

Thesis Report

On

The Gap between Service Quality and Customer Expectation of NRB Commercial Bank Ltd.

Submitted To

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Letter of Transmittal

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Md Masud Rana
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Subject: Submission of EMBA Thesis Paper.

Dear Sir,
I would like to submit my Thesis Report titled **"The Gap between Service Quality and Customer Expectation of NRB Commercial Bank Ltd"** as a requirement for the completion of the EMBA program. I request you to receive the thesis paper prepared by me on the basis of my findings. Meanwhile, writing this thesis report has been a great pleasure and an extremely interesting and rewarding experience. It has enabled me to get an insight into **The Gap between Service Quality and Customer Expectation of NRB Commercial Bank Ltd** in Bangladesh banking system, service quality and the important of customer satisfaction. I tried my level best to complete this project properly and to produce a meaningful project within all the constraints.

I request you modestly to accept my paper as it may suffer from some shortcomings.

Therefore, I hope that this will meet the standard of your judgment.

Thanking you,



.....
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Acknowledgement

First of all, I would like to express my gratefulness to almighty Allah the most mercies who has given me the opportunity to go through the total process and to write a Thesis report in this regard.

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I am also grateful to the office sharing service users'. They gave me time and support in collecting data. Many times, I felt hesitate to talk about personal issue but they are tremendously co-operative that gives a boost to my work. They have talked and given information as much as they could.

Finally, I express my gratefulness to all wishers who supported me with their helping hands. Thanks to all of them for providing valuable suggestions and information in preparing this paper. I am very glad that in spite of many limitations I have completed the thesis paper successfully

Student's Declaration

I declare that the Thesis report entitled "**The Gap between Service Quality and Customer Expectation of NRB Commercial Bank Ltd''** in Bangladesh is prepared by me after completion of thesis period. It is my own research work and persuade under the supervision of Mr. Md. Masud Rana, Assistant Professor, Department of Business Administration, Sonargaon University (SU), Dhaka-1215.

I further affirm that the work reported in this Research is original and no part or whole has been submitted to anywhere for any purpose

Sincerely yours,



……..

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Certificate of Supervisor

This is to certify that **Mohammad Anwar Hossain** Student of EMBA Program, bearing ID No: EMBA2101022015, 22 Batch, Department of Business Administration, Faculty of Business Studies has successfully completed his thesis paper title "**The Gap between Service Quality and Customer Expectation of NRB Commercial Bank Ltd''** in Bangladesh under my supervision as the partial fulfillment of EMBA degree.

He has done his job according to my supervision and guidance. He has tried to his best to do this successfully. I think this program will help him in the future to build up his career

I wish all success and prosperity in his life.

……

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Executive Summery

The main objective of this study is to find the gap among service quality attributes and customer expectations in NRB Commercial Bank Ltd along with the private commercial banking sector in Bangladesh. The study sought to identify the most important attributes in my bank settings, which may be used to review characteristics of the banks as experienced by clients. In Bangladesh, very few study has yet investigated the above mentioned gap. The purpose of this study is to find out and fill this gap.

A review of literature was conducted to find out the gap among service quality and customer expectations about NRBCB. The literature review confirms this gap. A survey was conducted to collect data. The sample size of 100 banking clients was drawn from NRB Commercial Banks, Savar Branch, Savar, Dhaka, Bangladesh. The result shows that all the service quality attributes are positively related to customer satisfaction in the commercial banking settings including NRBCB in Bangladesh. Empathy demonstrates the highest positive correlation with customer satisfaction and tangibility shows the least positive correlation with customer satisfaction. This study suggests that SERVICE GAP MODEL as well as SERVQUAL [Service Quality Model] is a suitable instrument for measuring the bank service quality in the Bangladeshi context. Therefore, bank managers from different private bank can use this instrument to assess the bank service quality in Bangladesh.

Keywords: NRB Commercial Bank, Service Quality, Customer Expectations, SERVICE GAP Model, SERVQUAL Model.



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Chapter# 01

Introduction



1.1 Introduction

The main aim of this study is to find the gap between service quality, customer expectations and also customer satisfaction in one frame in the private banks in Bangladesh.

The banking industry in Bangladesh is highly competitive. According to International Finance Corporation – IFC (2009), the financial sector in Bangladesh consists of a central bank (Bangladesh Bank), 06 state-owned banks, 03 Government-owned specialized banks, 34 Domestic Private Commercial Banks, 09 Foreign-Commercial Banks, and 29 Non-Bank Financial Institutions. 670 branches of 62 banks operate in the country (Bangladesh Bank, 2019). According to IMF (2007), Private Commercial Banks command the greatest market share in terms of both industry assets and deposits. In late 2006, the contribution of financial sector assets to GDP was roughly 69%; out of them, the banking sector accounted for 58%. Data shows that private bank is one of the most important sub-sectors in the Bangladesh economy. The gap between service quality and customer satisfaction may provide creative ideas for improving services in order to gain a competitive advantage in the retail banking sector in Bangladesh.

Service quality is one of the critical success factors that influence the competitiveness of an organization. A bank can differentiate itself from competitors by providing high quality service. Service quality is one of the most attractive areas for researchers over the last decade in the retail banking in private sector (Avkiran, 1994; Stafford, 1996; Johnston, 1997; Angur *et al*, 1999; Lasser *et al*, 2000; Bahia and Nantel, 2000; Sureshchandar *et al*, 2002; Gounaris *et al*, 2003; Choudhury, 2008). However, this study will again investigate the factors that enable banks to attract and maintain their customers. In Bangladesh, customers in the banking sector are in a strong bargaining position due to the significant growth of banks. Therefore, banks have to provide service carefully because of the availability of banks. Banks have to improve the service level continuously. There is no guarantee that what is excellent service today is also applicable for tomorrow. To survive in the competitive banking industry, banks have to develop new strategies which will satisfy their customers. That is why service marketing and bank marketing are important areas in the marketing literature.

NRB Commercial Bank started its journey on 2nd April 2013. It was the long & cherished desire of Bangladeshi expatriates in different countries of the world to establish a new bank for economic development of the motherland through their hard earned foreign currency. The bank has adapted Green Banking as its core positioning and promotes sustainable environment friendly initiatives, contribute to the national/global interests, invent green marketing of innovative products, to encourage the employees, the customers and other stakeholders to develop, practice & nurture for using Green Technology and Eco-friendly products and processes and to patronage awareness programs for environment friendly products/technology through practice of Corporate Social Responsibilities (CSR).



NRB Commercial Bank currently holds BDT 1,000 crore of authorized capital and capital of BDT 462.13 Crore. In the span of almost eight years NRBC has extended 86 branches throughout Bangladesh and 65 ATM booths.

The bank has built its existence on the root foundation of demand for new Bank by the NRBs anticipating more flow of inward foreign remittance and scope of investment by other investors of different countries is an acceptable ground for consideration. Many NRBs of developed countries have well education and professional expertise in different fields who are potential resources for our country. NRB sponsors shall not only bring huge investable fund but also "state of the art technology" for building up a world standard Bank tailored towards meeting local developmental needs of the country. Besides, in the prevailing situation of banking operation in Bangladesh it is 10 highly expected that the new bank shall be able to compete the other banks adopting new concepts of Risk Management and building up good Assets and Health of the organization.

1.2 Objectives of the study

The objectives of the study are as follows:

- To identify the critical factors of service quality in the NRB Commercial Bank in Bangladesh
- To identify the interrelationships between service quality, customer expectations along with customer satisfaction in the commercial banking sector and to identify the benefits of this relationships.
- To know about the services provide by the NRB Commercial Bank.

1.3 Scope of the study

The scope of the study is:

The study is specific only to private commercial banking sector in Bangladesh based on NRB Commercial Bank Ltd



Chapter# 02

Literature Review



2. Literature Review

Parasuraman et al., (1985, 1988) proposed service quality model for the first time and they said service quality can be measure through functional quality dimension which has five components (tangibility, reliability, responsiveness, assurance, empathy). This model identifies the gaps of service quality of the service organization which describe five gaps during the service expectation till the actual service delivery. **First gap** is the service providers do not know what the expectations of the customers about the service. **Second gap** is the service provider does not recognize the standard of service that customer expect. Specifications of the service and delivery of service is the **third gap**. **Forth gap** is related with delivery of the service. Last and **final gap** is the customer's expectation about the service and the perceived service. In latter part Haywood-Farmer (1988) mentioned that there are three important attributes in a service quality for instance (1) physical facilities and processes (2) people's behavior (3) professional judgment. However, Brogowicz et al., (1990) developed a model for service quality called synthesized model of service quality. According to their model if the customers influence by the word of mouth by other people or influenced by marketing activities like advertising or media communications, then service quality gap arise into the mind of the customers'. After that Cronin and Taylor (1992) developed different model called performance only model to measure the service quality. They claimed that SERVPERF (service performance) is more suitable and accurate then SERVQUAL. They also claimed that SERVPERF needs fewer items than SERVQUAL to measure of the service quality of any service company and better service quality influence customer satisfaction. In addition, Teas (1993) raised the question about appropriateness of the conventional disconfirmation model and they proposed evaluated performance and normed quality model. Teas argued that in SERVQUAL (Parasuraman et al., 1988) model the conceptual definition is not very clear, theoretical justification of expectation to measure the service quality is not appropriate. In spite of that theory Berkley and Gupta (1994) developed IT (Information Technology) alignment model for service firm where they used IT to provide service to the customers. Using IT makes easy to improve service quality factors (tangibility, responsiveness, reliability etc.). They claimed that IT alignment model ensure better service of the company and meet the desired service of the customers. In recent times Ganguli and Roy (2011) mentioned four broad service quality dimensions under the technology-based banking services four instance: customer service, security and information quality, technology convenience, and usage easiness and reliability.

In addition, perceived service quality and satisfaction model developed by Spreng and Mackoy (1996). This model is suitable to find the construct of service quality and customer satisfaction. Perceived service quality and satisfaction model is the modification model of service quality and service satisfaction model (Oliver, 1993). This model is measured through ten important attributes of advising and that helps to measure service quality and customer satisfaction of service organization. Philip and Hazlett (1997) developed PCP attribute model. There are three important attribute of this model named (1) the service environment peripheral attributes (2) core attribute



and (3) pivotal attributes. An important characteristic of this model is it's suitability to measure in any field of service. Another necessary characteristic of PCP attribute model is it identifies the weak area of the service and where the service providers need to improve.

However, Sweeney et al. (1997) established retail service quality and perceived value model for measuring service quality and related factors in retail business. They proposed two models related with value perception of the customers. In model one functional service quality and technical service quality play a significance influence on value perception of the customers besides price and quality of the products. On the other hand model two reflects functional quality perception stimuli the technical quality perception and customer's interest to buy the products. One important model developed by Oh (1999) is called customer value and customer satisfaction model. This model emphasizes the behavior of the consumers after taking any service. In this model it has shown that perceived service quality is influenced by perceived price and perceptions. On the other hand perceived customers value and customer satisfaction are influenced by the perceived service quality. If the customers get better perceived value relatively cost/ price and they are satisfied with the service then it effects on their repurchase intention. Another important service quality model conceptualized and developed by Dabholker et al.

(2000) called antecedents and mediator model. This model helps to understand service quality, its precursors, outcomes, and its mediators. This model depicts the relationship between service quality and customer satisfaction. Internal service quality model is another service quality model developed by Frost and Kumar

www.ccsenet.org/ass Asian Social Science Vol. 8, No. 13; 2012 203 (2000). The authors followed the GAP model by Parasuraman et al., (1985) which is appropriate to measure the service of front-line staff and support staff of service organization, internal customers (front-line staff) and internal suppliers (support staff) measure the service quality of service firm based on their perception and expectation. In the same year Soteriou and Stavrinides (2000) developed a model called internal service quality DEA model. DEA refers the data envelope analysis and it is very suitable financial institute like bank. This model identifies what and where are the resources that are not properly used in the firm and it also help to improve the service.

This model works with two input (1) consumable resources and (2) amount of accounts in different sorts of service. This model is very popular for banks to improve the service of a bank. In addition Broderick and Vachirapornpuk (2002) developed service quality model for internet banking. This model is different than other models because there is no such human interaction in internet banking. In this model Broderick and Vachirapornpuk introduce five factors that influence service quality of the bank. Factors are customer expectations of the service, customer participation, the image and reputation of the service organization, aspects of the service setting and the actual service encounter.

In addition Zhu et al. (2002) proposed service quality model for IT related business. They Claimed that IT-based services have a direct impact on the reliability, responsiveness and assurance dimensions and an indirect impact on customer satisfaction and perceived service quality IT can help service providers achieve higher level of customer satisfaction. One important model to



measure service quality of electronic business called Model of e-service quality (Santos, 2003). In this model the author propose determinants factors that are related with service quality measurement in e-business. To measure the service quality of service firm, Gro¨nroos, (1984) proposed technical and functional quality model. In this model he describes technical quality, functional quality, and company image which are significant elements to justify the service quality of a service firm. Technical quality refers what outcomes consumer receives from service organization and functional quality refers how service organization provides that service to the consumers. Image creates favorable attitudes to the service providers. Combinations of all three attributes make a positive attitude towards a service organization. The most widely accepted customer satisfaction concept is the expectancy disconfirmation theory proposed that satisfaction level is a result of the difference between expected and perceived performance (Barsky, 1992; Oh and Parks, 1997; McQuitty, Finn and Wiley, 2000, Oliver 1980). Previous studies also reflect that customer satisfaction may have impact on business results; customer loyalty, influences repurchase intentions and leads to positive word-of-mouth (Anderson et al. 1994; Yeung et al., 2002 and Luo and Homburg, 2007; Söderlund, 1998; Kandampully and Suhartanto, 2000; Dimitriades, 2006; Olorunniwo et al., 2006; Chi and Qu, 2008; Faullant et al., 2008). Given the importance of customer's satisfaction a variety of researchers identify determinants of satisfaction for instance: customer needs, emotions, product and service features (Churchill and Surprenant, 1982; Oliver, 1980; Barsky, 1995; Zeithaml and Bitner, 2003). More specifically on hotel industry's perspective Atkinson (1988) and Knutson (1988) found out that cleanliness and comfort, security, value for money, convenience of location, prompt service, safety and security, and friendliness of employees are important and courtesy of staff determine customer satisfaction.

Customer satisfaction plays a vital role in gearing up the banking sectors and their performance. Here we have made a short review about the studies relating Customer Satisfaction towards Private and Public Commercial Banks 3 to the customer satisfaction and the service quality. Silky et al. (2007) stated some of the factors responsible for customer satisfaction. The factors that influence the customer satisfaction are innovative services, network access and technicalities, behavior, comfort and image. Their study revealed that public and private sector banks do not differ significantly in providing customer satisfaction. Hummayoun et al. (2009) carried out comparative investigations to identify the impact of service quality on customer satisfaction in banking sector. Their study resulted that service quality is the strong predictor of customer satisfaction. They have stated that if any particular bank effectively manages the service quality that bank can satisfy the customers. Sankar et al. (2010), conducted a study on identifying the major reasons for dissatisfaction with public sector banks. Agathee (2010) advocated that there are increasing urgent needs for bankers to meet customer expectations for faster and better service with the number of branches. Their study revealed that the high income group customers are more likely to be dissatisfied with banks services and it is highlighted in the study that to improve the customer service and quality improvement, the bankers has to gear upon two components i.e., reliability and responsiveness.



Singh and Arora (2011) suggested that training on stress management and public dealing should be imparted to the employees of nationalized banks. Their results indicate that the customers of nationalized banks were not satisfied with the employee behavior, ambience and infrastructure, while respondents of private and foreign banks were not satisfied with high charges, accessibility and communication. Kailash (2012) compared performance among two categories of banks such as public and private sectors. Roth et al. (1991) said that the competitive priorities of retail banks were empirically linked with operations strategy contents of structure, infrastructure and integration choices. Zaithamletal. (1996) offered a conceptual model of the impact of service quality on particular behavior that signal whether customers remain with or defect from a company. Using the proposed model, they have examined the relationships concerning customers' behavioral intentions which have strongly influenced service quality. Abratt and Russell (1999) have suggested the key factors influencing customers' selection of a bank that includes the range of services, rates, fees and prices charged.

There have been several studies emphasizing the significance of customer retention in banking industry (Dawkins and Reichheld, 1990; Zimmerman, 1999; Page, Pitt and Berthon, 1996; Reichheld and Kenny, 1990; Fisher, 2001). Fornell (1992) noted that although customer satisfaction and quality appear to be important for all firms, satisfaction is more important for loyalty in industries such as banks, insurance mail order and automobiles. Armistead, Pritchard and Machin (1999) suggested and predicted two critical challenges which prevail on customer satisfaction. Several studies (Schleringer and Heskett, 1991; Norman and Ramirez, 1993; Liedtka et al, 1997) focused on the specific relationship 4 D.U. Journal of Marketing, Vol. 16, No. 2, June 2013 between employee satisfaction, service quality and customer satisfaction. In these studies, the relationship is often described as the "Satisfaction Mirror" reinforcing the idea that business success results from employee satisfaction being "reflected" in terms of customer satisfaction. Whilst Silvestro and Cross (2000) cast some doubts on the strength of the relationship, the balance of evidence suggests that employee satisfaction is a key driver of service quality and customer satisfaction. Voss et al. (2004) found that employee satisfaction directly affects both service quality and customer satisfaction. Vilares and Coehlo (2003) have convinced about the recommended changes to the existing customer satisfaction indexes (ECSI) which recognized that there exists a cause and effect relationship between employee behavior and customer satisfaction. Kano et al. (1984) identified three types of customer requirements; they are "must be", "one dimensional" and "attractive". "Must be" requirements are simply taken for granted by the customer. "One dimensional" requirements customer satisfaction is proportional to the level of fulfillment. "Attractive" requirements provide the greatest opportunity to "delight" the customer. Lewis (1995) adopted the terminology of "hygiene factors", "enhancing factors" and "dual threshold factors".

Customer satisfaction has been gaining increasing attention from the researchers and practitioners as a recognized field of scholarly study and is a fundamental tool used by financial institutions for enhancing customer loyalty and ultimately organizational performance and profitability. The importance of customer satisfaction cannot be dismissed because happy customers are like free advertising. In this situation, customer satisfaction has been regarded as a fundamental determinant



in maintaining long-term customer relationship behaviors (Oliver, 1980; Zeithaml et al., 1996; Anthanassopouloset al., 2001; Andersonand Sullivan, 1993; Fornel, 1992; Levesque and McDougall, 1996). Therefore, enhancing customer satisfaction should be a key driver for banks in maintaining a long term relationship with their customers. In the banking industry, a key element of customer satisfaction is the nature of the relationship between the customer and the provider of the products and services i.e. banks. Thus, both product and service quality are commonly noted as a critical prerequisite for satisfying and retaining valued customers.

Fast and efficient service, confidentiality of bank, speed of transaction, friendliness of bank personnel, accuracy of billing, billing timeliness, billing clarity, competitive pricing, and service quality are the key factors which significantly affect customer's satisfaction (Hokanson, 1995). A survey conducted on college students in Bahrain indicated that young customers places more emphasis on factors like a bank's reputation, friendliness of bank personnel, convenient location, 24/7 ATM, and availability of parking space in selecting their banks (Almossawi, 2001). Meanwhileet al. (1996) found that the performance of the service provider on core and relational dimensions of service

Customer Satisfaction towards Private and Public Commercial Banks 5 quality was an important driver for customer satisfaction in retail banking. Although, it is apparent that for superior service, it is not sufficient to only focus on satisfying customers, as customers switched their financial institutions because of service quality problems and failures (Gerrard& Cunningham, 1997), and stop the use of a financial service provider because of poor service performance (Allred and Addams, 2000). According to Sivadas and Baker-Prewitt (2000), satisfaction also influences the likelihood of recommending a bank as well as repurchase. Also, customers are likely to recommend a service provider when they are satisfied with the services and when they have a favorable relative attitude towards that service provider.

Evans and Lindsay (1996) stated that companies with satisfied customers have a good opportunity to convert them into loyal customers who purchases from those firms over an extended time period. However, Bowen and Chen (2001) said that having satisfied customers is not enough, there has to be extremely satisfied customers. This is because customer satisfaction must lead to customer loyalty. Sivadas and Baker-Prewitt (2000) examined that there is an increasing recognition that the ultimate objective of customer satisfaction measurement should be customer loyalty. Fornell (1992) found that high customer satisfaction will result in increased loyalty for the firm and that customers will be less prone to overtures from competition. This view was also shared by Anton (1996) who stated that satisfaction is positively associated with repurchase intentions, likelihood of recommending a product or service, loyalty and profitability. Loyal customers would purchase from the firm over an extended time (Evans and Lindsay, 1996). Guiltinan et al.(1997) also examined that satisfied customers are more likely to be repeat (and even become loyal) customers and don't think to switch to other service providers. Similarly, Bontiset al.(2007) examined the causal construct between customer satisfaction and customer loyalty in the North American banking industry and found that there is positive association between customer satisfaction and customer loyalty.



Rust and Zahorik (1993) stated that greater customer satisfaction leads to greater intent to repurchase. According to Anderson and Sullivian (1993), a high level of customer satisfaction will decrease the perceived need to switch service provider, thereby increasing customer repurchase and ultimately enhancing profitability of the organization (Bowen and Chen, 2001). In the services sector literature, strong emphasis is placed on the significant importance of service quality perceptions and the association between service quality and customer satisfaction (Croninand Taylor, 1992; Taylor and Baker, 1994). Again, Anderson (1994) affirmed that satisfaction is a post consumption experience which compares perceived quality with expected quality. According to Anderson and Fornell (1994), customer satisfaction is the term which may lower the chance of customers being driven away due to the poor quality of products or services. Fornell (1992) noted that the more satisfied customers are the one that are greater in their retention while,
6 D.U. Journal of Marketing, Vol. 16, No. 2, June 2013
Anderson and Sullivan (1993) added that satisfied customer would intend to repeat purchase which would enhance organizations profitability. In association with this Jones and Sasser (1995) acknowledged that completely satisfied customers are those who are much more loyal than merely satisfied customer. Therefore, customer satisfaction in banking service refers to as service recovery satisfaction in this proposed research.

2.1. Service:

Service marketing is marketing based on relationship and value. It may be used to market a service or a product. Services marketing emerged as a separate field of study in the early 1980s, following the recognition that the unique characteristics of services required different strategies compared with the marketing of physical goods.

Services marketing typically refers to both business to consumer (B2C) and business-to-business (B2B) services, and includes marketing of services such as telecommunications services, financial services, all types of hospitality, tourism leisure and entertainment services, car rental services, health care services and professional services and trade services.

2.2. Service Quality:

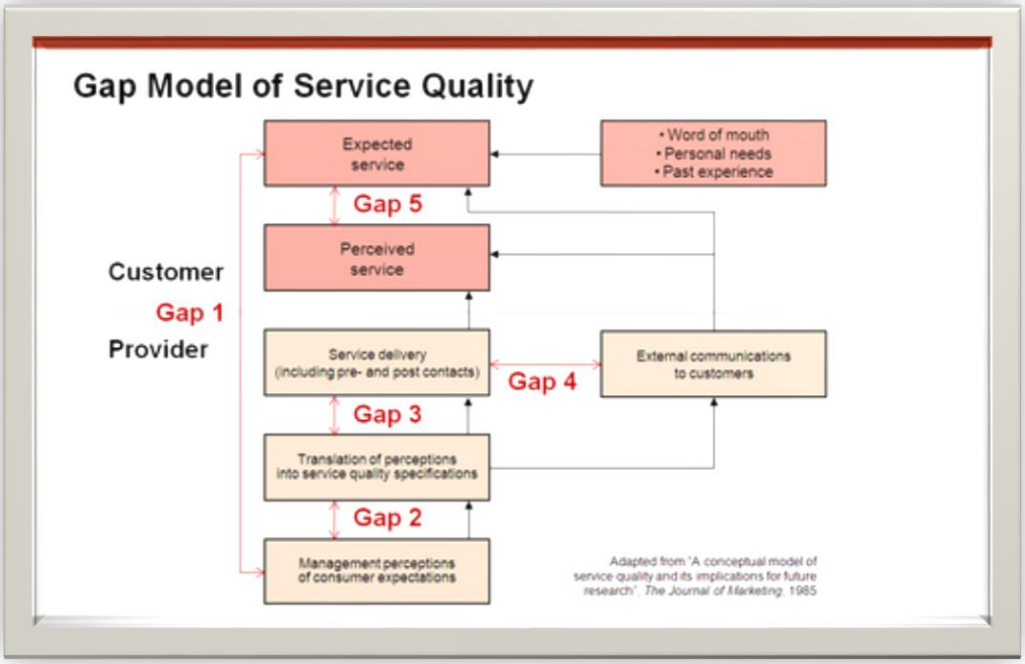
It is a combination of two words, Service and Quality where we find emphasis on the availability of quality services to the ultimate users. The term quality focuses on standard or specification that a service generating organization promises.

2.3. Customer Expectations:

Customer expectations are the feelings, needs, and ideas that customers have towards certain products or services. Customers experience is based on what they want from the products or services they are paying for. Most successful organizations always aim at meeting or exceeding customer expectations through high-quality products and services. They are the outcome of a learning process and once they are formed.

2.4 Theoretical Framework

The gap model (also known as the "5 gaps model") of service quality is an important customer-satisfaction framework. In "A conceptual model of service quality and its implications for future research" (*The Journal of Marketing*, 1985), A. Parasuraman, VA Zeitham and LL Berry identify five major gaps that face organizations seeking to meet customer's expectations of the customer experience.





Chapter# 03

Methodology



3.1. Research Methodology:

Methodology is very important for a research. It has different steps and I have to identify each steps and consider the concept and go for the research. It includes research design which is the main structure of a research. Without this it is impossible to get to the right angle of the research. It is a work plan that moves the research to the right path. It allows me to answer the initial question of my problem statement. It helps me to answer a logical question and allow me to determine the things I will need to start the initial research which includes-determining whether the research will be qualitative or quantitative, determining the sample size and whether it will be descriptive or explanatory. Basically, it is all about deciding the best way for the research. I will be doing data collection procedure and will analyze the data. After collecting data, analysis is very important as it will give me the actual result of this research which will be based on my data which I have collected

Moreover, Methodology is important logistics for every research paper or making others reports. It focuses research design that is very important structure of a research. I collected data from two sources- Primary and Secondary Sources.

3.1.1 Primary Sources

- Discussion with experts
- Direct observation
- Conversation with bank's clients
- Conversations with bank employees.

3.1.2 Secondary Sources

- Various articles on banks
- Websites of various banks
- Relevant books, Research papers, Newspapers and Journals.

3.2 Research Design

In order to do a proper research, every researcher has to follow a preset design structure. There are 03 types of predetermined research designs which are exploratory, descriptive and causal research.

a. **Exploratory Research:** This research is conducted for a problem that has not been clearly outlined. It helps set the best research design, data-collection method and selection of subjects.

b. **Descriptive Research:** The main aim is to find the additional information about the research topic. The researcher tries to come up with a new insight with the existing problem. Basically, the researcher goes deeper into the subject matter so that he can provide elaborate description of the problem. Through this research, researcher extends the knowledge on that particular matter. Descriptive research is quantitative in nature.

c. **Causal Research:** It is also quantitative line descriptive research. Causal research is different than descriptive research because it explains the cause and effect relationship



between variables. The objectives of causal research are to understand which variables are the cause and which variables is the effect.

The type of my research is **Descriptive.** The main purpose of this research is to understand the gap between the NRB Commercial Bank and customers in terms of service quality and expectations. Interestingly only quantitative data have been analyzed in this research.

3.3 Data Collection

For this research I have selected a sample of 100 from the population. I have **randomly** selected my sample. My sample is all the people who knows about the internet, active on social networking sites and have a little bit of knowledge on digital marketing. Most of my sample are university students, Service holder, professionals. I am using **primary data** as the information that I have gathered are specifically for my research. In order to collect my data I will be following computer administered mode.

a. **Quantitative Data:** Quantitative data is numerically presented. The data represents exact facts and figures. Numbers are used to state important facts such as degrees of relationship between the different variables that are considered in the study and historical data. The figures in the quantitative data are easily interpretable and can be recorded in standard charts and diagrams. The results produced by quantitative studies produce largely accurate results (McDaniel and Gates, 2005). It is easier to draw conclusion from quantitative data. It reacts to the numbers. A slight change in quantitative data can cause a lot of problems.

b. **Qualitative Data:** Qualitative data is a descriptive form of data. Instead of numbers, descriptions and more detailed information are used in the study. This form of data is used to state facts and represent degrees in the form of words. As the data is not mathematical and cannot be quantifiable, it cannot be easily recorded or interpreted. The data cannot be simply added up to form greater results. Researcher can misinterpret of a qualitative data.

In this research, I use only **Quantitative Data** in questionnaire.

The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable

Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others. In this paper I have taken these things on account and collected data based on that.

My research has been conducted by questionnaire. Population of this research is all the customers of my current work station NRB Commercial Bank, Savar Branch, Dhaka. In view of the fact that there is not precise data recorded on exactly how many customers visit particular branch of different private banks everyday so I have taken all the customer as population. I have selected a sample size of 100 customers that I had already mentioned. All the questionnaire respondents are active with bank service and visit a particular branch at least twice a month. I have distributed questionnaire randomly to the customers irrespective of their gender, occupation, location etc. I



have not taken into account of these factors because I thought these factors do not add any value to the research and all the customers have their own opinion about service.

Measuring Scale:

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Other Opinion				

3.4 Research Limitations

The main challenge in doing a research is time constraints and limited resource. I could not manage to survey more than 100 peoples. Besides, I could not manage to access some of the previous studies that were conducted by other researchers. I worked with many clients but I could not disclose many internal data which could have made this research a bit more authentic.



Chapter# 04

Analysis & Findings



4.1 Business Plan

a) **For Compliance**

- Maintain capital base and capital adequacy all time as per the guidelines of Bangladesh Bank.
- Adoption & compliance of all core risks management guidelines.

b) **For General Banking**

- Mobilize low-cost/no cost deposit of different natures and financing in the form of less risky investment on priority basis.
- Expand country wide branches/sub-branch in urban as well as rural areas.
- Provide best services by attending clients on call.
- Be the front runner in establishing the concept of Green Banking in Bangladesh.
- Meet up corporate social obligations by participating/promoting the CSR activities.

c) **For Corporate Services**

- Focus on foreign currency business through export and remittance by expatriates as well as service providers.
- Operate central online banking system.
- Attain strong foundation /financial footing of the bank rather earning more profit.
- Remain vigilant to manage & minimize all the risks inherent with the banking investment.

4.2 Bank Operational Area

All of the Private Commercial Banks are basically divided into following departments:

I. General Banking Department.
II. Cash Department.
III. Retail Banking Department.
IV. Corporate Service Department
V. Foreign Exchange Department.

I. General Banking Department:

General Banking Department plays a very significant role to portray a good image on the customer's mind as it is considered as the direct customer service center. The banking operation begins with this department. This department delivers day to day services to the customers. The Clients and Customers build their impression here and the client decides whether they should go for further dealings or not; on the basis of the services delivered by the officials. It comprises of some basic activities on which other sectors continue their operation.

II. Cash Department:

Cash or money is blood of a financial institution even bank. NRBCB cash department has a strong position with some great experienced employees who continually give their best effort to maintain



daily cash transaction. A bank's economic condition depends on how spontaneously perform its cash department. Accuracy and accountability is the main motto of NRBCB Cash Department.

III. Retail Banking Department

Working Process of Retail Banking Operation of loan section that is the asset part is huge. It starts from the receiving loan files and ended with the loan closing of customers. And for the working process of Asset part it takes a very long step. And performing the steps the employees have to be very conscious. And they need to take training on it. As there is so many software based work, so the employees need to work on it carefully. However, the employees of retail departments of NRBCB are engage to selling various assets products and services like Credit Cards, Different loan products such as: Personal Loan, Home Loan, Business Loan and so on.

IV. Corporate Service Department

Some of our private commercial banks separate their most important corporate clients from regular clients and create a distinct department name ''Corporate Service Department''. NRB Commercial Bank is not different in this case as it is 4th generation IT oriented commercial bank and their trained employees of this department has only concern to make fast service for premium or can say elite customers like: GOVT Privileged Officer, Garments Owner, Doctor, Corporate Tax Payer Teacher and so on.

V. Foreign Exchange Department:

NRB Commercial Bank plays a very important role in effecting foreign exchange transaction of a country. Mainly transactions with overseas countries are in respect of imports; exports and foreign remittance come under the purview of foreign exchange department. Commercial Banks are the vital sectors by which such transactions are effected /settled. As like other Commercial Banks My Banks' Foreign Exchange Departments use different media like: Western Union, Money Gram, Xpress Money, RIA etc, for bring remittance from various corner of the world. International Division records all sorts of foreign exchange transactions and send reports to central bank time basis.

4.3 Exceptional Business Activities of NRB Commercial Bank Ltd in Bangladesh besides main banking

The Principal activities of the bank were banking and related businesses. The banking businesses included deposits taking, extending credit to corporate organization, retail and small & medium enterprises, trade financing, project financing, international credit card etc. NRBCB provides a full range of products and services to its customers, some of which are mentioned below with a brief overview of the major business activities.



4.3.1 SME Lending:

Job creation is essential and it must come from Small and Medium Enterprise that will ultimately dominate the private sector. During 2016, my bank's Strategy was focused on customer convenience. The Bank provided working capital loans to suppliers or dealers of large corporations or clusters of small exporters of non‐traditional items. Outstanding loan of SME is Tk.400 million each. The growth rate of this sector was around 81.33% till 2019.

4.3.2 Corporate Credit:

NRBCB has a strategy to provide comprehensive service to the clients of this segment who are large and medium size corporate customers with expertise in trade finance and related services. Besides trade finance bank are providing working capital finance, project finance and arranging syndication for our corporate clients. Syndication and Structured Finance Unit of the bank strengthened its footstep in the consortium financial market and arranged a number of syndication deals for its corporate clients.

4.3.3 Islamic Banking:

For the development of Islamic Banking Business, 2013 was also a commendable year. It has been observed that compliance of Shariah has improved in 2013 as compared to the preceding years. According to their advice, most of the private commercial bank including 1st generation banks have tendency to operate their banking activities according to Islamic Banking Concept and they already got license from Bangladesh Bank. It found that the investment and deposits grew by 38% and 89% respectively in the year 2014. The operating profit of Islamic Banking Branches grew by 45% in 2014. For giving value to a large number of Muslim Citizens in Bangladesh my bank NRBCB just introduce this window at early 2020.

4.3.4 Custodial Service:

My bank also fulfils its strategic commitment to provide custody and clearing services. Equator's focuses are on the following:

- Commitment to quality
- Dedication to customer needs
- Sustained investment in people and systems

4.3.5 International Trade Management:

This division is operational throughout the group and a Private Bank core strength is trade finance and services. With an experience, Most of the Private Commercial Bank including NRBCB have developed knowledge of trade finance, which is world class. Principle services to importers include imports letter of credit, import bills for collection and back‐to‐back letters of credit facilities. Services provide to exporters include export letters of credit, direct export bills, bonds, and guarantees.



4.3.6 Institutional Banking:

NRB Commercial Bank provides a wide range of services to institutional clients, commercial, merchant and central banks; brokers and dealers; insurance companies; funds and managers, and others. It provides relationship managers who are close to their customers and speak local language. This wide network of institutional banking facilities includes transaction, introduction, problem solving and renders advice and guidelines on local trading condition.

4.3.7 Treasury:

Treasury operations had been consideration as an important avenue for income generation purpose within Head Office. In fact, in the past, income from treasury operation was quite sizable and significant to the total income generated by the bank. The treasury division publishes daily and weekly currency newsletters, send them SEC and BB, which provide analyses of currency trends and related issues. Seminars and workshops are conducted for customers from time to time on foreign exchange related topics. Bank's Dealing Room is connected with automated Reuters Terminal facility thus enabling the bank to provide forward/future facilities to its corporate clients at a very competitive rate.

4.3.8 Merchant Banking:

The Bank's operation in this sector was limited to Underwriting, Portfolio Management and Banker to the Issue functions. The compulsory requirement for opening BO account for share trading has increased the demand for opening BO account. NRBCB will enter into this arena very soon.

4.3.9 Electronic Banking /Online Banking:

The bank has set up a Wide Area Network (WAN) across the country to provide online branch banking facility to its valued clients. Under this scheme, clients of any branch shall be able to do banking transaction at other branches of the bank.

Under this system a client will be able to do following type of transactions:

- Cash withdrawal from his/her account at any branch of the bank.
- Cash deposit in his/her account at any branch of the bank irrespective of the location.
- Cash deposit in other's account at any branch of the bank irrespective of the location.
- Transfer of money from his/her account with any branch of the bank.

At present, all private banks' branches including my bank are under online facilities. Clients can easily deposit and withdraw money from those online branches in a moment.

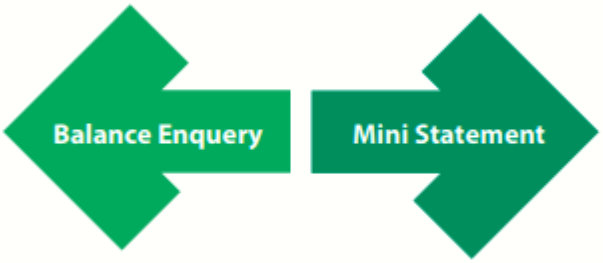
Different types of Electronic banking (E-banking) are provided by NRBCB throughout their branch to its customers. The following are the details of E-banking that is provided by NRBCB-

I. SMS Banking
II. Mobile App & Internet Banking

III. ATM Card
IV. Utilities Bill Collection
V. Remittance Partners
VI. Green Banking

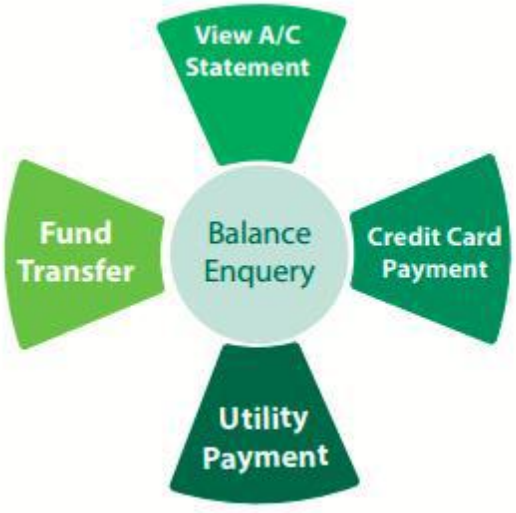
I. SMS Banking

NRBC Bank Ltd. Dhanmondi Mohila Branch offers SMS Banking services to ensure instant access to one's account information at any time. Any mobile phone user having account with NRBC Bank can get the services through the mobile phone. By using SMS banking our customers can avail the services like:



II. Mobile App & Internet Banking

Online banking system is an awesome method to decrease paper utilization. All the 86 branches and 55 sub-branches of NRB Commercial Bank are providing online banking facilities through its core banking system namely "Bank Ultimus" and our updated and secure mobile apps ''PLANET''. Fund Transfer to Other bank's Accounts through BEFTN has been made available through Online Banking for the Customers. NRBC Bank has offered 24/7 accessible Internet Banking service. By using real-time internet banking our customers can avail the services like:



III. ATM Card

Now customer can access to their money 24/7 more easily and conveniently through the bank's widespread network of ATMs in Bangladesh. The ATMs have use friendly screens and easy to follow instructions in both Bangla & English languages.

NRBCB connected to National Payment Switch which enables our debit/credit card customers to withdraw money from any other bank's ATMs within Bangladesh. NRBC Bank has used the BACH, BEFTN and RTGS mechanism for convenient payment.



IV. Utilities Bill Collection

NRB Commercial Bank is collecting following utilities Bill. All the branches of NRB Commercial Bank and Agent Banking points are now capable to collect following bills- □ DESCO BILL Collection □ WASA BILL Collection □ BRTA BILL Collection □ TITAS BILL Collection

V. Remittance Partners

All the branches of NRB Commercial Bank and Agent Banking points are now capable to receive Foreign Remittance instantly through online from any countries of the world through-

- Western Union
- Xpress money
- RIA
- Placid Express

VI. Green Banking

"Green Banking" is a widely accepted concept for today's world. Global warming is a great issue in protection of sterile environment. Green banking considers all the social and ecological variables is likewise called Ethical Banking. Green keeping money, as an idea is proactive and brilliant state of mind with a dream for future maintainability of our solitary Spaceship earth. As a capable private area money related organization of the nation NRBC Bank will assume a critical job in tending to the issue and in all exercises like financing and social duties and CSR exercises. Bangladesh Bank in accordance with worldwide standards has just presented Green Banking and reasonable Practices at All the booked banks in Bangladesh. In incompliance with the Bangladesh Bank's mandate, a "Green Banking Unit (GBU)"has been framed at Head Office. NRBC Bank's center target is to add to the national/worldwide enthusiasm through setting up a situation neighborly keeping money business framework which might be accomplished through legitimate use of human and physical assets and urging directing of store to Projects/Business those exposenoor next to no hazard to nature.





4.3.10 SWIFT:

Society for Worldwide Interbank Financial Telecommunication (SWIFT) is a member - owned co - operative, which provides a fast and accurate communication network for financial transactions such as Letters of Credit, Fund Transfer etc. By becoming VA member of SWIFT, the bank has opened up possibilities for uninterrupted connectivity with over 6,000 user institutions in 150 countries around the world. All private commercial banks of Bangladesh are member of SWIFT under the central bank supervision.

4.3.11 Corporate Social Responsibility (CSR):

NRB Commercial Bank Limited, as a part of its Corporate Social Responsibly (CSR) initiative, we donate money to Prime Minister Relief Fund, Educational Scholarship, even during COIVD-19 we spent our money for suppling mask, PPE, Sanitizer for our clients and bank officials. More over bank open health desk consist with specialist, renowned doctors for their existing and potential clients and bank officials.

4.4 Research Background

Customer Satisfaction, most echoed term in business world, is a measurement of the extent to which quality of goods or service of a company meets or surpasses customer expectation. Alternatively, in a more plain word customer satisfaction is the measurement of how acceptable product or service of a company to the customer. It is not possible to make a concrete definition of customer satisfaction since it is highly personal assessment, which varies from person to person. Still there is a certain standard, which is expected, below which no one will be satisfied.

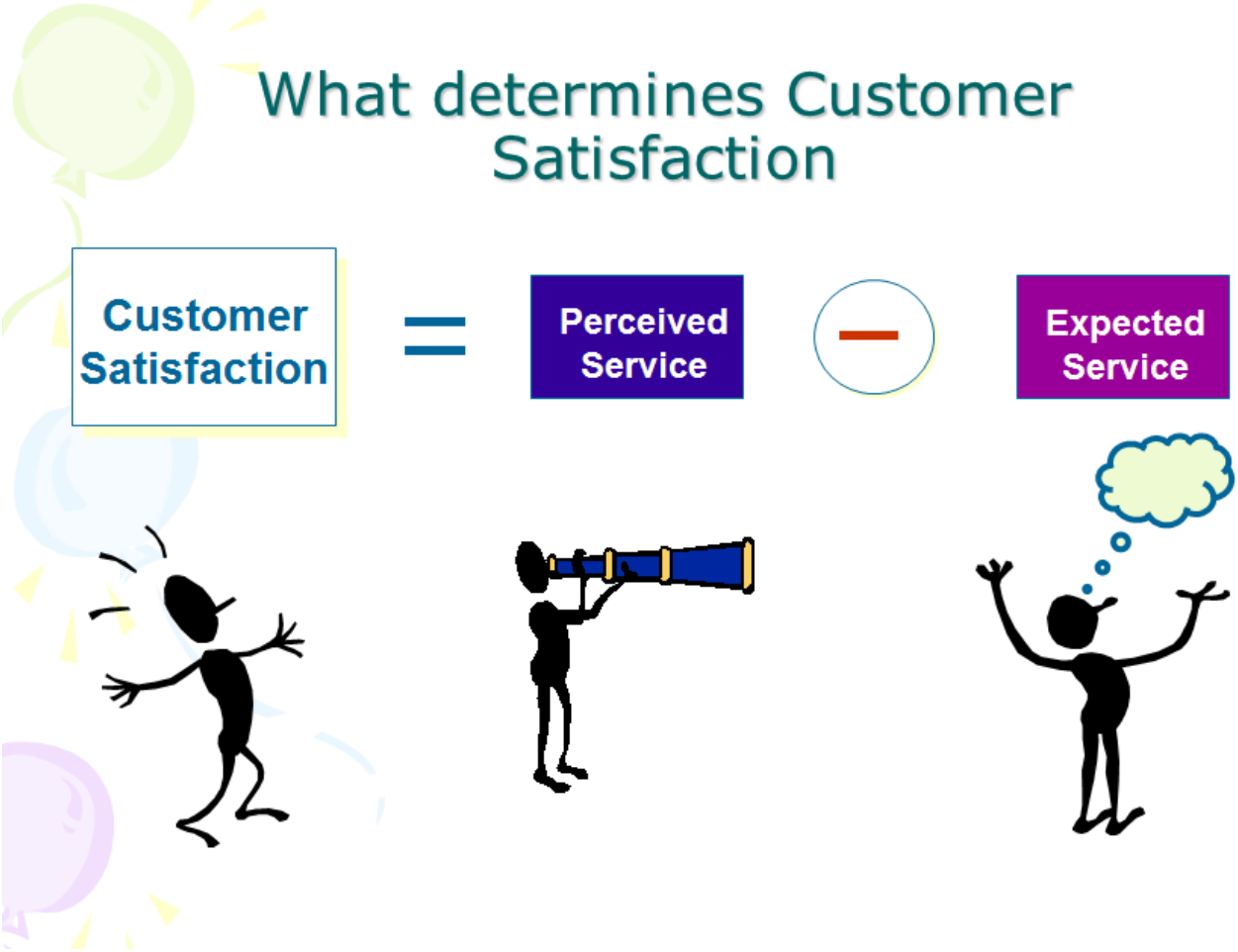
In banking industry, customer satisfaction is the key performance indicator. When almost all banks provide identical products, there is only way to distinguish is quality. All the banks are providing same product and there is only little difference in interest rate charge. Therefore, bank management plays vital role to differentiate itself from other banks through adjusting its service quality to the customer's expectation. In most cases, it is reported that customers switch banks because of poor service. Commercial Banks success largely depends on its outlets dedicated to render service. It is reported from various research that cost of acquiring new customer is huge then retaining existing customer. Therefore, successful organizations always take special care about existing customers by incorporating rigid service management into their objective in an attempt to turn existing customer into loyal customer. Customer satisfaction has been a constant subject of numerous researches to find out how customers perceive quality service. There are number of models to draw customer's perspective on service quality. One of such model is ‘**'The Gap Model of Service Quality''** (the Customer Service Gap Model or the 5 Gap Model) is a framework which can help us to understand customer satisfaction. The model shows the five major satisfaction gaps that organizations must address when seeking to meet customer expectations. The model was first proposed by A. Parasuraman, Valarie Zeithaml, and Leonard L. Berry in 1985.



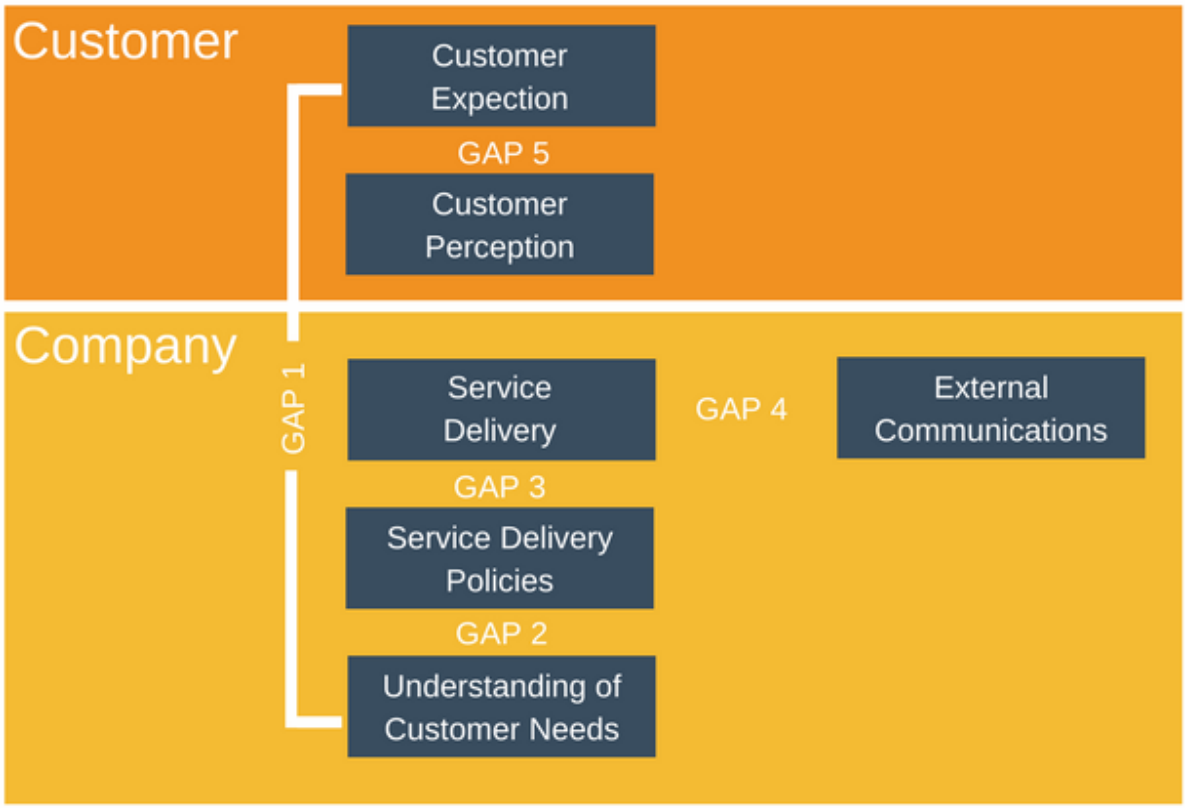
In the Gap Model of Service Quality, customer satisfaction is largely a function of perception. If the customer perceives that the service meets their expectations then they will be satisfied. If not, they'll be dissatisfied. If they are dissatisfied then it will be because of one of the five customer service "gaps" shown below. If these five dimensions can be ensured customers will be converted into royal customers of the organization. However, not all the dimensions are equal; they usually vary from customer to customer.

The Gap Model of Service Quality:

A service GAP is created is when the level of customer's expectation and customer's perception differs before and after availing a service. When customer's perception is higher than customer's expectations it means there is positive level of satisfaction. He or she felt they obtained better service than expected. However when a customer's expectations turns out higher than customer's perception, it means there is indeed a negative level of dissatisfaction felt by the customer. He or she has felt they should have gotten a better service.







To use the model, an organization should measure each of these gaps and then take steps to manage and minimize each gap. Let's examine each of the five gaps in turn.

Gap 1: Knowledge Gap

The knowledge gap is the difference between the customer's expectations of the service and the company's provision of that service.

Essentially, this gap arises because management doesn't know exactly what customers expect. There are a number of reasons this could happen, including:

- Lack of management and customer interaction.
- Lack of communication between service employees and management.
- Insufficient market research.
- Insufficient relationship focus.
- Failure to listen to customer complaints.

Example: If NRBCB were to suffer from this gap then it could be because their employees don't offer the right amount of information to their customer. If The City Bank were to suffer from this gap then it could be because they have less time for new clients. In both cases, customers expect these things but they simply aren't offered.



Gap 2: The Policy Gap

The policy gap is the difference between management's understanding of the customer needs and the translation of that understanding into service delivery policies and standards.

There are a number of reasons why this gap can occur:

- Lack of customer service standards.
- Poorly defined service levels.
- Failure to regularly update service level standards.

Example: If NRBCB were to suffer from this gap then it could be that they offer all the right services but all customers are not from equal class. If EBL where to suffer from this gap then it could be they offer premium services but the not all people bear it.

This gap causes customers to seek a similar service elsewhere but with better and moderate service.

Gap 3: The Delivery Gap

The delivery gap is the difference between service delivery policies and standards and the actual delivery of the service.

This gap can occur for a number of reasons:

- Deficiencies in human resources policies.
- Failure to match supply to demand.
- Employee lack of knowledge of the product.
- Lack of cohesive teamwork to deliver the product or service.

Example: If NRBCB were to suffer from this gap then it could be because when the customer expects on time delivery of cards, cheque and so on but they don't have have those. In this case, the product isn't performing as it should. If BRAC Bank were to suffer from this gap then it could be that when the customer expect the limit of cards will higher than their income but bank has a policy. In this case, supply hasn't been adequately matched to demand.

Gap 4: The Communication Gap

The communication gap is the gap between what gets promised to customers through advertising and what gets delivered.

Again, there are a number of reasons why this can happen:

- Overpromising.
- Viewing external communications as separate to what's going on internally.
- Insufficient communications between the operations and advertising teams.

Communication gaps lead to customer dissatisfaction. This happens because what they receive isn't what they were promised. In the worst case, it may cause them to turn to an alternative supplier.

Example: If NRBCB were to experience this gap then it could be because that the service period expired which was informed by bank officials to clients before. If others were to suffer from this gap then it could be because of service design or even central bank policy.



Gap 5: The Customer Gap

The customer gap is the difference between customer expectations and customer perceptions. This gap occurs because customers do not always understand what the service has done for them or they misinterpret the service quality.

Many organizations can be completely blind to this gap. This gap can happen because of one of the other four gaps, or simply because the customer perceives the quality of the service incorrectly. In a worst-case scenario, it could lead to a business losing a large proportion of their customers overnight. Although the company thought there was no gap, the reality was that their customers were just waiting for someone to fill their perceived gap.



4.5 Data Analysis

Now I discuss about the primary data that are collected through **Questionnaire Model** and analysis of those data from different departments, division or business wings of NRBCB and depict the average values of those analysis are follows

1. **General Banking Department:**

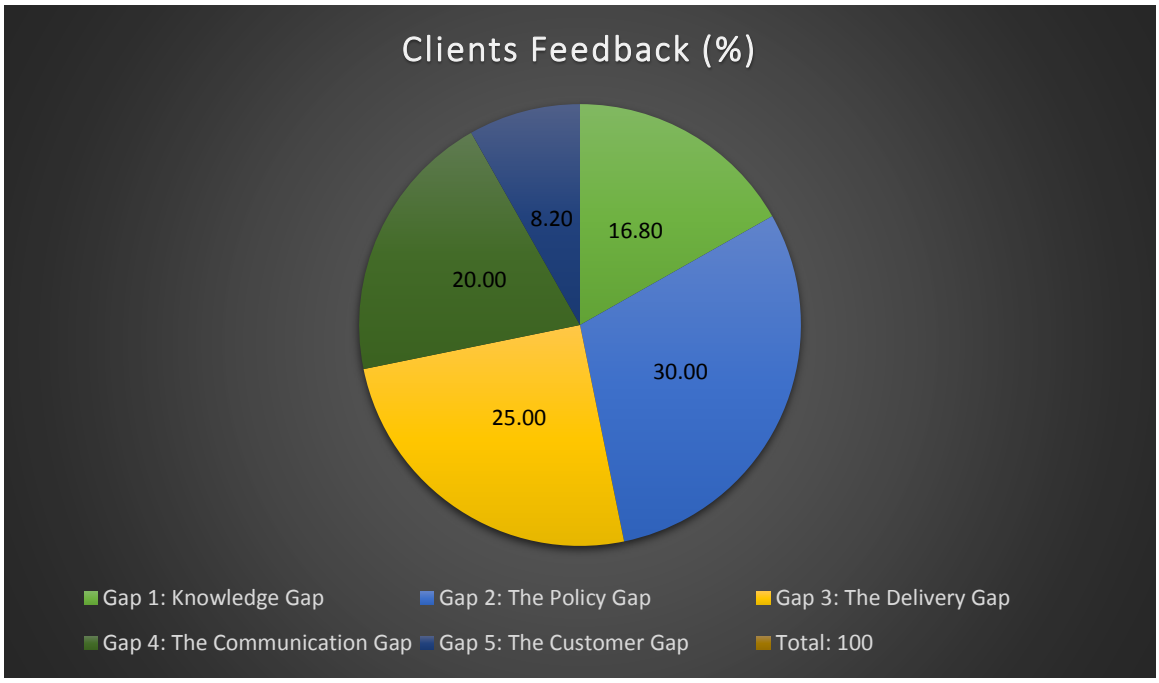


Chart-01: Different Gap According to Customer Feedback in General Banking Arena

From the above Pie Chart we can see that 16.8% of respondent's told about Knowledge Gap, 30% of respondents said about Policy Gap, 25% of respondent's went to The Delivery Gap, 20% of respondent's told about The Communication Gap and final 8.2% respondent's told about The Customer Gap in terms of banking services and their expectations. So it can be said that NRB Commercial Bank might give their focus on the policy gap and the delivery gap as both portions are carrying significant number of less satisfied clients throughout General Banking Arena.

2. Cash Department:

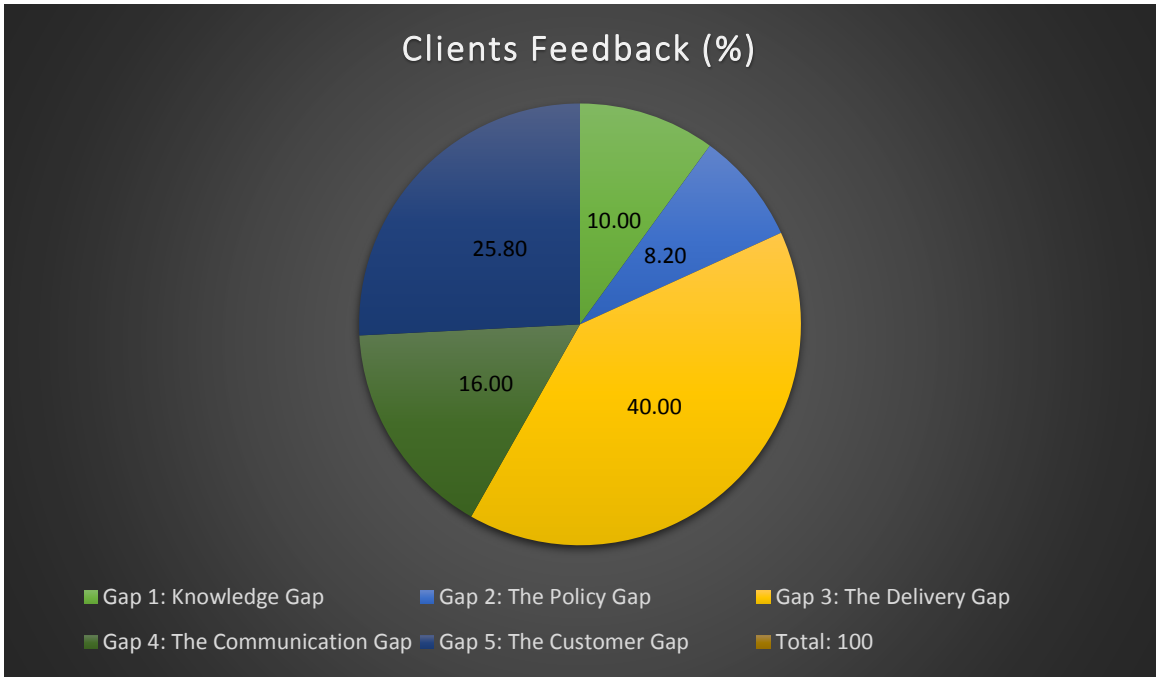


Chart-02: Different Gap According to Customer Feedback in Cash Arena

According to the above Pie Chart we can see that 10% of respondent's told about Knowledge Gap, 8.2% of respondents said about Policy Gap, 40% of respondent's went to The Delivery Gap, 16% of respondent's told about The Communication Gap and rest of 25.8% respondent's told about The Customer Gap in terms of banking services and their expectations. Finally, it can be said that NRB Commercial Bank might give their focus on the delivery gap by enhancing manpower though this variables somewhat depends on density of a demographic location.

3. Retail Banking Department:

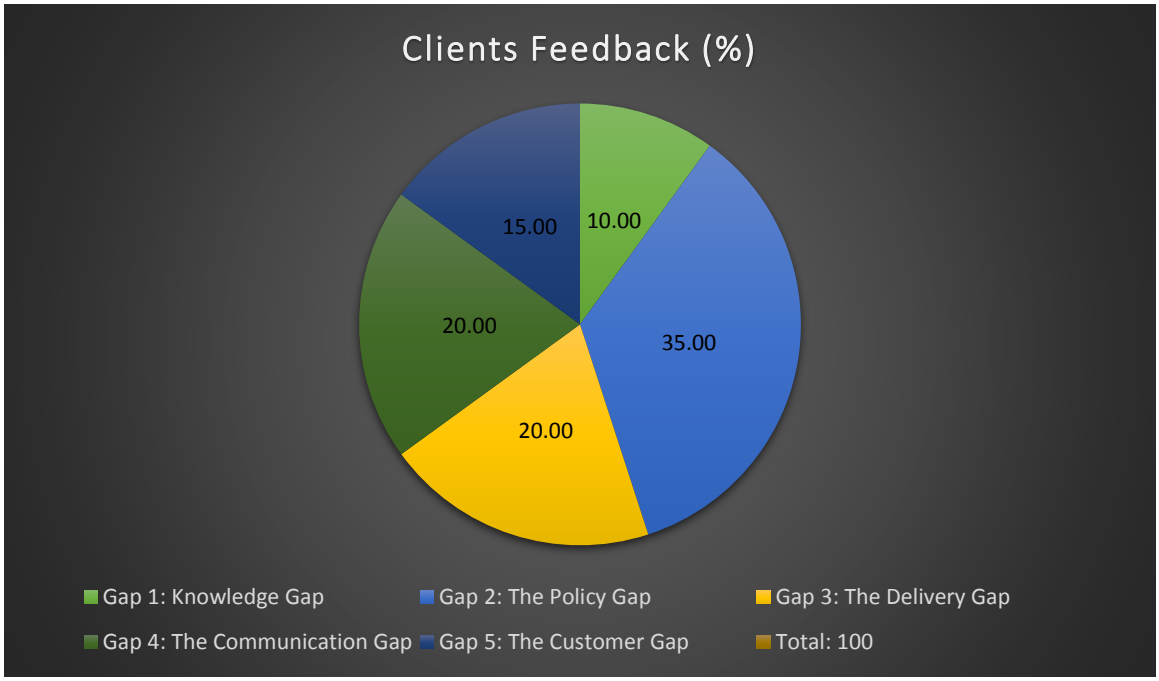


Chart-03: Different Gap According to Customer Feedback in Retail Banking Arena

From the above Pie Chart we can see that 10% of respondent's told about Knowledge Gap, 35% of respondents said about Policy Gap, 20% of respondent's went to The Delivery Gap, 20% of respondent's told about The Communication Gap and final 15% respondent's told about The Customer Gap in terms of quality full banking services and their expectations. So it can be said that NRB Commercial Bank should think about their policy for enhancing client's satisfaction and number clients from Retail Division.

4. Corporate Service Department:

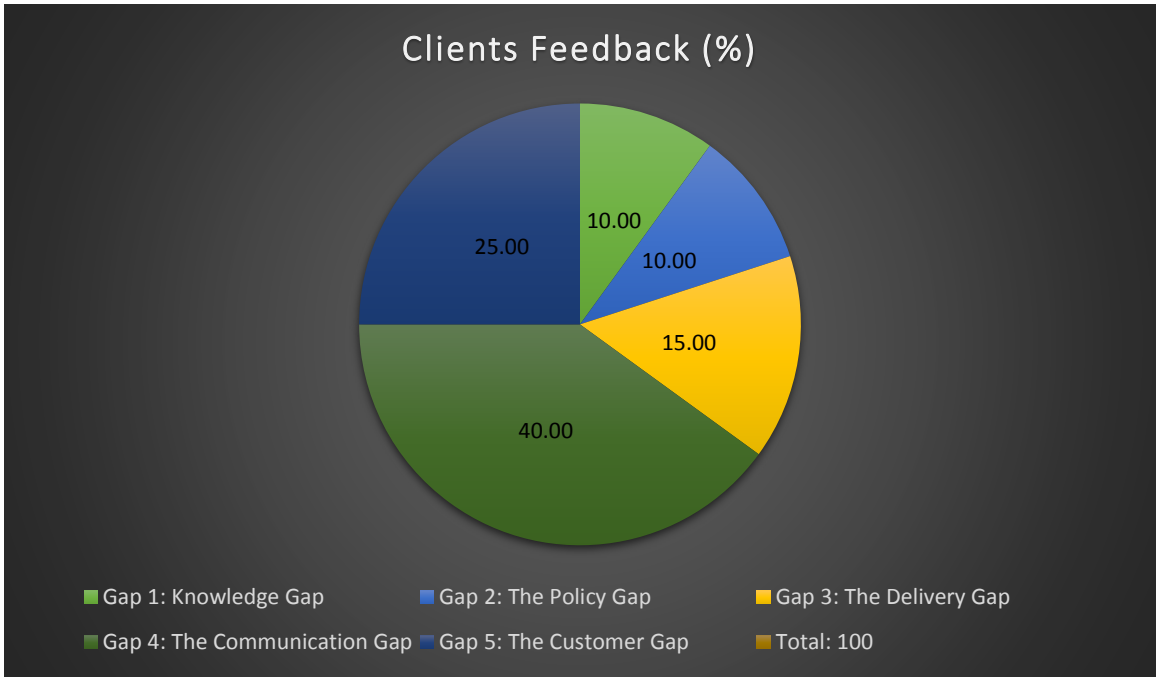


Chart-04: Different Gap According to Customer Feedback in Corporate Service

According to the above Pie Chart we can see that 10% of respondent's told about Knowledge Gap, 10% of respondents said about Policy Gap, 15% of respondent's went to The Delivery Gap, 40% of respondent's told about The Communication Gap and rest of 25% respondent's told about The Customer Gap in terms of banking services and their expectations. However, NRB Commercial Bank might change their policy, marketing strategy and upgrading training facility if they want to improve this elite class clients segment of this department.

5. **Foreign Exchange Department (FED):**

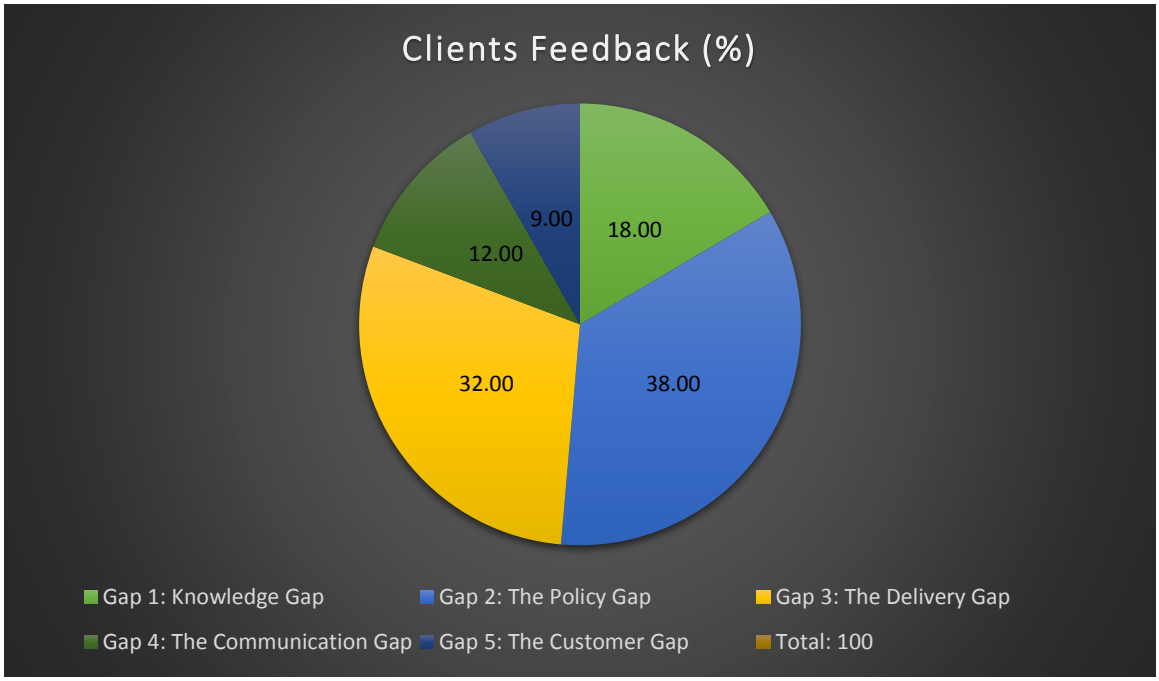


Chart-05: Different Gap According to Customer Feedback in Foreign Exchange Department

From the above Pie Chart we can see that 18% of respondent's told about Knowledge Gap, 38% of respondents said about Policy Gap, 32% of respondent's went to The Delivery Gap, 12% of respondent's told about The Communication Gap and final 9% respondent's told about The Customer Gap in terms of banking services and their expectations. So it can be said that NRB Commercial Bank need to take rapid actions for reducing the policy gap and the delivery gap by for increasing AD Branch ratio as both portions are carrying significant number of dissatisfied clients from various FED.

4.6 Data Analysis of Exceptional Business Activities of NRB Commercial Bank Ltd in Bangladesh besides main banking:

On 28-07-2020 & 29-07-2020, I got participation an online training program- ''IT SECURITY AND FRAUD PREVENTION IN BANKS FOR NON-IT EXECUTIVES''. I earned some important experience about IT based services of Banking Industry of Bangladesh. According to my experiences I represent a graphical survey result of customer expectations and potential gap of Electronic Banking of Bangladesh which are follows

1. **Electronic Banking/Online Banking:**

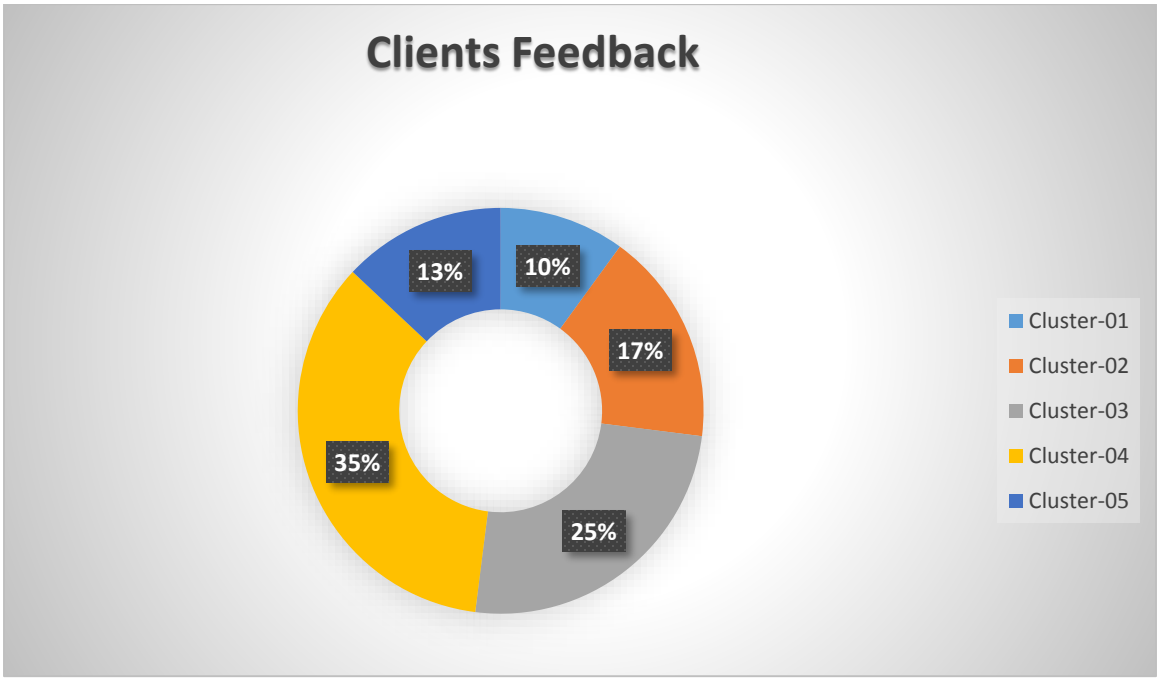


Chart-06: The Gap between service quality and customer expectations of Electronic Banking

Cluster-01: According to the pie chart 10% percent people from over 70 years of aged, retired persons both male and female are this group who think that classical and traditional banking services are much better than electronic banking. As they more concern about use of mobile phone application, security of internet based service they have less trust in this case.

Cluster-02: According to the pie chart 17% percent people from 50-60 years of aged, both retired and occupied persons from business as well as self-employed male and female are this group who think that change is evitable however classical and traditional banking services are good. Meanwhile, they think though there are some security issue like: Hacking, Misleading but millennium generation do better in this sector both be a user and service provider.

Cluster-03: According to our survey 25% fellows think that they are also capable to use this service but some features of electronic banking are not convenient like: 02 steps authentication, one time password (OTP), restricted user registration point, deviation between IOS and ANDROID base operating system and so on. Bank official should work with these issues according to them.

Cluster-04: The significant number of fellows are belongs to this group who are very smart, technologically knowledgeable and calculative. As a result the always compare the services from

different banks in home and abroad. They think local bank's services have some problems like: Less supported in smartphone, BUG problems, lack of multiple use such as: Apps does not support RTGS and so on. However, this group people are optimistic and professional so they wait for upgradation of services.

Cluster-05: Interestingly people from this group are very patience, very positive and they can hold their patience for better service. The encourage bank officials by giving suggestions, references for further development of online and app based services though are only 13%.

2. Corporate Social Responsibility (CSR):

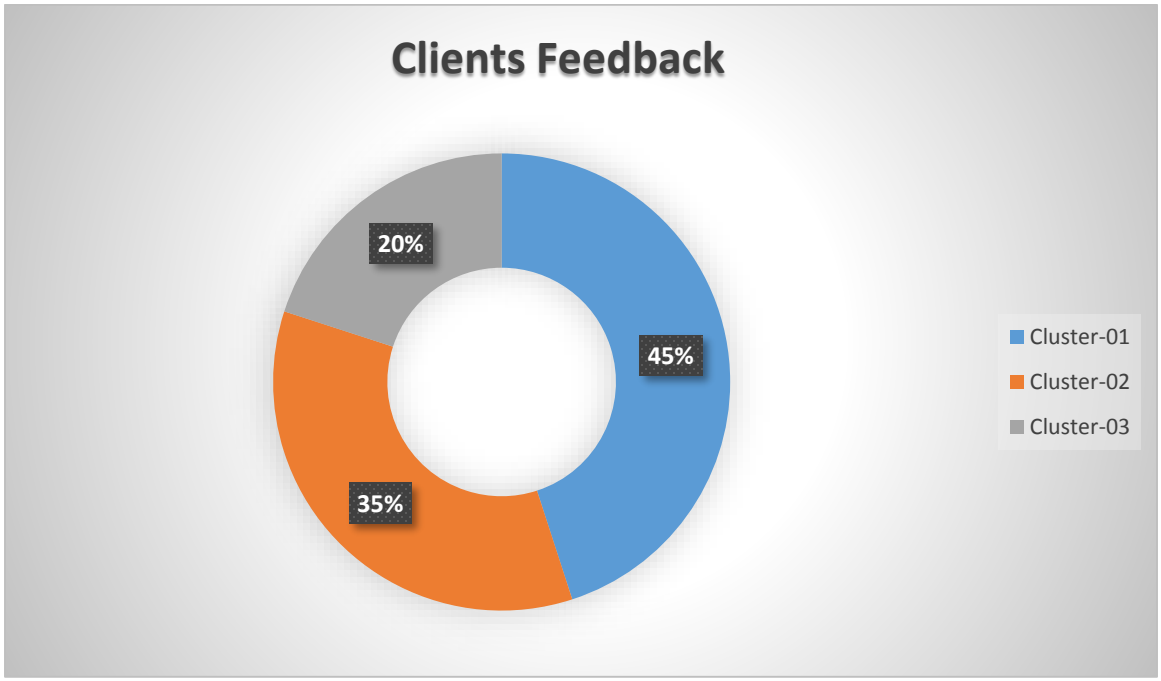


Chart-07: The Gap of CSR

Cluster-01: According to the pie chart majority number of bank clients (45%) from over different aged groups are believed that bank doing CSR basically their business purpose. Clearly if we said that, according to them they promote their business through different kind of CSR programs like: Student Scholarship Program, COVID-19 Health Care, etc. So, there is a GAP between customer perception and bank service.

Cluster-02: On this case, 35% clients believe that though bank has a business goal however bank make a significant contribution in our lower class but they are very meritorious and great potential by donate money for their social development.

Cluster-02: 20% clients are from young generation, believe that bank has a responsibility apart from money making process and they expand it every fiscal year. They should have responsibility



to spend a part of their profit for the wellbeing of society they belong. For example: NRBCB spent every year around 03 core taka for flooded people, donate money Prime Minister Fund, Meritorious Students, Sportsman and needy people as NRBCB are committed to the society and nation.

4.7 Major Findings

- Most of the clients are suffered by policy and communication gap. On an average 24.24 % and 21.6 % clients told about policy gap and communication gap respectively. They suggest specialized and well trained officials are recruited by bank for reducing this gap.
- All clients give their valuable opinion because our valuable clients are very conscious, well-mannered and knowledgeable.
- Most of the clients told about digitalization in banking service in opinion box as the whole world operated through digitalization. So the recommend bank should recruit IT expertise to make strong their positon in banking industry.
- Female are enthusiastic for Savings as they open lots of Money Maker Scheme as our GOVT and bank directors always encourage women empowerment and economic development. That's why bank provide lots of facilities like; women entrepreneur loan, women high profit bank accounts and so on.
- Male are cost sensitive. Basically those who are from over 60 years of aged, retired or business oriented are very cost sensitive and calculative about expense and profit. It is very natural and banks are very cordial about them for serving better service.
- Clients are very time conscious so they suggest to enhance cash counter and ATM for decreasing delivery gap. Our countries' current populations are 16 core so it is bit tough to provide better and equal service as our branches are not available everywhere due to regulatory policy and cost. However, my bank working with this issue to expand their service around the country.
- Corporate Social Responsibility is an inevitable task for all banks including NRBCB. Meanwhile, some of clients still claim that we are in backward position in this case or we are not so cordial unfortunately. We say sorry about that we are unable to convince our customer but I believe my bank within very soon wipe this misconception among the clients by enhancing our CSR activities in sectors of our society. My bank stand for COVID affected people by providing free health services and PPE. They also take steps to make aware our huge population who are not conscious about this severe virus.
- Our country has more 40% of population are 20-40 years of aged and young. They are smart, educated and technology oriented. Sometimes they complain about our IT based services as they have very less time to go branch premises. They smart phone so they want to accomplish most of their banking transaction through their mobile application. My bank take several steps to develop essential security features and give our most important a BUG free banking transactions.



Chapter# 05

Recommendation & Conclusion



After analyzing the study variables in the context of the service scenario of NRB Commercial Bank Ltd, the following issues were found to be recommended.

5.1 Recommendation

Digital marketing is an umbrella term for the targeted, measurable, and interactive marketing of products or services using digital technologies to reach consumers. Use Digital Marketing techniques for promotion and awareness through bank products in print and electronic media. Setup Branch, Sub-Branch and Cash Deposit Machine convenient location of clients is one of the key techniques to enhance customer satisfaction. Follow the central bank and NI Act-1881 carefully as financial sector is most critical sector. Moreover, arranging training, workshop at time basis for creating awareness among bank officials about regulatory policy and markets. R&D department play vital role in any bank against competitors and it should work with product research and development and redesigning according to the current need. Meanwhile, bank authority has responsibility to establish modern policy for all department in NRBCB. Bank should recruit IT expertise and arrange latest training program on regular basis for existing IT officials sothat they can prevent any kind of IT fraudulence and Cybercrimes. Finally, make ensure every departments, branch maintaining transparency, rules, decency and cordial environment which are set by regulatory authority and bank's operations division for reducing gap between bank and clients.

5.2 Conclusion

In Questionnaire Model testing in private sector bank doesn't support all hypotheses overall service quality should be taken especial care for the benefit of the bank. Although different kind of banking card or product, and scheme has been introduced in our country by private bank, NRBCB is not different, still majority people are not aware about that. Because banking products are completely different from other product and their functions are also vague and complex in Customer Satisfaction towards Private and Public Commercial Banks clients mind however. So NRBCB management should take effective measure so that they can bring their product to peoples mind and make them understand about their products attributes. Beside that management should ensure that all of their branches are operating in similar fashion and providing similar product choices (such as savings, cards, and personal loans) so that clients of any location have similar perception about bank. Furthermore, managers should improve quality of their product overtime with the changing environment. The survey result of this study indicates that the main reason for customer to planning to switch to a new bank is that new bank provides a greater variety of service quality.

Furthermore, there is a proverb is service industry that you cannot satisfy all the customers all the time but some of them sometimes". This statement is also applicable for NRBC bank. After conducting the research on customer satisfaction on NRBC's clients various output has been noted. Some of them are extremely happy with the services that provided by the bank and willing to build a long term relationship with the bank but also in the other side some customers are dissatisfied with the service and planning to switch their bank as the service is not satisfactory for them.



Service GAP is always a very crucial factor in order to measure the lacking of delivering service of the customer whether the perception exceeds the expectation or not.

At NRBC bank the availability of all the services is an effort by this organization to ensure better service experience for the customers. Majority of NRBC's customer's perception about the Banks market share achievement is very much efficient as a result they are willing to build a relationship with the bank along with full trust and loyalty.

The customers are initially satisfied with the service quality but still the rating is not on the box of excellent service quality. There are still some dissatisfied customer with the issue for better efficient services, SME loans and cheque transaction efficiency.

At the promotion sector Word of mouth and Banks agents are the main strength for NRBC bank. As there is not any kind of TVC and promotional activity by this bank.

The expectation of the customers is not to go full online while there should some online features. And another fact is not using fully automated service provider machine. About their CRM, they have a notable amount of old customers and most of them wants to stay with the bank for a longer period of time with no consideration for switching the bank 56 And finally the customers are the most valuable assets for NRBC bank, so from the survey it is clear that the satisfaction and customer retention level is high which indicates that the bank is at least trying to deliver the best service they can provide against of other competitors in Banking Sector.



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Appendices



Questionnaire

Dear Respondents

This questionnaires has been developed in order to find out **The Gap between Service Quality and Customer Expectation of NRB Commercial Bank Ltd** in Bangladesh that has an impact on overall banking service from different Branches of NRB Commercial Bank Ltd. I expect your spontaneous participation. It will help me to draw a realistic conclusion. Your identity and all the information provides hear will be kept confidential and I will be destroyed soon after the completion of research work.

Respondent name: Profession:

Basic Requirements:

I. Please give the tick (√) mark beside the number into the box according to the following scale.

II. The tick mark represent your perception, so you must read before giving tick mark.

III. This survey is prepared by student of Sonargaon University.

Measuring Scale:

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Others Opinion				

I. Perception Statement in the Reliability Dimension:

1. When NRB Commercial Bank promise to do something by a certain time, it does so?

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Other Opinion				

2. NRB Commercial Bank perform the service right the first time.

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Other Opinion				

3. NRBCB provide the service more or less at the right time it promises to do so.



Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	2	3	4	5
Other Opinion				

4. NRB Commercial Bank insists on error-free records.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	2	3	4	5
Other Opinion				

II. Statement in the Responsiveness Dimension:

1. NRBCB keeps customers informed about when service will be performed.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	2	3	4	5
Other Opinion				

2. Employees in NRBCB give your prompt services.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	2	3	4	5
Other Opinion				

3. Employees in NRBCB are always willing to help you.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	2	3	4	5
Other Opinion				

4. Employees in NRBCB are never too busy to respond to your request.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	2	3	4	5
Other Opinion				



III. Statement in the Assurance Dimension:

1. The behavior of employees in NRB Commercial Bank instills confidence in you.

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Other Opinion				

2. You feel safe on your transaction with NRB Commercial Bank.

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Other Opinion				

3. Employees of NRBCB are consistently courteous with you

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Other Opinion				

4. Employees of NRBCB have the knowledges to answer your questions regarding services

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Other Opinion				

IV. Statement in the Empathy Dimension:

1. The officer NRB Commercial Bank gives you individual attention.

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Other Opinion				

2. NRBCB have employees who read your attention.

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**



Other Opinion	

3. NRBCB has your best interest at heart.

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Other Opinion				

4. Employees of NRBCB understand your specific needs

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Other Opinion				

5. NRBCB has operating hours that are convenient to all its customers.

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Other Opinion				

V. Statement in the Tangibles Dimension:

1. The locations of NRB Commercial Bank's branches are a significantly better locations.

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Other Opinion				

2. NRBCB has modern-looking equipment at its different premises.

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Other Opinion				



3. NRB Commercial Bank's physical facilities are visually appealing.

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Other Opinion				

4. NRB Commercial Bank's employees appear neat and decent enough.

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Other Opinion				

5. Materials associated with the service (such as pamphlets or statement) are visually appealing at NRB Commercial Bank's premises.

Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	**2**	**3**	**4**	**5**
Other Opinion				

Recommendation (If necessary):