

# THE DYNAMICS AMONG CUSTOMER SATISFACTION, CUSTOMER LOYALTY, AND CORPORATE IMAGE : A STUDY ON THE BANKING SECTOR OF BANGLADESH

Muhammad Intisar Alam <sup>1\*</sup>

Md. Imrul Jobaid <sup>2</sup>

Md. Naem Miah <sup>3</sup>

Received on 02 July, 2022; Accepted on 06 June, 2023; Published on 30 June, 2023 (Online); 20 July, 2023 (Print)  
DOI : <https://doi.org/10.58964/JBA44N105>

## **Abstract**

*This study has been conducted to identify the relationship between customer satisfaction and customer loyalty, and customer loyalty and corporate image of the banking sector of Dhaka city. A quantitative, descriptive approach was undertaken to consider the measurement model, Confirmatory Factor Analysis (CFA). Using the convenience sampling method, 219 responses were collected. The data were analyzed using Smart-PLS 2.0 software to investigate the hypothesized relationships. A modified SERVQUAL model has been used to determine customer satisfaction and a positive relationship between both customer satisfaction and customer loyalty, and customer loyalty and corporate image has been found. Three of the four dimensions positively affect customer satisfaction where responsiveness has the highest impact. However, no positive influence of tangibles on the satisfaction of customers is found. All in all, this research provides theoretical contribution by extending the practical knowledge focusing on the relationship between customer satisfaction, customer loyalty, and corporate image on the banking industry. Besides, this study has also shown a concrete implication to the managers and policymakers of banks to comprehend what customers expect and what leads to their loyalty and amplifies the corporate image.*

**Keywords :** Relationship, Customer Satisfaction, Customer Loyalty, Corporate Image, Banks

**JEL Classification :** D23, G21

## **1. INTRODUCTION**

Service quality is a critical factor in increasing customer satisfaction which paves the way to success (Siddiqi, 2011). It upshots the gratification and retention of clients and personnel, reduction of throughput rates, and attraction of clientele thanks to the progressive word-of-mouth resulting from customer satisfaction (Newman, 2001; Caruana, Money, & Berthon, 2002). Since money, besides other financial assistance, is categorized as an undifferentiated product, banks, nowadays, are trying to differentiate

<sup>1</sup> Associate Professor, Department of Marketing, Faculty of Business Studies, University of Dhaka, Bangladesh

<sup>2</sup> Assistant Professor, Department of Marketing, Faculty of Business Studies, University of Dhaka, Bangladesh

<sup>3</sup> Department of Marketing, Faculty of Business Studies, University of Dhaka, Bangladesh

\* Corresponding Author: Muhammad Intisar Alam, Associate Professor, Department of Marketing, Faculty of Business Studies, University of Dhaka, Bangladesh

themselves through improved service quality to ensure their competitive position (Jun & Cai, 2001), because the satisfaction of customers, which is an important phase for service institutions, is mostly associated with quality of service (Sivadas & Baker-Prewitt, 2000). Youn and Kim (2008) have argued that improved service quality recuperates the possibility of incensement in satisfaction among customers. In addition, customer satisfaction traces to behavioral consequences such as assurance, repeated purchases, mutually rewarding relationships, increased lenience for service disappointments, and progressive word-of-mouth (Youn & Kim, 2008).

SERVQUAL has been widely used for measuring service quality and includes responsiveness, tangibility, reliability, assurance, and empathy compressed from the original 10 dimensions (Bahia & Nantel, 2000). Besides, Ali and Raza (2015) used six dimensions comprising of SERVQUAL's five dimensions and a sixth 'compliance' dimension to quantify the quality of service of Islamic finance. In addition, Siddiqi (2011) conducted a study where all five dimensions are expanded to identify the banks' service quality and bank customers' satisfaction. Moreover, a study conducted by Karim and Chowdhury (2014) on the banking sector in Bangladesh found that responsiveness, assurance, reliability, and empathy have been expended to access the level of customer satisfaction. According to Siddiqi (2011), tangibility, responsiveness, assurance, and reliability, have a constructive impact on banks' customer satisfaction where tangibility showed the least impact. Karim and Chowdhury (2014) also confirmed that tangibility, reliability, assurance, and responsiveness have a favorable impression on customer satisfaction in the Bangladeshi banking industry.

Because of its generic landscape and comprehensive measurability, customer satisfaction is the most widely used customer-oriented system of measurement (Gupta & Zeithaml, 2006). Furthermore, in the corporate banks' context, customer satisfaction level is a significant factor in distinguishing banks from one another (Grigoroudis, Tsitsiridi, & Zopounidis, 2012). Thus, customer satisfaction and its determinants will be focused on this study and it will be investigated whether there is a smooth connection between customer satisfaction and their loyalty, as well as how customer loyalty is related to corporate image. According to Hill, Roche, and Allen (2007), customer retention, customer loyalty, and customer delight are the main concepts of customer satisfaction. In addition, customer loyalty, an important factor for banks, helps retain their prevailing customers and find novel ones from the recommendations of loyal customers (Chochořáková et al., 2015). However, it is found that there is a significant and positive association between customer satisfaction with customer loyalty that helps customers to patronize the service providers (Ramaj & Ismaili, 2015) and a positive connection between customer loyalty and corporate image in banking sector is also identified (Hasanin, 2018). But studies on the effect of customer satisfaction on corporate image through customer loyalty is scarce.

A study, conducted by Siddiqi (2011) on retail banking sector of Bangladesh, found that customer satisfaction affects customer loyalty significantly. Karim and Chowdhury (2014) also argued that clienteles in the banking industry of Bangladesh

are under tremendous pressure because of the increased number of commercial banks. Consequently, banks are delivering services carefully making it a talk of the time during the past three decades (Karim & Chowdhury, 2014). Moreover, service quality has great strategic importance generally to the financial organizations and particularly to the banking sector since the increased quality of services is dominant to the advanced level of customer satisfaction and customer perceived value (Arasli, Mehtap-Smadi, & Turan Katircioglu, 2005; Al-Hawari, Ward, & Newby, 2009). All these studies have shed light on the impact of customer satisfaction on customer loyalty or the impact of service quality on customer satisfaction. However, the 'trilationship' of customer satisfaction, customer loyalty, and corporate image is rare. Studies, particularly in the banking sector of Bangladesh, pertaining to this area, are scarce to date.

Indeed, commercial banks, which act as financial hubs, accept, deposit, cash out checks, help importers and exporters in doing trade beyond the national boundaries, and lend money to investors who lack capital but have good ideas (Fitzsimmons & Collin, 2019). However, banks' main focus is on customers because they mostly depend upon the customers for their perseverance in the market (Karim & Chowdhury, 2014). Moreover, a bank has the opportunity to differentiate itself from others by providing high-quality services to attain satisfaction (Naeem & Saif, 2009). Additionally, faithfulness in the services sector is much more complex than the product sector (Lewis & Soureli, 2006) and in the case of banks, several factors such as the service act nature, the relationships with customers, customization, and the method of service delivery perform a crucial part in the formation of fidelity (Al-Tamimi, Lafi, & Uddin, 2009). Considering the importance and complexity of customer satisfaction, service quality, corporate image, and customer loyalty in Bangladesh's banking sector, the research aims to investigate and measure the relationship between customer satisfaction and customer loyalty, and customer loyalty and corporate image in the banking industry of Bangladesh.

## **2. LITERATURE REVIEW**

### **2.1 SERVQUAL Theory**

In the competitive field of services, the research and development of service quality play a key role in establishing corporate image and generating market insights (Newman, 2001). Marketing experts have also studied thoroughly in different contexts and found that quality of service has a substantial effect on customer satisfaction and loyalty and finally established the SERVQUAL model for evaluating service quality of different services (Shi & Shang, 2020). These theories and models have been widely used in the service sector particularly in the banking industry (Arasli et al., 2005; Ali & Raza, 2015; Lewis & Soureli, 2006). Similarly, this paper has used the SERVQUAL model because of its extensive acceptance and relevance to this study's purpose. Although the need of developing corporate image through banking services is crucial for sustaining in a competitive arena, the present literature reveals that the arena is still in its infancy, and thus there is a vast space for contributing to this particular research sector (Wijiya, 2013).

Many papers have examined SERVQUAL's dimensions as an important factor for customer satisfaction within the banking sectors (Kumar, Kee, & Manshor, 2009; Newman, 2001; Siddiq, 2011; Ali & Raza, 2015). Ali and Raza (2015) used SERVQUAL and compliance to assess the effect of superior customer service on the banking industry in a developing nation. Moreover, SERVQUAL's five dimensions were applied to the banking industry in Bangladesh to identify the influence on customer satisfaction and loyalty (Siddiq, 2011). Moreover, Arsali et al. (2005) employed SERVQUAL to gauge customer satisfaction, which they used to estimate favorable word-of-mouth, notably in the banking industry. Another study by Sanjuq (2014) in Saudi Arabia found that SERVQUAL was used to measure customer satisfaction across all the magnitudes where the outputs of the study identified that only tangibles have a substantial positive impact on customer satisfaction.

However, Bahla and Nantel (2000) claimed that there is no publicly available standardized scale for measuring customers' perceived service quality, although a number of scales are used to come out with occasional problems that banks face and among these scales, the most popular one is the SERVQUAL model. Service quality is not perceived only in a one-dimensional way but rather in a multi-dimensional way based on reliability, assurance, responsiveness, tangibles, and empathy, which are combinedly included in SERVQUAL (Zeithaml, Bitner, & Gremler, 2013).

Kheng et al. (2010) used SERVQUAL dimensions in their study to measure the effect of SERVQUAL on customer loyalty where customer satisfaction was presumed to have a mediating impact on customer loyalty. Amin, Isa, and Fontaine (2011) conducted a study on Islamic banking in an emerging country and developed a relationship framework among customer satisfaction, customer loyalty, and corporate image. Lewis and Soureli (2006) found a positive affiliation between customer loyalty and corporate image, although both of them are affected by some other variables. In addition, Hart and Rosenberger (2004) expended a framework of the association between customer loyalty and corporate image and found a significant positive relationship.

Bahia and Nantel (2000) proposed a redefined SERVQUAL model with 15 dimensions for the banking sector, which includes tangibles, reliability, credibility, communication responsiveness, security, courtesy, competence, access, understanding of customers, product, employee and customer interaction, atmosphere, price, and customer perception of service quality. The influence on loyalty and customer satisfaction in service business was measured by Akbar and Parvej (2009) using the five SERVQUAL dimensions as well as a sixth factor called "Trust". Salma and Shahneaz (2013) attempted to assess customer satisfaction across public and private banks in a developing country using customer care services, dependability, technology, location and infrastructure, pricing, and supply of liquidity. Estiri et al. (2011) also employed value delivery quality and value proposition quality as factors in determining customer satisfaction in the banking industry of an emerging country.

Despite several criticisms, SERVQUAL is still the most widely used framework to produce the most helpful results (Arasli et al., 2005). But it can also be changed,

adapted, and augmented to fit the features of any organization or any industry. For instance, a study directed by Abdullah, Andrew, and Ho (2010) on the Malaysian banking industry used three dimensions such as systematization, reliable communication, and responsiveness in the place of SERVQUAL and was found to be discrete and capable of quantifying customer service quality perception. However, a study has used four variables from SERVQUAL to measure customer satisfaction using assurance, responsiveness, tangibles, and reliability. Indeed, tangibility has the maximum significant influence on customer satisfaction in Bangladesh's banking sector (Akbar et al., 2009). Responsiveness is found as a significant facet of banks' customer satisfaction in developing countries (Akbar et al., 2009; Amiri et al., 2012; Ali & Raza, 2015). On the contrary, assurance is a key influencer of customer satisfaction (Kumar et al., 2010; Akbar et al., 2009; Ali & Raza, 2015) although Amiri et al. (2012) found it less important for the bank's customer satisfaction. Irrevocably, reliability has been confirmed as an imperative dimension affecting customer satisfaction (Arasli et al., 2005; Akbar et al., 2009; Ali & Raza, 2015). Given their importance, these four aspects have been chosen as the determinants of customer satisfaction. Moreover, customer satisfaction has been designated as the pioneer of customer loyalty which, in turn, has been selected as the precursor of corporate image.

**Tangibles :** The term “tangible” denotes the existence of the physical environment, tools, and equipment, such as the establishments' buildings, restaurants, institutions, parks, restrooms, etc. (Zeithaml et al., 2013). Moreover, Zeithaml et al. (2013) claimed that a company's failure to pay attention to SERVQUAL's tangibles might result in a misinterpretation of promises since new consumers prioritize this dimension because they can see the tangibles before engaging with the services. Munusamy, Chelliah, & Wai Mun (2010) found that customer satisfaction and tangibility are positively correlated, which includes the outlook of the company's facilities, products, personnel, and equipment. Therefore, tangibles were proven to positively affect customer satisfaction (Zeithaml et al., 2013; Ali & Raza, 2017; Amiri et al., 2012). Interestingly, research by Akbar et al. (2009) on Bangladesh's retail banking industry found no evidence of a major influence of tangibles on customer satisfaction.

***H<sub>1</sub> : Tangibility (TAN) has a positive impact on customer satisfaction (SAT).***

**Responsiveness:** Responsiveness stands for prompt services delivered by the employees and the willingness of the organization to assist its customers (Amiri et al., 2012). To excel in this dimension, a firm must see the instruments of responsiveness from the customers' viewpoint, to create a good responsive perception among customers, and to avoid losing customers, sometimes forever (Zeithaml et al., 2013). Feelings of anger toward the company were heightened when the response of the firm to a problem was perceived to be less than adequate leading to the spread of negative promotions (Chang et al., 2015). However, an affirmative association between responsiveness to customers and customer satisfaction has been found by many scholars (Grandey, Goldberg, & Pugh, 2011; Akbar et al., 2009; Ali & Raza, 2015; Amiri et al., 2012).

***H<sub>2</sub> : Responsiveness (RSP) has a positive impact on customer satisfaction (SAT).***

**Assurance :** Assurance refers to the level of faith and trust that customers have in the capability of the service benefactor to render the service, and there is a constructive connection between satisfaction of customers and assurance (Siddiqi, 2011). It is also supported by Kumar et al. (2010) that assurance is one of the imperative considerations for the satisfaction of customers; but without significant effect (Munusamy et al., 2010). Akbar et al. (2009) also instituted a statistically substantial and affirmative impact of assurance on the satisfaction of customers; so is the case in the Islamic banks of Pakistan (Ali & Raza, 2015). Surprisingly, Amiri et al. (2012) unearthed that no affirmative impact of assurance on the satisfaction of customers is evident in the mobile banking industry.

***H<sub>3</sub> : Assurance (ASS) has a positive impact on the satisfaction of customers (SAT).***

**Reliability :** Reliability embodies the enactment of the companies' promise on dispensing the services precisely and timely (Zeithmal et al., 2013). The reliability of any service is the outcome of continuous improvement (Singh & Singh, 2015). However, service contributors should be cautious about rendering services on the promised time; otherwise, they will directly lose their customers (Zeithaml et al., 2013). In addition, it has been measured that reliability has the highest significance on customers' satisfaction and substantial influence on positive word-of-mouth (Arasli et al., 2005; Akbar et al., 2009). Ali and Raza (2015) also measured a positive influence of reliability on customer satisfaction in their analysis conducted on Islamic banking of a developing country (Amiri et al., 2012). Surprisingly, Chaniotakis and Lympelopoulos (2009) measured no affirmative impact of reliability towards customer satisfaction in their analysis of banking sector.

***H<sub>4</sub> : Reliability (REL) has a positive impact on customer satisfaction (SAT).***

**Customer Satisfaction :** The thorough contentment of one's hopes is an attitude or sensation that results from using some products or services, and is known as customer satisfaction (Oliver, 1981). According to Khadka and Maharjan (2017), satisfied consumers are essential to a business's success because they foster customer loyalty that subsequently encourages them to keep purchasing the product or consuming the utility of the service. And it is also suggested that the customers should be treated like resources whose behaviors, needs, and preferences vary based on the contexts; however, customer satisfaction in the service industry or organizations largely depends on the behavior of the front-line service providers (Lee et al., 2016). Knowing what consumers want and how satisfied they are help increase the market share, customer loyalty, repeat customers, and positive recommendations (Bolton, 2011). Consumer satisfaction serves as the foundation for establishing customer loyalty, and a positive strong relationship is found between these two (Gronholdt, Martensen, & Kristensen, 2000). A satisfied client breeds trust in the brand and purchases repeatedly and builds satisfaction toward the brand which is the determining factor for customer loyalty (Mufih, 2021). Surprisingly, Al-Wugayan and Pleshko (2010) found no positive association between customer loyalty and customer satisfaction.

***H<sub>5</sub> : Customer satisfaction (SAT) has a positive influence on customer loyalty (CL).***

**Customer Loyalty :** Customer loyalty is defined by Oliver (1999) as an intensely held obligation to reconstruct and support a chosen product (goods or services) in the upcoming days despite the situational impacts and marketing exertions, thereby having the possibility to swap intentions. Loyalty leads to augmented and certain income, and it is an important element of market share as well as profitability (Meidan & Meidan, 1996). Customer loyalty comprises of several dimensions and its concept has been developed based on behavioral and attitudinal perspectives where the behavioral definition stands for repeated purchasing behavior of satisfied customers (Lewis et al., 2006). Nowadays, customer loyalty can be expressed as the customers' contemplation of the corporation as an initial choice and customers' frequency of association with the service provider (Caruana et al., 2002). It is also mentioned that customer loyalty is certainly connected to customer satisfaction leading to the customers' patronage of the service providers (Feldman, 2013). Besides, in the overseas context, it is found that customer satisfaction and trust have a significant relationship with customer loyalty of the banking sector (Ewanlen & Benson, 2022). Additionally, Jawaid et al. (2023) claimed that service quality indicators have a positive and significant relationship with customer loyalty of Islamic banking services in the Asian context. Lastly, a significant connection between service quality and customer loyalty, and customer satisfaction and customer loyalty has been found in the African Islamic banking sector as well (Tegambwage & Kasoga, 2022).

**Corporate Image :** Corporate image represents the impression, associations, attitudes, and beliefs held by the consumer in their mindset about a business and its goods or services (Wijiya, 2013). In other words, it is the overall impression about the products or services or the organization left on the consumer's thoughts (Pawaskar & Goel, 2014). However, in a study conducted on the banking sector with the pension service, it has also been found that construction and maintaining customer relationships are dominant for customer holding and customer loyalty where customer loyalty is ensured by customer satisfaction (Ojiaku, Olise, & Abuchi, 2015). Moreover, it has been found that corporate image performs as a substantial element in swaying customer loyalty and leads to repeated customer patronage in the context of retail services sector (Giovanis & Athanasopoulou, 2016). Thus, there is a thorough and positive association between customer loyalty and brand image (Lewis et al., 2006). On the other hand, Ishaq (2012) found no positive association between customer loyalty and corporate image in the retail banking industry. A significant impact of sight cues and corporate social responsibility (CSR) on corporate image has also been found with the presence of customer loyalty (Aslam, Ashraf, & Iqbal, 2023). In addition, Özkan et al. (2020) found that corporate image can be applied as a popular marketing standard to assess a bank's performance and it is affected by reputation, perceived value, and customer loyalty.

***H<sub>6</sub> : Customer loyalty (CL) has a positive impact on corporate image (CIM).***

## 2.2 Conceptual Framework

A conceptual model has been proposed below where tangibility, responsiveness, assurance, and reliability have been shown as the determinants of customer satisfaction. And then, other three latent variables are shown in a relationship mode. At first, the independent variables have been addressed to impact customer satisfaction. Of them, tangibility and reliability have been proposed by Ali and Raza (2015), and responsiveness and assurance have been anticipated by Arasli et al. (2005) and Furrer, Liu, and Sudharshan (2000) respectively. Moreover, the relationship between customer satisfaction and customer loyalty has been proposed by Ganguli and Roy (2011) and the relationship between customer loyalty and corporate image has been proposed by Lewis et al. (2006).

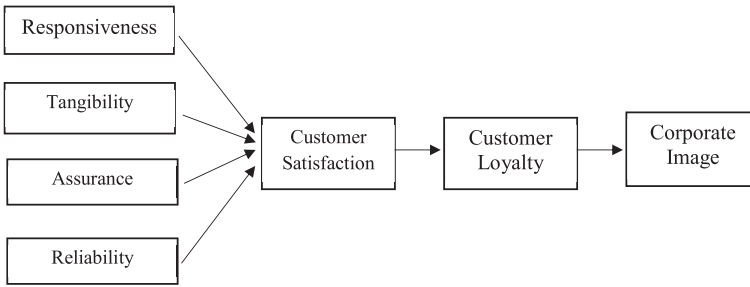


Figure 1 : Conceptual Framework

## 3. METHODOLOGY

### 3.1 Target Population

People having a bank account in the Dhaka city were selected as the research target population. Dhaka was selected since it is Bangladesh's capital and has the highest number of people living here. Additionally, the majority of banks have their main branches as well as several smaller branches in Dhaka, making it simpler to obtain respondents (Karim & Chowdhury, 2014). A quantitative approach is undertaken to conduct the research and provide insightful decisions based on the responses of the sample size.

### 3.2 Sampling Technique

Snowball sampling technique is a non-probability sampling method to collect data where existing respondents encourage future respondents to take part in the study which ultimately increases the sample size (Malhotra, 2020). Although previous researchers have used convenience sampling techniques to collect the data, they have suggested using probability sampling techniques to find more generalizable and better outcomes (Firat, 2019; Karim & Baharun, 2021). However, snowball sampling was adopted in this research because of the time and cost convenience of the researchers and to select relevant respondents to participate in the study through the referrals of respondents themselves (Baltar & Burnet, 2012). Data were collected through a survey that was administered online, and a self-designed structured questionnaire



was disseminated to the target respondents via Google Forms. Since the snowball sampling technique was applied, the researchers initially contacted twenty-five respondents as a convenience sample based on Facebook network. The subsequent respondents were selected through the referrals of these initial respondents in their own Facebook network. Moreover, they were also requested to forward the survey weblink to other acquainted bank customers. This process was continued until the end of the data collection process.

### **3.3 Structural Equation Modeling and Partial Least Square**

The conceptual model in Figure 1 is described as a structural equation model with seven hidden components that are quantified by a set of indicators and used in the survey questionnaire provided in the appendix section, which was filled out by the respondents. Partial Least Square (PLS) is used to assess this structural model since it has certain advantages over alternative methods. PLS is rigid against skewed distributions for multicollinearity, indicators, and misspecification and is distribution-free (Nitzl, 2016). SmartPLS is employed for model estimation and testing (Ringle, Wende, & Will, 2005). Assuming that these are reflections of underlying dormant conceptions, all latent variables are constrained by enlightening indications.

### **3.4 Measurement Model**

The proposed model is comprised of four independent variables and three dependent variables collected from several studies on the relevant industry. The instruments for reliability and tangibles have been collected from a study conducted by Ali and Raza (2017) whereas those for assurance and responsiveness have been obtained from the research findings of Furrer et al. (2000) and Arasli et al. (2005), respectively. Again, the indicators for customer satisfaction have been measured from a study directed by Ganguli and Roy (2011). Finally, the instruments for the last two constructs, customer loyalty and corporate image, have been gathered from an analysis guided by Lewis et al. (2006). The instruments were also translated in Bangla for those who have less fluency in English. This practice is supported by McGorry (2000).

The quantitative part of this analysis was approved by a one-to-one foundation from the “willing respondents” having bank accounts. Their responses were collected by asking them in an online survey whether they have a bank account. A convenient sampling process has been used to find the responses. The survey questionnaire used in the study comprises of three parts given in the appendices. Section A of the questionnaire involved queries about respondents’ bank related information including short answers, multiple choices, and optional answers. Section B of the questionnaire included all the constructs’ intended instruments with Likert scales ranging from level 1 to level 5, where 1 is symbolized as ‘strongly disagree’ and 5 as ‘strongly agree’ to the provided statements. At the end, section C comprised of demographic questions and recommendations from the respondents, if they had any.

## 4. FINDINGS AND DISCUSSIONS

### 4.1 Demographic Findings

The interviewers contacted 500 potential respondents and were able to collect 230 responses of which 219 responses were usable. This signifies a response rate of 43% and was considered sufficient for the persistence of this analysis. The sample of the bank customers expended in this analysis comprised higher number of males (87%) than females (13%) which may seem biased, but the fact is that in Bangladesh, it is much harder and more difficult for woman to get loans and open bank accounts (Yunus, 2013). The educational levels of the respondents were: 60% Bachelor, 36% Masters, 3% College, and 1% M. Phil. For age group categorization, most of the bank customers (89%) were in the age range of 20-30 years. From the professional and occupational status, 58% of them were students, 11% were teachers, and 10% were businessman. As for marital status, 79% of the respondents were unmarried whereas only 20% of them were married (see Table A1).

### 4.2 Structural Equation Modeling (SEM)

The structural model has been examined and construed in three phases: firstly, the measurement model is assessed; then, the affiliations in the structural model are verified and the projected model is stipulated; and finally, the structural model is assessed. It is sequenced in this way because it will help to ensure the dormant variables' reliability and validity before approximating hypothesis testing and sketching calculation. According to Kelloway (1998), the sample size for SEM is at least 200 observations (Riduwan & Kuncoro, 2008). We have considered responses from 219 respondents which fulfills the minimum criteria.

### 4.3 Measurement Modeling

Confirmatory factor analysis (CFA), led by SmartPLS 2.0, was used to examine the measurement model. The reliability, validity, and convergent validity of measurement model are all calculated before assessing the hypotheses. The dependability was assessed taking into account composite reliability and Cronbach's alpha. In this study, the criteria, proposed by Wong (2013) for 0.50 factor loading, were applied. According to Hair, Ringle, and Sarstedt (2013), the threshold for composite reliability/Cronbach's alpha is between 0.6 and 0.7.

Henseler, Ringle, and Sarstedt (2015) suggested that for measurement constructs to have strong convergent validity, the Average Variance Extracted (AVE) should be at least 0.50. Both the range of Cronbach's alpha (0.7074 to 0.8509) and the composite reliability value (0.8950 to 0.8363) meet the standards for acceptance. Hence, the requirements for convergent validity were met (details in Table A2).

### 4.4 Goodness of Fit

Table A3 clearly indicates that the items were loaded on their own factor and no problems were found for factor analysis. It explains that item loadings of all noticeable

variables with their attendant dormant variables are higher than their loadings with all residual latent variables, thereby representing the model meeting the first degree of discriminant validity.

The significance of relationships between the square roots and the constructs of the AVE derived by the components was used in this study to evaluate discriminant validity. Moreover, all AVE square roots outperform the relationships between the respective constructs, demonstrating acceptable discriminant validity (see Table A4).

**4.5 Evaluation of the Structural Model**

Using SmartPLS 2.0, the structural model’s explanatory power was examined utilizing the structural pathways’ coefficients and endogenous variable’s R-square values. Moreover, the bootstrapping procedure and a significance threshold of 0.05 were used to conduct the hypothesis testing (p= 0.05). In this study, a significance threshold of 0.05 is employed to examine the connotation between the dependent & independent variables using  $\beta$  (the path coefficient) and t-statistics (p= 0.05). Table 1 contrasts each construct’s path coefficient ( $\beta$ ) & t-statistics.

The analysis shows that RSP (t= 0.6305,  $\beta$ = 0.0173), ASS (t= 9.0478,  $\beta$ = 0.1945), and REL (t= 8.5002,  $\beta$ = 0.3276) have a substantial effect on the satisfaction of the banking industry’s customers. Thus H<sub>2</sub>, H<sub>3</sub>, and H<sub>4</sub> have been statistically accepted. However, this study shows that TAN (t= 0.6305,  $\beta$ = 0.0173, p= 0.5290) have a substantial negative impact on customer satisfaction. Thus, H<sub>1</sub> has been rejected statistically.

In addition to this, the study also identifies that SAT (t= 26.4255,  $\beta$ = 0.7454) has a significant positive influence on customer loyalty, and CL (t= 19.7281,  $\beta$ = 0.6921) had a significant relationship with corporate image. Thus, H<sub>5</sub> and H<sub>6</sub> had statistically been accepted.

Table 1 : Results of the Hypotheses in the Structural Model

Hypotheses	Path	B	P-value	T Statistics ( O/STERR )	Results
H <sub>1</sub>	TAN → SAT	0.0173	0.5290	0.6305	Rejected
H <sub>2</sub>	RSP → SAT	0.3876	0.0001	9.0478	Accepted
H <sub>3</sub>	ASS → SAT	0.1945	0.0001	4.7646	Accepted
H <sub>4</sub>	REL → SAT	0.3276	0.0001	8.5002	Accepted
H <sub>5</sub>	SAT → CL	0.7454	0.0001	26.4255	Accepted
H <sub>6</sub>	CL → CIM	0.6921	0.0001	19.7281	Accepted

In the structural model, R<sup>2</sup> signifies the amount of variance that is explained by the physical model. The R<sup>2</sup> for SAT is 0.614, representing that the incorporated rate of the independent variables can explicate 61.4 percent variance in customer satisfaction. The 0.556 in R<sup>2</sup> for CL implies that the value of customer satisfaction can explain 55.6 percent

variance in customer loyalty. And the  $R^2$  for CIM is 0.479, showing that customer loyalty can explain 47.9 percent variance in the corporate image (see Table A5).

## 5. DISCUSSION

The findings demonstrate that the proposed model is capable of accurately predicting the combined effect of the variables on customer satisfaction as well as the relationships between customer satisfaction and customer loyalty, and customer loyalty and corporate image. Out of all the other factors, responsiveness has the highest impact on customer satisfaction which is consistent with the previous findings (Grandey et al., 2011; Akbar et al., 2009; Ali & Raza, 2015; Amiri et al., 2012). Therefore, being responsive towards the bank customers can be a key determinant in building the corporate image through customer satisfaction.

Additionally, it is found that reliability and assurance have a significant impact on the satisfaction of the bank customers. This result is also consistent with some of the existing literature in the Asian subcontinental context (Akbar et al., 2009; Amiri et al. 2012, Ali & Raza, 2015). Thus, being a reliable service provider and meeting the assured commitments by the bank authority can make a substantial impact on customer satisfaction. Moreover, knowledgeable and courteous employees are able to build confidence, answer customers' questions as well as help customers feel safe about their transactions which direct the assurance of the bank and aid in creating satisfaction (Amiri et al., 2012). Therefore, improvement in these mentioned SERVQUAL dimensions can help banks in developing corporate image through customer satisfaction in the context of Bangladesh.

While it is claimed that the tangibility factor has a substantial positive impact on customer satisfaction in the banking sector of different countries (Zeithaml et al., 2013; Amiri et al., 2012; Ali & Raza, 2017), this research found that tangibility does not affect customer satisfaction in the Bangladeshi context, which also supports another research on the Bangladeshi retail banking sector by Akbar et al. (2009). The customers of Bangladeshi banks do not consider tangibles, including office decorations, infrastructure, and equipment, as a significant motivator in their overall satisfaction. Rather than tangibles, they consider responsiveness, reliability, and assurance factors as more significant criteria toward their satisfaction. Therefore, the banks in the Bangladesh banking industry should focus more on these factors to increase the number of satisfied customers who have a greater chance to be converted into loyal customers.

Based on the SERVQUAL dimensions applied in this research, it is found that there is a substantial positive correlation between customer satisfaction and customer loyalty which also validates previous research findings (Gronholdt et al., 2000; Ganguli & Roy, 2011; Al-Wugayan & Pleshko, 2011). Thus, it is assumed that customers who are happy with the product or service of an organization are more likely to stay loyal and make further purchases than others who are not (Khadka & Maharjan, 2017). Moreover, according to the findings of this research, customer satisfaction and

customer loyalty, as well as customer loyalty and corporate image have a significant positive association. Therefore, if the banks can build responsiveness, reliability, and assurance about their banking services, customer satisfaction will be increased which will in turn produce loyal customers, resulting in enhanced corporate image of the respective organizations.

## **6. IMPLICATIONS OF THE STUDY**

### **6.1 Theoretical Implication**

This study has explained a new dimensional ‘trilationship’ with customer satisfaction, customer loyalty, and corporate image of banking industry of Bangladesh. The theoretical contribution of this paper is the development of a new hypothetical framework that can be considered as an extension to the existing SERVQUAL theory. Another contribution is that while previous researchers (Ali & Raza, 2015; Karim & Chowdhury, 2014) have found the tangibles as a significant component in bank customers’ satisfaction, this study has found it as comparatively insignificant factor in terms of banking services in Bangladesh.

To elaborate, this research illustrates the combined effects of SERVQUAL characteristics on customer satisfaction, with the exception of empathy. It also demonstrates the connection between customer satisfaction & customer loyalty as well as the link between customer loyalty and the company image. This study is also the first, according to the researchers’, to use this integrated approach offering a complete foundation for upcoming research on the service industry, in general and banking industry, in particular. Lastly, the study’s integrated framework will advance existing theories on customer satisfaction, corporate image, and customer loyalty.

### **6.2 Practical Implication**

In addition to the theoretical implications, this research has shown some policy guidelines for practitioners. Since this research has found no direct effect of tangibility compared to other factors on customer satisfaction of bank customers, banking institutions do not need to concentrate on tangibles. Although tangibles have no positive influence on customer satisfaction, all other dimensions of the model were found to have significant positive impact on customer satisfaction, with responsiveness displaying the greatest impact on satisfaction. Therefore, banks should always be willing to help customers and provide prompt service. In addition, reliability has the second highest impact on customer satisfaction. Thus, bank employees should always perform the promised service dependably and accurately. Finally, assurance has the third highest impact on the customer satisfaction. Hence, banks should ensure the employees’ knowledge and their ability to inspire trust and confidence toward the customers.

Moreover, bank managers and decision-makers can use the findings of this study to realize the crucial elements required to provide enhanced customer satisfaction, customer loyalty, and corporate image. In future, policymakers in the banking

industry will also be able to use these findings to compete with other banks, attract new customers, retain current ones, and eventually improve the overall corporate image of their companies through customer satisfaction. Additionally, they will be able to know which instruments drive the level of service quality more objectively than others. Since responsiveness has the highest influence on customer satisfaction followed by assurance as well as reliability, managers should focus on the tools of responsiveness, assurance, and reliability to satisfy their clients more competitively than other banks. Furthermore, the results demonstrate how higher levels of customer satisfaction, with increased customer loyalty in combination, have a substantial positive influence on corporate image. Therefore, managers should also emphasize on maximizing customer satisfaction, along with customer loyalty, to enhance their overall corporate brand image.

## **7. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS**

Firstly, only four independent variables were considered in this study to determine customer satisfaction; however, other variables may be considered by future researchers in different contexts or in different nations to determine customer satisfaction. Secondly, this study's findings are culturally overlooked because they are based solely on the opinions of Dhaka residents, as opposed to the 64.96% of Bangladeshis who live in rural areas. As a result, the study's findings cannot be applied to Bangladesh as a whole. Thirdly, the study focuses primarily on traditional banking rather than more recent forms of banking like ATMs and mobile banking. Again, the study's findings indicate that tangibles have no beneficial impact on customer satisfaction, which is not visibly evident in the results of many earlier studies in this area.

However, the theory that was used in the analysis can also be used in other service areas. Future researchers can also apply it to other banking services, including pension services, credit cards, debit cards, ATM, etc., but particularly to mobile financing services. This theory can also be applied in other service sectors, such as, healthcare, diagnostic center, mobile telecommunication, travel agency, information technologies, etc.

## **8. CONCLUSION**

In this competitive business world, an organization must find out the best way to meet their customers' demand, i.e., by providing prompt responses or the best solutions to their problems. Besides, making the customer base delighted or at least satisfied lead to significant customer loyalty. By ensuring the abovementioned points, an organization can see its image rise to the peak, and this is more relevant for a service provider like a bank. It must provide an optimum level of service to attain customer satisfaction and raise its image through a base of loyal customers. This paper will help the banks as well as other service providers to obtain their customer-driven corporate goals. It will also help those who are interested to go further with the concepts of customer satisfaction, customer loyalty, and corporate image in their research.

## REFERENCES

- Abdullah, F., Andrew, J. V., & Ho, V. B. (2010). Identifying and validating dimensions of service quality for the banking industry in Malaysia. *Journal of Global Business and Economics*, 1(1), 79-98.
- Akbar, M., & Parvej, N. (2009). Impact of service quality, trust, and customer satisfaction on customer's loyalty. *ABAC Journal*, 29(1).
- Al-Hawari, M., Ward, T., & Newby, L. (2009). The relationship between service quality and retention within the automated and traditional contexts of retail banking. *Journal of Service Management*, 20(4), 455-472. <https://doi.org/10.1108/09564230910978539>
- Ali, M., & Raza, S. (2015). Service quality perception and customer satisfaction in Islamic banks of Pakistan: the modified SERVQUAL model. *Total Quality Management and Business Excellence*, 28(5-6), 559-577. <https://doi.org/10.1080/14783363.2015.1100517>
- Al-Tamimi, H., Lafi, A., & Uddin, M. (2009). Bank image in the UAE: Comparing Islamic and Conventional Banks. *Journal of Financial Services Marketing*, 14(3), 232-244. <https://doi.org/10.1057/fsm.2009.17>
- Al-Wugayan, A., & Pleshko, L. P. (2011). Study of satisfaction, loyalty, and market share in Kuwait banks offering mutual fund services. *Journal of International Business Research*, 10(2), 1.
- Amin, M., Isa, Z., & Fontaine, R. (2011). The role of customer satisfaction in enhancing customer loyalty in Malaysian Islamic banks. *The Service Industries Journal*, 31(9), 1519-1532.
- Amiri, S. F. A., & Faghani, F. (2012). Mobile banking service quality and customer satisfaction (application of SERVQUAL model). *International Journal of Management and Business Research*, 2(4), 351-361.
- Andreassen, T. W., & Lanseng, E. (1998). Customer loyalty and complex services: The impact of corporate image on quality, customer satisfaction and loyalty for customers with varying degrees of service expertise. *International Journal of Service Industry Management*, 9(1), 7-23
- Aslam, E., Ashraf, M. S., & Iqbal, A. (2023). Impact of corporate image on customer loyalty of Islamic banks: the role of religiosity, collectivism, sight cues and CSR. *Journal of Islamic Marketing*, 14(5), 1310-1324. <https://doi.org/10.1108/JIMA-09-2021-0314>
- Arasli, H., Mehtap-Smadi, S., & Turan Katircioglu, S. (2005). Customer service quality in the Greek Cypriot banking industry. *Managing Service Quality: An International Journal*, 15(1), 41-56. <https://doi.org/10.1108/09604520510575254>
- Bahia, K., & Nantel, J. (2000). A reliable and valid measurement scale for the perceived service quality of banks. *International Journal of Bank Marketing*, 18(2), 84-91. <https://doi.org/10.1108/02652320010322994>

- Baltar, F., & Brunet, I. (2012). Social research 2.0: virtual snowball sampling method using Facebook. *Internet Research*, 22(1), 57-74
- Bolton, R. N. (2011). Comment: Customer engagement: Opportunities and challenges for organizations. *Journal of Service Research*, 14(3), 272-274.
- Caruana, A., Money, A. H., & Berthon, P. R. (2000). Service quality and satisfaction: the moderating role of value. *European Journal of Marketing*, 34(11/12), 1338-52.
- Chang, H. H., Tsai, Y. C., Wong, K. H., Wang, J. W., & Cho, F. J. (2015). The effects of response strategies and severity of failure on consumer attribution with regard to negative word-of-mouth. *Decision Support Systems*, 71, 48-61.
- Chaniotakis, I., & Lymperopoulos, C. (2009). Service quality effect on satisfaction and word-of-mouth in the healthcare industry. *Managing Service Quality*, 19(2), 229-242.
- Chocholáková, A., Gabčová, L., Belás, J., & Sipko, J. (2015). Bank Customers' Satisfaction, Customers' Loyalty and Additional Purchases of Banking Products and Services. A Case Study from the Czech Republic. *Economics and Sociology*, 8(3), 82-94. <https://doi.org/10.14254/2071-789x.2015/8-3/6>
- Estiri, M., Hosseini, F., Yazdani, H., & Javidan Nejad, H. (2011). Determinants of customer satisfaction in Islamic banking: evidence from Iran. *International Journal of Islamic and Middle Eastern Finance and Management*, 4(4), 295-307. <https://doi.org/10.1108/17538391111186546>
- Ewanlen, D. O., & Benson, E. (2022). Investigating the Determinants of Customers Loyalty to Banks. *World Scientific News*, 167, 16-27
- Feldman, S. P. (2013). Trouble in the middle: American-Chinese business relations, culture, conflict, and ethics. *Routledge*.
- Firat, D. (2019). YouTube advertising value and its effects on purchase intention. *Journal of Global Business Insights*, 4(2), 141-155.
- Fishbein, M., & Ajzen, I. (1975). Belief, Attitude, Intention, and Behavior: An Introduction to Theory and Research. *Addison-Wesley*, Reading, MA
- Fitzsimmons, C. (2019, January 26). The Importance of Commercial Banks. *Bizfluent*. Retrieved from <https://bizfluent.com/about-5531037-importance-commercial-banks.html>
- Furrer, O., Liu, B., & Sudharshan, D. (2000). The Relationships between Culture and Service Quality Perceptions. *Journal of Service Research*, 2(4), 355-371. <https://doi.org/10.1177/109467050024004>
- Ganguli, S., & Roy, S. K. (2011). Generic technology-based service quality dimensions in banking: Impact on customer satisfaction and loyalty. *International Journal of Bank Marketing*, 29(2), 168-189.



- Giovanis, A., & Athanasopoulou, P. (2016, June). The effects of brand identity on loyalty in online retailing: the role of value, satisfaction, trust and commitment. In *4th International Conference on Contemporary Marketing Issues ICCMI* June 22-24, 2016, Heraklion, Greece (p. 374).
- Grandey, A., Goldberg, L., & Pugh, S. (2011). Employee Satisfaction, Responsiveness, And Customer Satisfaction: Linkages and Boundary Conditions. *Academy of Management Proceedings*, 2011(1), 1-6. <https://doi.org/10.5465/ambpp.2011.65869474>
- Grigoroudis, E., Tsitsiridi, E., & Zopounidis, C. (2012). Linking customer satisfaction, employee appraisal, and business performance: an evaluation methodology in the banking sector. *Annals of Operations Research*, 205(1), 5-27. <https://doi.org/10.1007/s10479-012-1206-2>
- Gronholdt, L., Martensen, A., & Kristensen, K. (2000). The relationship between customer satisfaction and loyalty: Cross-industry differences. *Total Quality Management*, 11(4-6), 509-514. <https://doi.org/10.1080/09544120050007823>
- Gupta, S., & Zeithaml, V. (2006). Customer metrics and their impact on financial performance. *Marketing Science*, 25(6), 718-39.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Long Range Planning*, 46(1-2), 1-12.
- Hart, A., & Rosenberger, P. (2004). The Effect of Corporate Image in the Formation of Customer Loyalty: An Australian Replication. *Australasian Marketing Journal (AMJ)*, 12(3), 88-96. [https://doi.org/10.1016/s1441-3582\(04\)70109-3](https://doi.org/10.1016/s1441-3582(04)70109-3)
- Hasanin, I. (2018). Investigating the Relationship Between Corporate Entrepreneurship and Customer Loyalty with Customer Satisfaction Mediating Role. *International Journal of Marketing Studies*, 10(4), 94. <https://doi.org/10.5539/ijms.v10n4p94>
- Hennayake, H. M. G. Y. (2017). Impact of service quality on customer satisfaction of public sector commercial banks: A study on rural economic context. *International Journal of Scientific and Research Publications*, 7(2), 156-161.
- Henseler, J., Ringle, C. M., & Sarstedt, M., (2015) A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135.
- Hill, N., Roche, G., & Allen, R. (2007). Customer satisfaction. London: *Cogent*.
- Ishaq, I. M. (2012). Perceived value, service quality, corporate image and customer loyalty: Empirical assessment from Pakistan. *Serbian Journal of Management*, 7(1), 25-36.
- Jawaid, S. T., Siddiqui, A. H., Kanwal, R., & Fatima, H. (2023). Islamic banking and customer satisfaction in Pakistan: evidence from internal and external customers. *Journal of Islamic Marketing*, 14(2), 435-464. <https://doi.org/10.1108/JIMA-09-2020-0297>

Jun, M., & Cai, S. (2001). The key determinants of Internet Banking Service Quality: A content analysis. *International Journal of Bank Marketing*, 19(7), 276–291. Available at: <https://doi.org/10.1108/02652320110409825>

Karim, R., & Chowdhury, T. (2014). Customer Satisfaction on Service Quality in Private Commercial Banking Sector in Bangladesh. *European Centre for Research Training and Development UK*, 2(2).

Karim, Y., & Baharun, R. (2021). Measuring Online Ads Avoidance in the Context of Social Media: A Conceptual Study in Pakistan. *Academy of Marketing Studies Journal*, 25(5), 1-7.

Khadka, K., & Maharjan, S. (2017). Customer Satisfaction and Loyalty. *Centria University of Applied Sciences*.

Kheng, L., Mahamad, O., Ramayah, T., & Mosahab, R. (2010). The Impact of Service Quality on Customer Loyalty: A Study of Banks in Penang, Malaysia. *International Journal of Marketing Studies*, 2(2). <https://doi.org/10.5539/ijms.v2n2p57>

Kelloway, K. E. (1998). Using LISREL for Structural Equation Modeling: A Researcher's Guide. Thousand Oaks, CA: *Sage Publications*.

Kumar, M., Kee, F. T., & Manshor, A. T. (2009). Determining the relative importance of critical factors in delivering service quality of banks. *Managing Service Quality: An International Journal*, 19(2), 211-228. <https://doi.org/10.1108/09604520910943198>

Kumar, S. A., Mani, B., Mahalingam, S., & Vanjikovan, M. (2010). Influence of Service Quality on Attitudinal Loyalty in Private Retail Banking: An Empirical Study. *IUP Journal of Management Research*, 9(4).

Lee, Y., Wang, Y., Lu, S., Hsieh, Y., Chien, C., Tsai, S., & Dong, W. (2016). An empirical research on customer satisfaction study: a consideration of different levels of performance. *Springerplus*, 5(1). <https://doi.org/10.1186/s40064-016-3208-z>

Lewis, B., & Soureli, M. (2006). The antecedents of consumer loyalty in retail banking. *Journal of Consumer Behaviour*, 5(1), 15-31. <https://doi.org/10.1002/cb.46>

Malhotra, N. K. (2020) *Marketing research: An Applied Orientation*. Harlow, England: Pearson.

McGorry, S. Y. (2000). Measurement in a cross-cultural environment: survey translation issues. *Qualitative Market Research: An International Journal*, 3(2), 74-8.

Mufflih, M. (2021). The Link between Corporate Social Responsibility and Customer Loyalty: Empirical Evidence from the Islamic Banking Industry. *Journal of Retailing and Consumer Services*, 61, Article ID: 102558. <https://doi.org/10.1016/j.jretconser.2021.102558>

Meidan, A., & Meidan, A. (1996). Marketing strategies for financial services. *Marketing Financial Services*, 295-295.

- Munusamy, J., Chelliah, S., & Wai Mun, H. (2010). Service Quality Delivery and Its Impact on Customer Satisfaction in the Banking Sector in Malaysia. *International Journal of Innovation, Management and Technology*, 1(4).
- Naeem, H., & Saif, I. (2009). Service Quality and its impact on Customer Satisfaction: An empirical evidence from the Pakistani banking sector. *The International Business and Economics Research Journal*, 8(12), 85-99.
- Newman, K. (2001). Interrogating SERVQUAL: a critical assessment of service quality measurement in a high street retail bank. *International Journal of Bank Marketing*, 19(3), 126-139. <https://doi.org/10.1108/02652320110388559>
- Nitzl, C. (2016). The use of partial least squares structural equation modelling (PLS-SEM) in management accounting research: Directions for future theory development. *Journal of Accounting Literature*, 37, 19-35.
- Ojiaku, O. C., Olise, M. C., & Abuchi, N. P. (2015). Customers' Expectation and Services Performance in Pension Fund Administration (PFA) in Southeast Nigeria. *Business and Economic Research*, 5(2), 191-206.
- Oliver, R. L. (1981). Measurement and evaluation of satisfaction processes in retail settings. *Journal of Retailing*, 57(3), 25-48.
- Oliver, R. L. (1999). Whence consumer loyalty. *Journal of Marketing*, 63, 33-44.
- Othman, A., & Owen, L. (2001). Adopting and measuring customer service quality (SQ) in Islamic banks: a case study in Kuwait finance house. *International Journal of Islamic Financial Services*, 3(1), 1-26.
- Özkan, P., Süer, S., Keser, İ. K., & Kocakoç, İ. D. (2020). The effect of service quality and customer satisfaction on customer loyalty: The mediation of perceived value of services, corporate image, and corporate reputation. *International Journal of Bank Marketing*, 38(2), 384-405. <https://doi.org/10.1108/IJBM-03-2019-0096>
- Pawaskar, P., & Goel, M. (2014). A conceptual model: Multisensory marketing and destination branding. *Procedia Economics and Finance*, 11, 255-267.
- Ramaj, A., & Ismaili, R. (2015). Customer Relationship Management, Customer Satisfaction and Loyalty. *Academic Journal of Interdisciplinary Studies*, 4(3 S1), 594. <https://doi.org/10.5901/ajis.2015.v4n3s1p594>
- Riduwan, & Kuncoro, E. A. (2008). Cara Menggunakan dan Memakai Analisis Jalur (Path Analysis). *Alphabet CV*.
- Ringle, C. M., Wende, S., & Will, A. (2005). SmartPLS, Release 2.0. *University of Hamburg, Hamburg*. Available at: [www.smartpls.de](http://www.smartpls.de)
- Salma, U., & Shahneaz, M. (2013). Customer Satisfaction: A Comparative Analysis of Public and Private Sector Banks in Bangladesh. *European Journal of Business and Management*, 5.

- Sanjuq, G. (2014). The Impact of Service Quality Delivery on Customer Satisfaction in the Banking Sector in Riyadh, Saudi Arabia. *International Journal of Business Administration*, 5(4). <https://doi.org/10.5430/ijba.v5n4p77>
- Shi, Z., & Shang, H. (2020). A review on quality of service and servqual model. In HCI in Business, Government and Organizations: 7th International Conference, HCIBGO 2020, Held as Part of the 22nd HCI International Conference, HCII 2020, Copenhagen, Denmark, July 19–24, 2020, Proceedings 22 (pp. 188-204). *Springer International Publishing*.
- Siddiqi, K. (2011). Interrelations between Service Quality Attributes, Customer Satisfaction and Customer Loyalty in the Retail Banking Sector in Bangladesh. *International Journal of Business and Management*, 6(3). <https://doi.org/10.5539/ijbm.v6n3p12>
- Sivadas, E., & Baker-Prewitt, J. L. (2000). An examination of the relationship between service quality, customer satisfaction, and store loyalty. *International Journal of Retail & Distribution Management*, 28(2), 73-82.
- Singh, J., & Singh, H. (2015). Continuous improvement philosophy—literature review and directions. *Benchmarking: An International Journal*, 22(1), 75-119.
- Tegambwage, A. G., & Kasoga, P. S. (2022). Antecedents of customer loyalty in Islamic Banking: Evidence from Tanzania. *Journal of Islamic Accounting and Business Research*, 13(4), 701–713. <https://doi.org/10.1108/jiabr-10-2021-0288>
- Wijaya, B. S. (2013). Dimensions of brand image: A conceptual review from the perspective of brand communication. *European Journal of Business and Management*, 5(31).
- Wong, K.K.-K. (2013). Partial least squares structural equation modeling (PLS-SEM) techniques using SmartPLS. *Marketing Bulletin*, 24(1), 1-32.
- Youn, S., & Kim, H. (2008). Antecedents of consumer attitudes toward cause-related marketing. *Journal of Advertising Research*, 48(1), 123-137.
- Yunus, M. (2013). *Banker to the Poor*. London: *Aurum Press*.
- Zeithaml, V., Bitner, M., & Gremler, D. (2013). *Services Marketing* (6th ed., pp. 94-96). New Delhi: *McGraw Hill*.

**APPENDIX**

Table A1 : Demographic Description

<b>Demographic Variables</b>	<b>Frequency</b>	<b>Number</b>
<b>Gender</b>		
1) Male	87%	190
2) Female	13%	29
<b>Marital Status</b>		
1) Unmarried	79%	172
2) Married	20%	44
3) Separated	1%	3
<b>Education Level</b>		
1) College	3%	6
2) Bachelor	60%	132
3) Masters	36%	79
4) M.Phil.	1%	2
5) Ph.D.	0%	0
<b>Profession</b>		
1) Teacher	11%	25
2) Student	57%	125
3) Engineer	2%	4
4) Businessman	11%	23
5) Employee	9%	20
6) others	10%	22
<b>Age</b>		
1) 20-30	89%	194
2) 30-40	8%	19
3) 40-50	3%	6
4) 50-60	0%	0

Table A2 : Reliability and Validity

	AVE	Composite Reliability	R Square	Cronbach's Alpha
ASS	0.5869	0.8763	0.0000	0.8237
CIM	0.6447	0.8785	0.4790	0.8146
CL	0.6311	0.8945	0.5557	0.8509
REL	0.6311	0.8363	0.0000	0.7074
RSP	0.5620	0.8643	0.0000	0.8037
SAT	0.6807	0.8950	0.6137	0.8438
TAN	0.6600	0.8534	0.0000	0.7422

Table A3 : Cross Loadings

	ASS	CIM	CL	REL	RSP	SAT	TAN
ASS1	<b>0.8277</b>	0.5682	0.5413	0.467	0.5555	0.5265	0.3994
ASS2	<b>0.7453</b>	0.4543	0.4833	0.3159	0.4579	0.4735	0.2089
ASS3	<b>0.7835</b>	0.5321	0.4555	0.3699	0.423	0.4226	0.286
ASS4	<b>0.7606</b>	0.4605	0.4597	0.3091	0.4302	0.4035	0.3351
ASS5	<b>0.7083</b>	0.4376	0.4159	0.3074	0.4381	0.4133	0.2723
CIM1	0.5186	<b>0.7645</b>	0.5802	0.467	0.5301	0.5127	0.2713
CIM2	0.514	<b>0.8285</b>	0.5372	0.4161	0.5193	0.5655	0.3625
CIM3	0.5851	<b>0.8638</b>	0.5635	0.3641	0.4573	0.5128	0.3912
CIM4	0.4407	<b>0.7494</b>	0.5358	0.3631	0.5252	0.4103	0.3786
CL1	0.4894	0.5279	<b>0.8671</b>	0.4949	0.5619	0.6335	0.222
CL2	0.4871	0.5912	<b>0.8492</b>	0.5513	0.6681	0.6907	0.2988
CL3	0.5198	0.5505	<b>0.8376</b>	0.4925	0.5216	0.6578	0.2779
CL4	0.407	0.4416	<b>0.6801</b>	0.2973	0.4632	0.5025	0.2277
CL5	0.5518	0.6302	<b>0.7199</b>	0.4404	0.5026	0.4486	0.3964
REL1	0.2905	0.412	0.4446	<b>0.7257</b>	0.5141	0.4711	0.181
REL2	0.4541	0.3951	0.5318	<b>0.8523</b>	0.5103	0.61	0.1666
REL3	0.351	0.3997	0.398	<b>0.8002</b>	0.4638	0.4847	0.1254
RSP1	0.4524	0.3714	0.3734	0.3919	<b>0.6524</b>	0.4307	0.1239
RSP2	0.4325	0.4634	0.4971	0.3702	<b>0.7475</b>	0.4877	0.2504
RSP3	0.4903	0.5597	0.5602	0.5194	<b>0.8039</b>	0.6141	0.2906
RSP4	0.3505	0.3901	0.5278	0.4606	<b>0.708</b>	0.4856	0.1286
RSP5	0.535	0.5541	0.5963	0.5636	<b>0.8235</b>	0.6259	0.2424
STF1	0.5237	0.5427	0.5944	0.5851	0.5806	<b>0.8287</b>	0.2614

STF2	0.4908	0.493	0.6409	0.6187	0.6156	<b>0.8473</b>	0.2536
STF3	0.4538	0.5517	0.5888	0.4699	0.5054	<b>0.8028</b>	0.1932
STF4	0.4741	0.48	0.635	0.5035	0.6496	<b>0.8206</b>	0.174
TAN1	0.3983	0.3652	0.3934	0.1697	0.2415	0.2255	<b>0.8393</b>
TAN2	0.2692	0.2805	0.2373	0.1414	0.2669	0.2049	<b>0.8148</b>
TAN3	0.2881	0.411	0.2356	0.17	0.1872	0.2241	<b>0.7822</b>

Table A4 : Correlation Matrix and Square Root of the Average Variance Extracted (AVE)

	ASS	CIM	CL	REL	RSP	SAT	TAN
ASS	0.7661						
CIM	0.6431	0.8029					
CL	0.6187	0.6921	0.7944				
REL	0.4673	0.5032	0.5816	0.7944			
RSP	0.6064	0.6335	0.689	0.6228	0.7496		
SAT	0.5895	0.6247	0.7454	0.6634	0.7146	0.8250	
TAN	0.3942	0.4364	0.3577	0.1982	0.2843	0.2691	0.8124

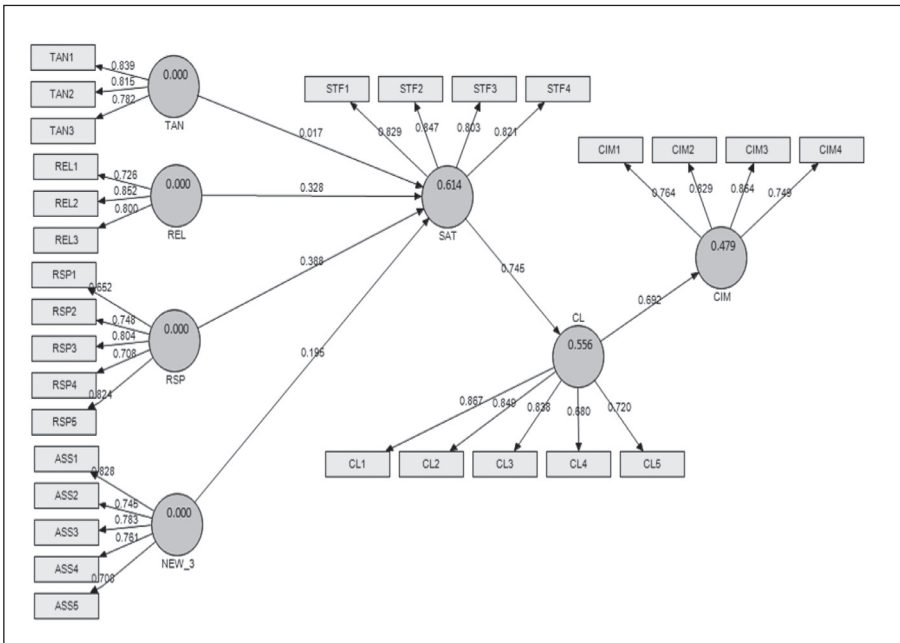


Figure A1 : The Result of the Structural Model