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, Asset, 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

SCBs : Stateowned 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

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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 v l • o } v P Á] š Z ‰ } } Œ v l] v P • Ç • š u] v š Œ u • } (‰ Œ } (• •] } v service, network and administrative measures. The then government of Bangladesh recognized the importance of banking sector and brought 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,

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. ^ À Œ o (š}Œ•]v(oµ v µ•š}u Œ•[• š]•(š] making decision 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.

dZ •šµ Ç Á • }µš v v oÇ•]• }(šZ µ•š}u Œ•[• š]•(š] of commercial banks in Bangladesh. Customer satisfaction is a multidimensional concept. vl• ‰ v • }v • À Œ o (š}Œ•X ^}U (]Œ•š }(ooU]v }Œ Œ š 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 ‰•Ç Z}o}P] o •šµ ÇX /v šZ •šµ Ç vl[• µ•š}u Œ•[• š]•(š] 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

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

/v •Z}Œš U šZ • Œ •}u }( ]v‹µ]Œ •U ÁZ] Z ‰Œ}À}l šZ 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 stateowned 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 no 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.

/v }u‰ š]š]À u Œl š ‰o µv Œ•š v]vP µ•š}u Œ[• 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

dZ P v Œ o ‰ µ Œ ‰ } • } (š Z • š µ Ç] • š } v o Ç Ì µ • š } u Œ 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.

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_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.

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 attitude of conventional bank towards the banking services. The study was based on µ•š}u Œ•[šš]šµ •U]š Á • v}š •‰] ooÇ }v µ•š}u Œ • š]•(v}š (}µv]v vPo •ZX ^} µ•š}u Œ•[•]v{ ofšCBs]Áe Œ • šZ 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.

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 š Z • U Z } u u Œ] o v l [Z À o o (š µ Œ • } (Z v l [s it Ç µ • is otherwise mentioned.

1.6.2 Bank Customer

d Z Œ] • v } • š š µ š } Œ Ç ( ] v] š] } v } (µ • š } u Œ (Œ } u š Z v been held that in order to make a person a customer of a bank, within the meaning of section 4of 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, í õ ó ô • X K v š Z } š Z Œ Z v U ^ d Z Œ o š] } v } (µ • š } u Œ u } v Ç] • ‰]] v v š Z v l ‰ š •] š v] • ‰ Œ ‰ Œ š } } ‰ v 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. ^ D } v Ç ‰]] v Ç µ • š } u Œ š } Z] • } Œ Z Œ } µ v š] • Œ o o Ç becoming, and not the trustee for that money, but the debtor } (š Z µ • š } u Œ _ X / v • ^ š Z Œ o š] } v š Á v v l Œ v µ • š } u Œ] • š Z š } (š } Œ v] š u Ç •] š Z š U v l µ • š } u Œ] • ^ ‰ Œ • } v Á Z } • u } v Ç Z bank on the footing that they undertake to honor cheques up to the amount standing to his

]v o µ • ^ o o }v}u] š]À]š] • ÁZ}• }µš‰µš]• v}š ‰ZÇ•] o ‰

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 banks 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

dZ š Œu Z‰Œ]À š • š}Œ vl[Œ (Œ• š} šZ}• vl• ÁZ]

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, 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 of 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's liabilities. Bank deposits 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

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 loan 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 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

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, a 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 customer 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.

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. 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, 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.

Bhattaharjee and Saha (1989) v š Z Œ š] o v u ^ v À o µ š] } v } (W } (E •] v v P o • Z _] u ‐ bank‐Ed u] n v ics] v š Œ rmance measures over the period from 83‐87 by setting 5 indicators viz. general banking business including n ‰ Œ } ( ] š U • }] o ‰ Œ } ( ] š] o] š Ç U u ‰ o } Ç • [Œ v Z ‰ Œ (} Œ u v The study was solely concentrated into NCBs sector; it did not consider the examination of performance of PCBs. More, they attempted to measure ‐ bank could m uch favorable impact on, both deposit mobilization and profitability, if they had been able in attaining the (µ o o o À o } (‰ Œ (} Œ u v • X & µ Œ š Z Œ š Z Ç š Z } µ P Z š Z] À ı could bring further favorable effect. The authors here d ot suggest or detect that development of customer satisfaction could bring more radical changes, which the present researcher intends to examinee. So here the researcher has a great scope to operate the matter in details.

Chowdhury, Alamgir, and Chowdh y (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 critica 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 a ajo 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 µ • š } u Œ • [• š] • (š] } v š } Á Œ • š Z • Œ À] • } (} u u Œ] o v l • X Z • À • š } ‰ ‰ } Œ š µ v] š Ç š } u • µ Œ µ • š } u Œ • [• š] • (š] } v š } Á banks in Bangladesh.

• š]•(š]}vX &]v ooÇU ZŒ o]P]}µ• ‰Œ]v]‰o •[ ]• šZ l Ç v l
vl µ•š}u Œ•U ÁZ]o µ•š}u Œ•[u}PŒ ‰ZÇ ‰o Ç• •}u Œ]
selection criteria matter more than others do. This research was only on Islamic bank
µ•š}u Œ•[vl]vP Z À]}Œ µš šZ µšZ}Œ•] v}š]• µ•• µ•š
the services of commercial banks. So, here the researcher has wide scope to conduct a
Œ • Œ Z }v µ•š}u Œ•[• š]•(š]}vX

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 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 Bangladesh Z >š X ^]v vl[• •}] o]vÀ •šu vš 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.

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.

d Z • š µ Ç š] š o ^ Z }] } (v l • U µ • š } u Œ • ^ Œ À] v

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 limitations 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.

Parthasarthi 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

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

• }v vl]vP•ŒÀ]•v šZ Àoµš]}v•Z À v }v }v šZ

opinion, it was not the comparative study between the Conventional and Islamic banking.

Mathur and Mathur (1991) }v µš •šµ Ç š]šo ^µ•š}uŒ^ŒÀ]

^šµ Ç_ }v šZ •]•}(šš]šµ }(íñòŒ•‰}v vš•}(v š]}v o]Ì

Rajasthan in India. The main focus on the study was to obtain scientifically valid information of the qualityof customer service. The study covered some specific services such as: Issue of

stresses on better rendering of service. Here, the queuing system has got the priority for •u}}šZ • ŒÀ]]vP]v P v Œ o vl]vP }µvš ŒX dZ}µPZ šZ µ•š} 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.

dZ Œš] o ^ µ•š}u Œ ^ ŒÀ] }(}uu Œ] o vlW /•o Improvement_ }v µ š Khan Ç (1991) exhibited some customer services of commercial banks and expressed Islamic solution for improving the services. The study mainly focused }v šZ o À o }(µ•š}u Œ•[• š]•(š]}v v šZ µ• •su}(s]•• š]•(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 µ•š}u Œ • š]•(š]}vX ,}Á À ŒU šZ •šµ Ç }vš]v Œš] µo š satisfaction, but it was not comparative in nature between conventional and Islamic bank.

dZ Œ ‰}Œš š]šo ^ vl]vP ^ ŒÀ] • v edZ }v•µu Œ_ 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 which on the basis of 2028 account holders of selected banks.

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

(]v • ^ • š }(u šZ} • µ•]v Œ }(‰ Œš] µo Œ š]À]š(

^D šZ} _ }u • (Œ}u šZ 'Œ l Á}Œ Zu š [v ZZ}} •[u v]vP

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 Commercial Banks (SCBs) and Private Commercial Banks (PCBs) for analyzing and

P H D V X U L Q J W K H V D W L V I D F W L R Q L Q W K H R Q J R L Q J V H U Y L F H V L U F X V W R P H U

3.3 Profile of the Sample Banks

The profile of the sample banks has presented below:

SonaliBank 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 Bhwalpur. 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.

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 } u ‰ v Ç X ^] P v] ( ] v š ‰ Œ v š P } (Z v l [r ce with formal Z v } ‰ (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

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 v l [• ‰ • š ‰ Œ (} Œ u v P] À • v] v] š] } v } ( ] š • • š Œ v P š Z X d 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.

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

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 as 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
- 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

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, 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

3.8 Measurement Techniques

Indeed, satisfaction measurement is a difficult job and it is also difficult to conduct any psychological study. In the proposed studyv l [• µ • š } u Œ • š] • (š] } v u • µ Œ š Z • ‰] ( ] š Z v] ‹ µ • X ^ / v • }] o •] v • š µ] • U Á Z] o u • µ Œ] generally follows the techniques of preparing the attitude scale in such a way that the score of the individual respon • • •] P v Z] u ‰ o } v • o _ ~ } š Z Œ] U í õ õ ì • X

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 š } Œ š X ^ / v >] l Œ š • o U š Z Œ • ‰ } v v š] • • l š } Œ • ‰ } v 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 wereprocessed 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.

Table 4.1.1

Genderof 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.

Figure 4.1.2: Age of Respondents

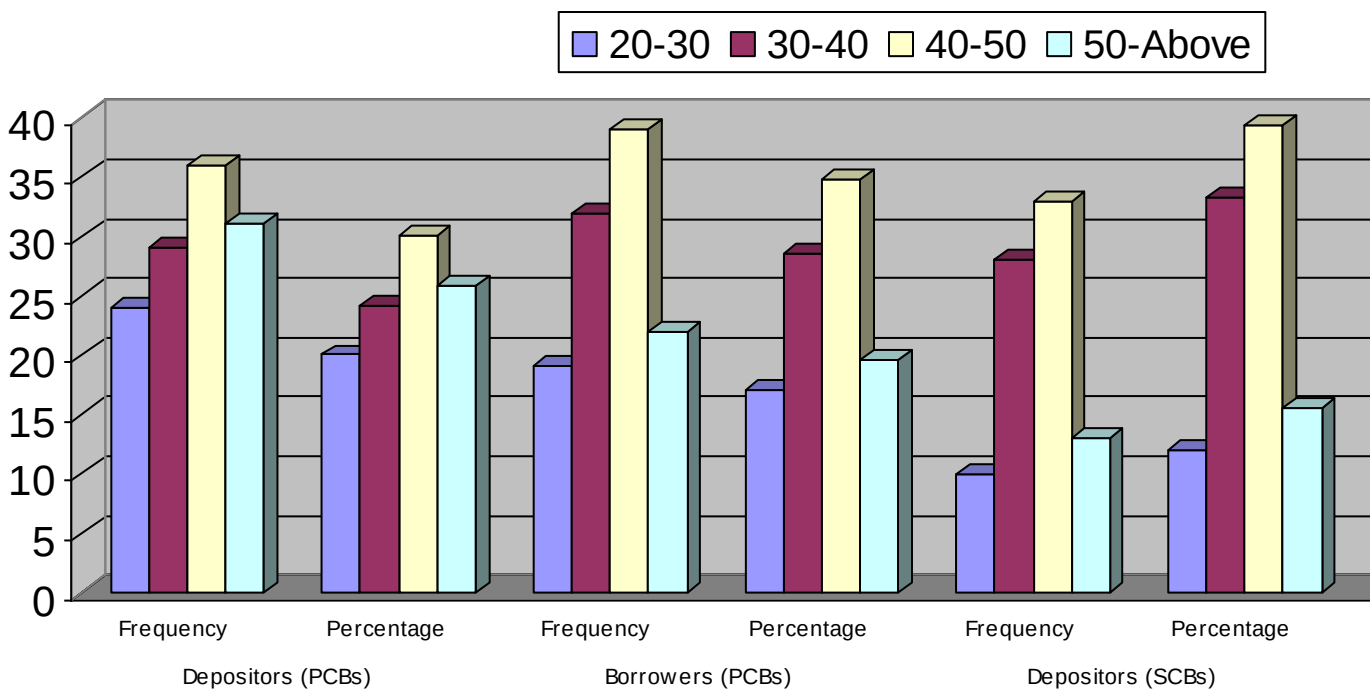


Table 4.1.3

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

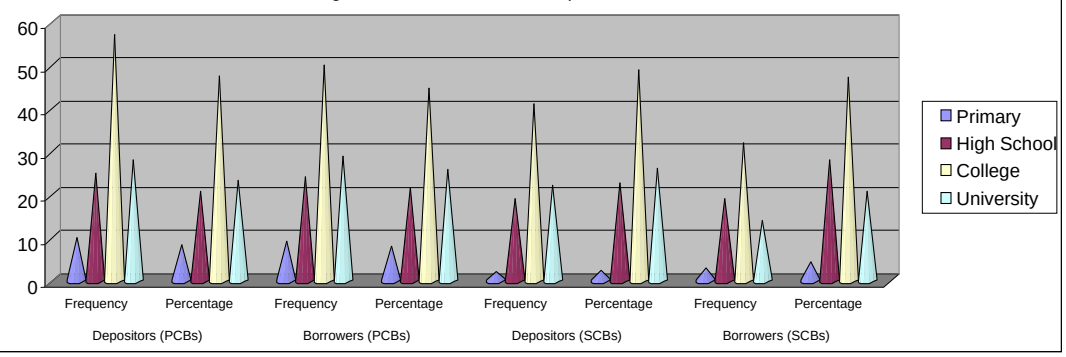
Source: Primary data

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 the Nationalized 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 the Nationalized commercial banks, 78% respondents are married and the rest 22% borrowers are single.

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.

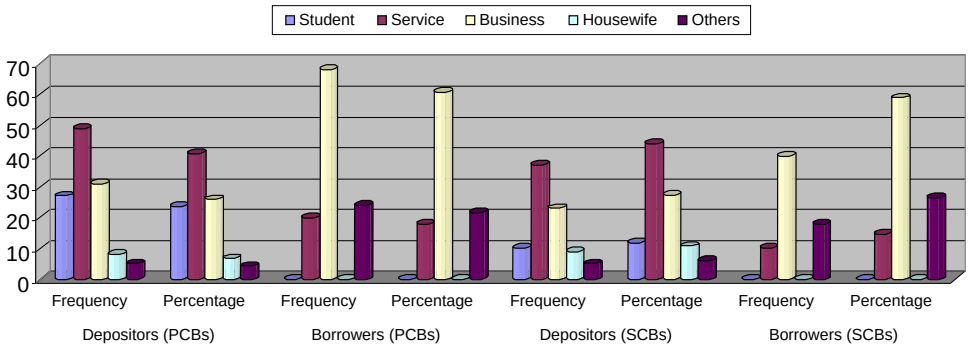
Figure 4.1.4: Education of Responde



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.

Figure 4.1.5: Occupation of Responde



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

š š] š µ } (š Z µ • š } u Œ • š } Á Œ • š Z • Œ À] • } (v Ç v l v

retention and thus the functions as ell as profitability of the bank may be increased. In fact, depositors and borrowers of nay bank are the main customers thZoug } Œ Œ } Á Œ • [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 sevices of specific bank are

} À] } µ • o Ç] u ‰ } Œ š v š X / v š Z] • • š] } v U š Z Œ • Œ Z Œ Z •

} Œ Œ } Á Œ • [• š] • (š] } v Œ P Œ] v P À Œ] } µ • v l] v P • Œ À] • v

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

		%	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

À] š] } v } v š Z •] • } (µ • š } u Œ • [‰ Œ ‰ š µ o Œ • ‰ } v • • } (

opening service.

/ v • } (^ v l š] u] v P v • Œ À] customers (depositors) were

strongly agreed about bank timing and service quality of private commercial banks (PCBs).

Of whom 41% customers were agreed, and 9.4% customers were disagreed. On the other

hand, 68% customers of state-owned commercial banks (SCBs) were strongly disagreed, 29%

depositors were disagreed and 3% customers expressed their neutrality. The mean value of

µ • š } u Œ • [Œ • ‰ } v • v l š] u] v P v • Œ À] ‹ µ o] š Ç } (‰ Œ] À š

which lies in agreed category, while mean value of state-owned commercial banks is 1.4167,

Á Z] Z o • } o] •] v] • P Œ š P } Œ Ç X / v š Z] • Œ P Œ U š Z

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.

/v • }( ]}v }š(vlv ŒŒ %]customers ï(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, 5% customers of state-owned commercial banks (SCBs) were strongly agreed about location of bank near residence. Of whom 3% customers were agreed, and 7% customers expressed their v µšŒo]šÇX dZ uv Àoµ }(µ•šlocation Œ•[Œ•‰v•šresidence]Á 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 Àoµ }(s }(šZ ‰}•]šwards [‰ŒE of ‰šk] 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.

Z P Œ]vPU}v^>}(švlv ŒÁ}% ldepositors wîe 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 3% customers were agreed, and 6% customers expressed their neutrality. The mean value of µ•š}u Œ•[Œ•‰}v• š}Á Œ•o} š]}v }p(private vcommercial Á}Œ‰o }(is 3.333, which lies in neutral category, while mean value of state-owned commercial banks]•ðXðóòîU ÁZ] Zo•}o]•]v PŒ šP}ŒÇX /všZ]•ŒP Œ 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.

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 } (( ]] v š } (À Œ] š] } v } v š Z •] • } (µ • š } u Œ • [‰ Œ ‰ š µ o Œ account opening service.

/ v • } (^ t] šš] Z v P ‹] v µ (} Œ o } ‰ P u š] u š] u (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

availability of counting machine and 4% customers were agreed. The mean value of µ • š } u Œ • [Œ towards • entertained into the manager's chamber of private commercial banks is 1.250, which falls in strongly disagree, while mean value of stated commercial banks is 4.571, which lies in strongly agree category. The value of CV of the ‰ } •] š } Œ [‰ 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.

Z P Œ] v P ^] (( ] µ o š] •] v } o o 6 ‰] v customers ‰] v] š Œ strongly] ‰ š _ ð 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 2% customers were disagreed. The mean value of cust } u Œ • [Œ • ‰ } v • š } Á Œ •] (( ] µ o š] •] v } o o š] v P ‰ } commercial banks is 2.067, which falls in disagree, while mean value of stated } u u Œ] o v l •] • ð X î í ð U Á Z] Z o] •] v P Œ š P } Œ Ç X d Z À 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 account in the bank

Table 4.2.1.3 shows the values of percentage frequency, mean, standard deviation }v šZ •]• }(µ•š}u Œ•[‰ Œ ‰šµ o Œ •‰}v• • }(W ^ v service.

/v • }(-availability of separate desk for ope]v P šZ }µ 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 šZ]Œ v µšŒ o]šÇX dZ u v À oµ }(µ• availability of separate }v• š}Á (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 š P}ŒÇX /v šZ]• Œ P Œ U šZ À oµ }(s }(šZ - ‰}•]š}(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.

h v Œ šZ À Œ]-}‰ Œ }v]}v š} (]o o µ‰ šZ (}Œu_ ññ9 µ•š}u disagreed about non-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-operation to fill up the form and the rest 10% and 7% customers were agreed and disagreed respectively. The mean À oµ }(µ•š}u Œ•[Œ •‰}v• operation to fill up }v 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

banks is 2.025, which lies in disagree category, while mean value of state commercial banl•]• ðXìïòU ÁZ] Z o]]v PŒ š P}ŒÇX /v šZ]• Œ P Œ U š 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, researcher can conclude that there are available separate desk for opening the account in PCBs, which is unavailable in SCBs.

ðXîXíXð ‰}•]š}Œ•[W Œ ‰š]}v }v /••µ]vP šZ Z ‹µ }}l

Generally, depositors expect the chequebooks from respective bank just a 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

‰}•]š}Œ•[owŒ ‰šh 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.

/v • }(^ vl Œ• Z‰ Œ} µ•u vš š]}v ‰ Œ% ‰šuçs ñì (depositors) were disagreed about bankers process the documentation promptly of private commercial banks (PCBs). Of whom 9% customers were strongly disagreed, and 12% 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 }(µ•š}u Œ•[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 ‰}•]š}Œ•[‰ Œ ‰š]}v š}Á Œ• vl Œ• ‰ Œ} •• šZ }µuvš 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.

hv Œ šZ À Œ]o ^dZ vµuo Œu}(šu}vZš}µ oÇ]v}l‰ Œ• _ï customers were strongly disagreed about the number of monthly installment should be increased of private commercial banks (PCBs). Of whom 8% 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 neuto Œ•‰ š]Ào ÇX dZ u v Ào µ }(µ•š}u 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.dZ Ào µ }(s }(šZ ‰}•]š}Œ•[šš]šµ š}Á Œ• š of monthly installment of SCBs is lower than that of PCBs. It denotes that the opinion of SCBs

dZ À oµ • }(s }(šZ ‰}•]š}Œ•[‰ Œ ‰š]}v š}Á Œ • Z]PZ 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 ‰}•]š]À šš]šµ š}Á Œ • šZ • ŒÀ] • }(šZ vlX dZ ‰}• entertainments are presented in table 4.2.1.6.

Table4.2.1.6

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			

Table4.2.16: Continued

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

h v Œ š Z À Œ]Œ šo] v] wPš Á] š Z %µ %ustomers were agreed about entertaining with a cup of tea of private commercial banks (PCBs). Of which 8% customers were strongly agreed. On the other hand, 9% customers of state-owned commercial banks (SCBs) were strongly disagreed about entertaining with a cup of tea and the least 2% µ • š } u Œ • Á Œ P Œ v v µ š Œ o Œ • ‰ š] À o Ç X d Z u v À 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 • š Œ } v P o Ç] • P Œ š P } Œ Ç X d Z À o µ } (s } (š Z ‰ } •] š } Œ 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 ^ ^ o µ š µ Ç Œ •] š Ç P % Œ customers were strongly agreed about saluting by security guard of private commercial banks (PCBs) and 38% customers were agreed. On the other hand, 9% 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 1.19, which lies in strongly disagree category. Here the value of s } (š Z ‰ } •] š } Œ • [š š] š µ š } Á Œ • • o µ š Ç • µ Œ] š Ç P µ (of SCBs. It denotes that the opinions of PCBs are less deviated than SCBs. So, the researcher

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

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 À Œ] o ^ ‰ } •] š] v P 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] • • š] • ( ] v v µ š Œ o Œ • ‰ š] À o Ç X d Z u v À o µ } (µ • depositing money of private commercial banks is 4.492, which lies in satisfaction category, while mean value of state-owned commercial banks is 2.048, which lies in] • • š] • ( ] š P } Œ Ç X d Z À o µ } (s } (š Z ‰ } •] š } Œ • [š š] š µ 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.

/ v • } (^ v • Z P u w š Œ } (o Z % µ customers were highly satisfied about encashment of general cheque of private commercial banks (PCBs) and 33% customers were satisfied and 29% 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 19% customers were satisfied and neutral respectively. The mean value } (µ • š } u Œ • [Œ • ‰ } v • š } Á Œ • v • Z u v š } (P v Œ o Z ‹ µ } (is 3.883, which lies in satisfied category, while mean value of state-owned commercial banks] • î X ì ó í U Á Z] Z o]] v v µ š Œ o š P } Œ Ç X d Z À o µ } (s } (š encashment of general cheque for PCBS is lower than that of SCBs. It denotes that the

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

Regar]vP ^d} lv}Á •Z %ocustomersõwere highlyatisfied about to know cash balance of private commcial banks (PCBs). Of whom%38customers were satisfied and 9% customers were neutral. On the other hand, 6% customers of state-owned commercial banks (SCBs) were highly dissatisfiedutabo know cashbalance and 1% µ•š}u Œ• Á Œ]•• š]•(] X dZ u v À oµ }(µ•š}u Œ•[Œ •‰ 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 šZ ‰}•]š}Œ•[‰ Œ ‰š]}v š}Á Œ • š} lv}Á •Z o v (}Œ 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.

hv Œ šZ À Œ] oŒ ^d} ‰vŒ %Œ ‰ (šl‰ %ç cu}Œ Œ ïd highly satisfied about preparing DD/bank draft/pay order of private commcial banks (PCBs). Of whom 43% customers were satisfied. On the other hand, 10% customers of state-owned commercial banks (SCBs) were highly dissatisfied about preparing DD/bank draft/pay ord and the rest 18% and10% customers were dissatisfied and neutral respectively. The mean value of qµ•š}u Œ•[Œ •‰}v• š}Á Œ • ‰Œ ‰ Œ]vP l vl Œ (šl 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 de‰}•]š}Œ•[šš]šµ š}Á Œ • ‰}•]š]vP u}v Ç (}Œ W •]• o}

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

P Œ š P } Œ Ç X d Z À o µ } (s } (š Z ‰ } •] š } Œ [š] š µ
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.

/ v • } (^ ^ } u š] u] o µ] v] À Ç } (Œ ‹ µ] 5 % 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.
d Z u v À o µ } (µ • š } u t o w a r d s C o m m e r • 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
s } (š Z ‰ } •] š } Œ [š š] š µ times 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.

Z P Œ] v P ^ ^ Z } Œ š P } (d D } } š Z] v Ç } µ Œ Œ _ ð ì 9 µ • š }
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 Œ • ‰ } v • š } Á Œ • • Z } Œ š P } (d D your area of private commercial banks is 3.927, which fall in agreed, while mean value of

Table 4.2.19

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 79% respondents of PCBs and 32% respondents of SCBs expressed their attitude that service had been prompted by the application of computer 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 4.2.1.11

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 74.51% 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 25.49% 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:

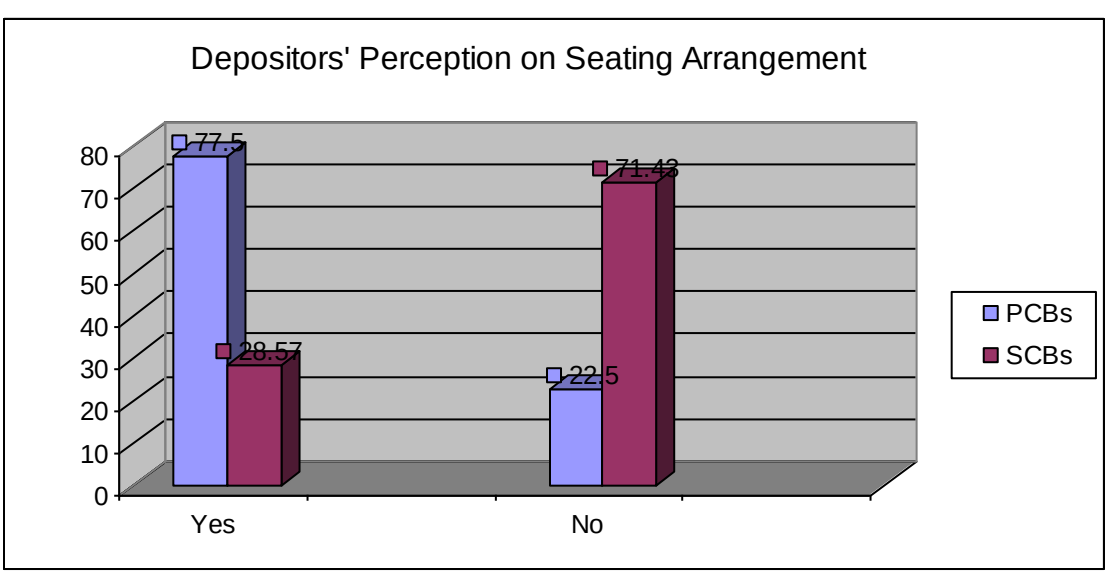

Depositors' Perception on Seating Arrangement
80
70
60
50
40
30
20
10
0
77.5
28.57
22.5
71.43
Yes
No
PCBs
SCBs

Table4.2.1.13

& o] v P • } µ š š Z } v Œ v v l Œ • [Z À] } Œ

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

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.

/ v • }(^ Œ v l u Œ] v •] v] ((Œ v ‰ š } Ç } µ] v ï š 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. H š Z À o µ }(s }(š Z ‰ } •] š } Œ • [š š] š µ š } Á Œ • v l Œ Œ u 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.

Z P Œ] v P ^ v l Œ }š} v] š š Á v š } Ç } µ Œ % customers were ñ í strongly disagreed about banker does not want to listen to your complain of private commercial banks (PCBs). Of whom 41% customers were disagreed and 18% 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 24% customers were strongly disagreed. The mean value of À o µ }(µ • š } u Œ • [Œ • ‰ } v • š } Á Œ • v 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 }(š Z ‰ } •] š } Œ • [‰ Œ ‰ š] } v š } Á Œ • v l Œ } • v } š

come later	SCBs	f	45	14	9	7	9	3.941	1.400	35.52
		%	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

À] š] } v } v š Z •] • } (µ • š } u Œ • [‰ Œ ‰ š µ o ad Œ u ‰ } v • • } (opening service.

/ v • } (^ š • Œ Ç } µ µ v Œ • š v %Z cus š ‰ } (Œ _ š ï commercial banks (PCBs) and 43 customers were agreed. On the other hand, 6% customers of state-owned commercial banks (SCBs) were strongly disagreed about banker lets you understand heartily. Of whom 17% customers were disagreed, and 20% customers expressed their neutrality. The mean value of custom Œ • [Œ • ‰ } v • š } Á Œ • v l Œ o š • Ç } µ µ v Œ • š v 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 ‰ } •] š } Œ • [‰ Œ ‰ š] } v š } Á Œ • v l Œ o š • Ç } µ µ v Œ • š v than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs. So, the Œ • Œ Z Œ v } v o µ š Z š v l Œ • Z o ‰ š Z and about any Œ • [Z Œ transaction in PCBs, which is unavailable in SCBs.

/ v • } (^ v l Œ š Œ š ‹ µ • š Z Z o ‰ } (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

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

whom 7% customers were disagreed, and 2% customers expressed their neutrality. The mean value of 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.

Most of the customers (borrowers) were strongly agreed about bankers' cooperative 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' cooperative and polite behavior. Of whom 21% customers were disagreed, and 15% customers expressed their neutrality. The mean value of bankers' cooperative 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 CV of the borrowers' perception towards bankers' cooperative 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 cooperative and their behavior is polite in PCBs, which is unavailable in SCBs.

Most of the customers (borrowers) were strongly agreed about satisfactory financial condition of private commercial banks (PCBs).

/ v • }(^}v} }š vl v Œ Œ %]customers ï(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 12% customers expressed their v µšŒ o]šÇX dZ u v À oµ }(µ•š}u Œ•[Œ •‰}v• š}Á Œ • o} 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, šZ À oµ }(s }(šZ }ŒŒ}Á Œ•[‰ Œ ‰š]}v š}Á Œ • o} š]} 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.

Z P Œ]vPU ^š} šv]}w }Œ Á}Œ P‰ customers ï(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 u v À oµ }(µ•š}u Œ•[Œ •‰}v• š}Á Œ • o} š]}v }(vl v 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 }(šZ }ŒŒ}Á Œ•[‰ Œ ‰š]}v š}Á Œ • o} š]}v }(vl v Œ Á}(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.

Table 4.2.2.2

Types of Loan Taken by the Borrowers

Type of loan	Type ofBanks		Total
	PCBs	SCBs	
Short term (below 2 years)	20 (17.86)	15 (22.06)	35 (19.44)
Mid term (2v5 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 SCB 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.

4.2.2.4 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 P } š } š Z v l (} Œ P š š] v P š Z š • Œ À] X t Z š] • š Z µ • š } u 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

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.

h v Œ š Z À Œ] o ^ D v P Œ Œ ‹ µ } v • • š • Ç š } } ‰ P v]] w P š Œ v v • } š µ v š

51% customers (borrowers) were strongly agreed of private commercial banks (PCBs). 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 9% customers expressed their neutrality. The mean value of customer • [Œ • ‰ } v • š } Á Œ • u v 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.

Z P Œ] v P ^ v l Œ ‰ Œ À } • š u • v š o } ‰ v Œ] v ‰ } • o % ‰ u Œ } ‰ š o Ç _ ð ò

(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

µ • š } u Œ • [Œ • ‰ } v • š } Á Œ • v l Œ ‰ Œ } • • • o } v l] v À • š u v

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 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.

The 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 5% customers expressed their neutrality. The mean value of 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.

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 48% 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

vl• v š}•µ‰ ŒÀ]• šZ }ŒŒ}Á Œ•[µ•]v •• š]À]š] •

the borrowers are using the loan amount properly or not. Such supervision schedules are (]Æ µv Œ vl•[ ]vÀ •šu vš ‰}o] Ç v •šŒ š PÇ o]}ŒŒu µo š 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	
Propersupervision	50 (44.64)	34 (50)	84 (46.67)
Average supervision	44 (39.29)	27 (39.71)	71 (39.44)

Table 4.2.2.7

}ŒŒ}Á Œ•[> À o }(^ š]•(š]}v

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 ofthe 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			

h v Œ š Z À Œ] o‰ ^Ç/ v šo Œ}(•š o } v l] v À%• šustomers were dissatisfaction about interest payable of loan/investment of private commercial banks (PCBs). Of whom 29% customers were highly dissatisfaction. On the other hand, 4% customers of state-owned commercial banks (SCBs) were highly dissatisfaction about interest payable of loan/investment and the rest 13% and 9% customers were

] • • š] • (š] } v v v µ š Œ o Œ • ‰ š] À o Ç X d Z u v À o µ } (µ

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

o] •] v] • • š] • (š] } v š P } Œ E Ç X d Z À o µ } (s } (š Z } Œ E Œ } Á

payable of loan/investment for PCBs is lower than that of SCBs. It denotes that opinion of PCBs is less deviated than SCBs.

/ v • } (^ } o o š š Œ E o (} Œ E µ š Œ E] o } v l] v À 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

Œ • ‰ š] À o Ç X d Z u v À o µ } (µ • š } u

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 neu

Œ o š P } Œ E Ç X d Z À o µ } (s } (š Z } Œ E Œ } Á

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.

µ•š}u Œ•[Œ •‰}v• š}Á Œ • } µu vš š]}v }(‰ŒŒ]À š }uu Œ
fall in neutral category, while mean value of state-owned commercial banks is 2.118, which
o]]v]•• š]•(š]}v š P}ŒÇX dZ À oµ }(s }(šZ }ŒŒ
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.

h v Œ šZ À Œ] oŒ ^š}l ‰vŒ %Œ (šl‰ %ş 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
Œ •‰ š]À oÇX dZ u v À oµ }(µ•š}u Œ•[Œ •‰}v• š}Á Œ •
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
À oµ }(s }(šZ }ŒŒ}Á Œ•[šš]šµ š}Á Œ • ‰Œ ‰ Œ]vP l
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.

Z P Œ]vP ^^ v š]}v% 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% µ•š}u Œ• Æ‰Œ •• šZ]Œ v µšŒ o]šÇX dZ u v À oµ }(

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 } (( ]] v š } (À Œ] š] } v ~ s • } v š Z •] • } (µ • š } u Œ • [‰ Œ ‰ SCBs in account opening service.

/ v • } (• ^ • Æ } µ u v š • Œ • µ ‰] š customers ï (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. d Z u v À o µ } (µ • š } u Œ • [Œ • s ‰] o u m e n t s } Á Œ Æ E 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 s } (š Z } Œ Œ } Á Œ E • [v a ‰ s e x c e s s ‰] o u m ents 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.

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

ReP Œ] v P ^ o } v • v š] } v] Œ v P v ‰ } Á v Œ P } (Œ] • ‰ o customers ð ò 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 µ • š } u Œ • Á Œ Æ ‰ Œ • • š Z] Œ v µ š Œ o] š Ç X d Z u v À o µ } 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, Á Z] Z o]] v P Œ š P } Œ Ç X d Z À o µ } (s } (š Z } Œ Œ } Á Œ 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 Service 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.

h v Œ š Z À Œ] o ^ u] v (P µ Œ v] • š } Ç Z] P % customers were agreed about manager is to be influenced by high elites of private commercial banks (PCBs). Of whom 28% customers were disagreed and 2% 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 1% µ • š } u Œ • Á Œ P Œ v v µ š Œ o Œ • ‰ š] À o Ç X d Z u v À 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, Á Z] Z o] •] v P Œ š P } Œ Ç X d Z À o µ } (s } (š Z } Œ Œ } Á Œ 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.

/ v • } (^ u v P Œ] • š } P Z } (( ]] % 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, 9% 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 } (µ • š } u Œ • [Œ • ‰ } v • š } Á Œ • u v P Œ] • š }] v (o µ v Ç commercial banks is 3.80, which lies in disagree category, while mean value of state-owned } u u Œ] o v l •] • ï X õ ñ ò U Á Z] Z o] •] v P Œ š P } Œ Ç X d Z A 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.

W • X ^ } U š Z Œ • Œ Z Œ v } v o µ š Z š u v P Œ] • š } Œ 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

Bo Œ Œ } Á Œ • [W Œ ‰ š] } v Entertainments Z] À

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

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

h v Œ š Z À Œ] o] v P ^ Á š] š Œ š] v µ ‰ % } (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 µ • š } u Œ • [Œ • ‰ } v • š } Á Œ • v š Œ š] v] v P Á] š Z µ ‰ } (š } (3.062, which lies in neutral category, while mean value of state-owned commercial banks is î X í ï î U Á Z] Z o] •] v • š Œ } v P o Ç] • P Œ š P } Œ Ç X d Z À o µ } 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 ^ ^ o µ š Ç • µ Œ] ‰ š Ç Customers were strongly agreed about saluting by security guard of private commercial banks (PCBs) and 35.7% customers were agreed. On the other hand, 56% customers of state-owned commercial banks (SCBs) were strongly disagreed about saluted by security guard and 15% and 9% 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

Table4.2.2.11

BorrowersSatisfaction on Behavior of theBankers

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- (( ]] v š } (À Œ] š] } v } v š Z perceptual responses of PCBs and SCBs in account opening service.

/ v • } (^ u u Œ v] } š •] v • u] o] % P customers (borrowers) were strongly agreed about banker communicates in smiling face of private commercial banks

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 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 (-0.058) 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 (0.533) 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 2 stated that the depositors are satisfied with the services of depositing money provided by SCBs. However, that 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, that 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 cheque book issue services provided by SCBs

H_a: The depositors are not satisfied towards cheque book issue services provided by SCBs

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

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, 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 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 6 stated that the borrowers are satisfied towards the documentationof loan services provided by SCBs. However, the null hypothesis is rejected and alternative hypothesis is accepted as the calculated Z value (-1.682) 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 tool is to identify and define the underlying dimensions in the original variables (Subadra 2006).

Table 4.4.1A

Factor Analysis Correlation Matrix

Variables	Opening account	Depo-siting money	Encashment 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 getchequebook	.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

}ŒŒ o š]}v u šŒ]Æ (}Œ}‰Z v]Àv PŒ] }ouvš([Œš}}u ZZ}oo š]}v }(

~ oo•[~š}š ooÇ ô]š u•• Á • v oÇÌ]v]š] ooÇ (}Œ ‰}••] o]v

Further, two test are applied to the resultant correlation matrix to test whether the

Œ o š]}v•Z]‰ u}vP šZ À Œ] o •]• •]Pv](] vš }Œ v}šX &]Œ•šl

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

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 prepareDD/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

Table 4.4.1E

Total Variance Explained-Extraction Method: Principal Component Analysis

Variables	Initial Eigenvalues			Extraction Sums of Squared Loading		
	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

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

d Z Œ Œ ô À Œ] o • µ v Œ š Z Z] v P ^ Æ ‰ Œ • • Ç } µ Œ 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	Depositing money	Encashment of general cheque	Encashment of Demand Draft	To get cheque book	To know cash balance	To prepare DD/bank draft/pay order	Collection of cheque (all)
Opening account	1.000							
Depositing money	.959	1.000						
Encashment of general cheque	.936	.963	1.000					

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			

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 .987 (%) for the À Œ] o ‰ } Z] š] v P u } v Ç [v Z d } P š Z ‹ µ } } l [X d Z • Œ c between the factors and the variables, since all the factors are uncorrelated with each other. Hence š Z } Œ Œ o š] } v š Á v À Œ] o Z v • Z u v š } (u v Œ 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 .279 • (} Œ š Z À Œ] o Z d Œ (š [U Factor 3 is with the largest loading .130 • (} Œ š Z À Œ] o Z u v Œ (š [X v Factor 4 is with the largest loading .137 for the variable Z v • Z u v š } (P v Œ o Z ‹ µ [X

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

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 genera! 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

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

} Œ Œ o š] } v u š Œ] Æ (} Œ } ‰ Z v] À v P Œ] } o u v š ([Œ š } } u Z Z } o o š] } v } (

~ o o • [~ š } š o o Ç ó] š u • • Á possible conclusion in factor analysis

Further, two test are applied to the resultant correlation matrix to test whether the Œ o š] } v • Z] ‰ u } v P š Z À Œ] o •] • •] P v] ( ] v š } Œ v } š X &] Œ • š u

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 .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.

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

[illegible] the factors and the variables, since all the factors are uncorrelated with each other. Hence [illegible] and Factor 1 is [illegible]

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

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

} Œ Œ o š] } v u š Œ] Æ (} Œ } ‰ Z v] À v P Œ] } o µ v š ([Œ š } } u Z Z } o o š] } v } (

~ o o • [~ š } š o o Ç ó] š u • • Á • v o Ç Ì] v] š] o o Ç (} Œ ‰ } • •] o] v

Further, two test are applied to the resultant correlation matrix to test whether the

Œ o š] } v • Z] ‰ u } v P š Z À Œ] o •] • •] P v] ( ] v š } Œ v } š X &] Œ • š l

to test whether the correlation matrix is an identity matrix (Table 4.4B), i. e. all the

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

Æ‰o]v Ç oo šZ (š}ŒE•X dZ všoPµo}(šÀ ŒÆ]oµ _}(Æ‰oŒE]v•
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

From the above table, it could be seen that each factor identifies itself with a few sets ofvariables 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.

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

- The mean value of customers' perception 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 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' perception 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 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' perception 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 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' perception towards 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

x dZ u v À oµ }(µ•š}u Œ•[Œ •‰}v• š}Á Œ•](( ] µoš] •]

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 }(šZ ‰}•]š}Œ•[‰ Œ ‰š]}v š}Á Œ•](( ] µoš] 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

x dZ u v À oµ }(µ•š}u Œ•[Œ•‰}v• š}Á Œ• v}v-availability of separate desk for opening the account of private commercial banks is 1.942, which lie 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 }(šZ ‰}•]š}Œ•[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.

x dZ u v À oµ }(µ•š}u Œ•[Œ •‰}v• š}Á Œ• v}v-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 }(šZ ‰}•]š}Œ•[š š] š µ operation to fill up v}v } the form for SCBs is lower than that of PCBs. It denotes that the opinion of SCBs is less scattered than PCBs.

x dZ u v À oµ }(µ•š}u Œ•[Œ•‰}v• š}Á Œ• 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 }(šZ ‰}•]š}Œ•[‰ Œ ‰š]}v š}Á Œ• o

Here the value of coefficient of variation} (š Z ‰ } •] š } Œ • [š š] š µ š } Á Œ • the number of monthly instalment for SCBs is lower than that of PCBs. It denotes that the opinion of SCBs is less scattered than PCBs.

X 7KH PHDQ YDOXH RI FXVWRPHUV¶ UHVSRQVH WRZ 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 RI WKH GHSRVLWRUV¶ towards high interest/ profit rate of the scheme for PCBs is few lower than that of SCBs. Itis observed that the opinion of PCBs is less deviated than SCBs.

5.1.1.5 Entertainments Received by the Customers

x dZ u v À o µ } (µ • š } u Œ • [Œ • ‰ } v • š } Á Œ • Œ • •] v P Á] 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} (š Z ‰ } •] š } Œ • [‰ Œ ‰ š] } v š } Á Œ • Œ face for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.

x dZ u v À o µ } (µ • š } u Œ • [Œ • ‰ } v • š } Á Œ • v š Œ š] v] v 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 ofcoefficient of variation} (š Z ‰ } •] š } Œ • [š š] š µ š } Á Œ • v š Œ cup of tea for PCBS is lower than that of SCBs. It denotes that the opinion of PCBS is less deviated than SCBs.

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

x dZ u v À o µ }(µ•š}u Œ•[Œ •‰}v• š}Á Œ• v •Zu vš

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 }(šZ ‰}•]š}Œ•[šš]šµ š}Á Œ• v •Zu cheque for PCBS is lower than that of SCBs. It denotes that the opinion of PCBS is less deviated than SCBs.

x dZ u v À o µ }(µ•š}u Œ•[encashment of Demand Draft

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} (šZ ‰}•]š}Œ•[‰ encashment of Demand Œ • Draft for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.

x dZ u v À o µ }(µ•š}u Œ•[‰ cheque book 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} (šZ ‰}•]š}Œ•[stop payment cheque book for PCBS is lower than that of SCBs. It denotes that the opinion of PCBs is less deviated than SCBs.

x dZ u v À o µ }(µ•š}u Œ•[‰ 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 }(šZ ‰}•]š}Œ•[‰ Œ ‰š]}v š}Á for PCBs is lower Á • Z than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.

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.

- dZ u v À o µ }(µ•š}u Œ•[Œ •‰}v• š}Á Œ • •}u š]u • µv

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 }(šZ ‰}•]š}Œ•[šš]šµ š}Á Œ • •} 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.

- 7KH PHDQ YDOXH RI FXVWRPHUV¶ UHVSRQVH WRZD

area of private commercial banks is 3.927, which fall in agreed, while mean value of state-owned commercial banks is 4.640, which lies in strongly agreed category. The value of coefficient of variation RI WKH GHSRVLWRUV¶ 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.

ñXíXíXô & o]vP• }µš šZ }v Œv vl Œ•[Z À]}Œ

- dZ u v À o µ }(µ•š}u Œ•[bank‰}v• communicates in Œ• 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 }(šZ ‰}•]š}Œ•[‰ Œ bank‰ š]}v š}Á

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

x dZ u v À o µ }(µ•š}u Œ•[Œ •‰}v• š}Á Œ • vl Œ Œ ‹µ

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.

, Œ šZ À o µ }(^ }(šZ ‰}•]š}Œ•[šš]šµ š}Á Œ • v

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.

x dZ u v À o µ }(µ•š}u Œ•[bankers request to come later

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

‰}•]š}Œ•[‰ Œ bankers request to come later

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 Ç šZ • Œ]‰š]À v u‰]Œ] o v oÇ•]• data are as follows:

5.1.2.1 Choosing the Services of a Specific Bank

x dZ u v À o µ }(µ•š}u Œ•[Œ •‰}v• š}Á Œ • vl š]u]v P

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.

- dZ u v À o µ }(µ•š}u Œ•[location‰}v bank š}Á Œ 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 ofcoefficient of variation }(šZ }ŒŒ}Á Œ•[‰ Œ ‰š]}v location of bank near workplacefor PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- 7KH PHDQ YDOXH RI FXVWRPHUV¶ UHVSRQVH WRZ private commercial banks is 4.143, which lies in agree category, while mean value of stateowned commercial banks is 1.809, which lies in disagree category. In this regard, the value ofcoefficient of variation RI WKH ERUURZHUV¶ SI towards good relation with banker for PCBs is lower than that of SCBs. It is observed thatthe opinion of PCBs is less deviated than SCBs.

5.1.2.2Services Received at the First Time

- dZ u v À o µ }(µ•š}u Œ•[Œ •‰}v• š}Á Œ • u v P Œ important of private commercial banks is 1.802, which lies in disagree category, while mean value of stateowned commercial banks is 3.706, which lies in agree category. In this regard, the value ofcoefficient of variationof the borrowers' perception towards manager does not consider you important for PCBs are higher than that of SCBs. It observed that the opinion of SCBs is less deviated than PCBs.
- dZ u v À o µ }(µ•š}u Œ•[Œ •‰}v• š}Á Œ • u v P Œ 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 ofcoefficient of variationof the borrowers' perception towards manager requests to begin transactions by opening

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 }ŒŒ}ÁŒ•[> À o }(^ š]•(š]}v

- dZ u v À oµ }(µ•š}u Œ•[Œ •‰}v• š}ÁŒ • ‹µ vš]šÇ }(c 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 }(šZ }ŒŒ}ÁŒ•[‰ Œ ‰š]}v š}ÁŒ loan/investment for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- dZ u v À oµ }(µ•š}u Œ•[Œ •‰}v• š}ÁŒ •]vš Œ •š ‰ Ç 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 }(šZ }ŒŒ}ÁŒ•[šš]šµ š}ÁŒ •]vš 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 customŒ•[Œ •‰}v• š}ÁŒ • }oo š Œ o • µ 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 }(šZ }ŒŒ}ÁŒ•[šš]šµ š} 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.
- dZ u v À oµ }(µ•š}u Œ•[Œ epay‰}v• per}ÁŒ of Œ he• loan/investment of private commercial banks is 2.973, which fall in neutral category,

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

- x dZ u v À o µ } (µ • š } u Œ • [Œ • ‰ } v • š } Á Œ • } v Œ v v l
  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 } (š Z } Œ Œ } Á Œ • [š š] š µ š } concerned bankers 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.
- x 7 K H P H D Q Y D O X H R I F X V W R P H U V ¶ U H V S R Q V H W R
  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,

- 7KH PHDQ YDOXH RI FXVWRPHUV¶ UHVSRQVH WRZ FRQFHUQHG EDQN¶V RIILFLDOV RI SULYDWH FRPP

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 ERUURZHUV¶ DWWLWXGH WRZDUGV FRQFHUQHG E 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 µ }(µ•š}u Œ•[Œ •‰}v• š}Á Œ• Œ ••]vP Á]šZ 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 }(šZ }ŒŒ}Á Œ•[‰ Œ ‰š]}v š}Á Œ• smiling face for PCBs is lower than that of SCBs. It is observed that the opinion of PCBs is less deviated than SCBs.
- dZ u v À o µ }(µ•š}u Œ•[Œ •‰}v• š}Á Œ š Œš]v]v 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 }(šZ }ŒŒ}Á Œ•[ššš]µ Œ 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, whi 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.

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. Anyway, 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

(( ]] v š o Ç U • u } } š Z o Ç U v • š] • (š } Œ] o Ç X d Z u • µ Œ u v š

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

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 UHGXFH FXVWRPHUV¶ ZDLWLQJ WLPH
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.

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 branch manager 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 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, the following 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.

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Variables	5	4	3	2	1
Bank timing and service quality					
Bankers' cooperative 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 receip					
Others (ifany 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					

Encashment of Demand Draft					
To get chequebook					
To know cash balance					
To prepare DD/bank draft/pay order					
Collection ofcheque (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?

Appendix-II

Qyestionnaire-2

(For Borrowers)

7 L W O H & X V W R P H U V ¶ 6 D W L V I D F W L R Q W R Z D U G
in Bangladesh: A Study on Selected Banks

> 3 O H D V H W L F N ¥ Z U L W H Z K H U H Q H F

A. PersonalDetails 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) Stateowned Commercial

B. Main Section:

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

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

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 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/investments sanctioned by your bank.

Hint: a) Highly Satisfied-5, b) Satisfied-4, c) Neutral-3, d) Disstisfied-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 (ifany 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 prop					
Loan sanctioning power of branch manager is Limite					

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

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 PCBs.

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	Encashment 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	Depositing money	Encashment of general cheque	Encashment of Demand Draft	To get cheque book	To know cash balance	To prepare DD/bank draft/pay order	Collection 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 genera! 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.

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Appendix-I

Qyestionnaire-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) Disstisfied-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

Qyestionnaire-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					
Manger/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) Disstisfied-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