

A Study of Job Satisfaction and Service Delivery In Banking Services

Dr. Meenakshi Gandhi¹, Madhu Monga²

Professor, Institute of Management & Research, Bharati Vidyapeeth Deemed University¹

Assistant Professor, Swami Shrdhanand College, Delhi University²

Abstract

The financial services industry has experienced tremendous growth and undergone great change in recent decades. In the developed countries it now employs far more people than the total for manufacturing industries. Varying forms of deregulation, competition and more demanding customers have created an environment significantly different from that which existed only a few years ago. In this perfectly competitive market where barriers to entry are minimal, it has become more than necessary to attract new customers and retain the existing ones. Customer delight is the key which can be attained by delivering higher than expected service and the service employees become the customer contact point which reveal the moments of truth to cast an everlasting impression which either makes the customer a positive brand ambassador or spread negative publicity. The present study covers the domains of Job satisfaction of employees and its impact on the service quality delivered by them. Exploring further the construct of employee job satisfaction amongst the three groups of banks, an attempt that is unique to this research, one finds that as expected, there is a difference between the three groups of banks in terms of the job satisfaction levels experienced by them. The overall job satisfaction is reported to be the highest amongst the PSU bank employees. The private and foreign bank employees are less satisfied as compared to their counterparts working in PSU banks. Context job satisfaction factors (i.e. satisfaction with pay, variety of activities, environment & security) are more descriptive of employee job satisfaction than the content factors (i.e. satisfaction with work, customer interaction, promotion). In the case of PSU bank employees the opportunity to interact does not contribute to the overall job satisfaction in the regression analysis. One striking result is that marital status is a significant contributor to overall job satisfaction of employees with married employees being more satisfied than the unmarried ones. The aspect of salary (pay) has the least contribution to the overall job satisfaction. This is a positive result in the sense that employees will not be influenced by higher pay offers from competitors but also draws the attention of the bank to the significant factors like environment, variety of activities that are major contributors to job satisfaction.

Key words: Job satisfaction, context factor, content factor, banking

Introduction

Employee satisfaction is perhaps the most frequently studied construct in the organizational sciences (Schneider and Brief, 1992), with over 5,000 articles and dissertations having been written on the topic to date (Cranny *et al.*, 1992).

An approximation of the definition of job satisfaction first requires a general definition of the concept of satisfaction. Numerous attempts have been made by researchers to define the concept of satisfaction, and they all acknowledge that satisfaction is the final state of a psychological process. In the case of job satisfaction, although there is no universal definition of the concept of job satisfaction, it can be conceived of as a multi-dimensional concept that includes a set of favourable or unfavourable feelings by which employees perceive their job. According to Weiss and Cropanzano (1996), job satisfaction represents a person's evaluation of one's job and work context. This definition is still being debated. It captures the most popular view that job satisfaction is an evaluation and represents both belief and feelings. It is an appraisal of the perceived job characteristics and emotional experience at work. Satisfied employees have a favourable evaluation of their job, based on their observations and emotional experiences. Saleh (1981) states that job satisfaction is a feeling which is a function of the perceived relationship between all that one wants from his job/life and all that one perceives as offering or entailing. The emphasis here is on all that one wants, whether it is important for self-definition or not. Luthans (1989) states that job satisfaction is a pleasurable, or positive emotional state resulting from the appraisal of one's job, or job experience, and is the result of the employee's perception of how well the job provides those things which are viewed as important.

Literature Review

Factors Responsible for Job Satisfaction and Job Dissatisfaction

Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. Jobs that have too little challenge create boredom, but too much challenge creates frustration and a feeling of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction (*Katzell, Thompson, and Guzzo, 1992*).

For many decades now, the view that job satisfaction affects employee performance has received much attention in the literature. The general consensus from numerous studies was that employee satisfaction is only mildly, but positively, linked to general measures of performance. Some scholars even downplayed the link between employee satisfaction and general measures of performance (*Petty et al., 1984*). It was only when other scholars (*Organ, 1988*) focused on qualitative conceptualisation and measures of employee performance, that these researchers identified significant linkages between job satisfaction and performance. Consequently, the view that satisfied employees will deliver quality service or improved performance has almost become an axiom in the service literature.

Yet, notwithstanding the apparent support for the hypothesis, some studies suggest that overall job satisfaction, as well as some specific dimensions of satisfaction, may not always reflect positively in terms of customer orientation (*Hoffman and Ingram, 1992; Wilson, 1997*) or customer perceived quality. Besides, to date, only a few studies have examined how various dimensions of job satisfaction and related moderator variables may explain service performance.

EMPLOYEES-CUSTOMER LINKS

Several empirical studies show that it is impossible to maintain a satisfied and loyal customer base without satisfied and loyal employees. The studies show a significant impact on customer satisfaction following an improvement in employee attitudes. The linkage between customer and employee variables has also been depicted by *Hesket et al. (1997)* within a framework termed the service profit chain or employee-customer profit chain. More recently, *Brooks (2000)* overviews the research on the relationships between financial success and customer and employee variables. According to this research, between 40 and 80 per cent of customer satisfaction and loyalty is determined by the customer-employee relationship, depending on the industry and market segment that is being considered.

On the other hand, as *Crosby et al. (1994, 2000)* point out: “If employees are truly motivated by a desire to do quality work that meets customer needs, then achievement of that outcome (customer satisfaction) should contribute to their own satisfaction as well.”

So, compelling evidence shows that there is a strong linkage between employee and customer satisfactions.

Employee-customer links in the European customer satisfaction index (ECSI) model

The new ECSI model has included three latent variables (perceived employee satisfaction, perceived employee loyalty and perceived employee commitment) that represent employee satisfaction and behaviour as perceived by the customer. This choice is based on two kinds of assumptions: on the one hand, these are the variables, regarding employee satisfaction and behaviour, that are likely to explain customer satisfaction, and on the other hand, these are the variables that can be most easily perceived by the customers. However, they can be good proxies for the “true” employee variables, particularly in companies where there are close and regular contacts between customers and employees. The new extended model is shown in **Figure 1**

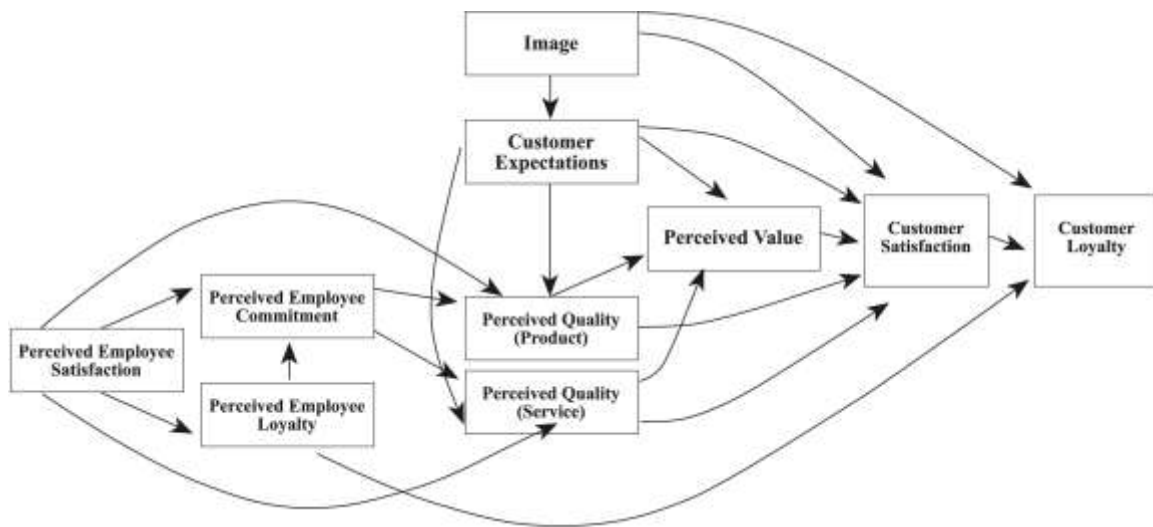


Figure 1: New Extended customer satisfaction model

The Critical Role of Employees in Service Delivery

The interactive nature of service delivery places service employees in a very critical role in the delivery of quality services and even assert that employees are the “service”, “the organisation” and “the marketers”. Given the metaphor of services as “performances” or “drama” (Grove and Fisk, 1983) in which an employee acts, emotions and attitudes affect the quality of the service and the employees’ critical role cannot be over-emphasised. Studies on service encounters also show that events which delight customers most and which are associated with high perceived quality are related to the extra behavioural efforts of service personnel. This is understandable because the extant literature on service quality indicates that most of the criteria by which customers evaluate the perceived quality of services,

such as empathy, reliability, courtesy, assurance and even tangibility (*Parasuraman et al., 1985*), are all associated with employee favourable behaviours and attitudes. These favourable behaviours which enhance a harmonious and quality internal service climate, as well as customers' perceptions of service quality, have been described variously as service orientation, customer orientation, prosocial behaviours, and performance quality (*Singh, 2000*). The importance of such behaviours to process quality and interactive quality has also been noted.

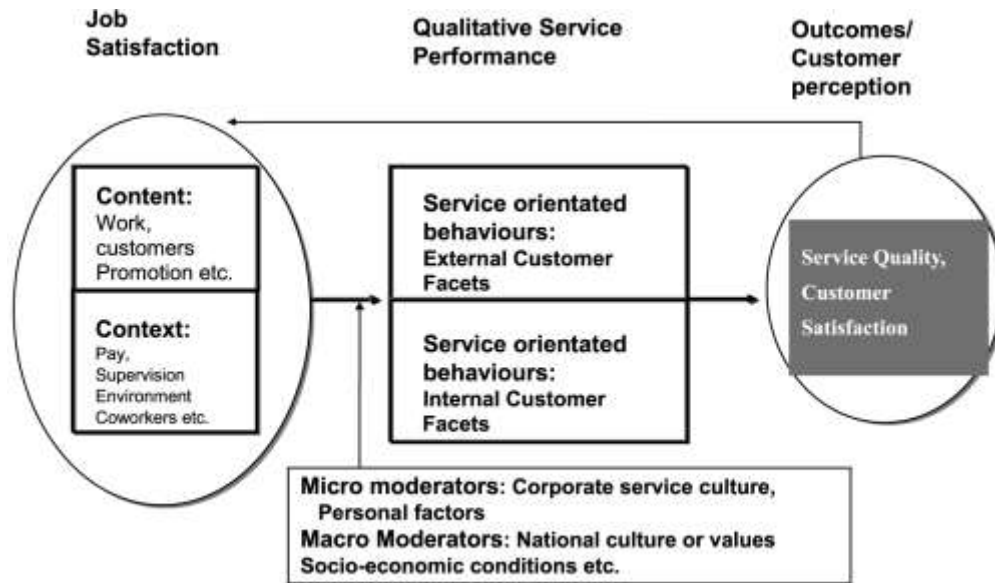
Job Satisfaction and Service Performance

For many decades now, the view that job satisfaction affects employee performance has received much attention in the literature. The general consensus from numerous studies was that employee satisfaction is only mildly, but positively, linked to general measures of performance. Some scholars even downplayed the link between employee satisfaction and general measures of performance. It was only when other scholars focused on qualitative conceptualisation and measures of employee performance, that these researchers identified significant linkages between job satisfaction and performance. Consequently, the view that satisfied employees will deliver quality service or improved performance has almost become an axiom in the service literature.

In line with the perceived importance of service employees in the delivery of services, many scholars have stressed the need for service managers to pay keen attention to employee satisfaction. Particularly, *Schlesinger and Heskett's (1991, p. 19)* model termed, "The cycle of success model" suggests that satisfied employees will deliver high service quality. This view, commonly termed "The job satisfaction-service performance/quality thesis. The apparent logic is that employees who are satisfied with their jobs tend to be cooperative, helpful, respectful and considerate to both co-workers and customers. Thus satisfied employees will deliver quality services to both internal and external customers. According to the dual theory of job the construct can be categorised into two distinct dimensions, variously termed context or hygiene and content or motivator elements. The theory assumes that there are different factors which cause satisfaction and dissatisfaction. The authors propose that only content elements account for satisfaction while context elements only affect dissatisfaction if absent but do not themselves cause satisfaction. Given that job satisfaction is linked to employee motivation to perform or behave in specific way, the dual theory may suggest that content and context satisfaction may also relate differently to service performance quality. However, there has been mixed support for this theory. While some studies suggest context satisfaction does not contribute significantly

to overall satisfaction, others indicate both content and context satisfaction equally explain satisfaction, and therefore, the motivation behind.

Figure 2: A model of job satisfaction – service performance/quality thesis



Source: Authors

Alan Wilson, Jacob Frimpong(2004)

Customer Contact Employees and Service Quality

In customer-contact businesses like banking, the quality of service delivered cannot be separated from the “quality” of the service provider (Lewis, 1989). Because service delivery occurs through human interaction, customer-contact personnel during the service encounter largely determine the level of service quality delivered. All kinds of behaviour and actions on the behalf of customer-contact employees during the service encounter cannot be directed and controlled by management. Hence, it can be argued that during the “moments of truth” of service encounters, it is the discretionary behavior of committed customer-contact employees that will largely determine service quality perceptions and customer satisfaction on the external front. Different forms of organisational commitment have different impacts on service quality. Further, the job satisfaction of employees is critical to delivering service quality, as satisfied customers can only be created by satisfied employees. The relative influence of

different forms of commitment and job satisfaction on service quality remains largely unexplored in the services marketing literature.

Hypothesis Development

This study will focus on the importance of the role of job satisfaction of bank customer-contact employees in relation to the service quality delivered to customers. The paper tests empirically the relationship between the job satisfaction of these contact employees and service quality in the retail banking sector and compare the private and public sector banks in this regard.

The following hypothesis have been formulated for this study:

H1: There will be difference amongst the job satisfaction of employees amongst the three groups of banks.

H 2: Context job satisfaction (i.e. satisfaction with pay, variety of activities, environment & security) which does not directly correspond to the object of service performance quality) will be less predictive of overall employee satisfaction than content satisfaction (i.e. satisfaction with work, customer interaction, promotion).

H3: Overall job satisfaction of employees will have a positive impact on (is positively correlated with) customer perceptions of service quality.

H4: Overall job satisfaction of employees will have a positive impact on (is positively correlated with) delivering customer service.

H 5: Overall job satisfaction of employees will have a positive impact on (is positively correlated with) customer satisfaction.

The present study covers the domains of Job satisfaction of employees and its impact on the service quality delivered by them. A satisfied employee will create a satisfactory encounter with the customer and lead to the latter's tendency to retain its services with the bank.

Scope of the Study

The study is limited to the banks located in Delhi. The questionnaire designed for the bank employees was tested for face validity following Dabholkar et al (1996) and in addition it was shown to 9 bank managers 3 from each category of banks – public, private and foreign. Slight modifications were made in terms of words to enhance clarity of the questions. Thereafter this was shown to 3 independent experts with extensive academic and consulting experience in Indian banking to ensure content and context validity of the questionnaires. Further to test the reliability of the scale cronbach's alpha coefficient of internal consistency was calculated using SPSS package. Nunnally (1987) has noted that alpha coefficients are a good estimate of reliability.

Methodology

Job Satisfaction of Bank Employees

The questionnaire on job satisfaction of employees was developed by taking questions from various studies and the final questionnaire developed had the following questions that are listed below.

1. Overall I feel I am satisfied with my job.
2. I love to come to my job everyday.
3. All things being equal, I will choose my present job again.
4. I would strongly recommend this job to my friends and relatives.
5. I am generally satisfied with the kind of work I do on this job.
6. I am satisfied with the variety of activities my job offers.
7. I am satisfied with the freedom I have to do what I want on my job.
8. I am satisfied with the opportunity my job provides me to interact with others.
9. I am satisfied with the environment of my bank.
10. I am satisfied with the pay I receive for my job.
11. I am satisfied with the security my job provides to me.
12. When I am satisfied I can serve the customers better

Discussions were held with 5 branch heads of different banks representing the PSU, private and foreign banks to gather inputs on what according to them affects job satisfaction of employees and its impact on

customer service. A draft questionnaire was designed with the questions from all these sources quoted above and was shown to 9 bank employees taking 3 from each category of banks and representing junior, middle and senior level of job. Finally the resultant questionnaire was shown to five experts in the field of marketing who had earlier research experience in this area and the feedback so received was used to modify the questions accordingly. The final section had 12 questions to measure job satisfaction of employees which are as below: Questions 1 -4 measure the overall job satisfaction, question 5,7 &9 relate to the content factors of job satisfaction and questions 6,8 & 10 relate to the context factors of job satisfaction, Q9 deals with the environment of the work premises of the bank and Q 12 deals with the impact of job satisfaction on customer service.

Table 1 :Results of Confirmatory Factor analysis for Job Satisfaction Items

Item	Ovr. Sats.	Content factors	Context factors	Service & environment
1	0.86			
2	0.85			
3	0.77			
4	0.71			
5		0.81		
6			0.78	
7		0.73		
8			0.65	
9				0.61
10		0.74		
11			0.82	
12				0.51
Reliability	0.690	0.71	0.78	0.84

GFI= 0.87, AGFI=0.92, RMSR=0.06, CFI=0.95, TLI=0.91, NFI=0.89

Sampling Technique & Method of Data Collection

A stratified random sampling technique was followed for attaining the desired sample size for data collection. Based on India's Best bank Survey which ranked banks 1- 60, a representative sample was drawn from banks that represented all the three quartiles (top, middle and lowest) in the list. Another list consulted for drawing the sample was a classification of banks by CMIE (Center for monitoring of Indian economy).

Table 2: Banks That Participated in the Survey

S.NO.	BANK	CUSTOMERS	EMPLOYEES	Rank in India's Best bank survey
1	State Bank of India	16	16	29
2	UCO Bank	21	21	43
3	Dena Bank	9	9	48
4	Corporation Bank	13	13	4
5	Canara Bank	15	15	18
6	Indian Bank	6	6	
7	Punjab & Sindh Bank	10	10	52
8	Bank Of Baroda	15	15	30
9	Syndicate Bank	7	7	38
10	HDFC Bank	16	16	1
11	UTI Bank	15	15	9
12	Centurion Bank of Punjab	18	18	Centurion Bank-22 Bank of Punjab- 51
13	ICICI Bank	25	25	13
14	ABN Amro Bank	8	8	3
15	HSBC	6	6	2
16	American Express Bank	9	9	41
17	Standard Chartered Bank	11	11	8
18	Citibank	7	7	6
19	ING Vysya Bank	7	7	47
	TOTAL	234	234	468

*Centurion bank of Punjab was formed after the merger of Bank of Punjab and Centurion Bank

Statistical Tools & Techniques

The data collected from bank employees and customers was coded suitably and tabulated. The statistical analysis of data is based on the assumption that the distribution of the population (bank employees and customers) is normal. Analysis of data has been done using SPSS (statistical package for social sciences, version 12.0) and MS-office (Excel) software. Initially the data was fed into the MS- Excel software file and for analysis purposes imported to SPSS package for analysis and interpretation. The data gathered in the pilot study was also subjected to the same process.

Results

H1: There will be difference amongst the job satisfaction of employees amongst the three groups of banks.

**Table 3: Comparison of Job Satisfaction dimensions among the three categories of banks
Duncan's Mean Test**

Dimension	PSU Banks (N = 112) Mean S.D.	Pvt. Banks (N = 74) Mean S.D.	Foreign Banks (N = 48) Mean S.D.	PSU Vs. PVT Banks	PSU Vs. Foreign Banks	Pvt. Vs. Foreign Banks	F Value
Overall Job Satisfaction	5.30 .95	4.15 1.13	3.95 1.38	*	*	--	28.15**
Job Satisfaction- Content Factors	5.06 .97	4.76 1.16	4.36 1.05		*	--	6.58**
Job Satisfaction – Context Factors	5.54 .78	4.59 .89	4.18 1.12	*	*	*	38.38

* Significant at .05 level

** Significant at .01 level

The Hypothesis is accepted as the results from table above indicates a significant difference between the overall job satisfaction of employees of the three categories of banks. The PSU bank employees are most satisfied, followed by the private and foreign bank respectively. There is significant difference among the job satisfaction scores of the PSU bank employees and the PSU and the foreign bank employees. However this difference is not significant amongst the employees of private and foreign banks. Comparing the content factors of job satisfaction (i.e. satisfaction with work, customer interaction, promotion) there exists a significant difference amongst the PSU and foreign banks only. However in the case of Context factors of job satisfaction (i.e. satisfaction with pay, supervision &

security) there is a marked difference between the three groups of banks. The satisfaction score again being the highest for PSU bank employees followed by private and foreign bank employees respectively.

H 2: Context job satisfaction factors (i.e. satisfaction with pay, supervision, environment & security which does not directly correspond to the object of service performance quality) will be less predictive of overall employee satisfaction than content job satisfaction factors (i.e. satisfaction with work, customer interaction, promotion).

Table 4 – Key Variable affecting Job Satisfaction of Bank employees (N=234)

Independent Variables	Dependant Variable – Job Satisfaction		
	Beta (β)	Simple r	t-value
Context Factors	.63**	.69**	7.7**
Content Factors	.26**	.57**	3.26**
Marital Status	.29**	.23**	2.54**
Education	-.20**	.31**	-3.41**

Constant = 1.603

Multiple R=.843

R square= 0.711

*Significant at 0.05 level

** Significant at 0.01 level

Table 5 – Key Variable affecting Job Satisfaction of Bank employees (N=234)

Independent Variables	Dependant Variable – Job Satisfaction		
	Beta (β)	Simple r	t-value
Environment – Context Factor	.58**	.42**	3.32**
Education	-.19**	-.31**	-3.29**
Opportunity to interact – Content Factor	.39**	.36**	2.96**

Marital status	.29**	.53**	2.73**
Variety of activities – Context factor	.42**	.48**	2.29**
Pay – context factor	.16**	.35**	2.05**

Constant = 1.603

Multiple R=.843

R square= 0.711

*Significant at 0.05 level

** Significant at 0.01 level

The results of regression analysis confirm that context factors of job satisfaction are more predictive of overall job satisfaction than the content factors. Upon further analyzing them independently in the regression model, the work environment, variety of activities, opportunity to interact, marital status and pay are found to be descriptive of the overall job satisfaction. Education is a negative contributor to overall job satisfaction, indicating as individuals progress on the education front the overall job satisfaction takes a downturn. Married employees are found to be more satisfied than the unmarried ones.

H3: Overall job satisfaction of employees will have a positive impact on (is positively correlated with) customer perceptions of service quality.

H 4: Overall job satisfaction of employees will have a positive impact on (is positively correlated with) customer satisfaction.

H5: Overall job satisfaction of employees will have a positive impact on (is positively correlated with) delivering customer service.

Table6 - Relationship (Correlation coefficient) of Job Satisfaction with Service quality perceptions (N=234)

Dimension	Service Quality perceptions	Overall Job satisfaction	Customer service	Customer satisfaction
Service Quality perceptions	1			
Overall Job satisfaction	.561**	1		
Customer service	.464**	.543**	1	
Customer satisfaction	.658**	.582**	.468*	1

*Significant at .05 level ** Significant at .01 level

Table 7 - Relationship (Correlation coefficient) of Job Satisfaction with Service quality perceptions PSU Banks (N=112)

Dimension	Service Quality perceptions	Overall Job satisfaction	Customer service	Customer satisfaction
Service Quality perceptions	1			
Overall Job satisfaction	.582**	1		
Customer service	.39**	.43**	1	
Customer satisfaction	.61**	.496**	.398*	1

*Significant at .05 level ** Significant at .01 level

Table 8 - Relationship (Correlation coefficient) of Job Satisfaction with Service quality perceptions Private Banks (N=74)

Dimension	Service Quality perceptions	Overall Job satisfaction	Customer service	Customer satisfaction
Service Quality perceptions	1			
Overall Job satisfaction	.43**	1		
Customer service	.307**	.465**	1	
Customer satisfaction	.48**	.392**	.285*	1

*Significant at .05 level ** Significant at .01 level

Table9 - Relationship (Correlation coefficient) of Job Satisfaction with Service quality perceptions Foreign banks (N=48)

Dimension	Service Quality perceptions	Overall Job satisfaction	Customer service	Customer satisfaction
Service Quality perceptions	1			
Overall Job satisfaction	.296**	1		
Customer service	.281**	.349**	1	
Customer satisfaction	.198*	.269**	.194*	1

*Significant at .05 level ** Significant at .01 level

Overall job satisfaction of employees will have a positive impact on (is positively correlated with) customer perceptions of service quality, customer satisfaction and the attitude of delivering customer service. This is indicated by the positive and significant correlations between the factors. This correlation appears to be the weakest in case of foreign banks as the value of Pearson coefficient is

small. However in case of public sector banks this has a high correlation suggesting that the satisfaction of employees contributes to a positive service attitude and to perceptions of service quality. Also job satisfaction positively forwards the employee in delivering service to the customer as it motivates his/her willingness to serve the customers better.

Conclusions

Employee job satisfaction is descriptive of the customer's likelihood of retaining their services with the bank. This is exhibited in the model above and reinstated with the positive and significant correlations that exist between the customer's perception, overall customer satisfaction and the customer's repurchase intention. This relationship holds true for all the three group of banks, the correlation being weakest in case of foreign banks. When customers perceive employees to be satisfied they also tend to be satisfied with the service provided to them. This throws light upon that moments of truth, when the customer interacts with the service provider are likely to be more satisfying when the employee himself/herself is satisfied.

Exploring further the construct of employee job satisfaction amongst the three groups of banks, an attempt that is unique to this research, one find that as expected, there is difference between the three group of banks in terms of the job satisfaction levels experienced by them. The overall job satisfaction is reported to be the highest amongst the PSU bank employees. The private and foreign bank employees are less satisfied as compared to their counterparts working in PSU banks. Context job satisfaction factors (i.e. satisfaction with pay, variety of activities, environment & security) are more descriptive of employee job satisfaction than the content factors (i.e. satisfaction with work, customer interaction, promotion). In the case of PSU bank employees the opportunity to interact does not contribute to the overall job satisfaction in the regression analysis. One striking result is that marital status is a significant contributor to overall job satisfaction of employees with married employees being more satisfied than the unmarried ones. The aspect of salary (pay) has the least contribution to the overall job satisfaction. This is a positive result in the sense that employees will not be influenced by higher pay offers from competitors but also draws the attention of the bank to the significant factors like environment, variety of activities that are major contributors to job satisfaction. The bank needs to enhance these aspects to foster high levels of job satisfaction amongst its employees. The monotony that sets in with continued engagement in the same job activities can be done away by rotation of the employees on the various aspects of the bank tasks, a practice prevalent amongst most banks now.

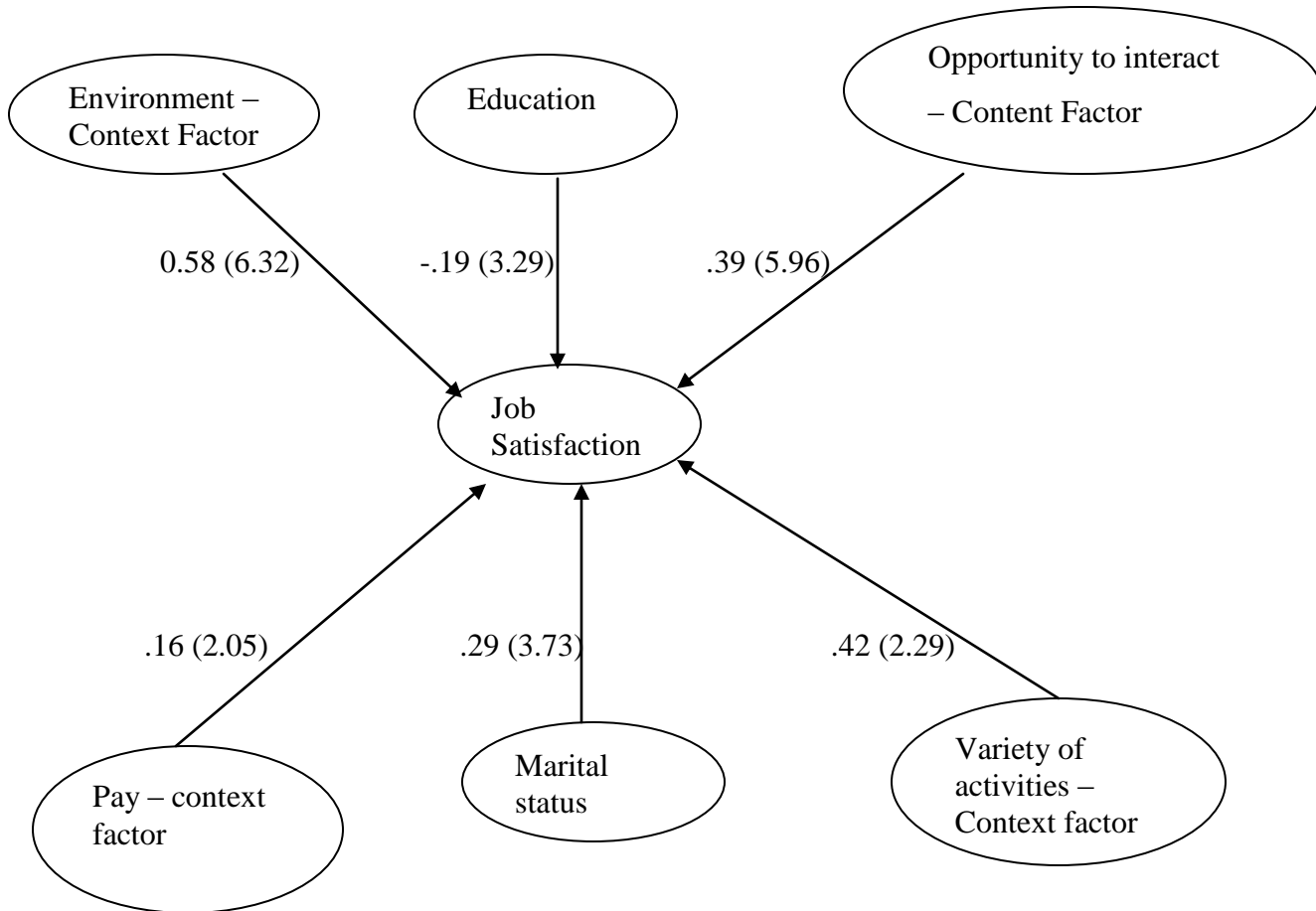


Figure : Model depicting factors contributing to employee job satisfaction
Beta (β) values on the arrow and t value in brackets

The overall job satisfaction of employees has a positive and significant correlation with the customer perceptions of service quality and customer satisfaction. This leads us into further stressing the importance of creating satisfied employees to enable our customers being satisfied and have favorable dispositions about the quality of our services. Banking being a service which has high switching costs, the banks should not let themselves fall into the illusion that once captured the customer will retain his/her services as it is perceived to be an expensive proposition for the customer to change the bank. Moreover in a fast growing economy like India which is registering a growth rate of about 9% , the competition in each sector is bound to grow and the customer will have more choices to make, the switching costs may then not remain so important to retaining their services, if they are not happy with the quality of the services. The employees on the other hand who are an important aspect in the delivery

of services as this is a factor that cannot be replicated unlike the technological and infrastructural factors which are easily replicated.

Implication for Managers

This study incorporates the role of employee job satisfaction in determining the perceptions of quality the customer has and the satisfaction experienced in the service encounter. This study leads us to an important aspect of internal marketing that would enable us to focus on employees as first customers and making it imperative for banks to cater to their satisfaction to ensure customer satisfaction. The current study supports the cross-sectional results of education on job satisfaction that over qualification has a negative effect on job satisfaction. Some demographic variables, for example, age, marital status, and occupational level have been found as important factors in determining level of job satisfaction. It has been observed that routine jobs are boring and they create a type of boredom and monotony. On the other hand, when jobs are challenging in nature, they create an environment of satisfaction.

Limitations & Scope for Future Research

This research work has been carried out in India (which is a developing economy), and hence there is a possibility of cultural bias playing a role in the outcome of the study as quality management practices in developing economies may vary significantly from those of developed economies. For example, the study has established that the technological factors seem to be the differentiating factor among the three groups of banks as far as customer perceptions of service quality are concerned. This finding highlights the unstable nature of these facets in developing economies, which may not be true in developed economies. Therefore there is a need to duplicate this study in developed economies as well. Such trans-national studies across different nations and economies are indispensable for a clear understanding of the criticality of the various factors of customer-perceived service quality across different cultures.

References

1. Cranny, C.J., Cain Smith, P., Stone, E.F. (1992), "The construct of job satisfaction," *Job Satisfaction*, Lexington Books, New York, NY.
2. Crosby, L.A. (2002), "Exploding some myths about customer relationship management", *Managing Service Quality*, Vol. 12 No.5, pp.271-7.

3. Crosby, L.A., Grisaffe, D.B., Marra, T.R. (1994), "The impact of quality and customer satisfaction on employee organisational commitment", *Marketing and Research Today*, No. February, pp.19-30.
4. Dabholkar et al. (1996) A measure of service quality for retail stores, scale development and validation, *Journal of academy of marketing science*, Vol. 24, No. 1, pg 3-16.
5. Grove, S.J., Fisk, R.P., Dorsch, M.J. (1998), "Assessing the theatrical components of the service encounter: a cluster analysis examination", *The Service Industry Journal*, Vol. 18 No.3, pp.116-34.
6. Hallowell, R., Schlesinger, L.A., Zornitsky, J. (1996), "Internal service quality, customer and job satisfaction: linkages and implications management", *Human Resource Planning*, Vol. 19 No.12, pp.20-32.
7. Heskett, J.L., Sasser, W.E., Schlesinger, L.A. (1997), *The Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction and Value*, Free Press, New York, NY, .
8. Hoffman, K.D., Ingram, T.N. (1992), "Service provider job satisfaction and customer-oriented performance", *Journal of Services Marketing*, Vol. 6 No.2, pp.68-78.
9. Katzell R, D Thompson, and R Guzzo, 1992. "How job satisfaction and job performance are and are not linked", in CJ Cranny, PC Smith, and EF Stone (eds), *Job Satisfaction*. New York: Lexington Books, 1992, 195–217.
10. Lewis, B.R. (1989), "Customer care in service organisations", *Marketing Intelligence & Planning*, Vol. 7 No.5/6, pp.18-22.
11. Luthans F, 1989. *Organisational Behaviour*, New York, McGraw-Hill, 5th edition, pp 176– 185, 264–283.
12. Malhotra, N. Mukherjee, A.(2004) The relative influence of organizational commitment and job satisfaction on service quality of customer contact employees in bank call centers *Journal of services marketing*, Vol 18, No. 3, 162-174
13. Nunnally, J. C. (1987), *Multivariate statistical analysis*, *Journal of marketing research*, Vol. 12, 123-136.
14. Organ, D.W. (1988), *Organizational Citizenship Behavior: The Good Soldier Syndrome*, Lexington Books, Lexington, MA
15. Palmer, R., Brookes, R. (2002), "Incremental innovation: a case study analysis", *Journal of Database Marketing*, Vol. 10 No.1, pp.71-83.
16. Parasuraman, A., Zeithaml, V., Berry, L. (1985), "A conceptual model of service quality and its implications for further research", *Journal of Marketing*, Vol. 49 pp.41-50.

17. Petty, M.M., McGee, G.W., Cavender, J.W. (1984), "A meta-analysis of the relationships between individual job satisfaction and individual performance", *Academy of Management Review*, Vol. 9 pp.712-21.
18. Saleh S, 1981. "A structural view of job involvement and its differentiation from satisfaction and motivation". *International Review of Applied Psychology*, 30(1) pp 17–29.
19. Schneider, B., Brief, A.P. (1992), "Foreword", in Cranny, C.J., Smith, P.C.,
20. Stone, E.F. (Eds), *Job Satisfaction*, Lexington Books, New York, NY.
21. Singh, J. (2000), "Performance productivity and quality of frontline employees in service organisations", *Journal of Marketing*, Vol. 64 No.April, pp.15-34.
22. Weiss H and R Cropanzano, 1996. "Affective events theory: A theoretical discussion of the structure, causes and consequences of affective events at work" Relationship job satisfaction and job involvement", *Journal of Applied Psychology*, Vol. 52 pp.469-71.
23. Wilson, A. (1997), "The culture of the branch team and its impact on service delivery", *International Journal of Bank Marketing*, Vol. 15 No.5, pp.163-8.
24. Wilson, A. and Frimpong, J.(2004) A reconceptualisation of the satisfaction-service performance thesis, *Journal of Services Marketing*, Vol. 18 No. 6, pp. 471-481.