : | a) Male | b) Female |
| 2. Age | : | a) 20-30 | b) 30-40 |
| | | c) 40-50 | d) 50-Above |
| 3. Marital Status | : | a) Married | b) Single |
| | | c) Others | |
| 4. Educational Qualification | : | a) Primary | b) High School |
| | | c) College | d) University |
| 5. Occupation | : | a) Student | b) Service |
| | | c) Business | d) Housewife |
| | | e) Others | |
| 6. Monthly Income | : | a) Below BDT 10000 | |
| | | b) 10000-30000 | |
| | | c) 30000-50000 | |
| | | d) 50000-Above | |
| 7. Type of Bank: | | a) Private Commercial | b) State-owned Commercial |

B. Main Section:

8. What is your attitude towards the reasons for which you choose the services of private commercial bank?

Hint: a) Strongly chosen-5, b) Chosen-4, c) Neutral-3, d) Not chosen-2, e) Strongly not chosen-1

Variables	5	4	3	2	1
Bank timing and service quality					
Bankers' co-operative and polite behavior					
Satisfactory financial condition					
Goodwill and well recognition					
Location of bank near residence					
Location of bank near workplace					
More financial security					
Locker facility					

9. What are the perceptions you received on the services of depositing and withdrawing money over the counter?

Hint: a) Strongly Agreed-5, b) Agreed -4, c) Neutral-3, d) Disagreed-2, e) Strongly Disagreed -1

Variables	5	4	3	2	1
Waiting in the queue for a long time					
Jam in counter					
Inadequate speed of the cash officer					
Non-availability of counting machine					
Difficulties in collecting deposit receipt					
Others (if any please mention):					

10. What is your perception on the services of opening an account?

Hint: a) Strongly Agreed-5, b) Agreed -4, c) Neutral-3, d) Disagreed-2, e) Strongly Disagreed -1

Variables	5	4	3	2	1
Non-availability of separate desk for opening the account					
Non co-operation to fill up the form					
Non-availability of introducer					
Lack of concerned banker's prompt processing					
Complexity of account opening form					
Time consuming account opening process					

11. Is the chequebook issued just after completing the account opening process?

a) Yes

b) No

12. What is your perception on the services of consumer credit scheme?

(Applicable only for concerned customers)

Hint: a) Strongly Agreed-5, b) Agreed -4, c) Neutral-3, d) Disagreed-2, e) Strongly Disagreed -1

Variables	5	4	3	2	1
Bankers process the documentation promptly					
The number of monthly installment should be increased					
The number of monthly installment should be decreased					
High interest/ profit rate of the scheme					

13. What types of entertainments are received from your bankers?

Hint: a) Strongly Agreed-5, b) Agreed -4, c) Neutral-3, d) Disagreed-2, e) Strongly Disagreed -1

Variables	5	4	3	2	1
Addressing with smiling face					
Entertaining with a cup of tea					
Saluted by security guard					
Entertained into the manager's chamber					
Asking personal condition politely					

14. Please express your level of satisfaction on the following services rendered by your bank.

Hint: a) Highly Satisfied-5, b) Satisfied -4, c) Neutral-3, d) Dissatisfied-2, e) Highly Dissatisfied-1

Variables	5	4	3	2	1
Opening account					
Depositing money					
Encashment of general cheque					

Encashment of Demand Draft					
To get chequebook					
To know cash balance					
To prepare DD/bank draft/pay order					
Collection of cheque (all)					

15. What are the perceptions you received on ATM service?

Hint: a) Strongly Agreed-5, b) Agreed -4, c) Neutral-3, d) Disagreed-2, e) Strongly Disagreed -1

Variables	5	4	3	2	1
Twenty four hours money withdrawal facility					
Sometimes to wait in the queue for a long time					
Sometimes unavailability of required money					
Shortage of ATM booth in your area					

16. What types of effects are found by computerization in banking service?

- a. Service has been prompted
- b. Service has been errorless but not been prompted
- c. Service has been prompted and errorless

17. What type of banker should be employed at the counter?

- a. Male banker
- b. Female banker
- c. Both

18. Do you think, separate counter should be arranged for lady customers to satisfy them?

- a) Separate counter pocket is required
- b) Separate counter pocket is not required

19. In your bank, is adequate seating arrangement available? **a) Yes b) No**

20. How do you feel about the concerned banker's behavior at the time of his rendering service?

Hint: a) Strongly Agreed-5, b) Agreed -4, c) Neutral-3, d) Disagreed-2, e) Strongly Disagreed -1

Variables	5	4	3	2	1
Banker communicates in smiling face					
Banker communicates in gloomy face					
Banker remains indifferent to you					
Banker does not want to listen to your complain					

21. What is the behavior of the concerned banker when you want to understand about any transaction?

Hint: a) Strongly Agreed-5, b) Agreed -4, c) Neutral-3, d) Disagreed-2, e) Strongly Disagreed -1

Variables	5	4	3	2	1
Banker lets you understand heartily					
Banker lets you understand with precisely					
Banker requests to take the help of others					
Banker requests to come later					

22. Please express the positive or negative comments (views) on the basis of your level of satisfaction about the bank/branch (if any):

.....

Thank you very much for your cooperation.

Appendix-II

Questionnaire-2

(For Borrowers)

Title: Customers' Satisfaction towards the Services of Commercial Banks
in Bangladesh: A Study on Selected Banks

[Please tick (✓)/ write where necessary]

A. Personal Details of Respondent:

1. Sex : a) Male b) Female
2. Age : a) 20-30 b) 30-40
c) 40-50 d) 50-Above
3. Marital Status : a) Married b) Single
c) Others
4. Educational Qualification : a) Primary b) High School
c) College d) University
5. Occupation : a) Student b) Service
c) Business d) Housewife
e) Others
6. Monthly Income : a) Below BDT 10000
b) 10000-30000
c) 30000-50000
d) 50000-Above
7. Type of Bank: a) Private Commercial b) State-owned Commercial

B. Main Section:

8. What is your attitude towards the reasons for which you choose the services of private commercial bank?

Hint: a) Strongly chosen-5, b) Chosen-4, c) Neutral-3, d) Not chosen-2, e) Strongly not chosen-1

Variables	5	4	3	2	1
Bank timing and service quality					
Bankers' co-operative and polite behavior					
Satisfactory financial condition					
Goodwill and well recognition					
Location of bank near residence					
Location of bank near workplace					
More financial security					
Good relation with banker					

9. What type of loan have you taken (if your bank is state owned commercial bank) from your bank?

- a) Short term (Below 2 years) b) Midterm (2—5 years)
- c) Long term (More than 5 years) d) Industrial loan
- e) House Building loan f) Others (if any please mention):

10. Who is your loan/investment granting authority?

- a) Head Office authority b) Regional/ Area/Zonal Office authority c) Branch Manager

11. What types of services did you get when you went to the bank for loan/investment for the first time?

Hint: a) Strongly Agreed-5, b) Agreed -4, c) Neutral-3, d) Disagreed-2, e) Strongly Disagreed -1

Variables	5	4	3	2	1
Manager does not consider you important					
Manager requests to begin transactions by opening account					
Manager/banker expects financial advantages					
Banker processes loan/investment proposal promptly					
Banker delays in processing the loan/investment proposal					
Manager has to be influenced after paying mortgage					
Manager is to be requested again and again					
Time is spent for the file work					

12. In spite of fulfilling all the conditions, how much delay was made in sanctioning the loan/investment in your opinion?

- a. More delay b. Average delay c. No delay

13. Is the investment/loan supervised by your bank to insure the proper utilization of the money?

- a. Proper supervision b. Average supervision c. Irregular supervision

14. Please express your level of satisfaction on the terms and conditions of loan/investment sanctioned by your bank.

Hint: a) Highly Satisfied-5, b) Satisfied -4, c) Neutral-3, d) Dissatisfied-2, e) Highly Dissatisfied-1

Variables	5	4	3	2	1
Amount of loan/investment					
Interest payable of loan/investment					
Collateral security for the loan/investment					
Repayment period of the loan/investment					
Procedural formalities					
Documentation					
Sanctioned time					
Others (if any please mention)					

15. What are the perceptual views on the Barriers of Sanctioning of loan/investment?

Hint: a) Strongly Agreed-5, b) Agreed -4, c) Neutral-3, d) Disagreed-2, e) Strongly Disagreed -1

Variables	5	4	3	2	1
Excess documents are submitted					
Manager/authority cannot take the decision promptly					
Concerned banker delays in processing the loan proposal					
Loan sanctioning power of branch manager is Limited					

16. What is your perception on the factors that influence and affect in getting loan/ investment from the respective bank?

Hint: a) Strongly Agreed-5, b) Agreed -4, c) Neutral-3, d) Disagreed-2, e) Strongly Disagreed -1

Variables	5	4	3	2	1
A percentage of loan/investment is to be given as bribe					
Influences are made by political elites					
Manager is to be influenced by high officials					
Manager is to be influenced by your business goodwill					
Manager is to be requested by concerned bank's officials					

17. What is your perception on the entertainment received from your bank/branch?

Hint: a) Strongly Agreed-5, b) Agreed -4, c) Neutral-3, d) Disagreed-2, e) Strongly Disagreed -1

Variables	5	4	3	2	1
Addressing with smiling face by the bankers					
Entertaining with a cup of tea					
Saluted by security guard					
Entertained into the manager's room					
Asking personal condition by the bankers politely					

18. In your opinion, is the sanctioning amount of loan/investment adequate?

- a. Fully adequate b. Average adequate c. Not-adequate

19. How do you feel about the concerned banker's behavior at the time of his rendering service?

Hint: a) Strongly Agreed-5, b) Agreed -4, c) Neutral-3, d) Disagreed-2, e) Strongly Disagreed -1

Variables	5	4	3	2	1
Banker communicates in smiling face					
Banker communicates in gloomy face					
Banker remains indifferent to you					

20. Please express the positive or negative comments (views) on the basis of your level of satisfaction about the bank/branch (if any):

.....

Thank you very much for your cooperation.

Appendix-III

Table1: Distribution of the Questionnaires

Particular	Types of Banks			
	PCBs		SCBs	
	Depositors	Borrowers	Depositors	Borrowers
Questionnaires Delivered	150	150	100	80
Responds Received	128	122	91	74
Valid Responds	120	112	84	68
Percentage of Valid Responds	93.75	91.80	92.31	91.89