A study of service quality of ICICI Bank Kondhwa branch using "Serqual model"

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ABSTRACT

Private Banking is a concept which is new and fast emerging in the world of banking where changes have become a necessity in order to survive in this competitive environment vis-à-vis not only from the public and private sector banks but also from foreign banks. The objective of the research is to explore the various products, which a private banker deals into and the systematic process used by the ICICI bank to make its services customer friendly. ICICI started in Aug 2002 and since then it has been a remarkable success. Today there are enormous solutions to cater client needs but what suits best to a client is where private banking fits in. Every client will have different needs, liking and preferences. So, a customized portfolio for every client is the need of the day. This research will highlight more on the products & services portfolio of the ICICI private banking, how they have changed or innovatively structured to be attractive and competitive. This study, hence, is an attempt to measure the perceived service quality in ICICI Bank-Kondhwa Branch using SERQUAL instrument. The study aims to identify those dimensions that influence the level of customers? perceptions in the sampled banks branch, examine the effect of service quality on customer.

KEYWORDS: Customer satisfaction, quality of banking services, Service quality, SERVQUAL

INTRODUCTION

ICICI Bank is India's largest private sector bank with total assets of Rs. 6,461.29 billion (US$ 103 billion) at March 31, 2015 and profit after tax Rs. 111.75 billion (US$ 1,788 million) for the year ended March 31, 2015. ICICI Bank currently has a network of 4,450 Branches and 13,797 ATM's across India.

HISTORY

ICICI Bank was initially advanced in 1994 by ICICI Limited, an Indian money related establishment, and was its entirely possessed auxiliary. ICICI's shareholding in ICICI Bank was lessened to 46% through an open offering of offers in India in financial 1998, a value offering as ADRs recorded on the NYSE in monetary 2000, ICICI Bank's obtaining of Bank of Madura Limited in an all-stock amalgamation in financial 2001, and auxiliary market deals by ICICI to institutional speculators in financial 2001 and financial 2002. ICICI was shaped in 1955 at the activity of the World Bank, the Government of India and delegates of Indian industry. The primary target was to make an advancement money related foundation for giving medium-term and long haul extend financing to Indian organizations. In October 2001, the Boards of Directors of ICICI and ICICI Bank endorsed the merger of ICICI and two of its entirely possessed retail back auxiliaries, ICICI Personal Financial Services Limited and ICICI Capital Services Limited, with ICICI Bank.

LIBERALIZATION IN THE 1990'S

In the early 1990s, the government embarked on a policy of liberalization, licensing to the private banks. These are recognized as New Generation tech-savvy Indian banks, and included Global Trust Bank (the first of such new generation banks to be set up), which later merged with Oriental Bank of Commerce, UTI Bank (Axis Bank), ICICI Bank Ltd and HDFC Bank Ltd. Because of this move, there was rapid growth in the Indian economy,

The Indian banking sector, which has seen rapid growth with strong contribution from all the three segments of banks, i.e. government banks, private sector banks and foreign banks.

BANKING SERVICES IN INDIA

With years, banks are likewise adding administrations to their clients. The Indian keeping money industry is going through a period of clients showcase. The clients have more options in picking their banks. An competition has been set up inside the banks working in India. With hardened rivalry and headway of innovation, the administrations given by banks have turned out to be all the more simple and advantageous. The previous days are observer to a hour hold up before withdrawing money from accounts or a check from north

of the nation being cleared in one month in the south. This segment of saving money manages the most recent disclosure in the banking instruments alongside the cleaned adaptation of their old systems.

BANK ACCOUNT

The most common and first service of the banking sector. There are different types of bank account in Indian banking sector. The bank accounts are as follows:

"   Bank Savings Account - Bank Savings Account can be opened for eligible person / persons and certain organizations / agencies (as advised by Reserve Bank of India (RBI) from time to time).

"   Bank Current Account - Bank Current Account can be opened by individuals / partnership firms / Private and Public Limited Companies / HUFs / Specified Associates / Societies / Trusts, etc.

"   Bank Term Deposits Account - Bank Term Deposits Account can be opened by individuals / partnership firms / Private and Public Limited Companies / HUFs/ Specified Associates / Societies / Trusts, etc.

"   Bank Account Online - With the advancement of technology, the major banks in the public and private sector has facilitated their customer to open bank account online. Bank account online is registered through a PC with an internet connection. The advent of bank account online has saved both the cost of operation for banks as well as the time taken in opening an account.

DEFINITION AND MEASUREMENT

Service Quality is services that is consistent with customer expectations and stated obligation. Service quality is defined by Gronroos (1983) as the fulfilment of customers' Parasuraman et al. defined service quality as the gap between customers' expectations of service and their perception of the service experience.

RESEARCH PROBLEM

o   Though organisations invest massively in quality service, the returns are questionable as not all banking organisations benefit from service. My study is oriented towards understanding whether quality service impacts on Banking Performance and how it results in gaining effective returns to Banking Industry with reference to customer satisfaction level.

PURPOSE OF THE STUDY

The main purpose of this study is to assess the applicability of the SERVQUAL model the context of ICICI Bank-Kondhwa Branch and empirically, describe how consumers perceive service quality and whether they are satisfied with services offered by ICICI Bank-Kondhwa Branch in Pune city.

RESEARCH OBJECTIVES OF THE STUDY

" To study consumer perceptions about service quality dimensions using SERPERF analysis.

" To develop strategies to enhance service quality among private banks in ICICI Bank Kondhwa branch.

" To develop an instrument consisting of different service quality dimensions that can be used to measure the quality of banking services.

" To study satisfaction levels of customers of ICICI Bank Kondhwa branch using Serqual model.

HYPOTHESES OF THE RESEARCH STUDY

H1: There is gap between expectation and perception with reference to tangibility.

H2: There is gap between expectation and perception with reference to responsiveness.

H3: There is gap between expectation and perception with reference to Reliability.

H4: There is gap between expectation and perception with reference to Assurance.

H5: There is gap between expectation and perception with reference to Empathy.

SIGNIFICANCE OF THE STUDY

This study is significant in the following regards:

" It will help ICICI Bank Kondhwa Branch to develop and implement effective service quality improvement initiatives.

" It will serve as a valuable source of information that high lights the switching intention of customers to other operators.

" It will essentially uncover dimension of service quality that ICICI Bank Kondhwa Branch customer consider as important as well as customer's intention to switch to other operator.

" A key analysis has been leveled against ICICI Bank Kondhwa branch that there operating culture has been changed from the general principle of the banking. In many occasions an ordinary member finds it difficult to get it credit facility in ICICI bank branch.

RESEARCH GAP ANALYSIS

After cautiously scrutinizing a variety of research studies have been conducted so far using the SERVQUAL model in the service industry, has been realized that many research works have been carried in different service industries such as education, restaurants, banking, health care, etc, but limited empirical study has been conducted using the SERVQUAL model to review service quality in the banking industry in Indian economy. Researcher considers banking industry as part of the service industry providing financial services. There are some of research which find out the relationship between customer satisfaction levels, perceived service quality by the service providers, customer satisfaction and customer loyalty and

it is proven that perceived service quality had a positive relationship with customer satisfaction and this supports the argument of connecting service quality and customer satisfaction.

SERQUAL MODEL

A significant contribution towards measurement of service quality is by Parasuraman, Zeithaml and Berry (1985, 1988) by way of developing a measuring instrument called SERVQUAL. The central idea in this model is that service quality is a function of the difference scores or gaps between expectations and perceptions here service quality parameters are measured using five dimensions such as:

Tangibles- appearance of physical facilities, equipment, personnel, and communication materials;
Reliability- ability to perform the promised service dependably and accurately;
Responsiveness- willingness to help customers and provide prompt service;
Assurance- knowledge and courtesy of employees and their ability to convey trust and confidence;
Empathy- the caring, individualized attention the firm provides its customers SERVQUAL instrument consists of a 22-item instrument for assessing service quality based on customer's perceptions, which is, by his turn.

The perceived quality is measured based on service quality elements such as a. tangibles, b. reliability, c. responsiveness, d. assurance and e. empathy. Some concerns about the SERVQUAL instrument were raised by Cronin and Taylor (1992; 1994) and Teas (1993; 1994). The authors argue that there are serious conceptual and operational drawbacks associated with the SERVQUAL model, inducing Cronin and Taylor (1992) to propose a perceived quality model called SERVPERF.

Gap 1 - Not knowing what customers expect:
¢   Lack of marketing orientation in the business.
¢   Insufficient upward communication from the contact staff to senior management.
¢   Too many levels of management in one organisation.
Gap 2- The wrong service quality Standards:
¢   Inadequate commitment to services quality of the employees.
¢   Lack of perception of feasibility.
¢   Inadequate assignment standardisation.
¢   The lack of goal setting in the service quality.
Gap 3- The service performance gap role ambiguity & role conflict:
¢   Unconvinced of what your responsibility is and how it fits with others to appropriate task.

¢   Poor employees or technology in the system.

¢   Unsuitable managerial control.

¢   Lack of collaboration and teamwork.

Gap 4- When promises made do not match actual delivery in the service:

¢   Inadequate parallel communication between departments a tendency to overpromise to the customers.

 Gap 5- The difference between what customers expectations of service quality and what they are   actually receives:

¢   Expectations are made up of past knowledge, wants of the customers and word of mouth of the users.

¢   Dimension is on the basis of two sets of announcements in groups according to the five key quality service dimensions.

The Evolution and Progress of the SERVQUAL Model

"Parasuraman et al. (1985) identified 97 attributes which were found to have an impact on service quality. These 97 attributes were the criteria that are important in assessing customer's expectations and perceptions on delivered service" (Kumar et al., 2009, p.214). These attributes were categorized into ten dimensions (Parasuraman et al., 1985) and later subjected the proposed 97 item instruments for assessing service quality through two stages in order to purify the instruments and select those with significant influences (Parasuraman et al., 1988, p.13).

The first refining stage came up with the ten dimensions for evaluating service which were; a) tangibles, b) reliability, c) responsiveness, d) communication, e) credibility, f) security, g) competence, h) courtesy, i) understanding, j) knowing, k) customers, and l) access. They went into the second purification phase of the assessing and in this step they determined on concentrate scale consistency, dimensionality and reliability.

RESEARCH METHODOLOGY

Research methodology is defined as the study of methods and principles and their application in a given field of academic inquiry (Saunders et al., 2009).

The questions from the questionnaires used by reviewers are grouped by service quality dimensions in total SERVQUAL contains 22 questions that are adjusted according to the type of service evaluated. When completing the questionnaire client should consider the extent to which the service should meet specified quality attributes, respectively, to appreciate what it means for that service quality based on its own experience as a user of the service. 422 responses were received from the ICICI Bank Kondhwa branch. The responses were received on a 5 likert scale format.

Nature of Study: Quantitative study

Time-Dimension: Cross-sectional
Population Size: 40000

Sample Size

Sample sizes of 422 respondents have been selected for the purpose of the study from the sample frame for the research study.

Sampling Method

Convenience sampling method is used for the primary data collection in the research study based on the enthusiasm, accessibility and the availability of the time of the customers. The study was conducted on the customers with different types of profiles, services and business.

Sampling Design: Descriptive

Research (& Analytical)
Sampling design is the process of selecting samples from the population. Non-probability sampling design is involved in the research study. Because research is case study design. Non-probability sampling designs are an appropriate for an exploratory research. It means non-probability sampling design are used to exploratory research.

Sample element

Sample element is customer's of ICICI Bank Kondhwa branch.

Primary Data

A questionnaire survey using SERVFERF instrument with 22 items was designed to collect primary data from savings account holder, salary account holder, credit card holder, investment holder and Demat account holder from sample identified from the said population.

Secondary data

For this research study secondary data was collected from journals, Magazines, web sites and other relevant publications.

Hypothesis Testing: Tangibility

Hypothesis
Expectation of ICICI Bank customers are higher comparative, perception with respect to tangibility (ICICI Bank customers differs in expectation and perception with reference to tangibility).
Variable and measurement
Independent variables: Customer expectation / perception
Dependent variable: Tangibility
Components
A: The ICICI Bank should have modern looking equipment
B: The ICICI Bank physical features should be visually appealing.
C: The ICICI Bank's employees should be well dressed & appear neat.
D: Materials associated with the service (such as pamphlets or statements) should be visually appealing at the bank.

Level of Significance

?= 0.05
H0: Mean difference is 0 ($\mu d = 0$)
H1: Mean difference is not 0 (μd? 0)

Variable	Group	Mean	Standard Deviation	t	Result
The ICICI Bank should have modern looking equipment.	Expectation	4.45	.899	10.848***	Sig.
The ICICI Bank has modern looking equipment.	Perception	3.57	1.494		
The ICICI Bank physical features should be visually appealing.	Expectation	3.54	.995	10.685***	Sig.
The ICICI Bank physical features are visually appealing.	Perception	2.77	1.178		
The ICICI Bank's employees should be well dressed & appear neat.	Expectation	3.50	.887	7.841***	Sig.
The ICICI Bank's employees are well dressed & appear neat.	Perception	2.94	1.101		
Materials associated with the service (such as pamphlets or statements) should be visually appealing at the bank	Expectation	3.38	1.047	10.002***	Sig.
Materials associated with the service (such as pamphlets or statements) are visually appealing at the bank.	Perception	2.68	1.030		

Table 1: Significance for Tangibility
Note: *** = Significant at 0.1 % Level of Significance. Sig. = significant

Interpretation:

A. The ICICI Bank should have modern looking equipment (Expectation Mean = 4.45 and Perception Mean = 3.57).
Hence it is concluded that there is a gap between customer's Expectation and Perception that the ICICI Bank should have modern looking equipment. Equipments of the ICICI bank are not as per the expectations of the customers.

B. The ICICI Bank physical features should be visually appealing (Expectation Mean = 3.54 and Perception Mean = 2.77).
Hence it is concluded that there is a gap between customer's Expectation and Perception that the ICICI Bank physical features are visually appealing.
ICICI Banks physical features are visually appealing are not as per the expectations of the customers.

C. The ICICI Bank's employees should be well dressed & appear neat. (Expectation Mean = 3.50 and Perception Mean = 2.94).
Hence it is concluded that there is a gap between customer's Expectation and Perception that the ICICI Bank's employees should be well dressed & appear neat.
ICICI Bank's employees are well dressed & appear neat are not as per the expectations of the customers.

D. Materials associated with the service (such as pamphlets or statements) should be visually appealing at the bank. (Expectation Mean = 3.50

and Perception Mean = 2.68).
Hence it is concluded that there is a gap between customer's Expectation and Perception that Materials associated with the service (such as pamphlets or statements) should be visually appealing at the bank.

Materials associated with the service (such as pamphlets or statements) are visually appealing at the bank are not as per the expectations of the customers.

Hypothesis Testing: Reliability Hypothesis

Expectation of ICICI Bank customers are higher comparative, perception with respect to Reliability (ICICI Bank customers differs in expectation and perception with reference to Reliability).

Variable and measurement

Independent variables: Customer expectation / perception
Dependent variable: Reliability Components

A: When the ICICI Bank promises to do something by a certain time, it should do

B: When you have a problem, the ICICI Bank should show a sincere interest in solving it.

C: The ICICI Bank should provide its service at the time it promises to do so.

D: The ICICI Bank should insist on error free records.

Level of Significance

$\alpha = 0.05$

H0: Mean difference is 0 ($\mu d = 0$)
H1: Mean difference is not 0 ($\mu d \neq 0$)

Variable	Group	Mean	Standard Deviation	t	Result
When the ICICI Bank promises to do something by a certain time, it should do.	Expectation	3.46	1.012	9.083***	Sig.
When the ICICI Bank promises to do something by a certain time, it does so.	Perception	2.82	1.085		
When you have a problem, the ICICI Bank should show a sincere interest in solving it.	Expectation	3.43	1.047	8.547***	Sig.
When you have a problem, the ICICI Bank shows a sincere interest in solving it.	Perception	2.81	1.120		
The ICICI Bank should perform the service correctly at the first instance.	Expectation	3.48	1.409	8.297***	Sig.
The ICICI Bank performs the service correctly at the first instance.	Perception	2.74	1.079		
The ICICI Bank should provide its service at the time it promises to do so.	Expectation	3.44	1.083	8.297***	Sig.
The ICICI Bank provides its service at the time it promises to do so.	Perception	2.79	1.157		
The ICICI Bank should insist on error free records.	Expectation	3.39	1.101	7.964***	Sig.
The ICICI Bank insists on error free records	Perception	2.76	1.159		

Table 2: Significance for Reliability
Note: *** = Significant at 0.1 % Level of Significance. Sig. = significant

Interpretation:
A.   When the ICICI Bank promises to do something by a certain time, it should do.(Expectation Mean = 3.46 and Perception Mean = 2.82). Hence it is concluded that there is a gap between customer's Expectation and Perception that When the ICICI Bank promises to do something by a certain time, it does so.
When the ICICI Bank promises to do something by a certain time it does so, are not as per the expectations of the customers.
B.   When you have a problem, the ICICI Bank should show a sincere interest in solving it. (Expectation Mean = 3.43 and Perception Mean = 2.81).
Hence it is concluded that there is a gap between customer's Expectation and Perception that the When you have a problem, the ICICI Bank shows a sincere interest in solving it. When you have a problem, the ICICI Bank does show a sincere interest in solving it, are not as per the expectations of the customers.

C.   The ICICI Bank should perform the service correctly at the first instance. (Expectation Mean = 3.48 and Perception Mean = 2.74).
Hence it is concluded that there is a gap between customer's Expectation and Perception that the ICICI Bank performs the service correctly at the first instance.
The ICICI Bank perform the service correctly at the first instance, are not as per the expectations of the customers.
D.   The ICICI Bank should provide its service at the time it promises to do so.. (Expectation Mean = 3.44 and Perception Mean = 2.79).
Hence it is concluded that there is a gap between customer's Expectation and Perception that The ICICI Bank provides its service at the time it promises to do so.
The ICICI Bank provides its service at the time it promises to do so, are not as per the expectations of the customers.
E.   The ICICI Bank should insist on error free records. (Expectation Mean = 3.39 and Perception Mean = 2.76).
Hence it is concluded that there is a gap between customer's Expectation and Perception that the ICICI Bank insists on error free records.
The ICICI Bank insists on error free records are not as per the expectations of the customers.

Hypothesis Testing: Responsiveness Hypothesis
Expectation of ICICI Bank customers are higher comparative, perception with respect to Responsiveness (ICICI Bank customers differs in expectation and perception with reference to Responsiveness).

Variable and measurement
Independent variables: Customer expectation / perception
Dependent variable: Responsiveness
Components
A: Employees in the ICICI Bank should tell you exactly when the services will be performed
B: Employees in the ICICI Bank should give you prompt service.
C: Employees in the ICICI Bank should always willing to help you.
D: Employees in the ICICI Bank should never too busy to respond to your request.
Level of Significance
?= 0.05
H0: Mean difference is 0 ($\mu d = 0$)
H1: Mean difference is not 0 (μd ? 0)

Level of Significance. Sig. = significant, **Significant at 1% level of significance.
Interpretation:
A. Employees in the ICICI Bank should tell you exactly when the services will be performed. (Expectation Mean = 2.97and Perception Mean = 2.74).
Hence it is concluded that there is a gap between customer's Expectation and Perception that Employees in the ICICI Bank tell you exactly when the services will be performed.
Employees in the ICICI Bank tell you exactly when the services will be performed are not as per the expectations of the customers.
B. Employees in the ICICI Bank

Variable	Group	Mean	Standard Deviation	t	Result
Employees in the ICICI Bank should tell you exactly when the services will be performed.	Expectation	2.97	1.174	2.592**	Sig.
Employees in the ICICI Bank tell you exactly when the services will be performed.	Perception	2.74	1.200		
Employees in the ICICI Bank should give you prompt service.	Expectation	3.40	1.126	7.282***	Sig.
Employees in the ICICI Bank give you prompt service.	Perception	2.82	1.182		
Employees in the ICICI Bank should always willing to help you.	Expectation	3.52	1.109	8.926***	Sig.
Employees in the ICICI Bank are always willing to help you.	Perception	2.84	1.161		
Employees in the ICICI Bank should never too busy to respond to your request.	Expectation	3.45	1.084	7.569***	Sig.
Employees in the ICICI Bank are never too busy to respond to your request.	Perception	2.84	1.218		

Table 3: Significance for Responsiveness
Note: *** = Significant at 0.1 %

should give you prompt service. (Expectation Mean = 3.40and Perception Mean = 2.82).

Hence it is concluded that there is a gap between customer's Expectation and Perception that the Employees in the ICICI Bank give you prompt service.

Employees in the ICICI Bank give you prompt service is not as per the expectations of the customers.

C. Employees in the ICICI Bank should always willing to help you. (Expectation Mean = 3.52 and Perception Mean = 2.84).

Hence it is concluded that there is a gap between customer's Expectation and Perception that the Employees in the ICICI Bank are always willing to help you.

Employees in the ICICI Bank are always willing to help you is not as per the expectations of the customers.

D. Employees in the ICICI Bank should never too busy to respond to your request. (Expectation Mean = 3.45 and Perception Mean = 2.84).

Hence it is concluded that there is a gap between customer's Expectation and Perception that Employees in the ICICI Bank are never too busy to respond to your request.

Employees in the ICICI Bank are never too busy to respond to your request are not as per the expectations of the customers.

Hypothesis Testing: Assurance Hypothesis

Expectation of ICICI Bank customers are higher comparative, perception with respect to Assurance (ICICI Bank customers differs in expectation and perception with reference to tangibility).

Variable and measurement

Independent variables: Customer expectation / perception

Dependent variable: Assurance Components

A: The behavior of employees in the

Variable	Group	Mean	Standard Deviation	t	Result
The behavior of employees in the ICICI Bank should instill confidence in you.	Expectation	3.43	1.142	5.762***	Sig.
The behavior of employees in the ICICI Bank instills confidence in you.	Perception	2.94	1.285		
You should feel safe in your transactions with ICICI Bank.	Expectation	3.40	1.159	6.644***	Sig.
You feel safe in your transactions with ICICI Bank	Perception	2.85	1.177		
Employees in the ICICI Bank should be consistently courteous with you.	Expectation	3.46	1.125	8.526***	Sig.
Employees in the ICICI Bank are consistently courteous with you	Perception	2.79	1.210		
Employees in the ICICI Bank should have the knowledge to answer your questions analysis of service quality parameters in ICICI Bank.	Expectation	3.54	1.095	6.877***	Sig.
Employees in the ICICI Bank have the knowledge to answer your questions analysis of service quality parameters in ICICI Bank.	Perception	2.96	1.198		

ICICI Bank should instill confidence in you

B: You should feel safe in your transactions with ICICI Bank.

C: Employees in the ICICI Bank should be consistently courteous with you.

D: Employees in the ICICI Bank should have the knowledge to answer your questions analysis of service quality parameters in ICICI Bank. Level of Significance

?= 0.05

H0: Mean difference is 0 (μd = 0)

H1: Mean difference is not 0 (μd ? 0)

Table 4: Significance for Assurance

Note: *** = Significant at 0.1 % Level of Significance. Sig. = significant

Interpretation:

A.   The behavior of employees in the ICICI Bank should instill confidence in you. (Expectation Mean = 3.43and Perception Mean = 2.94). Hence it is concluded that there is a gap between customer's Expectation and Perception that the behavior of employees in the ICICI Bank instills confidence in you.

The behavior of employees in the ICICI Bank instills confidence in you, are not as per the expectations of the customers.

B.   You should feel safe in your transactions with ICICI Bank.

(Expectation Mean = 3.40 and Perception Mean = 2.85).

Hence it is concluded that there is a gap between customer's Expectation and Perception that you feel safe in your transactions with ICICI Bank. You feel safe in your transactions with ICICI Bank, are not as per the expectations of the customers.

C.   Employees in the ICICI Bank should be consistently courteous with you. (Expectation Mean = 3.46 and Perception Mean = 2.79).

Hence it is concluded that there is a gap between customer's Expectation and Perception that the Employees in the ICICI Bank are consistently courteous with you.

Employees in the ICICI Bank are consistently courteous with you, is not as per the expectations of the customers.

D.   Employees in the ICICI Bank should have the knowledge to answer your questions analysis of service quality parameters in ICICI Bank. (Expectation Mean = 3.54 and Perception Mean = 2.96).

Hence it is concluded that there is a gap between customer's Expectation and Perception that Employees in the ICICI Bank have the knowledge to answer your questions analysis of service quality parameters in ICICI Bank.

Employees in the ICICI Bank have the knowledge to answer your questions analysis of service quality

parameters in ICICI Bank are not as per the expectations of the customers.

Hypothesis Testing: Empathy Hypothesis

Expectation of ICICI Bank customers are higher comparative, perception with respect to Empathy (ICICI Bank customers differs in expectation and perception with reference to tangibility).

Variable and measurement

Independent variables: Customer expectation / perception

Dependent variable: Empathy

Components

A: The ICICI Bank should give you individual attention

B: The ICICI Bank should have operating hours convenient to all its customers.

C: The ICICI Bank should have employees who give you personal attention.

D: The ICICI Bank should have your best interests at heart.

E: The employees of the ICICI Bank should understand your specific needs

Level of Significance

$\alpha = 0.05$

H0: Mean difference is 0 ($\mu d = 0$)

H1: Mean difference is not 0 ($\mu d \neq 0$)

Variable	Group	Mean	Standard Deviation	t	Result
The ICICI Bank should give you individual attention	Expectation	3.42	1.114	7.204***	Sig.
The ICICI Bank gives you individual attention	Perception	2.84	1.180		
The ICICI Bank should have operating hours convenient to all its customers.	Expectation	3.46	1.140	7.242***	Sig.
The ICICI Bank has operating hours convenient to all its customers.	Perception	2.85	1.179		
The ICICI Bank should have employees who give you personal attention	Expectation	3.50	1.085	7.924***	Sig.
The ICICI Bank has employees who give you personal attention.	Perception	2.85	1.183		
The ICICI Bank should have your best interests at heart.	Expectation	3.47	1.115	9.391***	Sig.
The ICICI Bank has your best interests at heart	Perception	2.70	1.157		
The employees of the ICICI Bank should understand your specific needs	Expectation	3.45	1.210	9.217***	Sig.
The employees of the ICICI Bank understand your specific needs.	Perception	2.64	1.291		

Table 5: Significance for Empathy
Note: *** = Significant at 0.1 %
Level of Significance. Sig. = significant

Interpretation:
A.   The ICICI Bank should give you individual attention. (Expectation Mean = 3.42and Perception Mean = 2.84).
Hence it is concluded that there is a gap between customer's Expectation and Perception that The ICICI Bank gives you individual attention.
The ICICI Bank gives you individual attention, are not as per the expectations of the customers.
B.   The ICICI Bank should have operating hours convenient to all its customers. (Expectation Mean = 3.46and Perception Mean = 2.85).
Hence it is concluded that there is a gap between customer's Expectation and Perception that the ICICI Bank has operating hours convenient to all its customers.
The ICICI Bank has operating hours convenient to all its customers, are not as per the expectations of the customers.
C.   The ICICI Bank should have employees who give you personal attention. (Expectation Mean = 3.50 and Perception Mean = 2.85).
Hence it is concluded that there is a gap between customer's Expectation and Perception that the ICICI Bank has employees who give you personal attention.
The ICICI Bank has employees who give you personal attention, is not as per the expectations of the customers.
D.   The ICICI Bank should have your best interests at heart. (Expectation Mean = 3.47 and Perception Mean = 2.70).
Hence it is concluded that there is a gap between customer's Expectation and Perception that The ICICI Bank has your best interests at heart.
The ICICI Bank has your best interests at heart, is not as per the expectations of the customers.
E.   The employees of the ICICI Bank should understand your specific needs. (Expectation Mean = 3.45 and Perception Mean = 2.64).
Hence it is concluded that there is a gap between customer's Expectation and Perception that the employees of the ICICI Bank understand your specific needs.
The employees of the ICICI Bank understand your specific needs, is not as per the expectations of the customers.

CONCLUSION
o   **Q. Whether there exists gap between expectation and perception with reference to tangibility, Responsiveness, Reliability, Assurance & Empathy?**
o   Tangibility: ICICI Bank customers have high expectations with respective of 'modern equipment', 'appealing physical features', 'employees being well dressed' and 'service visually appealing' the shows that there lies a gap between customer's

expectations and service delivery of ICICI Bank with respect to tangibility.

o Reliability: ICICI Bank customers have high expectations with respective of 'Promises should be kept' 'problems should be solved', 'service should be performed correctly on the first occasion itself', 'execution of service on time', 'records should be error free' the shows that there lies a gap between customer's expectations and service delivery of ICICI Bank with respect to reliability.

o Responsiveness: ICICI Bank customers have high expectations with respective of 'should inform when the service will be performed', 'prompt service ', 'employees should always help you' and 'employees should respond to customer request promptly' the shows that there lies a gap between customer's expectations and service delivery of ICICI Bank with respect to responsiveness.

o Assurance: ICICI Bank customers have high expectations with respective of 'employees should exhibit confidence in customers', 'feeling of safety in transaction', 'courteous employees', 'Knowledgeable employees' the shows that there lies a gap between customer's expectations and service delivery of ICICI Bank with respect to assurance.

o Empathy: ICICI Bank customers have high expectations with respective of 'attention to individual customers', 'convenient operating hours', ' personal attention from employees', 'customers interests first',
'specific needs should be understood by employees' the shows that there lies a gap between customer's expectations and service delivery of ICICI Bank with respect to Empathy.

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