

2012-11

Measuring Service Quality using SERVQUAL Model: a Study in the Banking sector of Cyprus

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**Measuring Service Quality using SERVQUAL Model: a Study in the Banking sector
of Cyprus**

by

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A thesis

Submitted to the Neapolis University
in Partial Fulfillment of the Requirements
for the degree of

Master in Business Administration

Neapolis University

November 2012

Abstract

Purpose: The aim of this study was to investigate the service quality within Cypriot banks based on the beliefs of 135 participants, with the use of a Greek translated version of SERVQUAL.

Design/Methodology/Approach: Chi-squared test, Paired-Sample t-tests, T-tests, and correlation coefficient were calculated for the analysis of the results.

Findings: Results revealed that the expectations of Cypriot banks' clients were not met, and as a result the overall service quality of Cypriot banks was not at satisfactory level. Nevertheless, the dimension "tangibles" received the smallest gap score, while the dimension "empathy" received the biggest gap score among the other dimensions.

Originality/Value: It is proposed that it is essential and crucial for the Cypriot banks to revisit their quality service schemes in order to ensure that the standards of service quality within their organisation are fulfilling customers' needs.

Keywords: Reliability, Assurance, Empathy, Responsiveness, Tangibles, Service quality, banking sector

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CHAPTER 1: INTRODUCTION

1.1 Background

According to Daniel and Harrington (2007), the service sector makes significant contributions to the economic and social development of countries around the world. At present the service sector plays a critical role in the wealth creation of a nation. Ever since the banks throughout the globe started to operate more commercially, service quality has been identified as the critical ingredient to success, and customers must be satisfied in order to stay ahead of the competitors. In a fiercely competitive market, it is desirable for banks to develop a customer-centric approach for survival and growth by emphasising on customer service. As banks tussle for competitive advantage and make huge investments for redesigning their operation strategies, the evaluation of banking service quality in both these sectors has become extremely important.

In Cyprus, all banks and banking organisation are participating not only in domestic but also and more important, in a global competition. In order to be prepared for both inland and overseas competition, these banks must adopt new technologies, and modern and innovative equipment.

In addition to the modernisation of their facilities and equipment, as Zhou, Zhang and Xu (2002) support, most banks have also recognized the importance of providing quality services to their clients, in order to maintain competitive advantage.

The banking sector faces stiff interbank competition in providing customer service, giving special facilities and ensuring customer satisfaction in Cyprus.

Nowadays, the banks operating in Cyprus try to ensure quality service but in some cases many banks could not do this. Again customers of the different banks are not satisfied on their banks because of low quality services.

The sustainable development of this sector mainly based on the loyalty and trust of the customer to the quality customer service and better customer relationship. However, not a single Pankyprian study was conducted in this sector for measuring quality of the services especially for the banks operating in Cyprus, covering all the major districts of Cyprus.

The aim of this study is to provide an examination for the service quality of banks which operating in Cyprus, by observing customers' perceptions and expectations with the use of the SERVQUAL model. More particular, the main goal is to determine the most important quality services, by examining the gaps among customers' perceptions and expectations

regarding the quality of the service of the organisation under investigation. Therefore, this study aims to answer the following research question:

“Are there significant differences between Cypriot Customers perceptions and expectations from their banks?”

The research sub-questions of this study are:

- 1) Are there significant relationships between participants’ demographic variables towards their several Perceptions’ and expectations’ statements?
- 2) Which dimension receive the highest negative score?
- 3) Which dimension receive the highest positive score?
- 4) Which statements receive the highest negative scores?
- 5) Which statements receive the highest positive scores?

1.2 Methodological considerations

Since the purpose of the study is to provide an examination for the service quality of banks which operating in Cyprus, by observing customers’ perceptions and expectations, quantitative methodology with the use of the SERVQUAL questionnaire (Greek version, see Appendices II) was considered as the most appropriate research approach to gather information for this study. In short, a Pancyprian questionnaire was carried out with a sample of 135 participants, in order to gather their perceptions and expectations about the service quality of Cypriot banks.

The following Chapter explores literature on service quality, in particular looking at philosophies which underpin quality, then research on Service Quality as well as the SERVQUAL scale. In chapter 3, the methods used to address the research questions put forward in this study. In chapter 4 we present the results of this study, while chapter 5 provides detailed discussion of the research findings in response to the research questions.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

For an organisation, it is useful and vital to observe clients' responses regarding the provided quality service. Having high service quality is accepted as one strong competitive advantage that is difficultly built but it brings high success for the company if managed properly. For the banking sector, such responses that concern customers' perceptions and expectations regarding the quality of the current services may be extremely useful, in order to develop products and services that best meet their needs. Therefore, service quality is following the perceptions of the customers of what they think that quality of service is about and meeting exactly their expectation.

An inspection in this sector could provide useful information for all being involved in the particular area within Cyprus, since it highlights areas for improvements that must be addressed and should be considered as vital for the success operation of the Cypriot banks.

According to Lam (1995), the SERVQUAL, produced by Parasuraman, Zeithaml and Berry in 1988, is perhaps the most widely recognized and popular quality service tool in the literature that has been applied to several industries globally, in order to inspect t customers' perceptions and expectation about the provided services.

Before explaining more in details the SERVQUAL model, it is necessary to understand the roots of this particular model, which are the quality itself and service quality. Therefore, this chapter is divided into various sections, first dealing with definitions and theories about quality and service quality. The remaining part of the chapter puts forward and explains the SERVQUAL model, its relationship with this particular study and provides a review of related literature in accordance with it. In the end of this chapter, the research gaps are presented and explained.

2.2 Definition of Quality

The first question concerns the definition of Quality. So, what is quality?

Quality can be defined in several ways. Although there is not just one accepted definition of quality there are enough similarities that do exist among the definitions. As Goetsch and Davis (2010) explain, quality involves meeting or exceeding customer's expectations. In other words, quality concerns the ability to give the customers what they want, when they want it. It could be applied to services, products, processes, even people.

This definition contributes to the second question: Why is it important to assess quality?

According to Barofsky (2012), assessing quality is a private personal act, which can be made both informally – for instance, a discussion I make with someone else – or formally – that is, responding to a questionnaire. Assessing quality express people's values, and can be characterised as a vehicle to assert human rights (Barofsky, 2012). In other words, quality literally gives people the right to be heard, in order to receive the proper attention, as well as to ensure that they will achieve the right to avoid a faulty product or an unaccomplished service and receive the proper care.

2.3 Definition of Service Quality

According to Parasuraman, Zeithaml, and Berry (1985), service quality can be seen as an elusive construct and abstract since it is based on three unique features that might shape the definition of service quality differently (Brown, Churchill and Peter, 1993): heterogeneity, intangibility, and inseparability of consumption and production.

Perceived quality is defined as the customers' opinions regarding a service overall excellence or superiority (Zeithaml, 1987), while Stevens, Knutson, and Patton (1995) describe it as a function of the interaction between three variables: predictive expectations, actual service quality, and normative expectations. Customers' satisfaction about an offered service is given by Oliver (1981), who defines it as "a summary psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with the consumer's prior feelings about the consumption experience (p. 27)".

Quality in services, as Bateson (1995) explains, is considered as customers' satisfaction for any service, and is an attribute in their choices. This satisfaction, in turn, can be measured based on various criteria and the quality is assessed based on the perceived satisfaction (Singh and Khurana, 2011). The perceived quality, as Malik (2012) defines is "the gap between expected quality and experienced quality" (p. 70), and this gap highlights the

difference among expectations and perceptions. Also, the gap is related to the consumers' satisfaction or dissatisfaction. So

The service quality can be characterised as a precursor for success and survival in today's competitive environment (Malik, 2012). In order to sustain competitive advantage, organisations must provide the best possible service quality which will result towards the improvement of customer satisfaction, retention, and profitability. A study carried out by Jamal and Naser (2003) have concluded that service quality leads to customers' loyalty and attraction of new customers, reduction of costs and enhancement of business performance as well as employees' commitment and satisfaction. The key to customer loyalty is customer satisfaction which largely depends on the service quality offered by service providing organisations. Quality in service can be determined by the extent to which customers' needs and expectations can be satisfied. As Fornell (1992) explains, when customers are satisfied with the services they have experienced, it is more likely to establish loyalty resulting in repeat purchases of a product or a service.

Thus, high service quality allows service providers to differentiate themselves from their rivals and thus gain sustainable competitive advantages in the global market place (Palmer, 2001; Kong and Mayo, 1993).

Various concepts and models have been developed over the years to measure customer satisfaction and service quality. Two were identified within the literature. These are presented below:

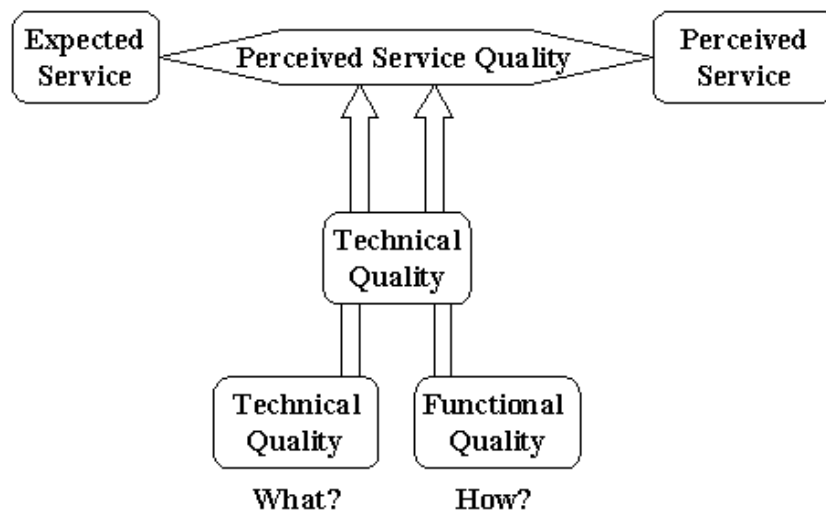
2.3.1 Service quality model by Grönroos (1984)

Grönroos (1984) in order to understand the way that the quality of a particular service is perceived by customers he created the model for service quality, which divides the customer's perception of a given service into two extents (see figure 1):

- a) The "Technical quality", which is considered as the technical outcome of the process, in other words, what the consumer receives.
- b) The "Functional quality", which is considered as the performance of a particular service, in other words, how the consumer receives the technical outcome (p. 39).

As Grönroos (1984) suggests, functional quality is perceived more important within the context of services than technical quality, since the provided service is supposed to be given at a technically satisfactory level.

Figure 1. *Service Quality Model by Grönroos*



Adapted from: Grönroos (1984; p. 40)

2.3.2 The “Gap” model, by Parasuraman, Zeithaml and Berry (1985)

The “Gap” model, developed by Parasuraman et al. in 1985 is a way of identifying customers’ dissatisfaction of the quality of service. With regard to service quality, a series of five “gaps” were found within a research carried out by Texas A&M University (Parasuraman et al., 1985):

- 1) The first gap was found among management’s perceptions and customers’ expectation. It was found that management was unable to know what customers expect;
- 2) The second gap was found among service quality and management’s perceptions regarding customers’ expectations;
- 3) The third gap was found between communications with customers about service delivery and service delivery itself. In other words, management was unable to deliver the service on promised time;
- 4) The fourth gap was between the service delivery and the service quality specifications, what is called the service performance gap.
- 5) The final gap was found among the perceived service and customers’ expectation, which sums the total of all mentioned gaps, and perhaps is the most significant gap.

Based on this particular research, according to Zeithaml, Parasuraman, and Berry (1990), ten key categories were found, which are known as the “Service Quality Determinants”:

- 1) Access: this category concerns customers’ accessibility and simplicity to contact the service provider;
- 2) Communication: the second category is related with the provider’s ability to keep its customers informed in simple-term language which understandable;
- 3) Competence: This category concerns the service provider’s ability, knowledge and skills to perform a certain service;
- 4) Courtesy: the fourth category is related with the provider’s personnel;
- 5) Credibility: Credibility is related with the service provider’s honesty, and trustworthiness;
- 6) Reliability: Reliability is related with the provider’s ability to execute the proposed service correctly and reliably;
- 7) Security: this category concern provider’s freedom from risk or danger;
- 8) Responsiveness: this category is related with the provider’s willingness to assist customers and provide services on time.
- 9) Tangibles: It concerns the provider’s appearance of equipment, physical facilities, materials for communication and personnel;
- 10) Understanding the customer: Finally, this particular category is related with the service provider’s ability to understand its customers’ needs.

Parasuraman, Zeithaml and Berry (1988), based on the ten key categories of the “Service Quality Determinants”, they developed a measuring scale for customers’ perceptions and expectations of quality service. This scale, which is known as the SERVQUAL, is a multi-item scale that was created so as to assess customer perceptions and expectations of a proposed service quality in several organizations, including the bank sector. SERVQUAL could be used by any service organization to improve service quality. Since its development the SERVQUAL has gained wide scale acceptance and has proven to be a popular measurement tool. It has been used in several studies within the service industries, such as the hotel industry (for instance, Gržinić, 2007), healthcare (for instance, Chakraborty and Majumdar, 2011) and education (for instance, Oliveira and Ferreira, 2009), and has become a standard in measuring service quality in banking sector (for instance, Cui, Lewis and Won, 2003).

Within the following section, a presentation and a critical analysis of SERVQUAL model will be provided.

2.4 The SERVQUAL scale

SERVQUAL has been defined as a tool for assessing the quality of services provided, which can be applied to any organization. According to Singgih and Ardhiyani (2010), SERVQUAL provides a significant competitive weapon for the companies to growth and to differentiate from their competitors. SERVQUAL is separated into five dimensions as follows (Oliveira and Ferreira, 2009):

- Tangibles (statements 1 – 4): this dimension includes the performance of physical facilities such as tools, machines as well as the employees. That is, how the clients observe the physical installations, material, equipment, and employee's appearance of their service provider?
- Reliability (statements 5 – 9): this dimension mainly concerns the ability of an organization to deliver the service by a certain time. In other words, is the company reliable to provide the service on the promised time?
- Responsiveness (statements 10 – 13): it concerns the ability of an organisation to deal with its customers as well as to accelerate the delivery process of the service. Also, it is related with the employees' ability to provide help to their clients, as well their capability to provide this service fast.
- Assurance (statements 14 – 17): This dimension is associated with employee's skills, knowledge, education and trustworthiness.
- Empathy (statements 18 – 22): Finally, empathy is company's ability to provide careful and personal attention to their customers.

The SERVQUAL scale is examined through a questionnaire survey, which is separated into two sections: the first section is called "Expectations" and aims to observe customers' expectations about the service, while the second section is called "Perceptions", which aims to map customers' actual perceptions about a service.

Twenty two statements are included per section (44 in total) within the SERVQUAL questionnaire, in order to measure the five dimensions mentioned above. It should be noted here that more details regarding the type of information that each statement attempts to gain is provided in more details within the Chapter Methodology (see Section 3.6, *Coding*).

The participants should complete all the statements as accurate and honest as possible. Each statement is based on a 7-point Likert scale, range from strongly disagree (number 1) to strongly agree (number 7). Typically, within Likert scale technique, participants are asked to indicate their strength of feeling towards a series of statements, more often in terms of the degree of agreement or disagreement in the position or statement that is provided (Spector, Merrill, Merrienboer and Driscoll, 2008).

Within SERVQUAL, the respondents initially rate their expectations of organisation's service, and then they rate the received service of a particular organization. The difference among the two scores demonstrates the service quality of the organisation under investigation. As soon as the gap among these is small, the better service quality results are.

A debate concerning certain issues of the framework of SERVQUAL exists since its development. Based on the literature, concerns were expressed regarding the Operationalization of a difference score (Brown et al. 1993) as well as the dimensionality problem (Babakus and Boller, 1992); Although, as Banerjee and Sah (2012) explain, this method of gathering information appear to be practical and simple to operate.

So far, the review of the literature was provided, focussing mainly on theories that underpin the service quality. The following Chapter focuses on the methodology that was used in order to carry out this dissertation.

CHAPTER 3: METHODOLOGY

3.1 Introduction

The SERVQUAL model planned by Parasuraman, Zeithaml and Berry (1988) was used as the key guide for the structured questionnaire, so as to identify customers' expectations and perceptions of service quality within Cypriot banks. This particular guide provided information in order to test the applicability of the SERVQUAL model within the Cypriot banking area, in addition to to indentify the way that consumers perceive service quality within banks.

3.2 Questionnaire design process

Five proposed dimensions (Reliability, Tangibles, Assurance, Responsiveness and Empathy) were included within the SERVQUAL questionnaire, which are subdivided into twenty two statements.

The twenty two predetermined statements are equally separated into two parts: part "A" asks for an evaluation of customers' expectations of customers, while part "B" seeks to assess customers' perceptions. Also, a demographic part is included, which provides general information about respondents such as their age group, their gender, and their bank's name.

Thus, to summary, the SERVQUAL model was used as the basis for this study in order to answer the research question that is related with the identification of the perceived service quality within the banking sector of Cyprus on behalf of costumers, as well as to recognize the items and dimensions that customers are more pleased and/or dissatisfied with.

3.3 Sampling method

According to Karatepe, Yavas and Babakus (2005) the quality of service that banks offer to the public can be precise throughout the perceptions of those who gain an advantage from it, in other words, the customers of those banks. Hence, a sample of 160 customers was selected randomly to carry out this study. In order to have a representative sample from the 5 major cities of Cyprus, 32 customers were randomly selected from each major district of Cyprus (Paphos, Nicosia, Limassol, Famagusta, and Larnaca).

3.4 Techniques of Data Analysis

The particular study was based on a number of statistical methods in order to present the results as accurate as possible. In order to find out the mean scores of each of the five

dimensions, descriptive statistics were used for both perception and expectation statements. Paired sample t-tests were conducted so as to find the mean difference between perceptions and expectations. Chi-squared test, Independent Groups T-tests, and correlation coefficient were employed for significance and variance analysis.

3.5 Measurement

As it was explained before, in order to identify customers' expectations and perceptions regarding service quality, the SERVQUAL model was used to assess the banking sector of Cyprus. A 7-point Likert scale was used in order to rate customers' level of agreement or disagreement on several statements, on which the higher numbers indicate higher level of agreement regarding their expectations or perceptions. In particular, customers' perceptions are based on the received service they experienced within Cypriot banks while expectations are based on past experiences. The difference between the perceptions and expectations scores (P-E) is described as the service quality gap. In other words, the more positive the P-E scores are, the higher the level of service quality is and consequently the level of customers' satisfaction.

3.6 Coding

The SERVQUAL dimensions/items were coded so as to simplify the analysis of the collected data. Also, demographic information was collected from respondents and these variables have to be coded as well for analysis. The following part provides the coding of the variables for analysis.

3.6.1 *SERVQUAL* /Items

Perception

P1 (Statement 1 for perception) = Excellent banking companies will have modern looking equipment.

P2 (Statement 2 for perception) = The physical facilities at excellent banks will be visually appealing.

P3 (Statement 3 for perception) = Employees at excellent banks will be neat in their appearance.

P4 (Statement 4 for perception) = Materials associated with the service (pamphlets or statements) will be visually appealing at an excellent bank.

P5 (Statement 5 for perception) = When excellent banks promise to do something by a certain time, they do.

P6 (Statement 6 for perception) = When a customer has a problem, excellent banks will show a sincere interest in solving it.

P7 (Statement 7 for perception) = Excellent banks will perform the service right the first time.

P8 (Statement 8 for perception) = Excellent banks will provide the service at the time they promise to do so.

P9 (Statement 9 for perception) = Excellent banks will insist on error free records.

P10 (Statement 10 for perception) = Employees of excellent banks will tell customers exactly when services will be performed.

P11 (Statement 11 for perception) = Employees of excellent banks will give prompt service to customers.

P12 (Statement 12 for perception) = Employees of excellent banks will always be willing to help customers.

P13 (Statement 13 for perception) = Employees of excellent banks will never be too busy to respond to customers' requests.

P14 (Statement 14 for perception) = The behaviour of employees in excellent banks will instil confidence in customers

P15 (Statement 15 for perception) = Customers of excellent banks will feel safe in transactions.

P16 (Statement 16 for perception) = Employees of excellent banks will be consistently courteous with customers.

P17 (Statement 17 for perception) = Employees of excellent banks will have the knowledge to answer customers' questions.

P18 (Statement 18 for perception) = Excellent banks will give customers individual attention.

P19 (Statement 19 for perception) = Excellent banks will have operating hours convenient to all their customers.

P20 (Statement 20 for perception) = Excellent banks will have employees who give customers personal service.

P21 (Statement 21 for perception) = Excellent banks will have their customers' best interest at heart.

P22 (Statement 22 for perception) = The employees of excellent banks will understand the specific needs of their customers.

Expectation

E1 (Statement 1 for expectation) = The bank has modern looking equipment.

E2 (Statement 2 for expectation) = The bank's physical features are visually appealing.

E3 (Statement 3 for expectation) = The bank's reception desk employees are neat appearing.

E4 (Statement 4 for expectation) = Materials associated with the service (such as pamphlets or statements) are visually appealing at the bank.

E5 (Statement 5 for expectation) = When the bank promises to do something by a certain time, it does so.

E6 (Statement 6 for expectation) = When you have a problem, the bank shows a sincere interest in solving it.

E7 (Statement 7 for expectation) = The bank performs the service right the first time.

E8 (Statement 8 for expectation) = The bank provides its service at the time it promises to do so.

E9 (Statement 9 for expectation) = The bank insists on error free records.

E10 (Statement 10 for expectation) = Employees in the bank tell you exactly when the services will be performed.

E11 (Statement 11 for expectation) = Employees in the bank give you prompt service.

E12 (Statement 12 for expectation) = Employees in the bank are always willing to help you.

E13 (Statement 13 for expectation) = Employees in the bank are never too busy to respond to your request.

E14 (Statement 14 for expectation) = The behaviour of employees in the bank instils confidence in you.

E15 (Statement 15 for expectation) = You feel safe in your transactions with the bank.

E16 (Statement 16 for expectation) = Employees in the bank are consistently courteous with you.

E17 (Statement 17 for expectation) = Employees in the bank have the knowledge to answer your questions.

E18 (Statement 18 for expectation) = The bank gives you individual attention.

E19 (Statement 19 for expectation) = The bank has operating hours convenient to all its customers.

E20 (Statement 20 for expectation) = The bank has employees who give you personal attention.

E21 (Statement 21 for expectation) = The bank has your best interests at heart.

E22 (Statement 22 for expectation) = The employees of the bank understand your specific needs.

Respondents were asked to provide answers on their expectations and perceptions based on the 7-point Likert scale 1- strongly disagree and 7-strongly agree.

Demographics

Gender = (1=male; 2=female)

Age-group = (1=18-30; 2=31-40; 3=41-50; 4=51-60; 5=61-70; 6=71-80)

Bank's name = (1= BANK OF CYPRUS; 2= COOPERATIVE CENTRAL BANK; 3= HELLENIC BANK; 4= LAIKI BANK; 5= EMPORIKI; 6= ALPHA BANK)

3.7 Recoding

In order to identify the average gap score for tangible items (statements 1-4) the following formula was used: $[(P1+E1)/2 + (P2+E2)/2 + (P3+E3)/2 + (P4+E4)/2] / 4$

In order to identify the average gap score for reliability items (statements 5-9), the following formula was used: $[(P5+E5)/2 + (P6+E6)/2 + (P7+E7)/2 + (P8+E8)/2 + (P9+E9)/2] / 5$

In order to identify the average gap score for responsiveness items (statements 10-13), the following formula was used: $[(P10+E10)/2 + (P11+E11)/2 + (P12+E12)/2 + (P13+E13)/2] / 4$

In order to identify the average gap score for assurance items (statements 14-17), the following formula was used: $[(P14+E14)/2 + (P15+E15)/2 + (P16+E16)/2 + (P17+E17)/2] / 4$

In order to identify the average gap score for empathy items (statements 18-22), the following formula was used:
$$= [(P18+E18)/2 + (P19+E19)/2 + (P20+E20)/2 + (P21+E21)/2 + (P22+E22)/2] / 5$$

3.8 Limitations

Some limitations exist when examining this particular kind of research, which may raise problems in the completion of the research. Although e-surveys are now extremely common in the execution of research work, a paper-based questionnaire was preferable in order to maximise the response rate. However, a paper-based survey is comparatively expensive to manage, since there are associated costs with printing.

Additionally, a low response rate could be a limitation in this kind of research, especially when the administration of the research is through postal questionnaire, and the researcher is not present. In order to further maximise the response rate in this particular study, the researcher decided that it would be preferable to distribute and collect the questionnaires in person.

Another limitation concerns the sample size: larger samples tend to be more time-consuming (with regard to the distribution and collection of the questionnaires, the coding, and the analysis of the data) as well as more expensive, especially when the research requires thousands of papers to be printed if it is not to be administered electronically. These limitations were addressed in the planning of the current study.

According to Naslund (2002) and Miller (1983) the selection of a research method should be based upon a carefully articulated research paradigm due to the fundamental nature of research processes which are generally linked to a particular research strategy and method. The following chapter presents the results of the study.

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

The aim of this chapter is to present the results of the study. Within this chapter, the background data of the respondents will be presented firstly, and then the reliability coefficient (the internal consistency) will be discussed. Section 4.4 presents the SERVQUAL scores (Expectations, perceptions and gap score analysis). Then, description of dimensions (Tangibles, Reliability, Responsiveness, Assurance, and Empathy) will be also presented and discussed respectively. In addition, comparisons among perceptions and expectations regarding each statement will be made and presented separately. Significant Relationships between Demographic Variables towards the several Perceptions' and expectations' statements will also be presented and cross-examined.

4.1.1 Response rate

In the simplest sense, response rate is the number of participants who completed a questionnaire divided by the total number of participants who were asked to participate (Dillan, 2000). As Table 4.1 below shows, in total 160 questionnaires were distributed and 135 were returned, which is 85% response rate.

Table 4.1. *The distribution of the questionnaire and the response rate*

Number of questionnaires distributed		Number of questionnaires returned	
No.	%	No.	%
160	100	135	85

4.2 Background of the respondents

This section presents information about the participants' gender, age-group, and branch name. From the total number of 135 persons (100%) who participated in the study, 81 (60%) were male participants and 54 were female participants (40%). The distribution of participants' gender in the study is shown in Table 4.2.1. In terms of the highest number of responses, which came from male participants, it should be noted that the return was purely coincidental and does not necessarily mean that males are the highest number of clients within the Cypriot banks.

Table 4.2.1. Gender of the participants

	Frequency	Percent
MALE	81	60.0
FEMALE	54	40.0
Total	135	100.0

Indeed, of those people who participated in the study, the majority were aged 31-40 years old (28.9%, n = 39) while the minority were 71-80 years old (3.0%, n = 4). The distribution of people's age-group in the study is shown in Table 4.2.2. Once again, in terms of the highest number of responses, which came from people aged 31-40, it should be noted that the return was purely coincidental and does not necessarily mean that this is the highest age-group of clients within Cypriot banks.

Table 4.2.2. Age-group of the participants

Age Group	Frequency	Percent
18-30	20	14.8
31-40	39	28.9
41-50	28	20.7
51-60	28	20.7
61-70	16	11.9
71-80	4	3.0
Total	135	100.0

Finally, with regard to the banks' branch name of the participants, the highest number of participants are clients of 'Banks of Cyprus' (27.4%, n = 37), followed by 'Laiki Bank' clients (17.0%; n = 23). The lowest number of participants are clients of 'Emporiki Bank' (3.7%, n = 5; see Table 4.2.3).

Table 4.2.3. Banks' branch name of the participants

	Frequency	Percent
BANK OF CYPRUS	37	27.4
COOPERATIVE	23	17.0
CENTRAL BANK		
HELLENIC BANK	22	16.3
LAIKI BANK	35	25.9
EMPORIKI	5	3.7
ALPHA BANK	13	9.6
Total	135	100.0

4.3 Reliability Coefficient Discussion

The internal consistency of the modified SERVQUAL items was assessed by computing the total reliability scale. A model is generally considered reliable if items used in it produce similar results regardless of whom administers them and regardless of which forms are used. Cronbach's Alpha is designed as a measure of internal consistency; that is, all items – in our case, the five dimensions - within the model should measure the same thing. Alpha is measured on the same scale as a Pearson r (correlation coefficient) and typically varies between 0 and 1. The closer the alpha is to 1.0, the greater the internal consistency of items in the model being assessed. The minimum acceptable value of Alpha for the reliability of the model is 0.5.

Cronbach's Alpha coefficient was used for questions (statements) where a Likert-type scale with scores from 1 to 7 was used (42 statements in total) so as to check the reliability of the questionnaire and the internal consistency in the replies of the people participating in the study.

The total reliability scale for the study is 0.94 (Table 4.3.1), indicating an overall reliability factor slightly same to that of Parasuraman et al. (1988) study which was 0.92. This reliability value for our study is substantial considering the fact that the highest reliability that can be obtained is 1.0 and this is an indication that the items of the five dimensions of SERVQUAL model are accepted for analysis.

Table 4.3.1: *Reliability Statistics*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.941	.938	44

Table 4.3.2 below shows the reliability scale for all five dimensions as well as an average reliability score for both five dimensions, and also, the reliability scale for each dimension calculated when each item is deleted from the dimension in order to see if the deleted item is genuine or not. In case cronbach's alpha for a dimension increases when an item is deleted it shows that item is not genuine in that dimension. From table 2 above, it can be realized that all the items showed a lower value of reliability when deleted (0.93).

Table 4.3.2: Item-total statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
<u>Tangibles</u>	196.45	906.49	0.42	0.64	0.93
<u>Reliability</u>	196.54	905.75	0.50	0.72	0.93
<u>Responsiveness</u>	196.67	902.78	0.52	0.73	0.93
<u>Assurance</u>	146.61	904.43	0.53	0.72	0.93
<u>Empathy</u>	196.77	908.32	0.46	0.69	0.93
AVERAGE	186.60	905.55	0.48	0.70	0.93

The results above show that both overall model and quality dimensions can be considered as to have high reliability.

4.4. SERVQUAL scores (Expectations, perceptions and gap score analysis)

Respondents' expectations and perceptions of service quality in Cypriot banks are shown in Table 4.4.1. As shown in the table, SERVQUAL scores for all items bear negative signs meaning that expectations are greater than performance, then perceived quality is less than satisfactory and a service quality gap materializes. In other words, Cypriot banks fall short of expectations.

Table 4.4.1 also presents SERVQUAL scores presented in line with five dimensions. These dimensions include tangibles, reliability, responsiveness, assurance and empathy. Based on the quality dimensions, 'Empathy' dimension has the highest negative SERVQUAL score (see average for each dimension). In other words, compared with other factors, satisfactory level of empathic behaviour is lower.

In contrast, 'Tangibles' dimension has the highest positive Servqual score among all dimensions. However, as Table 4.4.2 below shows, Tangible dimension is not considering as an important dimension.

Nevertheless, respondents' rating of quality dimensions are shown in Table 4.4.2. With regard to the quality improvement, the most important dimension to which highest rating

(27%) was assigned is 'Reliability'. This dimension is followed by 'Responsiveness' (22%) and 'Assurance' (18%) respectively. In this respect, as mentioned earlier, empathy having the highest negative SERVQUAL score is the least important dimension (16%).

Table 4.4.1: Calculation of SERVQUAL Scores

Dimension	Statement	Expectation Score (E)	Perception Score (P)	Gap Score P-E	Average for Dimension
Tangibles	1	5.89	4.04	-1.85	-1.99
	2	5.67	3.72	-1.95	
	3	5.93	3.61	-2.32	
	4	5.44	3.58	-1.86	
Reliability	5	6.05	3.47	-2.58	-2.94
	6	6.27	3.10	-3.17	
	7	6.10	3.07	-3.03	
	8	6.09	3.16	-2.93	
	9	6.06	3.04	-3.02	
Responsiveness	10	6.02	3.08	-2.94	-2.90
	11	6.03	3.23	-2.80	
	12	5.92	2.92	-3.00	
	13	5.91	3.04	-2.87	
Assurance	14	6.11	2.93	-3.18	-2.96
	15	6.01	3.29	-2.72	
	16	6.01	3.12	-2.99	
	17	6.06	3.09	-2.97	
Empathy	18	5.95	3.24	-2.71	-3.01
	19	5.86	2.78	-3.08	
	20	5.82	2.84	-2.98	
	21	5.96	2.58	-3.38	
	22	6.01	3.13	-2.88	
Unweighted Average SERVQUAL score:					- 2.78
Weighted Average SERVQUAL score:					- 55.69

Table 4.4.2: SERVQUAL Importance Weights

Features	Dimension	Points	Rank
1. The appearance of the banks physical facilities, equipment, personnel and communication materials.	Tangibles	17%	4
2. The bank's ability to perform the promised service dependably and accurately	Reliability	27%	1
3. The banks willingness to help customers and provide prompt service.	Responsiveness	22%	2
4. The knowledge and courtesy of the bank's employees and their ability to convey trust and confidence.	Assurance	18%	3
5. The caring individual attention the bank provides its customers.	Empathy	16%	5
Total:		100 %	

4.5 Description of dimensions - Tangibles

In this section, a detailed analysis of participants' expectation and perceptions towards each statement of the dimension 'Tangibles' will be provided.

Comparing peoples' expectations and perceptions regarding the modern looking equipment banks (E1 – P1)

Given that scores have been obtained for participants' expectations and perceptions on the statement regarding the modern looking equipment banks, a paired t-test was carried out to compare these responses. The results were highly significant (a p-value of 0.000 was obtained; see Appendices I, Table 3). In terms of agreement, as Table 4.5.1 shows, the mean score for participants' expectations regarding the modern looking equipment in the banks ($M = 5.89$, $SE = 0.094$) was significantly higher than the mean score of their perceptions ($M = 4.04$, $SE = 0.135$), $t(134) = 11.780$, $p < .001$ (2-tailed) (see Appendices I, Table 1; Table 3). The data indicate, therefore, that although participants expecting from their banks to have modern looking equipment, banks do not meet their clients' expectations.

Table 4.5.1 Paired samples statistics between expectations and perceptions for modern looking equipment

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for modern looking equipment	5.89	135	1.097	.094
Perception for modern looking equipment	4.04	135	1.571	.135

Comparing peoples' expectations and perceptions regarding the visual appealing of physical facilities (E2 – P2)

Given that scores have been obtained for participants' expectations and perceptions on the statement regarding the visual appealing of physical facilities within the banks, a paired t-test was carried out to compare these responses. The results were highly significant (a p-value of 0.000 was obtained; see Appendices I, Table 3). In terms of agreement, as Table 4.5.2 shows, the mean score for participants' expectations regarding the visual appealing of physical facilities in the banks ($M = 5.67$, $SE = 0.112$) was significantly higher than the mean score of their perceptions ($M = 3.72$, $SE = 0.146$), $t(134) = 11.440$, $p < .001$ (2-tailed) (Appendices I, Table 1; Table 3). The data indicate, therefore, that although participants expecting from their banks to have a visual appealing of their physical facilities, banks do not meet their clients' expectations.

Table 4.5.2 Paired samples statistics between expectations and perceptions for visual appealing of physical facilities

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for visual appealing of physical facilities	5.67	135	1.299	.112
Perception for visual appealing of physical facilities	3.72	135	1.700	.146

Comparing peoples' expectations and perceptions regarding the neat appealing of banks' employees (E3 – P3)

Given that scores have been obtained for participants' expectations and perceptions on the statement regarding the neat appealing of employees within the banks, a paired t-test was carried out to compare these responses. The results were highly significant (a p-value of 0.000 was obtained; see Appendices I, Table 3). In terms of agreement, as Table 4.5.3 shows, the mean score for participants' expectations regarding the neat appealing of employees in the banks (M = 5.93, SE = 0.096) was significantly higher than the mean score of their perceptions (M = 3.61, SE = 0.148), $t(134) = 13.684$, $p < .001$ (2-tailed) (Appendices I, Table 1; Table 3). The data indicate, therefore, that although participants expecting from the employees within the banks to have a neat appealing, the clients expectations are not fulfilled.

Table 4.5.3 Paired samples statistics between expectations and perceptions for neat appealing of banks' employees

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for neat appealing of banks' employees	5.93	135	1.117	.096
Perception for neat appealing of banks' employees	3.61	135	1.719	.148

Comparing peoples' expectations and perceptions regarding the visual appealing of materials associated with the service provided (E4 – P4)

Given that scores have been obtained for participants' expectations and perceptions on the statement regarding the visual appealing of materials associated with the service provided by the banks, a paired t-test was carried out to compare these responses. The results were highly significant (a p-value of 0.000 was obtained; see Appendices I, Table 3). In terms of agreement, as Table 4.5.4 the mean score for participants' expectations regarding the visual appealing of materials associated with the service provided by the banks (M = 5.44, SE = 0.108) was significantly higher than the mean score of their perceptions (M = 3.58, SE = 0.133), $t(134) = 11.440$, $p < .001$ (2-tailed) (Appendices I, Table 1; Table 3). The

data indicate, therefore, that although participants expecting from their banks to have a visual appealing of the materials associated with the service that is provided, banks do not meet their clients' expectations.

Table 4.5.4 *Paired samples statistics between expectations and perceptions for the visual appealing of materials*

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for the visual appealing of materials	5.44	135	1.256	.108
Perception for the visual appealing of materials	3.58	135	1.548	.133

4.6 Description of dimensions - Reliability

In this section, a detailed analysis of participants' expectation and perceptions towards each statement of the dimension 'Reliability' will be provided.

Comparing peoples' expectations and perceptions regarding banks' promises to perform services on time (E5 – P5)

Given that scores have been obtained for participants' expectations and perceptions on the statement regarding banks' promises to perform services on time, a paired t-test was carried out to compare these responses. The results were highly significant (a p-value of 0.000 was obtained; see Appendices I, Table 3). In terms of agreement, as Table 4.6.1 shows, the mean score for participants' expectations regarding banks' promises to perform services on time (M = 6.05, SE = 0.113) was significantly higher than the mean score of their perceptions (M = 3.47, SE = 0.123), $t(134) = 16.831$, $p < .001$ (2-tailed) (Appendices I, Table 1; Table 3). The data indicate, therefore, that although participants expecting from their banks to perform the services on time as they promise, it seems that banks do not perform the services on the promised time.

Table 4.6.1 *Paired samples statistics between expectations and perceptions regarding banks' promises to perform services on time*

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation regarding banks' promises to perform services on time	6.05	135	1.312	.113
Perception regarding banks' promises to perform services on time	3.47	135	1.424	.123

Comparing peoples' expectations and perceptions regarding banks' interest to solve customers' problems (E6 – P6)

Given that scores have been obtained for participants' expectations and perceptions on the statement regarding banks' interest to solve customers' problems, a paired t-test was carried out to compare these responses. The results were highly significant (a p-value of 0.000 was obtained; see Appendices I, Table 3). In terms of agreement, as Table 4.6.2 shows, the mean score for participants' expectations regarding banks' interest to solve customers' problems (M = 6.27, SE = 0.086) was significantly higher than the mean score of their perceptions (M = 3.10, SE = 0.134), $t(134) = 19.482$, $p < .001$ (2-tailed) (Appendices I, Table 1; Table 3). The data indicate, therefore, that although participants expecting from their banks to show interest on them when they have problem, it seems that banks do not meet their clients' expectation when they need them.

Table 4.6.2 Paired samples statistics between expectations and perceptions for banks' interest to solve customers' problems

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for banks' interest to solve customers' problems	6.27	135	1.003	.086
Perception for banks' interest to solve customers' problems	3.10	135	1.551	.134

Comparing peoples' expectations and perceptions regarding banks' ability to perform services right the first time (E7 – P7)

Given that scores have been obtained for participants' expectations and perceptions on the statement regarding banks' ability to perform services right the first time, a paired t-test was carried out to compare these responses. The results were highly significant (a p-value of 0.000 was obtained; see Appendices I, Table 3). In terms of agreement, as Table 4.6.3 shows, the mean score for participants' expectations regarding banks' ability to perform services right the first time (M = 6.10, SE = 0.092) was significantly higher than the mean score of their perceptions (M = 3.07, SE = 0.120), $t(134) = 21.847$, $p < .001$ (2-tailed) (Appendices I, Table 1; Table 3).

Table 4.6.3 Paired samples statistics between expectations and perceptions for banks' ability to perform services right the first time

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for banks' ability to perform services right the first time	6.10	135	1.071	.092
Perception for banks' ability to perform services right the first time	3.07	135	1.389	.120

The data indicate, therefore, that although participants expecting from their banks to perform services right the first time, it appears that banks are unable to perform services right the first time.

Comparing peoples’ expectations and perceptions regarding banks’ ability to perform services at the time the promise to do so (E8 – P8)

Given that scores have been obtained for participants’ expectations and perceptions on the statement regarding banks’ ability to perform services at the time the promise to do so, a paired t-test was carried out to compare these responses. The results were highly significant (a p-value of 0.000 was obtained; see Appendices Table 3). In terms of agreement, as Table 4.6.4 shows, the mean score for participants’ expectations regarding banks’ ability to perform services at the time the promise to do so (M = 6.09, SE = 0.086) was significantly higher than the mean score of their perceptions (M = 3.16, SE = 0.108), $t(134) = 22.825$, $p < .001$ (2-tailed) (Appendices I, Table 1; Table 3). The data indicate, therefore, that although participants expecting from their banks to perform services at the time the promise to do so, it appears that banks are unable to perform services at the time the promise to do so.

Table 4.6.4 *Paired samples statistics between expectations and perceptions for banks’ ability to perform services at the time the promise to do so*

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for banks’ ability to perform services at the time the promise to do so	6.09	135	.996	.086
Perception for banks’ ability to perform services at the time the promise to do so	3.16	135	1.259	.108

Comparing peoples’ expectations and perceptions regarding banks’ ability to insist on error free records (E9 – P9)

Given that scores have been obtained for participants’ expectations and perceptions on the statement regarding banks’ ability to insist on error free records, a paired t-test was carried out to compare these responses. The results were highly significant (a p-value of 0.000 was obtained; see Appendices I, Table 3). In terms of agreement, as Table 4.6.5 shows, the mean score for participants’ expectations regarding banks’ ability to insist on error free records (M = 6.06, SE = 0.093) was significantly higher than the mean score of their perceptions (M = 3.04, SE = 0.134), $t(134) = 20.506$, $p < .001$ (2-tailed) (Appendices I, Table 1; Table 3). The data indicate, therefore, that although participants expecting from their banks to insist on error free records, it seems that banks are unable to fulfil their clients’ expectations.

Table 4.6.5 Paired samples statistics between expectations and perceptions for banks' ability to insist on error free records

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for banks' ability to insist on error free records	6.06	135	1.084	.093
Perception banks' ability to insist on error free records	3.04	135	1.562	.134

4.7. Description of dimensions – Responsiveness

In this section, a detailed analysis of participants' expectation and perceptions towards each statement of the dimension 'Responsiveness' will be provided.

Comparing peoples' expectations and perceptions regarding employees' responsiveness to inform customers when services will be performed (E10 – P10)

Given that scores have been obtained for participants' expectations and perceptions on the statement regarding employees' responsiveness to inform customers when services will be performed, a paired t-test was carried out to compare these responses. The results were highly significant (a p-value of 0.000 was obtained; see Appendices I, Table 3). In terms of agreement, as Table 4.7.1 shows, the mean score for participants' expectations regarding employees' responsiveness to inform customers when services will be performed ($M = 6.02$, $SE = 0.102$) was significantly higher than the mean score of their perceptions ($M = 3.08$, $SE = 0.128$), $t(134) = 18.996$, $p < .001$ (2-tailed) (Appendices I, Table 1; Table 3). The data indicate, therefore, that although participants expecting from employees to inform them when services will be performed, it seems that employees are unable to fulfil their clients' expectations.

Table 4.7.1 Paired samples statistics between expectations and perceptions for employees' responsiveness to inform customers when services will be performed

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for employees' responsiveness to inform customers when services will be performed	6.02	135	1.187	.102
Perception for employees' responsiveness to inform customers when services will be performed	3.08	135	1.481	.128

Comparing peoples' expectations and perceptions regarding employees' responsiveness to give prompt service to customers (E11 – P11)

Given that scores have been obtained for participants' expectations and perceptions on the statement regarding employees' responsiveness to give prompt service to customers, a

paired t-test was carried out to compare these responses. The results were highly significant (a p-value of 0.000 was obtained; see Appendices I, Table 3). In terms of agreement, as Table 4.7.2 shows, the mean score for participants' expectations regarding employees' responsiveness to give prompt service to customers (M = 6.03, SE = 0.097) was significantly higher than the mean score of their perceptions (M = 3.23, SE = 0.121), $t(134) = 18.518$, $p < .001$ (2-tailed) (Appendices I, Table 1; Table 3). The data indicate, therefore, that although participants expecting from employees to give prompt service, it seems that employees are unable to fulfil their clients' expectations.

Table 4.7.2 *Paired samples statistics between expectations and perceptions for employees' responsiveness to give prompt service to customers*

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for employees' responsiveness to give prompt service to customers	6.03	135	1.126	.097
Perception for employees' responsiveness to give prompt service to customers	3.23	135	1.409	.121

Comparing peoples' expectations and perceptions regarding employees' willingness to help their customers (E12 – P12)

Since scores have been obtained for both participants' expectations and perceptions on the statement regarding employees' willingness to help their customers, a paired t-test was carried out to compare these responses. The results were highly significant (a p-value of 0.000 was obtained; see Appendices I, Table 4). In terms of agreement, as Table 4.7.3 shows, the mean score for participants' expectations (M = 5.92, SE = 0.096) was significantly higher than the mean score of their perceptions (M = 2.92, SE = 0.136), $t(134) = 20.432$, $p < .001$ (2-tailed) (Appendices I, Table 4; Table 6). The data indicate, therefore, that although participants wish employees to have a willingness to help them, this is not happening in reality.

Table 4.7.3 *Paired samples statistics between expectations and perceptions for employees' willingness to help their customers*

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for employees' willingness to help their customers	5.92	135	1.113	.096
Perception for employees' willingness to help their customers	2.92	135	1.584	.136

Comparing peoples' expectations and perceptions with regard to employees' availability to respond to customers' requests (E13 – P13)

Since scores have been obtained for both participants' expectations and perceptions on the statement regarding employees' availability to respond to customers' requests, a paired t-test was carried out to compare these responses. The results were highly significant (a p-value of 0.000 was obtained; see Appendices I, Table 4). In terms of agreement, as Table 4.7.4 shows, the mean score for participants' expectations (M = 5.91, SE = 0.087) was significantly higher than the mean score of their perceptions (M = 3.04, SE = 0.124), $t(134) = 17.777$, $p < .001$ (2-tailed) (Appendices I, Table 4; Table 6). The data indicate, therefore, that although participants expecting the employees to be always available to respond to their requests, it seems that employees are unable to respond to their clients' requests immediately.

Table 4.7.4 *Paired samples statistics between expectations and perceptions for employees' availability to respond to customers' requests (E13 – P13)*

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for employees' availability to respond to customers' requests	5.91	135	1.011	.087
Perception for employees' availability to respond to customers' requests	3.04	135	1.442	.124

4.8. Description of dimensions – Assurance

In this section, a detailed analysis of participants' expectation and perceptions towards each statement of the dimension 'Assurance' will be provided.

Comparing peoples' expectations and perceptions with regard to employees' behaviour to instil confidence to customers (E14 – P14)

Since scores have been obtained for both participants' expectations and perceptions on the statement regarding employees' behaviour to instil confidence to customers, a paired t-test was carried out to compare these responses. The results were highly significant since a p-value of 0.000 was obtained (see Appendices I, Table 4). In terms of agreement, as Table 4.8.1 shows, the mean score for participants' expectations (M = 6.11, SE = 0.085) was significantly higher than the mean score of their perceptions (M = 2.93, SE = 0.128), $t(134) = 23.499$, $p < .001$ (2-tailed) (Appendices I, Table 4; Table 6).

Table 4.8.1 *Paired samples statistics between expectations and perceptions for employees' behaviour to instil confidence to customers (E14 – P14)*

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for employees' behaviour to instil confidence	6.11	135	.982	.085
Perception for employees' behaviour to instil confidence	2.93	135	1.489	.128

The data indicate, therefore, that although participants expecting from the employees' behaviour to instil confidence to them, this is not happening in reality.

Comparing peoples' expectations and perceptions with regard to customers' feeling of secure transactions (E15 – P15)

Since scores have been obtained for both participants' expectations and perceptions on the statement regarding customers' feeling of secure transactions, a paired t-test was carried out to compare these responses. The results were highly significant since a p-value of 0.000 was obtained (see Appendices I, Table 4). In terms of agreement, as Table 4.8.2 shows, the mean score for participants' expectations (M = 6.01, SE = 0.093) was significantly higher than the mean score of their perceptions (M = 3.29, SE = 0.118), $t(134) = 19.078$, $p < .001$ (2-tailed) (Appendices I, Table 4; Table 6). The data indicates, therefore, that obviously, customers want to feel secure with their transaction. However, it seems that customers do not feel particularly safe with their transactions, and thus, once again banks fail to fulfil their clients' desires.

Table 4.8.2 Paired samples statistics between expectations and perceptions for customers' feeling of secure transactions (E15 – P15)

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for customers' feeling of secure transactions	6.01	135	1.082	.093
Perception for customers' feeling of secure transactions	3.29	135	1.371	.118

Comparing peoples' expectations and perceptions regarding employees' ability to be consistently courteous with customers (E16 – P16)

Since scores have been obtained for both participants' expectations and perceptions on the statement regarding employees' ability to be consistently courteous with customers, a paired t-test was carried out to compare these responses. The results were highly significant since a p-value of 0.000 was obtained (see Appendices I, Table 4). In terms of agreement, as Table 4.8.3 shows, the mean score for participants' expectations (M = 6.01, SE = 0.090) was significantly higher than the mean score of their perceptions (M = 3.12, SE = 0.131), $t(134) = 20.573$, $p < .001$ (2-tailed) (Appendices I, Table 4; Table 6). Therefore, the data specify that although customers want the employees to be consistently courteous with them, in reality, employees lack of such ability.

Table 4.8.3 *Paired samples statistics between expectations and perceptions for employees' ability to be consistently courteous with customers (E16– P16)*

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for employees' ability to be consistently courteous with customers	6.01	135	1.051	.090
Perception for employees' ability to be consistently courteous with customers	3.12	135	1.526	.131

Comparing peoples' expectations and perceptions regarding employees' appropriate knowledge to answer customers' questions (E17 – P17)

Since scores have been obtained for both participants' expectations and perceptions on the statement regarding employees' appropriate knowledge to answer customers' questions, a paired t-test was carried out to compare these responses. The results were highly significant since a p-value of 0.000 was obtained (see Appendices I, Table 4). In terms of agreement, as Table 4.8.4 shows, the mean score for participants' expectations (M = 6.06, SE = 0.090) was significantly higher than the mean score of their perceptions (M = 3.09, SE = 0.121), $t(134) = 22.622$, $p < .001$ (2-tailed) (Appendices I, Table 4; Table 6). Therefore, the data specify that although customers expecting from the employees to have the proper knowledge to answer their questions, it seems that employees do not fulfil their clients' expectations.

Table 4.8.4 *Paired samples statistics between expectations and perceptions for employees' ability to be consistently courteous with customers (E17– P17)*

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for employees' ability to be consistently courteous with customers	6.06	135	1.042	.090
Perception for employees' ability to be consistently courteous with customers	3.09	135	1.406	.121

4.9. Description of dimensions – Empathy

In this section, a detailed analysis of participants' expectation and perceptions towards each statement of the dimension 'Empathy' will be provided.

Comparing peoples' expectations and perceptions regarding banks ability for individual customers' attention (E18 – P18)

Since scores have been obtained for both participants' expectations and perceptions on the statement regarding banks ability for individual customers' attention, a paired t-test was carried out to compare these responses. Once again, the results were highly significant since a p-value of 0.000 was obtained (see Appendices I, Table 4). In terms of agreement,

as Table 4.9.1 shows, the mean score for participants' expectations regarding banks ability to offer individual customers' attention ($M = 5.95$, $SE = 0.085$) was significantly higher than the mean score of their perceptions ($M = 3.24$, $SE = 0.112$), $t(134) = 20.521$, $p < .001$ (2-tailed) (Appendices I, Table 4; Table 6). The data indicate, therefore, that although participants expecting from their banks to provide individual attention to them, it seems that banks do not provide the proper individual attention to their clients.

Table 4.9.1 Paired samples statistics between expectations and perceptions for banks ability for individual customers' attention (E18 – P18).

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for banks ability for individual attention	5.95	135	.987	.085
Perception for banks ability for individual attention	3.24	135	1.306	.112

Comparing peoples' expectations and perceptions with regard to the banks' operating (openings) hours (E19 – P19)

Since scores have been also obtained for both participants' expectations and perceptions on the statement regarding banks openings hours, a paired t-test was carried out to compare these responses. The results were highly significant since a p-value of 0.000 was obtained (see Appendices I, Table 4). In terms of agreement, as Table 4.9.2 shows, the mean score for participants' expectations ($M = 5.86$, $SE = 0.101$) was significantly higher than the mean score of their perceptions ($M = 2.78$, $SE = 0.139$), $t(134) = 18.496$, $p < .001$ (2-tailed) (Appendices I, Table 4; Table 6). Consequently, the data indicate banks' operating hours are not convenient for participants, who asked from the banks to extend their operating hours.

Table 4.9.2 Paired samples statistics between expectations and perceptions for banks' operating hours (E19– P19)

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for banks' operating hours	5.86	135	1.173	.101
Perception for banks' operating hours	2.78	135	1.615	.139

Comparing peoples' expectations and perceptions with regard to banks' prospect to have employees who give customers personal attention (E20 – P20)

Since scores have been obtained for both participants' expectations and perceptions on the statement regarding banks' prospect to have employees who give customers personal attention, a paired t-test was carried out to compare these responses. The results were highly significant since a p-value of 0.000 was obtained (see Appendices I, Table 4). In

terms of agreement, as Table 4.9.3 shows, the mean score for participants' expectations ($M = 5.82$, $SE = 0.110$) was significantly higher than the mean score of their perceptions ($M = 2.84$, $SE = 0.143$), $t(134) = 16.615$, $p < .001$ (2-tailed) (Appendices I, Table 4; Table 6). Thus, according to the results, although participants expecting from their banks to have employees who give personal attention to them, once again the data show that banks are unable to fulfil their clients' expectations.

Table 4.9.3 Paired samples statistics between expectations and perceptions for banks' prospect to have employees who give customers personal attention (E20– P20)

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for banks' prospect to have employees who give customers personal attention	5.82	135	1.275	.110
Perception for banks' prospect to have employees who give customers personal attention	2.84	135	1.663	.143

Comparing peoples' expectations and perceptions with regard to banks' primary focus on customers' best interests at heart (E21 – P21)

Since scores have been obtained for both participants' expectations and perceptions on the statement regarding banks' primary focus on customers' best interests at heart, a paired t-test was carried out to compare these responses, and the results were highly significant since a p-value of 0.000 was obtained (see Appendices I, Table 4). In terms of agreement, as Table 4.9.4 shows, the mean score for participants' expectations ($M = 5.96$, $SE = 0.097$) was significantly higher than the mean score of their perceptions ($M = 2.58$, $SE = 0.120$), $t(134) = 22.610$, $p < .001$ (2-tailed) (Appendices I, Table 4; Table 6). Thus, according to the results, from participants' point of view, unfortunately banks' primarily focus is not on the best interest of their clients, despite their expectation.

Table 4.9.4 Paired samples statistics between expectations and perceptions for banks' primary focus on customers' best interests at heart (E21– P21)

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for banks' primary focus on customers' best interests at heart	5.96	135	1.132	.097
Perception for banks' primary focus on customers' best interests at heart	2.58	135	1.390	.120

Comparing peoples' expectations and perceptions with regard to employees' ability to show empathy and understand their clients' needs (E22 – P22)

Finally, once scores have been obtained for both participants' expectations and perceptions on the statement regarding employees' ability to show empathy and understand their

clients' needs, a paired t-test was carried out to compare these responses, and the results were highly significant since a p-value of 0.000 was obtained (see Appendices I, Table 4). In terms of agreement, as Table 4.9.5 shows, the mean score for participants' expectations (M = 6.01, SE = 0.085) was significantly higher than the mean score of their perceptions (M = 3.13, SE = 0.113), $t(134) = 21.881$, $p < .001$ (2-tailed) (Appendices I, Table 4; Table 6). Thus, according to the results, from participants' point of view, unfortunately banks' employees are unable to show empathy and understand their specific needs, despite their expectation.

Table 4.9.5 Paired samples statistics between expectations and perceptions for employees' ability to understand their clients' needs (E22– P22)

Agreement	Mean	N	Std. Deviation	Std. Error Mean
Expectation for employees' ability to understand their clients' needs	6.01	135	.992	.085
Perception for employees' ability to understand their clients' needs	3.13	135	1.313	.113

4.10. Significant Relationships between Demographic Variables (age-group and bank's branch¹) towards the several Perceptions' and expectations' statements

4.10.1 Age group

A significant association was found between the participants' age group and their perceptions towards employees willingness to help them within the banks, $\chi^2(30) = 47.067$, $p < .05$ (see Appendices I, Table 7). The proportion of participants aged 31-40 years appeared to perceive negatively the employees' willingness to help them within the banks more than the other aged groups.

In addition, there was a significant association between the age group and participants' perception regarding employees' ability to be consistently courteous with customers $\chi^2(30) = 48.702$, $p < .05$ (see Appendices I, Table 8). As the findings revealed, once again, the proportion of participants aged between 31-40 years old appeared to value more negative the employees' ability to be consistently courteous with clients than the other age groups.

Significant associations were also registered among the age groups of the participants and the statement that is related with banks ability to give individual attention to customers, χ^2

¹The absence of the Variable Gender is justified, since no significant relationships were found between the gender of participants and the several expectation and perception statements.

(30) = 47.252, $p < .05$ (see Appendices I, Table 9). Once again, the proportion of participants aged 31-40 years appeared to perceive more negative the banks' ability to give individual attention to customers more than the other aged groups, and thus, banks fail to fulfil the expectation of this particular age-group more than the other age-groups.

4.10.2 Branch

A significant association was found between the participants' bank branch and their expectation with regard to the banks' interest to solve customers' problems, $\chi^2(25) = 41.925$, $p < .05$ (see Appendices I, Table 10). As the data revealed, it seems that the customers of 'Bank of Cyprus' expecting from their bank to show a sincere interest in solving customers' problem more than the clients of other banks.

A significant association was found between the participants' bank branch and their expectation regarding employees' responsiveness to inform customers when services will be performed, $\chi^2(30) = 48.564$, $p < .05$ (see Appendices I, Table 11). As the data revealed, it seems that the customers of 'Bank of Cyprus' expecting from the employees of the particular bank to show responsiveness to inform customers when services will be performed more than the clients of other banks.

In addition, there was a significant association between participants' bank branch and their expectation regarding employees' availability to respond to customers' requests, $\chi^2(25) = 49.335$, $p < .05$ (see Appendices I, Table 12). As the findings revealed, once again, it seems that the customers of 'Bank of Cyprus' expecting from the employees of their particular bank to be available to respond to customers' requests more than the clients of other banks.

As these data revealed, the participants who are clients of 'Bank of Cyprus' are expecting more from the particular bank, as well as more responsiveness and interest on behalf of its employees

4.11. Statements received the most negative scores

Since we have the gap scores for each statement, it will be interesting to find which statement from each dimension separately received the most negative score (see Table 4.11.1 below).

The five items that received the most negative score (one item from each dimension respectively) will be presented from the highest to the lowest gap score.

With regard to the dimension ‘Empathy’, the statement 21 ‘The bank has your best interests at heart’ received the lowest gap score within the particular dimension (-3.38). This particular statement received the highest gap score among all the statements (rank 1), which means that Cypriot banks fall short of expectations regarding their primary focus on customers’ best interests at heart.

With regard to the dimension ‘Assurance’, the statement 14 ‘the behaviour of employees in the bank instils confidence in you’ received the highest gap score within the particular dimension (-3.18; rank 2).

With regard to the dimension ‘Reliability’, the statement 6 ‘When you have a problem, the bank shows a sincere interest in solving it’ received the highest gap score within the particular dimension (-3.17; rank 3).

Table 4.11.1: *Gap scores among Perceptions and Expectation in several statements.*

Dimension	Statement	Gap Score P-E	Rank among each dimension	Rank among all dimensions (negative)
Tangibles	1	-1.85	4	5
	2	-1.95	2	
	3	-2.32	1	
	4	-1.86	3	
Reliability	5	-2.58	6	3
	6	-3.17	1	
	7	-3.03	2	
	8	-2.93	4	
	9	-3.02	3	
Responsiveness	10	-2.94	2	4
	11	-2.80	4	
	12	-3.00	1	
	13	-2.87	3	
Assurance	14	-3.18	1	2
	15	-2.72	4	
	16	-2.99	2	
	17	-2.97	3	
Empathy	18	-2.71	5	1
	19	-3.08	2	
	20	-2.98	3	
	21	-3.38	1	
	22	-2.88	4	

With regard to the dimension ‘Responsiveness’, the statement 12 ‘Employees in the bank are always willing to help you’ received the highest gap score within the particular dimension (-3.00; rank 4).

With regard to the dimension ‘Tangibles’, the statement 3 ‘The bank's reception desk employees are neat appearing’ received the highest gap score within the particular dimension (-2.32; rank 5).

4.12. Statements received the most positive scores

Since we have the gap scores for each statement, it will be also interesting to find which statement from each dimension respectively received the most positive score (see Table 4.12.1 below). The five items that received the most positive scores (one item from each dimension respectively) will be presented from the lowest to the highest gap score.

With regard to the dimension ‘Tangibles’, the statement 1 ‘The bank has modern looking equipment’ received the lowest gap score within the particular dimension (-1.85). This particular statement received the lowest gap score among all the statements (rank 1), which means that customers’ expectations are closed to their perceptions regarding the modern looking equipment within Cypriot banks.

Table 4.12.1: *Gap scores among Perceptions and Expectation in several statements.*

Dimension	Statement	Gap Score P-E	Rank among each dimension	Rank among all dimensions (positive)
Tangibles	1	-1.85	1	1
	2	-1.95	3	
	3	-2.32	4	
	4	-1.86	2	
Reliability	5	-2.58	1	2
	6	-3.17	5	
	7	-3.03	4	
	8	-2.93	2	
	9	-3.02	3	
Responsiveness	10	-2.94	3	
	11	-2.80	1	5
	12	-3.00	4	
Assurance	13	-2.87	2	
	14	-3.18	4	
	15	-2.72	1	4
	16	-2.99	3	
Empathy	17	-2.97	2	
	18	-2.71	1	3
	19	-3.08	4	
	20	-2.98	3	
	21	-3.38	5	
	22	-2.88	2	

With regard to the dimension 'Reliability', the statement 5 'When the bank promises to do something by a certain time, it does so' received the lowest gap score within the particular dimension (-2.58; rank 2).

With regard to the dimension 'Empathy', the statement 18 'The bank gives you individual attention' received the lowest gap score within the particular dimension (-2.71; rank 3).

With regard to the dimension 'Assurance', the statement 15 'You feel safe in your transactions with the bank' received the lowest gap score within the particular dimension (-2.72; rank 4).

With regard to the dimension 'Responsiveness', the statement 11 'Employees in the bank give you prompt service' received the lowest gap score within the particular dimension (-2.80; rank 5).

CHAPTER 5: DISCUSSION AND CONCLUSION

5.1 Introduction

Various strategies have been formulated to retain the customers in the bank industry. Among them, one key strategy is to increase the service quality level of the organisation. Therefore, knowledge on the current situation of the service quality level is essential, in order to maintain, and increase, if it is needed, the level of service quality.

The focus of this study was on the identification of the situation of the service quality within Cypriot banks, from customers' point of view. In the light of previous literature in the field, different aspects were cross-examined through a questionnaire survey with the use of the SERVQUAL scale.

The use of SERVQUAL for examining service quality is vital, as well as "one way" road. As Asubonteng, McCleary and Swan summed up in their study in 1996, "until a better but equally simple model emerges, SERVQUAL will predominate as a service quality measure" (p.68).

Nevertheless, the study was carried out in Cyprus. The questionnaire was issued to 135 customers of Cypriot banks representing all of the five districts of Cyprus. Key factors, including gender, age group, and branch were examined in the analysis of the data. Within the following sections, the research question and the aims of this study are justified.

5.2 Are there significant differences between Cypriot Customers perceptions and expectations from their banks?

Unfortunately, the particular study showed that there are significant differences between Cypriot customers' perceptions and expectations from their banks' service quality.

In general, it seems that Cypriot banks' quality products and services do not meet their customers' needs, and therefore, perceptions do not exceed customers' expectations.

5.2.1 *Interpretation of the five dimensions among customers of Cypriot banks*

Tangibles dimension

As it was explained earlier, the particular dimension is related with the banks' facilities. Although this dimension has received the lowest gap score among all the five dimensions, yet, the gap between perceptions and expectations is considered crucial. Nevertheless, although clients expecting from their banks to have modern looking equipment, Cypriot banks do not meet their clients' expectations.

Also, although Cypriot customers expecting from the employees within the banks to have a neat appealing, the clients expectations are not fulfilled.

Finally, customers asked from Cypriot banks to have a better visual appealing of the physical facilities as well as with the materials associated with the service that is provided.

Reliability dimension

A large gap among expectations and perceptions was also assigned for reliability dimension. This simply means that customers are very sensitive to how reliable are the banks in providing good quality services to them. Customers asked for a more reliable performance of a service in the promised time.

Customers also asked from their banks to show more interest on them when they have problem. In addition, clients expecting from their banks to perform services right the first time; still the banks operating in Cyprus are unable to perform services right the first time.

Finally, customers expecting from their banks to insist on error free records; however, banks are unable to fulfil their clients' expectations.

Responsiveness dimension

With regard to the particular dimension, a large gap of 2.90 was assigned among customers' perceptions and expectation. In other words, customers asked from their banks to be more responsible regarding the quality of service they offer. For instance, although participants expecting from employees to inform them when services will be performed, it seems that employees are unable to fulfil their clients' expectations.

Participants also, asked from the banks to give more prompt service, to be more willing to help them, as well as to be available to respond to their requests the quickest the possible.

Assurance dimension

The results of the study indicates that customers are very sensitive on how assuring a bank is in providing good and quality services to them. Items belonging to the particular dimension are all related to employees' attitudes and behaviours. Nevertheless, in our case, participants asked from the banks' employees' to have the proper behaviour and knowledge so as to instil confidence to them.

In addition, customers want the banks' employees to be consistently courteous with them; yet Cypriot banks' staff lack of such ability.

The most crucial is the fact that customers asked from the banks to take the necessary steps and actions, so as to make their services and transactions safer, since it is obvious that customers want to feel secure with their transaction.

Empathy dimension

The study showed that the particular dimension was the most problematic, since it assigned the highest gap score among all the dimensions. This gap perhaps is based on the fact that Cypriot banks do not provide the proper individual attention to their clients.

Also, the participants asked from the banks to extend the operating hours, since the operating bank hours in Cyprus is from Monday to Friday, 8:30-13:30. Most of the people are working during these hours and are unable to visit the banks and perform their transactions.

From participants' point of view, unfortunately banks' primarily focus is not on the best interest of their clients, and also, banks' employees are unable to show empathy and understand their specific needs

5.2.2 Dimensions received the highest negative and highest positive scores

SERVQUAL scores for all items beard negative signs meaning that expectations were greater than performance, then perceived quality was less than satisfactory and a service quality gap materializes. In other words, Cypriot banks fall short of expectations.

Based on the quality dimensions, 'Empathy' dimension had the highest negative SERVQUAL score. In other words, compared with other factors, satisfactory level of empathic behaviour was lower.

In regards to the service quality improvements, the most important dimension to which highest rating was assigned is 'Reliability'. In this respect, compared with other factors, satisfactory level of reliability towards banks was higher.

5.2.3 Statements received the highest negative scores among each dimension

With regard to the dimension 'Empathy', the statement 'The bank has your best interests at heart' received the lowest gap score within the particular dimension. This particular statement received the highest gap score among all the statements, which means that Cypriot banks fall short of expectations regarding their primary focus on customers' best interests at heart.

With regard to the dimension ‘Assurance’, the statement ‘the behaviour of employees in the bank instils confidence in you’ received the highest gap score within the particular dimension.

With regard to the dimension ‘Reliability’, the statement ‘When you have a problem, the bank shows a sincere interest in solving it’ received the highest gap score within the particular dimension.

With regard to the dimension ‘Responsiveness’, the statement ‘Employees in the bank are always willing to help you’ received the highest gap score within the particular dimension.

Finally, regarding the dimension ‘Tangibles’, the statement ‘The bank's reception desk employees are neat appearing’ received the highest gap score within the particular dimension.

5.2.4 Statements received the highest positive scores

With regard to the dimension ‘Tangibles’, the statement ‘the bank has modern looking equipment’ received the lowest gap score within the particular dimension. This particular statement received the lowest gap score among all the statements, which means that customers’ expectations are closed to their perceptions regarding the modern looking equipment within Cypriot banks.

With regard to the dimension ‘Reliability’, the statement ‘When the bank promises to do something by a certain time, it does so’ received the lowest gap score within the particular dimension.

With regard to the dimension ‘Empathy’, the statement ‘The bank gives you individual attention’ received the lowest gap score within the particular dimension.

With regard to the dimension ‘Assurance’, the statement ‘You feel safe in your transactions with the bank’ received the lowest gap score within the particular dimension.

Finally, with regard to the dimension ‘Responsiveness’, the statement ‘Employees in the bank give you prompt service’ received the lowest gap score within the particular dimension.

5.3 Are there significant relationships between participants’ demographic variables towards their several perceptions’ and expectations’ statements?

The particular study also showed that there are significant differences between participants’ demographic variables towards their several perceptions’ and expectations’ statements.

Especially, differences were observed between the participants' age-group as well as their bank branch. It should be noted here that no differences were observed between participants' gender and their several perceptions' and expectations' statements.

Nevertheless, regarding the participants' age group towards particular perception statements, the proportion of participants aged 31-40 years appeared to perceive negatively the employees' willingness to help them within the banks more than the other aged groups.

Also, the proportion of participants aged between 31-40 years old appeared to value more negative the employees' ability to be consistently courteous with clients than the other age groups.

Finally, the proportion of participants aged 31-40 years appeared to perceive more negative the banks' ability to give individual attention to customers more than the other aged groups, and thus, banks fail to fulfil the expectation of this particular age-group more than the other age-groups.

Thus, based on the results, it can be argued that in general, Cypriot banks fail to fulfil the expectations of this particular age-group more than the other age-groups.

On the other hand, with regard to the type of the bank branch of the participants towards particular perception statements, it appears that customers of the 'Bank of Cyprus' branch expecting more from this particular bank, in relation to the customers' expectation from other banks branch.

Particularly, customers of the 'Bank of Cyprus' expecting from their bank to show a sincere interest in solving customers' problem more than the clients of other banks.

Also, customers of 'Bank of Cyprus' expecting from the employees of the particular bank to show responsiveness to inform customers when services will be performed more than the clients of other banks.

Finally, customers of the particular bank expecting from its employees to be available to respond to customers' requests more than the clients of other banks. Thus, it can be argued that customers of the "Bank of Cyprus" are also expecting more responsiveness and interest on behalf of its employees

5.4 Concluding Remarks

The purpose of the current study was neither to develop a new research instruments nor neither to test existing theory. The particular study has attempted to present the findings by observing customers expectations and perceptions regarding the service quality that is provided by the Cypriot banks. The service quality gaps have indicated that Cypriot banks were failing to meet customers' expectations. Furthermore, the analysis of the findings indicates that the service provider gaps must be reduced. The use of SERVQUAL scale can be defined as an important step to minimise service provider gaps by measuring customers' expectations and communicating their perceptions. As soon as Cypriot banks do not fully understand the needs of their clients, they will not be able to meet or exceed their needs.

The findings are in line with the studies carried out by Schneider and Bowen in 1985, and Bitner, Booms and Mohr in 1994, where, despite the fact that these studies were conducted several years ago, yet, customers assigned common perceptions with regard to the level of service quality offered by an organization with the participants of the current dissertation. Therefore, the study highlights the importance for a public sector organization, such as a bank, to perform a questionnaire survey, in order to convey costumers' opinions and observe their behaviours so as to identify areas for improvements.

In this particular study, all the dimensions showed a gap between perceived service and expected service; the larger the gap is, the more serious the service quality shortfall will be. The banks operating in Cyprus need to make crucial improvements in all dimensions in order to close the gaps in the quality of their service, and this could lead to an increase of customers' satisfaction.

When customers are not satisfied with an offered service, this may be due to the poor interaction among the service provider and the consumer, or may be based to the fact that customers are becoming more and more demanding, due to the globalisation, and according to Douglas and Connor (2003), "this does not tolerate any shortfalls in the quality of services" (p.165-166).

Therefore, it is vital for the banks in Cyprus to know how customers evaluate the quality of service provided, and what they must do in order to measure and improve the quality of service. The continually improvement of the quality of service provided to the customers is considered essential, in order to exceed customers' expectations.

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APPENDICES I

Table 1: *Pair samples statistics for Questions E1-E11, P1-P11.*

		Paired Samples Statistics			
		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	E1	5.89	135	1.097	.094
	P1	4.04	135	1.571	.135
Pair 2	E2	5.67	135	1.299	.112
	P2	3.72	135	1.700	.146
Pair 3	E3	5.93	135	1.117	.096
	P3	3.61	135	1.719	.148
Pair 4	E4	5.44	135	1.256	.108
	P4	3.58	135	1.548	.133
Pair 5	E5	6.05	135	1.312	.113
	P5	3.47	135	1.424	.123
Pair 6	E6	6.27	135	1.003	.086
	P6	3.10	135	1.551	.134
Pair 7	E7	6.10	135	1.071	.092
	P7	3.07	135	1.389	.120
Pair 8	E8	6.09	135	.996	.086
	P8	3.16	135	1.259	.108
Pair 9	E9	6.06	135	1.084	.093
	P9	3.04	135	1.562	.134
Pair 10	E10	6.02	135	1.187	.102
	P10	3.08	135	1.481	.128
Pair 11	E11	6.03	135	1.126	.097
	P11	3.23	135	1.409	.121

Table 2: *Pair samples correlations for Questions E1-E11, P1-P11.*

		Paired Samples Correlations		
		N	Correlation	Sig.
Pair 1	E1 & P1	135	.098	.260
Pair 2	E2 & P2	135	.150	.083
Pair 3	E3 & P3	135	.086	.323
Pair 4	E4 & P4	135	.097	.262
Pair 5	E5 & P5	135	.151	.081
Pair 6	E6 & P6	135	-.052	.549
Pair 7	E7 & P7	135	.161	.062
Pair 8	E8 & P8	135	.143	.098
Pair 9	E9 & P9	135	.201	.019
Pair 10	E10 & P10	135	.105	.225
Pair 11	E11 & P11	135	.052	.548

Table 3: *Pair samples Test for Questions E1-E11, P1-P11.*

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	E1 - P1	1.852	1.826	.157	1.541	2.163	11.780	134	.000
Pair 2	E2 - P2	1.948	1.979	.170	1.611	2.285	11.440	134	.000
Pair 3	E3 - P3	2.319	1.969	.169	1.983	2.654	13.684	134	.000
Pair 4	E4 - P4	1.867	1.896	.163	1.544	2.189	11.440	134	.000
Pair 5	E5 - P5	2.585	1.785	.154	2.281	2.889	16.831	134	.000
Pair 6	E6 - P6	3.170	1.891	.163	2.849	3.492	19.482	134	.000
Pair 7	E7 - P7	3.030	1.611	.139	2.755	3.304	21.847	134	.000
Pair 8	E8 - P8	2.926	1.489	.128	2.672	3.179	22.825	134	.000
Pair 9	E9 - P9	3.022	1.712	.147	2.731	3.314	20.506	134	.000
Pair 10	E10 - P10	2.941	1.799	.155	2.635	3.247	18.996	134	.000
Pair 11	E11 - P11	2.800	1.757	.151	2.501	3.099	18.518	134	.000

Table 4: *Pair samples statistics for Questions E12-E22, P12-P22.*

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	E12	5.92	135	1.113	.096
	P12	2.92	135	1.584	.136
Pair 2	E13	5.91	135	1.011	.087
	P13	3.04	135	1.442	.124
Pair 3	E14	6.11	135	.982	.085
	P14	2.93	135	1.489	.128
Pair 4	E15	6.01	135	1.082	.093
	P15	3.29	135	1.371	.118
Pair 5	E16	6.01	135	1.051	.090
	P16	3.12	135	1.526	.131
Pair 6	E17	6.06	135	1.042	.090
	P17	3.09	135	1.406	.121
Pair 7	E18	5.95	135	.987	.085
	P18	3.24	135	1.306	.112
Pair 8	E19	5.86	135	1.173	.101
	P19	2.78	135	1.615	.139
Pair 9	E20	5.82	135	1.275	.110
	P20	2.84	135	1.663	.143
Pair 10	E21	5.96	135	1.132	.097
	P21	2.58	135	1.390	.120
Pair 11	E22	6.01	135	.992	.085
	P22	3.13	135	1.313	.113

Table 5: *Pair samples correlations for Questions E12-E22, P12-P22.*

		N	Correlation	Sig.
Pair 1	E12 & P12	135	.237	.006
Pair 2	E13 & P13	135	-.146	.091
Pair 3	E14 & P14	135	.240	.005
Pair 4	E15 & P15	135	.104	.229
Pair 5	E16 & P16	135	.236	.006
Pair 6	E17 & P17	135	.251	.003
Pair 7	E18 & P18	135	.125	.147
Pair 8	E19 & P19	135	.062	.474
Pair 9	E20 & P20	135	.007	.933
Pair 10	E21 & P21	135	.064	.462
Pair 11	E22 & P22	135	.136	.116

Table 6: *Pair samples Test for Questions E12-E22, P12-P22.*

		Paired Differences							
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
					Lower	Upper			
Pair 1	E12 - P12	3.000	1.706	.147	2.710	3.290	20.432	134	.000
Pair 2	E13 - P13	2.874	1.879	.162	2.554	3.194	17.777	134	.000
Pair 3	E14 - P14	3.185	1.575	.136	2.917	3.453	23.499	134	.000
Pair 4	E15 - P15	2.719	1.656	.142	2.437	3.000	19.078	134	.000
Pair 5	E16 - P16	2.896	1.636	.141	2.618	3.175	20.573	134	.000
Pair 6	E17 - P17	2.970	1.526	.131	2.711	3.230	22.622	134	.000
Pair 7	E18 - P18	2.711	1.535	.132	2.450	2.972	20.521	134	.000
Pair 8	E19 - P19	3.081	1.936	.167	2.752	3.411	18.496	134	.000
Pair 9	E20 - P20	2.985	2.088	.180	2.630	3.341	16.615	134	.000
Pair 10	E21 - P21	3.378	1.736	.149	3.082	3.673	22.610	134	.000
Pair 11	E22 - P22	2.889	1.534	.132	2.628	3.150	21.881	134	.000

Table 7: Cross tabulation and Chi-Square test for statement P12

		P12							Total
		STRONGLY DISAGREE	SLIGHTLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	AGREE	SLIGHTLY AGREE	STROGNLY AGREE	
age	18-30	6	12	0	2	0	0	0	20
	31-40	10	6	8	6	8	0	1	39
	41-50	5	7	3	10	2	1	0	28
	51-60	5	6	7	3	3	4	0	28
	61-70	3	4	2	1	4	1	1	16
	71-80	1	1	0	1	1	0	0	4
Total		30	36	20	23	18	6	2	135

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	47.067 ^a	30	.025
Likelihood Ratio	50.260	30	.012
Linear-by-Linear Association	5.903	1	.015
N of Valid Cases	135		

a. 32 cells (76.2%) have expected count less than 5. The minimum expected count is .06.

Table 8: Cross tabulation and Chi-Square test for statement P16

Crosstab

		P16							Total
		STRONGLY DISAGREE	SLIGHTLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	AGREE	SLIGHTLY AGREE	STROGNLY AGREE	
age	18-30	5	3	9	3	0	0	0	20
	31-40	11	7	6	6	7	2	0	39
	41-50	3	6	14	1	1	3	0	28
	51-60	2	6	7	6	5	2	0	28
	61-70	2	1	3	5	1	2	2	16
	71-80	1	0	1	1	1	0	0	4
Total		24	23	40	22	15	9	2	135

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	48.702 ^a	30	.017
Likelihood Ratio	47.665	30	.021
Linear-by-Linear Association	8.733	1	.003
N of Valid Cases	135		

a. 35 cells (83.3%) have expected count less than 5. The minimum expected count is .06.

Table 9: Cross tabulation and Chi-Square test for statement P18

age * P18 Crosstabulation

Count		P18							Total
		STRONGLY DISAGREE	SLIGHTLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	AGREE	SLIGHTLY AGREE	STROGNLY AGREE	
age	18-30	1	6	10	1	0	0	2	20
	31-40	2	11	8	11	5	2	0	39
	41-50	2	7	8	8	2	1	0	28
	51-60	0	10	9	4	5	0	0	28
	61-70	0	5	5	1	1	4	0	16
	71-80	0	1	2	0	1	0	0	4
Total		5	40	42	25	14	7	2	135

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	47.252 ^a	30	.024
Likelihood Ratio	44.707	30	.041
Linear-by-Linear Association	.511	1	.475
N of Valid Cases	135		

a. 31 cells (73.8%) have expected count less than 5. The minimum expected count is .06.

Table 10: Cross tabulation and Chi-Square test for statement E6

		E6					Total	
		STRONGLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	AGREE	SLIGHTLY AGREE		STROGNLY AGREE
Branch	BANK OF CYPRUS	0	1	0	4	4	28	37
	COOPERATIVE	1	0	0	1	10	11	23
	CENTRAL BANK							
	HELLENIC BANK	0	0	0	7	9	6	22
	LAIKI BANK	0	1	1	6	7	20	35
	EMPORIKI	0	0	1	1	1	2	5
	ALPHA BANK	0	0	0	2	5	6	13
Total		1	2	2	21	36	73	135

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	41.925 ^a	25	.018
Likelihood Ratio	35.082	25	.087
Linear-by-Linear Association	2.430	1	.119
N of Valid Cases	135		

a. 25 cells (69.4%) have expected count less than 5. The minimum expected count is .04.

Table 11: Cross tabulation and Chi-Square test for statement E10

		E10						Total	
		STRONGLY DISAGREE	SLIGHTLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	AGREE	SLIGHTLY AGREE		STROGNLY AGREE
Branch	BANK OF CYPRUS	1	0	1	0	4	11	20	37
	COOPERATIVE	1	0	0	0	3	6	13	23
	CENTRAL BANK								
	HELLENIC BANK	0	0	0	3	10	2	7	22
	LAIKI BANK	0	0	0	0	9	14	12	35
	EMPORIKI	0	0	0	0	2	1	2	5
	ALPHA BANK	0	1	1	1	1	3	6	13
Total		2	1	2	4	29	37	60	135

Table 12: Cross tabulation and Chi-Square test for statement E13

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	48.564 ^a	30	.017
Likelihood Ratio	42.685	30	.062
Linear-by-Linear Association	1.894	1	.169
N of Valid Cases	135		

a. 31 cells (73.8%) have expected count less than 5. The minimum expected count is .04.

		E13						Total
		SLIGHTLY DISAGREE	DISAGREE	NEITHER AGREE OR DISAGREE	AGREE	SLIGHTLY AGREE	STROGNLY AGREE	
Branch	BANK OF CYPRUS	0	0	4	11	6	16	37
	COOPERATIVE	1	0	0	1	14	7	23
	CENTRAL BANK							
	HELLENIC BANK	0	0	3	5	8	6	22
	LAIKI BANK	0	0	2	8	15	10	35
	EMPORIKI	0	1	0	1	2	1	5
	ALPHA BANK	0	0	1	3	5	4	13
Total		1	1	10	29	50	44	135

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	49.335 ^a	25	.003
Likelihood Ratio	32.303	25	.149
Linear-by-Linear Association	.137	1	.711
N of Valid Cases	135		

a. 26 cells (72.2%) have expected count less than 5. The minimum expected count is .04.

ΕΡΩΤΗΜΑΤΟΛΟΓΙΟ

Η Έρευνα: Το ερωτηματολόγιο που ακολουθεί χωρίζεται σε τρία (3) τμήματα:

A) Το πρώτο τμήμα σας ζητά να κατατάξετε την **Τράπεζα που συνεργάζεστε** σύμφωνα με τις προσδοκίες σας, δηλαδή τι περιμένετε να παρέχει η **Τράπεζα σας**.

B) Το δεύτερο τμήμα σας ζητά να κατατάξετε την **Τράπεζα**, σύμφωνα με τις εμπειρίες και τις αντιλήψεις σας.

Γ) Το τρίτο τμήμα σας ζητά να κατανέμετε συνολικά 100 πόντους μεταξύ πέντε χαρακτηριστικών, ανάλογα με το πόσο σημαντικό είναι κάθε χαρακτηριστικό για εσάς.

Οι απαντήσεις θα παραμείνουν ανώνυμες και εμπιστευτικές

ΦΥΛΟ:.....

ΗΛΙΚΙΑ:.....

ΤΡΑΠΕΖΙΚΟ ΙΔΡΥΜΑ:.....

Προσδοκίες: Αυτό το τμήμα της έρευνας ασχολείται με τις απόψεις σας για την **Τράπεζα που συνεργάζεστε**. Παρακαλούμε να δείξετε το βαθμό στον οποίο νομίζετε ότι η **Τράπεζα σας** θα πρέπει να κατέχει τα ακόλουθα χαρακτηριστικά. Αυτό που μας ενδιαφέρει εδώ είναι ο αριθμός (1 έως 7) που δείχνει καλύτερα τις προσδοκίες σας σχετικά με ιδρύματα που παρέχουν τραπεζικές υπηρεσίες. Θα πρέπει να κατατάξετε κάθε δήλωση ως εξής:

Διαφωνώ απόλυτα					Συμφωνώ απόλυτα	
1	2	3	4	5	6	7

Δήλωση	Βαθμολογία
1. Η Τράπεζα θα έχει σύγχρονο εξοπλισμό.	
2. Οι εγκαταστάσεις της Τράπεζας θα είναι οπτικά ελκυστικές.	
3. Οι εργαζόμενοι στην Τράπεζα θα έχουν τακτοποιημένη εμφάνιση.	
4. Τα υλικά που συνδέονται με την υπηρεσία (π.χ. φυλλάδια) θα είναι οπτικά ελκυστικά στην Τράπεζα .	
5. Όταν η Τράπεζα υπόσχεται να κάνει κάτι σε ένα ορισμένο χρονικό διάστημα, να το κάνει.	
6. Όταν ένας πελάτης έχει ένα πρόβλημα, η Τράπεζα θα δείχνει ειλικρινές ενδιαφέρον για την επίλυσή του.	
7. Η Τράπεζα θα εκτελεί μια υπηρεσία σωστά από την πρώτη φορά.	
8. Η Τράπεζα θα παρέχει την υπηρεσία κατά το χρόνο που υπόσχεται να το πράξει.	
9. Η Τράπεζα θα έχει αλάνθαστα αρχεία.	
10. Οι εργαζόμενοι της Τράπεζας θα λένε στους πελάτες ακριβώς όταν κάποιες υπηρεσίες θα πρέπει να διεξαχθούν/εκπληρωθούν.	
11. Οι εργαζόμενοι της Τράπεζας θα δίνουν άμεση εξυπηρέτηση στους πελάτες.	
12. Οι εργαζόμενοι της Τράπεζας θα είναι πάντα πρόθυμοι να βοηθήσουν τους πελάτες.	
13. Οι εργαζόμενοι της Τράπεζας δεν θα είναι ποτέ πολύ απασχολημένοι ούτως ώστε ανταποκρίνονται άμεσα στα αιτήματα των πελατών.	
14. Η συμπεριφορά των εργαζομένων στην Τράπεζα θα εμπνέει εμπιστοσύνη στους πελάτες	
15. Οι πελάτες της Τράπεζας θα αισθάνονται ασφαλείς στις συναλλαγές τους.	
16. Οι εργαζόμενοι της Τράπεζας θα είναι συνεχώς ευγενικοί με τους πελάτες.	
17. Οι εργαζόμενοι της Τράπεζας θα έχουν τη ανάλογη γνώση να απαντήσουν σε ερωτήσεις των πελατών.	
18. Η Τράπεζα θα δίνει στους πελάτες ατομική προσοχή.	
19. Η Τράπεζα θα έχει ώρες λειτουργίας βολικές για όλους τους πελάτες τους.	
20. Η Τράπεζα θα έχει εργαζόμενους οι οποίοι θα παρέχουν στους πελάτες προσωπική εξυπηρέτηση.	
21. Η Τράπεζα θα έχει πρώτο μέλημα το συμφέρον των πελατών της.	
22. Οι υπάλληλοι της Τράπεζας θα κατανοούν τις συγκεκριμένες ανάγκες των πελατών τους.	

Αντιλήψεις: Οι ακόλουθες δηλώσεις σχετίζονται με τα συναισθήματά σας για τη συγκεκριμένη τράπεζα. Παρακαλούμε να δείξετε το βαθμό στον οποίο πιστεύετε ότι αυτή τράπεζα έχει το χαρακτηριστικό που περιγράφεται στη δήλωση. Αυτό που μας ενδιαφέρει εδώ είναι ο αριθμός (1 έως 7) που δείχνει τις αντιλήψεις σας για την τράπεζα. Η κάθε δήλωση θα πρέπει να καταταγεί ως εξής:

Διαφωνώ απόλυτα					Συμφωνώ απόλυτα		
1	2	3	4	5	6	7	

Δήλωση	Βαθμολογία
1. Η Τράπεζα που συνεργάζεστε έχει σύγχρονο εξοπλισμό.	
2. Οι εγκαταστάσεις της Τράπεζα είναι οπτικά ελκυστικές.	
3. Οι εργαζόμενοι στην Τράπεζα έχουν τακτοποιημένη εμφάνισή.	
4. Τα υλικά που συνδέονται με την υπηρεσία (π.χ. φυλλάδια) είναι οπτικά ελκυστικά στην Τράπεζα.	
5. Όταν η Τράπεζα υπόσχεται να κάνει κάτι σε ένα ορισμένο χρονικό διάστημα, το κάνει.	
6. Όταν ένας πελάτης έχει ένα πρόβλημα, η Τράπεζα δείχνει ειλικρινές ενδιαφέρον για την επίλυσή του.	
7. Η Τράπεζα εκτελεί μια υπηρεσία σωστά από την πρώτη φορά.	
8. Η Τράπεζα παρέχει την υπηρεσία στο χρόνο που υπόσχεται να το πράξει.	
9. Η Τράπεζα έχει αλάνθαστα αρχεία.	
10. Οι εργαζόμενοι της Τράπεζας λένε στους πελάτες ακριβώς όταν οι υπηρεσίες θα πρέπει να διεξαχθούν/εκπληρωθούν.	
11. Οι εργαζόμενοι της Τράπεζας δίνουν άμεση εξυπηρέτηση στους πελάτες.	
12. Οι εργαζόμενοι της Τράπεζας είναι πάντα πρόθυμοι να βοηθήσουν τους πελάτες.	
13. Οι εργαζόμενοι της Τράπεζας δεν είναι ποτέ πολύ απασχολημένοι ούτως ώστε ανταποκρίνονται άμεσα στα αιτήματα των πελατών.	
14. Η συμπεριφορά των εργαζομένων στην Τράπεζα εμπνέει εμπιστοσύνη στους πελάτες	
15. Οι πελάτες της Τράπεζας αισθάνονται ασφαλείς στις συναλλαγές τους.	
16. Οι εργαζόμενοι της Τράπεζας είναι συνεχώς ευγενικοί με τους πελάτες.	
17. Οι εργαζόμενοι της Τράπεζας έχουν τη ανάλογη γνώση να απαντήσουν σε ερωτήσεις των πελατών.	
18. Η Τράπεζα δίνει στους πελάτες ατομική προσοχή.	
19. Η Τράπεζα έχει ώρες λειτουργίας βολικές για όλους τους πελάτες τους.	
20. Η Τράπεζα έχει εργαζόμενους οι οποίοι παρέχουν στους πελάτες προσωπική εξυπηρέτηση.	
21. Η Τράπεζα έχει πρώτο μέλημα το συμφέρον των πελατών της.	
22. Οι υπάλληλοι της Τράπεζας κατανοούν τις συγκεκριμένες ανάγκες των πελατών τους.	

Παρακάτω παρατίθενται πέντε χαρακτηριστικά που αφορούν τις τράπεζες και τις υπηρεσίες που προσφέρουν. Θα θέλαμε να γνωρίζουμε πόσο σημαντικό είναι κάθε ένα από αυτά τα χαρακτηριστικά για εσάς. Παρακαλούμε όπως κατανέμετε συνολικά 100 πόντους μεταξύ των πέντε χαρακτηριστικών, ανάλογα με το πόσο σημαντικό είναι κάθε χαρακτηριστικό για εσάς – έτσι, όσο πιο σημαντικό είναι ένα χαρακτηριστικό για εσάς, τόσο περισσότερους πόντους θα πρέπει να διαθέσετε για αυτό. Παρακαλώ βεβαιωθείτε ότι όλοι οι πόντοι που θα κατανεμηθούν στα πέντε χαρακτηριστικά θα έχουν συνολικό άθροισμα 100.

1. Η εμφάνιση της τράπεζας, όπως για παράδειγμα οι φυσικές εγκαταστάσεις, ο εξοπλισμός, το προσωπικό και τα υλικά επικοινωνίας. _____ Πόντοι

 2. Η ικανότητα της τράπεζας να εκτελεί τις υποσχόμενες υπηρεσίες αξιόπιστα και με ακρίβεια. _____ Πόντοι

 3. Η προθυμία της τράπεζας να βοηθά τους πελάτες της και να προσφέρει μια άμεση εξυπηρέτηση. _____ Πόντοι

 4. Η γνώση του προσωπικού της τράπεζας και η ικανότητά τους εμπνέουν εμπιστοσύνη στο κοινό. _____ Πόντοι

 5. Η εξατομικευμένη προσοχή που παρέχει η τράπεζα στους πελάτες της. _____ Πόντοι
- Σύνολο** **100 Πόντοι**

Ποιο χαρακτηριστικό από τα πέντε είναι πιο σημαντικό για εσάς;
(Παρακαλώ εισάγετε τον αριθμό του χαρακτηριστικού) _____

Ποιο χαρακτηριστικό είναι το δεύτερο πιο σημαντικό για εσάς; _____

Ποιο χαρακτηριστικό δεν είναι και τόσο ση _____