



**CHAPTER VII**  
**SATISFACTION**  
**ANALYSIS**

## CHAPTER VII

### SATISFACTION ANALYSIS

Customer satisfaction is dependent on whether they experience a good or a service as per their expectations. So, to find out whether a customer is satisfied with an object, it is necessary to know the expectation vis a vis experience regarding the different attributes of the object. Keeping this in mind, the priority list of the bank customer has been prepared. The respondents were asked to rank their degree of acceptance of statements regarding priority assigned to different attributes of the banking industry. Respondents were asked to five point Likert scale with options 'least important', 'less important', 'neither important nor unimportant', 'important', and 'very important'. These options were assigned quantitative value starting from 2 to -2. Then the mean of each attribute was calculated to find out the priority list of the customers of different banks. Using similar method the experience of the customers of different banks with respect to the same attribute was also calculated. Then a comparison was carried out between expectation and experience with respect to the attributes for each bank. This has resulted in finding out the attributes of the different banks where they are falling short of customers' perception and hence have to improve upon.

First the attributes were ranked on the basis of priority assigned by the customers and then they were again ranked on the basis of satisfaction level of the customers. The following is a bank wise analysis of level of satisfaction:

**Table 7.1: Expectation v/s performance of Allahabad Bank:**

ALLAHABAD BANK		
ATTRIBUTES	Priority Assigned to Attributes	Bank's Performance (Rank)
Trust-Worthiness	1	1
ATM Coverage	2	8
Addressing Grievances	3	4
Maintain of Transaction	3	2
Level of ease	3	10
Core Banking	4	3
Banking instrument	5	2
Service Charge	6	6

Complaint Resolution	6	5
Personalized Service	7	10
Friendly Staff	8	7
Online Banking	9	9
Communication	9	8
Extra Mile	9	13
Frequent Changes	9	7
Knowing Customer	10	11
Phone Banking	11	14
Number of Branches	11	3
Body Language	12	12
Average Quarterly to Monthly	13	11
Third Party	14	15
Credit Card	14	14
Bill Payment	15	16

In some of the parameters, Allahabad Bank is not performing to the expectation of the customers. It is observed from the table that Allahabad Bank is lagging behind in giving proper service to that customer with respect to the following attributes.

- a) ATM coverage
- b) Level of ease
- c) Friendly staff
- d) Employee going extra mile

**Table 7.2: Expectation v/s Performance of Assam Cooperative Bank:**

ASSAM COOPERATIVE BANK		
ATTRIBUTES	Priority Assigned to Attributes	Bank's Performance (Rank)
Trust-Worthiness	1	1
Addressing Grievances	2	4
Maintain of Transaction	2	2
Service Charge	3	5
Core banking	4	6
Banking Instrument	4	4
Friendly Staff	4	8
Level Of Ease	5	5

Complaint Resolution	5	6
Communication	6	6
Personalized Service	6	6
ATM coverage	6	13
Extra Mile	7	7
Knowing Customer	7	8
Number of Branches	8	3
Phone Banking	9	12
Online Banking	9	11
Average Quarterly to Monthly	9	9
Frequent Changes	10	8
Third Party	10	9
Credit Card	10	10
Body Language	11	11
Bill Payment	12	10

In three parameters, Assam cooperative Bank is not performing to the expectation of the customers. It is observed from the table that Assam Cooperative Bank is lagging behind in giving proper service to that customer with respect to the following attributes:

- a) Friendly staff
- b) ATM coverage
- c) Phone banking

**Table 7.3: Expectation v/s Performance of Axis Bank:**

AXIS BANK		
ATTRIBUTE	Priority Assigned to Attributes	Bank's Performance (Rank)
Trust-Worthiness	1	1
Addressing Grievances	2	3
Maintain of Transaction	2	1
Level of ease	3	4
Service Charge	3	3
ATM Coverage	4	6
Core Banking	4	4
Banking Instrument	4	3
Communication	4	4
Friendly Staff	4	4
Complaint Resolution	4	5

Extra Mile	5	9
Knowing Customer	5	6
Personalized Service	5	5
Online Banking	6	7
Number of Branches	6	3
Average Quarterly to Monthly	6	7
Phone Banking	7	10
Body Language	7	9
Frequent Changes	7	7
Third Party	8	8
Bill Payment	9	10
Credit Card	10	11

In two parameters, Axis Bank is not performing to the expectation of the customers. It is observed from the table that Axis Bank is lagging behind in giving proper service to that customer with respect to the following attributes:

- a) Employee going extra mile
- b) Phone banking

**Table 7.4: Expectation v/s Performance of Bank of India:**

BANK OF INDIA		
ATTRIBUTE	Priority Assigned to Attributes	Bank's Performance (Rank)
Trust-Worthiness	1	1
Level of Ease	2	3
Extra Mile	3	7
Knowing Customer	3	7
Body Language	3	9
Addressing Grievances	3	4
Maintain of Transaction	3	2
Core Banking	3	8
Service Charge	3	4
Banking Instrument	3	11
Friendly Staff	4	5
Complaint Resolution	4	4
Personalized Service	4	5
Communication	5	6
ATM coverage	5	12

Phone Banking	6	9
Online Banking	6	10
Bill Payment	6	11
Number of Branches	7	4
Frequent Changes	8	6
Average Quarterly to Monthly	8	9
Credit Card	8	12
Third Party	9	12

In some of the parameters, Bank of India is not performing to the expectation of the customers. It is observed from the table that Bank of India is lagging behind in giving proper service to that customer with respect to the following attributes:

- a) Employee going extra mile
- b) Knowing customer and needs
- c) Body language of bank employee
- d) Core banking
- e) Banking instrument delivery
- f) Wide ATM coverage
- g) Bill payments through ATM

**Table 7.5: Expectation v/s Performance of Canara Bank:**

Canara Bank		
ATTRIBUTE	Priority Assigned to Attributes	Bank's Performance (Rank)
Trust-Worthiness	1	1
Complaint resolution	2	5
Level of Ease	3	4
Maintain of Transaction	3	2
ATM coverage	3	10
Service Charge	3	4
Addressing Grievances	4	3
Core Banking	4	3
Banking Instrument	4	3
Phone Banking	5	8
Number of Branches	5	3
Friendly Staff	5	6
Knowing Customer	6	7

Online Banking	6	5
Frequent Changes	6	7
Average Quarterly to Monthly	6	7
Personalized Service	6	8
Communication	7	7
Extra Mile	8	8
Third Party	8	7
Bill Payment	9	9
Body Language	10	8
Credit Card	10	8

In some of the parameters, CanaraBank is not performing to the expectation of the customers. It is observed from the table that Canara Bank is lagging behind in giving proper service to that customer with respect to the following attributes:

- a) Complaint resolution
- b) Wide ATM coverage

**Table 7.6: Expectation v/s Performance of Central Bank:**

CENTRAL BANK		
ATTRIBUTE	Priority Assigned to Attributes	Bank's Performance (Rank)
Trust-Worthiness	1	1
Maintain of Transaction	2	3
Complaint Resolution	3	8
Level of Ease	4	9
Addressing Grievances	5	6
Service Charge	5	5
Banking Instrument	6	4
ATM Coverage	6	13
Core Banking	7	7
Communication	8	12
Knowing Customer	9	10
Friendly Staff	10	10
Number of Branches	11	2
Extra Mile	12	15
Personalized Service	13	14
Average Quarterly to Monthly	14	11
Frequent Changes	15	10

Online Banking	16	16
Phone Banking	17	18
Body Language	17	17
Bill Payment	18	18
Credit Card	19	19
Third Party	20	18

In some of the parameters, Central Bank is not performing to the expectation of the customers. It is observed from the table that Central Bank is lagging behind in giving proper service to that customer with respect to the following attributes:

- a) Level of ease for applying products
- b) Addressing the grievances
- c) ATM coverage
- d) Communication of new products
- e) Employee going extra mile

**Table 7.7: Expectation v/s Performance of ICICI Bank:**

ICICI BANK		
ATTRIBUTE	Priority Assigned to Attributes	Bank's Performance (Rank)
Trust-Worthiness	1	1
Complaint Resolution	2	10
Personalized Service	3	10
Knowing Customer	3	7
Friendly Staff	3	6
Level of Ease	4	6
Maintain of Transaction	4	5
Service Charge	4	7
Extra Mile	5	11
Addressing Grievances	5	5
ATM Coverage	5	2
Core Banking	5	12
Banking Instrument	5	4
Phone Banking	6	5
Online Banking	6	3
Communication	7	6
Bill Payment	8	9
Body Language	9	10



Frequent Changes	9	6
Average Quarterly to Monthly	9	6
Number of Branches	9	5
Third Party	10	8
Credit Card	11	7

In some of the parameters, ICICI Bank is not performing to the expectation of the customers. It is observed from the table that ICICI Bank is lagging behind in giving proper service to that customer with respect to the following attributes:

- a) Complaint resolution
- b) Personalized service
- c) Knowing customer and need
- d) Friendly staff
- e) Service charge
- f) Employee going extra mile
- g) Wide ATM coverage

**Table 7.8: Expectation v/s Performance of HDFC Bank:**

HDFC BANK		
ATTRIBUTE	Priority Assigned to Attributes	Bank's Performance (Rank)
Knowing Customer	1	4
Extra Mile	1	8
Maintain of Transaction	1	2
Online Banking	2	1
Trust-Worthiness	3	3
Friendly Staff	3	4
ATM Coverage	3	4
Level of Ease	4	5
Service Charge	4	11
Banking Instrument	4	6
Phone Banking	5	4
Complaint Resolution	5	5
Addressing Grievances	5	4
Core Banking	5	3
Personalized Service	5	7
Third Party	6	10

Number of Branches	6	5
Credit Card	6	4
Average Quarterly to Monthly	7	10
Communication	8	9
Body Language	9	9
Bill Payment	9	8
Frequent Changes	9	9

In some of the parameters, HDFC Bank is not performing to the expectation of the customers. It is observed from the table that HDFC Bank is lagging behind in giving proper service to that customer with respect to the following attributes:

- a) Knowing customer and needs
- b) Employee going extra mile
- c) Service charge
- d) Third party products

**Table 7.9: Expectation v/s Performance of Indian Bank:**

INDIAN BANK		
ATTRIBUTE	Priority Assigned to Attributes	Bank's Performance (Rank)
Trust-Worthiness	1	1
Knowing Customer	2	5
Level of Ease	2	2
Online Banking	2	6
Maintain of Transaction	2	1
ATM Coverage	2	6
Service Charge	2	2
Friendly Staff	3	4
Extra Mile	3	5
Complaint Resolution	3	3
Core Banking	3	2
Banking Instrument	3	3
Communication	4	4
Phone Banking	4	7
Average Quarterly to Monthly	4	3
Addressing Grievances	4	4
Personalized Service	4	5
Number of Branches	4	3

Frequent Changes	5	4
Body Language	6	6
Third Party	6	7
Bill Payment	7	7
Credit Card	8	8

In some of the parameters, Indian Bank is not performing to the expectation of the customers. It is observed from the table that Indian Bank is lagging behind in giving proper service to that customer with respect to the following attributes:

- a) Level of ease
- b) On line banking
- c) Wide ATM coverage
- d) Phone banking

**Table 7.10: Expectation v/s Performance of LangpiDihang Bank:**

LANGPI DIHANG BANK		
ATTRIBUTE	Priority Assigned to Attributes	Bank's Performance (Rank)
Trust-Worthiness	1	1
Friendly staff	2	2
Level of Ease	3	3
Service Charge	3	3
Complaint Resolution	4	4
Communication	4	4
Addressing Grievances	4	3
Maintain of Transaction	4	2
ATM Coverage	4	8
Core Banking	4	2
Banking Instrument	4	2
Knowing Customer	5	3
Phone Banking	5	7
Frequent Changes	6	5
Number of Branches	6	4
Extra Mile	6	6
Online Banking	7	5
Third Party	7	7
Bill Payment	8	7
Average Quarterly to Monthly	8	6

Personalized Service	8	5
Body Language	9	6
Credit Card	10	6

In some of the parameters, LangpiDihang Bank is not performing to the expectation of the customers. It is observed from the table that LangpiDihang Bank is lagging behind in giving proper service to that customer with respect to the following attributes:

- a) Wide ATM coverage

**Table 7.11: Expectation v/s Performance of Punjab National Bank:**

PUNJAB NATIONAL BANK		
ATTRIBUTE	Priority Assigned to Attributes	Bank's Performance (Rank)
Trust-Worthiness	1	1
Friendly staff	2	9
ATM Coverage	3	3
Core Banking	4	6
Knowing Customer	4	7
Maintain of Transaction	4	2
Complaint Resolution	5	8
Banking Instrument	5	4
Addressing Grievances	5	5
Communication	6	11
Service Charge	6	7
Extra Mile	7	15
Phone Banking	8	11
Personalized Service	8	11
Online Banking	9	12
Third Party	10	10
Bill Payment	11	14
Frequent Changes	12	12
Body Language	13	15
Level of Ease	13	6
Average Quarterly to Monthly	13	9
Number of Branches	13	7
Credit Card	14	13

In many parameters, Punjab national Bank is not performing to the expectation of the customers. It is observed from the table that Punjab national Bank is lagging behind in giving proper service to that customer with respect to the following attributes:

- a) Friendly staff
- b) Knowing customer and need
- c) Complaint resolution
- d) Communication of new products
- e) Employee going extra mile
- f) Phone banking
- g) Personalized service
- h) On line banking
- i) Third party products

**Table 7.12: Expectation v/s Performance of State Bank of India:**

STATE BANK OF INDIA		
ATTRIBUTE	Priority Assigned to Attributes	Bank's Performance (Rank)
Trust-Worthiness	1	1
Maintain of Transaction	2	2
Service Charge	3	7
Addressing Grievances	4	5
Level of Ease	5	9
ATM Coverage	6	10
Core Banking	7	6
Banking Instrument	8	3
Complaint Resolution	9	8
Friendly staff	10	11
Knowing Customer	11	11
Communication	12	11
Extra Mile	13	15
Personalized Service	14	12
Number of Branches	15	4
Online Banking	16	14
Phone Banking	17	19
Frequent Changes	18	17
Average Quarterly to Monthly	19	14
Bill Payment	20	20
Body Language	21	18

Third Party	22	16
Credit Card	23	21

In some of the parameters, State Bank of India is not performing to the expectation of the customers. It is observed from the table that State Bank of India is lagging behind in giving proper service to that customer with respect to the following attributes:

- a) Service charge
- b) Wide ATM coverage

**Table 7.13: Expectation v/s Performance of UCO Bank:**

UCO BANK		
ATTRIBUTE	Priority Assigned to Attributes	Bank's Performance (Rank)
Trust-Worthiness	1	1
Service Charge	2	5
Addressing Grievances	3	3
Maintain of Transaction	3	2
Friendly staff	4	8
Level of Ease	4	7
Complaint Resolution	5	6
ATM Coverage	5	8
Core Banking	5	4
Banking Instrument	5	3
Communication	6	7
Knowing Customer	7	9
Extra Mile	8	12
Frequent Changes	9	9
Average Quarterly to Monthly	10	10
Online Banking	11	12
Phone Banking	12	13
Body Language	12	10
Number of Branches	12	8
Personalized Service	12	8
Third Party	13	11
Bill Payment	14	12
Credit Card	15	14

In some of the parameters, UCO Bank is not performing to the expectation of the customers. It is observed from the table that UCO Bank is lagging behind in giving proper service to that customer with respect to the following attributes:

- a) Service charge
- b) Friendly staff
- c) Level of ease for applying products
- d) Wide ATM coverage
- e) Knowing customer and needs.

**Table 7.14: Expectation v/s Performance of Union Bank:**

UNION BANK		
ATTRIBUTE	Priority Assigned to Attributes	Bank's Performance (Rank)
Trust-Worthiness	1	1
Service Charge	2	4
Maintain of Transaction	3	2
Friendly staff	4	7
Level of Ease	4	9
Complaint Resolution	4	5
Addressing Grievances	4	5
Core Banking	5	8
Banking Instrument	5	6
ATM Coverage	6	10
Knowing Customer	7	10
Extra Mile	7	14
Communication	8	7
Personalized Service	8	12
Frequent Changes	8	11
Online Banking	9	16
Average Quarterly to Monthly	9	13
Number of Branches	9	3
Phone Banking	10	19
Third Party	11	16
Body Language	12	15
Bill Payment	13	17
Credit Card	14	18

In many parameters, Union Bank is not performing to the expectation of the customers. It is observed from the table that Union Bank is lagging behind in giving proper service to that customer with respect to the following attributes:

- a) Friendly staff
- b) Level of ease for applying products
- c) Core banking
- d) Wide ATM coverage
- e) Knowing customer and needs
- f) Employee going extra mile
- g) Personalized service
- h) Frequent changes of banking transaction process
- i) On line banking
- j) Average quarterly to monthly balance
- k) Phone banking
- l) Third party products
- m) Body language of bank employee
- n) Bill payments through ATMs.

**Table 7.15: Expectation v/s Performance of United Bank:**

UNITED BANK		
ATTRIBUTE	Priority Assigned to Attributes	Bank's Performance (Rank)
Trust-Worthiness	1	1
Maintain of Transaction	2	2
Service Charge	3	8
Addressing Grievances	3	3
ATM Coverage	4	14
Level of Ease	5	9
Complaint Resolution	5	7
Core Banking	6	5
Banking Instrument	6	4
Friendly staff	7	10
Knowing Customer	8	11
Communication	9	10
Extra Mile	10	16
Personalized Service	11	12
Number of Branches	12	6



Online Banking	13	17
Phone Banking	14	19
Frequent Changes	15	13
Average Quarterly to Monthly	16	15
Third Party	17	20
Bill Payment	18	22
Body Language	19	18
Credit Card	20	21

In many parameters, United Bank is not performing to the expectation of the customers. It is observed from the table that United Bank is lagging behind in giving proper service to that customer with respect to the following attributes:

- a) Service charge
- b) ATM coverage
- c) Level of ease
- d) Friendly staff
- e) Knowing customer and needs
- f) Employee going extra mile
- g) On line banking
- h) Phone banking
- i) Average quarterly to monthly balance
- j) Third party products

#### **7.1. Segment-wise Analysis:**

##### **Satisfaction Analysis:**

##### **Frequency of visit:**

- Bill payments through ATM and Body language of bank employees – all segments of customers are unhappy
- Customers visiting bank 4 times a month or more are more satisfied with the service provided by the banks
- All segments are satisfied with complaint resolution mechanism of the banks, core banking

**Occupation:**

- Bill payments through ATM and Body language of bank employees – all segments of customers are unhappy
- All segments are satisfied with complaint resolution mechanism of the banks, core banking

**Age group:**

- Bill payments through ATM and Body language of bank employees – all segments of customers are unhappy
- All segments are satisfied with complaint resolution mechanism of the banks, core banking
- Age groups 18 to 25, and 61 and above are satisfied with most of the attributes

**Priority Analysis:**

- People visiting banks more frequently assigns more priority to courteous behavior of bank employees and wants more information about new products.
- All age groups assign high priority to 'banking instrument delivery' attribute
- Older people (60 years and above) want their grievances to be handled quickly.

**Frequency of visit:**

- This implies that in these particular attributes all the banks have to improve to enhance customer satisfaction. Numbers of ATMs are to be increased and bank employees should be customer friendly.
- This implies those customer visiting banks less frequently are not satisfied with the service provided by the banks. This may be due to the familiarity developed by the customers with visiting bank more frequently with the bank employees and the procedures of the bank. Proper signage regarding procedures of different banking services and increasing the number of help desks may reduce this particular problem.

**Occupation:**

- This implies that in these particular attributes all the banks have to improve to enhance customer satisfaction. Numbers of ATMs are to be increased and bank employees should be customer friendly. This is for customers for all types of occupation.

**Age group:**

- This implies that customers of the age group 26-35 are less satisfied in all most all of the attributes. But this age group consists of the largest segment of bank customers, hence proper attention has to be given and strategies to be implemented to satisfy specific needs of this age group.
- Customers in the age group of 36-50 years are less satisfied with the attributes like “communication of new product”, “courteous and friendly staff”, “phone banking”, “body language of bank employee”, “employee going extra mile to help”, “complaint resolution”, “address the grievances”, “wide ATM coverage”, and “personalized services”. To satisfy this age group bank has to implement some specific strategies.
- Customers in the age group 51-60 years are less satisfied with the attributes like “communication of new product”, “courteous and friendly staff”, “bill payments through ATMS”, “complaint resolution”, “core banking facility” and “personalized service”. As this is the age group of senior citizens so banks should implement some strategies to satisfy this group.