Women's Justification of White-Collar Crime

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ABSTRACT

In an empirical study of white-collar criminals in Norway, only 8 % out of 255 convicted criminals in recent years were women. There are many potential explanations for the low female share of crime. This paper concentrates on women's lack of rationalization and justification of the criminal act. Several arguments lead us to believe that the justification to commit financial crime is less prominent among women. Examples include female fear of being caught, where women perceive a greater subjective risk, and where the consequences of imprisonment are perceived worse by women than men.

Keywords: Financial crime; empirical study; neutralization theory; theory of self-control, white-collar crime.

INTRODUCTION

White-collar crime is financial crime committed by trusted persons in important business positions. Research on white-collar crime is often based on anecdotal evidence, where famous white-collar criminals serve as examples for case studies (Baird and Zelin, 2009; Bookman, 2008; Bucy et al., 2008; Dodge, 2009; Fleet and Fleet, 2006; Friedrichs, 2009; Garoupa, 2007; Hansen, 2009; Heath, 2008; Messerschmidt, 1997; Perri and Brodi, 2011; Simpson, 2011). While being relevant and interesting cases, the extent of generalization from such studies is questionable. What seems to be needed is a larger sample of white-collar criminals that can be studied in terms of average values as well as variation in criminal characteristics.

With a larger sample, we can study white-collar convicts using statistical techniques to identify and study groups of white-collar criminals. Therefore, this article is based on an empirical sample of 255 white-collar criminals in Norway, convicted in the period from 2009 to 2012. The article is concerned with the following research question: *How can justification theory explain the gender gap in white-collar crime?*

SAMPLE CRIMINALS

To identify a substantial sample of white-collar criminals and to collect relevant information about each criminal, there are several options available. However, in a small country like Norway with a population of only five million people, there are limits to available sample size. One available option would be to study court cases involving white-collar criminals. A challenge here would be to identify relevant laws and sentences that cover our definition not only of white-collar crime, but also required characteristics of white-collar criminals. Another available option is to study newspaper articles, where the journalists already have conducted some kind of selection of upper class, white-collar individuals convicted in court because of financial crime. An advantage of this approach is that the cases are publicly known, which makes it more acceptable to identify cases by individual white-collar names. The selective and otherwise filtered information in newspapers might be a problem to other kinds of studies, but is considered an advantage in this study. Therefore, the latter option was chosen in this research.

Based on this decision, our sample has the following characteristics as applied by newspapers when presenting news: famous individuals, famous companies, surprising stories, important events, substantial

consequences, matters of principles and significant public interest. The sample consists of high profile and large yield offenses. This is in line with research by Schnatterly (2003) who searched the Wall Street Journal for several years in her study of white-collar crime published in the Strategic Management Journal. As suggested by Barak (2007), newsmaking criminology refers to the conscious efforts and activities of criminologists to interpret, influence or shape the representation of newsworthy items about crime and justice. Newsmaking criminology as a perspective on the theory, practice and representations of crime and justice is an important approach for understanding white-collar crime. However, Barak's work focused on how the media constructs images of crime. In this research, the media is used as a source of potentially objective information, where factual information in terms of quantitative numbers is collected from newspaper accounts.

We make no distinction between prison and jail in this study. A prison or jail in Norway is a place in which people are physically confined and deprived of a range of personal freedoms. Imprisonment is a legal penalty that is imposed by the state for commission of a crime judged in court. In the United States, the difference between jail and prison is primarily a function of imprisonment length, where the use of prison over jail implies a more serious punishment.

Our operational definition of white-collar crime restricts the sample to those who receive jail time as punishment. This restriction excludes cases of fines as penal response, which is quite common. This sample restriction enables us to only study serious white-collar crime cases. Our intention is not to identify white-collar crime in reference to the law, but mainly with respect to the reporting of these offenses resulting in imprisonment. If the sample would be selected as references by the law, then a number of offenses would be defined in non-criminal statutes. Non-criminal statutes cannot, by their definition, result in jail time, only in civil remedies. Thus, by taking this view, we have essentially omitted most white-collar crime cases of fines from our study, since their severity is of a minor extent. Research articles edited by Gerber and Jensen (2006) suggest that only the most serious white-collar crime offenders end up in prison.

CRIMINAL CHARACTERISTICS

Criminal characteristics collected for each person included gender, age when convicted, age when committing crime, number of years in prison, court level, amount of money involved in crime, number of persons involved in crime, crime type, position level, personal income, person tax, personal wealth according to income statement, organization revenue, organization employees, private versus public sector, internal versus external detection, source of detection, corporate versus occupational crime, leader versus follower, and rotten apple versus rotten apple barrel.

Most white-collar criminals are men. This is confirmed in the sample of 255 persons, which included only 20 female criminals and 235 male criminals. Thus, less than 8 percent of the white-collar crime sample from newspaper articles was women – sometimes labeled pink-collar criminals.The youngest white-collar criminal in Norway was 21 years and the oldest was 77 years old. A distinction is made between age when convicted and age when committing crime. On average, a person was convicted 5 years after the crime, thus the average age when committing crime is 43 years old since the average age when convicted was 48 years old.

Most anecdotal cases, such as Rajaratman and Schilling, were men in their 50-ties or older. This is confirmed in our sample where the average age is 48 years old when convicted in court. These average numbers are similar to a study by Blickle et al. (2006) of 76 convicted German white-collar criminals. In their responding sample, there were 6 female criminals and 70 male criminals. The mean age of the offenders in Germany was 47 years. In a study reported by Benson and Simpson (2009), the average age of common criminals was 30 years, while the average age for white-collar criminals was 40 years. It is unclear whether the age of 40 years can be compared to the age of 48 years when convicted, or to the age of 43 years when committing the crime in Norway.

The average jail sentence for 255 convicted white-collar criminals in Norwegian courts was 2.2 years, with a maximum of 10 years and a minimum of 15 days. The longest jail sentence of 10 years was given to a person involved in bank fraud, where millions were transferred from a rich widow's account in Norway to

a friend's account in Dubai. Since the convicted criminal was operating in a group of criminals, he was convicted of organized crime, which in Norwegian law causes the jail sentence for a criminal act to be extended from a more normal level, say six years, to ten years in his case.

All persons in the sample received a jail sentence for white-collar crime. Compared to famous US cases mentioned above, these sentences are quite modest. However, in a Norwegian context these jail sentences are quite substantial, only passed by organized crime and murder. Also, when comparing to the sample used by Blickle et al. (2006) of white-collar criminals in Germany, there is no substantial difference, as the average was 3.9 years imprisonment in Germany in their sample of 76 convicts. In a US study of several thousand white-collar crime cases, the average prison sentence was only 11 months (Schanzenbach and Yaeger, 2006).In the Norwegian court system, there are three levels: district courts, courts of appeal and Supreme Court. Out of 255 cases, 143 were decided final in district courts, 101 were decided final in courts of appeal, while 11 cases were decided final in Supreme Court. The average amount involved in each financial crime case by white-collar criminals was 57 million Norwegian kroner. Since one US dollar is approximately six Norwegian kroner, this means on average 10 million US dollars. The smallest crime amount was less than 1 million, and the largest was 1200 million kroner.

57 white-collar criminals operated on their own when committing criminal acts. Most criminals involved others in the crime. On average, 4 persons were involved with each other in the white-collar crime cases studied. The maximum number involved in a case was 200 persons, where an accounting firm had been fixing 200 taxi owners' accounts so that they paid less tax. To avoid bias in statistics towards this case, only four persons from this taxi fraud scandal were included in our sample as white-collar criminals: the accounting responsible, the computer programmer, and two head taxi owners.

We define four main financial crime categories by white-collar offenders: fraud, theft, manipulation, and corruption. Fraud can be defined as intentional perversion of truth for the purpose of inducing another in reliance upon it to part with some valuable thing belonging to him or to surrender a legal right (Henning, 2009). Theft can be defined as the illegal taking of another person's, group's or organization's property without victim's consent (Hill, 2008). Manipulation can be defined as a means of gaining illegal control or influence over others' activities, means and results such as tax evasion (Malkawi and Haloush, 2008). Corruption can be defined as the giving, requesting, receiving or accepting of an improper advantage related to a position, office or assignment (Kayrak, 2008). In our sample of 255 convicted white-collar criminals, we find 131 cases of fraud, 12 cases of theft, 62 cases of manipulation, and 50 cases of corruption.

Consulting firm KPMG (2011) tried to identify characteristics of white-collar criminals who commit fraud. They found the following characteristics of the typical fraudster: Male, 36 to 45 years old, commits fraud against his own employer, works in the finance function or in a finance-related role, holds a senior management position, employed by the company for more than 10 years, and works in collusion with another perpetrator. These characteristics are based on 348 actual fraud investigations conducted by KPMG member firms in 69 countries.

We define three white-collar levels. The first level is owners of companies, board members of companies, and chief executive officers of companies. The second level is lawyers, consultants, investors, and brokers. The third level is middle managers, independent contractors and single-working individuals. In our sample of 255 convicted white-collar criminals, we find 76 individuals (30%) at level 1, 106 individuals (41%) at level 2, and 73 individuals (29%) at level 3.

Income figures for all taxable income are published annually by Norwegian tax authorities. Almost all 255 convicted white-collar criminals were found on the list for the year 2009. The average personal income was 327 000 kroner (approximately 54 000 US dollars), tax was 135 000 kroner (approximately 22 000 US dollars), and personal fortune was 6 million kroner (approximately 1 million US dollars).
White-collar offenders worked in an organization with revenues of 200 million kroner and 124 employees on average. 232 criminals worked in private sector organizations, while 23 criminals worked in public sector organizations.

The financial damage of 57 million Norwegian kroner was in most cases occurring outside the organization where the criminal worked. The victim of crime was typically another organization: 201 criminals caused damage to another organization or outside individual, while only 54 caused financial damage to his or her own organization. It is interesting to note that very few (23 criminals) worked in the public sector, while the victim of crime was very often found in the public sector.

How was crime detected? Who detected crime? In this research, we searched the source of detection and found that journalists in the media investigated and revealed a total of 62 out of 255 white-collar criminals. This represents 24 percent, which means that one fourth of all white-collar crime was revealed by the press. However, there is a bias in our sample towards media sources, as only cases presented in the media are included. Nevertheless, it may seem surprising that journalists make such a significant contribution. After journalists we find victims of crime, who revealed 45 criminals (18%):

1. Journalists: 62 criminals (24%)
2. Victims: 45 criminals (18%)
3. Bankruptcy lawyers: 24 (9%)
4. Internal controls: 22 criminals (9%)
5. Auditors: 18 criminals (7%)
6. Tax authorities: 17 criminals (7%)
7. Banks: 14 criminals (5%)
8. Police: 10 criminals (4%)
9. Stock exchange: 5 criminals (2%)
10. Others: 38 criminals (15%).

While it may seem surprising that journalists detected as many as 62 criminals (24%), it may seem surprising as well that the police only detected 10 criminals (4%).

FEMALE CRIMINALS

A total of 255 white-collar criminals were convicted and received jail sentences in Norwegian courts from 2009 to 2012. As suggested in the research literature, most white-collar criminals are men. This is confirmed in the sample of 255 persons, which included only 20 female criminals and 235 male criminals. Thus, only 7.8 percent of the white-collar crime totals from newspaper articles were women.

Total 255 criminals	235 Male Criminals	20 Female Criminals	T-statistic for difference	Significance of t-statistic
Average age convicted	48 years	46 years	.896	.380
Average age crime	43 years	41 years	.900	.378
Years in prison	2.2 years	1.8 years	1.252	.222
Crime amount	61 million	18 million	2.847	.005
Personal income	341 000 kroner	163 000 kroner	2.835	.007
Personal tax	141 000 kroner	62 000 kroner	3.150	.003
Personal wealth	1.5 million	0 million	3.619	.000
Involved persons	4.1 persons	4.5 persons	-.552	.585
Business revenue	207 million	116 million	1.374	.181
Business employees	127 persons	92 persons	.574	.571

Comparison of male versus female white-collar criminals

There are some empirical differences between convicted men and women. First, the money amount involved in the crime was significantly larger for male criminals. Furthermore, according to income statistics, male criminals had larger personal income, paid more taxes and had a larger personal wealth.

Justification Theory

In criminology, justification is often mentioned as one of three pillars to explain criminal acts. The other pillars are opportunity to carry out the act, and motivation for the act. These three pillars must work together before the criminal act can take place (Aguilera and Vedera, 2008).

In the fraud triangle, these pillars are explained as (Ilter, 2009):

- Opportunity to commit crime: Women are in a position to commit white-collar crime.
- Motivation in terms of incentives or pressures to commit crime: Women want to or have to commit white-collar crime.
- Acceptance of crime: Women find justification for white-collar crime.

Risk for fraud is thus a combination of opportunity and possibility, incentives and pressures, and rationalization and justification. Several arguments in the following lead us to believe that the extent of rationalization and justification is less prominent among women. It is the female fear of being caught, where women perceive a greater subjective risk than men, and where the consequences of imprisonment are perceived worse by women than men, mainly because of social collapse that follows after time in prison. Campbell et al. (2001) argue that women have a lower level of acceptable fear than men. It means that women generally experience more fear than men when they are exposed to the same objective risk. The level of acceptable fear, combined with perceived risk – which is subjective – has an impact on actions (Gass and Seiter, 2011), where women with more fear at higher risk will avoid criminal activities.

In an experiment with boys and girls, differences were found in risk willingness. They participated in a lottery. When buying a ticket, there was a 50 percent chance of winning 100 dollars and a 50 percent chance of winning nothing. The expected value in the lottery was thus 50 dollars. Participants also had a definite alternative. This alternative started at 25 dollars and moved upwards. Girls stopped participating in the lottery at 37 dollars, while boys stopped at 45 dollars, which indicates a greater extent of risk willingness among boys than among girls.

Risk is an element in our model as part of both motivation and justification. That women generally have a higher degree of risk aversion than men, does not necessarily apply to the specific group of pink-collar criminals. For example, Adams (2012: 2219) found that more female board members do not necessarily lead to greater risk aversion in decision-making:

> A large literature documents that women are different from men in their choices and preferences, but little is known about gender differences in the boardroom. If women must be like men to break the glass ceiling, we might expect gender differences to disappear among directors. Using a large survey of directors, we show that female and male directors differ systematically in their core values and risk attitudes, but in ways that differ from gender differences in the general population. These results are robust to controlling for differences in observable characteristics. Consistent with findings for the population, female directors are more benevolent and universally concerned, but less power oriented than male directors. However, in contrast to findings for the population, they are less tradition and security oriented than their male counterparts. They are also more risk loving than male directors. Thus, having a woman on the board needs not lead to more risk-averse decision making.

A study in Sweden confirms the finding that having a woman on the board does not necessarily lead to more risk-averse decision making. On the contrary, the Swedish study indicates that women are more risk willing than previously assumed. One reason for the greater risk willingness was that women are more in favor of change. It was Adams and Funk (2012) who studied differences among a total of 1800 female and male board members in companies registered on the stock exchange in Sweden. The result of the study was that female board members take greater risks than men on the board. Men are more concerned with competition, while women like change and being independent.

Justification of crime takes place by applying neutralization techniques. White-collar crime involves some form of social deviance and represents a breakdown in social order. According to Heath (2008) based on Sykes and Matza (1957), white-collar criminals tend to apply techniques of neutralization to deny the criminality of their actions. Examples of neutralization techniques are (a) denial of responsibility; (b) denial of injury; (c) denial of the victim; (d) condemnation of the condemners; (e) appeal to higher loyalties; (f) everyone else is doing it; and (g) claim to entitlement. The offender may claim an entitlement to act as he did, either because he was subject to a moral obligation, or because of some misdeed perpetrated by the victim. Family as a neutralization argument is applied more frequently by women than men. Women tend to justify their crime by pointing to basic needs of the family, while men, to a larger extent, argue in

business terms. However, research by Klenowski et al. (2011) shows that both men and women tend to justify financial crime by family needs and more generally commit crime for the benefit of others.

When offenders are asked to explain their crimes, they typically portray themselves as decent people despite their wrongdoings. They tend to apply neutralization techniques as defined by neutralization theory (Bock and Kenhove, 2011; Siponen and Vance, 2010; Sykes and Matza, 1957). To be effective at managing the stigma of crime, motivational accounts must be believable to the social audience. Thus, Klenowski et al. (2011) found that variations in patterns of accounts are likely due to the social position of the actors. They examined whether gender constrains the way individuals describe their crimes by analyzing the motivational accounts of male and female white collar offenders. Results show that while men and women both elicit justifications when discussing their crimes, they do differ in the frequency with which they call forth specific accounts and in the rhetorical nature of these accounts. When accounting for their crime, white-collar offenders draw on gendered themes to align their actions with cultural expectations of masculinity and femininity. These findings suggest that gender does constrain the accounts that are available to white-collar offenders.

Cauffman (2008: 126) found that "on average, males tend to have longer criminal careers than females. Because it is difficult to assess when a criminal career is "finished", convincing evidence about the duration of criminal careers is sparse. A long-term study by Roger Tarling followed a sample of male and female offenders who were born in 1958 through age thirty-one, finding that the average duration of offending was 4.9 years for females, and 7.4 years for males."

The idea that women, to a lesser extent than men, are able to justify white-collar crime might be explained by *moral theory* (Bowman and Giligan, 2008) combined with *slippery slope theory*. Slippery slope theory implies that a person or an organization is sliding from legal to illegal activities (Arjoon, 2008). This theory attempts to explain why good people do bad things. The explanation is that people do not really notice when they slide over the border to crime. Many unethical and criminal acts happen without involved persons knowing or understanding that they are doing something wrong. Criminal behavior can follow a downward slope, where sliding downwards is a continuous deterioration in the organization not caused by any specific event. It is a development, a trend, a path that leads the wrong way. Gender differences can be found in men realizing grey zones, while women see more black or white. Therefore, women will, to a lesser extent, be able to justify activities that are on the wrong side of the law, because it is black to them, while it is grey to men.

Women find it more difficult than men to justify criminal acts based on an ethical perspective, according to Ruegger and King (1992: 181):

> The findings suggest that gender is a significant factor in the determination of ethical conduct and that females are more ethical than males in their perception of business ethical situations.

Yet another theory can explain gender differences in justification. It is the *theory of self-control*. The lower the individual's self-control, the greater is the likelihood of his or hers involvement in criminal behavior. Low self-control is defined in terms of characteristics such as impulsive, risk-taking, and self-centered (Meneses and Akers, 2011). While most scholars – such as Haantz (2002), Holtfeter et al. (2010) and Huffman et al. (2010) – argue that the main reason for less female white-collar crime is lack of opportunity, they also mention gender differences in self-control. They argue that even if women over time have the same opportunities as men, they will not commit as much crime, because lack of justification leads them to more self-control.

Self-control theory simply states that white-collar people with a low degree of self-control will tend to commit more financial crime than white-collar people with a high degree of self-control (Hansen 2009):

> Self-control theory proposes that individuals commit crime because of low self-control. Except in rare cases of mass fraud such as the Enron scandal, not all elites within a given organization or industry will commit crime. Hence, though elites at the top of their profession and corporation differentially associate with the people of equal status in their own and other corporations, not all corporate elites commit crimes and behave in an overtly deviant manner.

Social control and self-control could be more developed among women than men, combined with learning theory results, causing less crime by women. This phenomenon of gender difference is explained by

Worthen (2011) in terms of parent-child bonding. She suggests that adolescents who have healthy relationships with their parents are less likely to be involved in delinquency. She found that gender differences in delinquency can be partially explained by gender differences in mean values of each element of the parental bond, i.e., emotional attachment to parents, time spent with parents, and parental monitoring. Gender differences can, in addition, be partially explained by examining the effects of the elements of the parental bond on delinquent involvement as they differ by gender.

DISCUSSION

Crime justification is only one reason for the substantial discrepancy between 50 % women in the total Norwegian population, 8 % women in the convicted population, and 6 % women in the prison population. Figure 1 illustrates a number of elements that reduce the female fraction stage by stage on the left hand side, caused by factors on the right hand side. There are a total of five stages.

The purpose of the model is to illustrate and explain how common opinions documented in theoretical thoughts can predict the decreasing female fraction from general population fraction to imprisonment fraction. The common opinion in society is that men represent the large majority within all kinds of crime, including white-collar crime (Friedrichs, 2009). The model supports Messerschmidt's (1997) suggestion that gender is an important predictor of criminal involvement – males dominate criminal activity in society. Both Friedrichs (2009) and Messerschmidt (1997) receive support from Steffensmeier and Allen (1996), who list a number of empirical studies in different countries where men commit far more crimes than women. Additionally, Blickle et al. (2006) show that men were the dominant majority among white-collar criminals in Germany.

Numbers in terms of percentage are here suggested for future research, as we have no empirical bases for these elements. Currently, numbers only suggest how female fraction is reduced from stage to stage, where 50 %
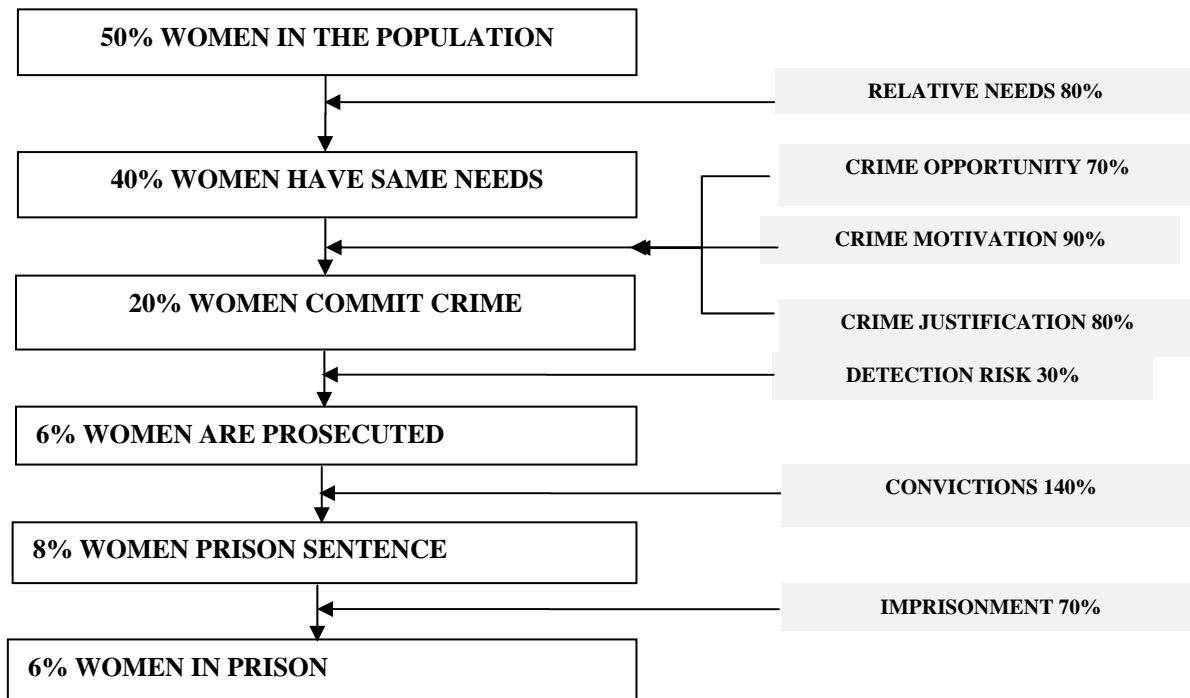

Figure 1. Model for estimation of female fraction in white-collar crime

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Service Quality Measurement and its evaluation of leading Private Banks of India in Delhi and NCR Region: An analytical study

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ABSTRACT

The subject "quality" is nowadays, in a globalized world, one of the key concerns of businessmen to face the competition on industries and service areas. Financial groups are measuring no efforts to achieve quality excellence, starting by customer services and relationship. Indian banking sector opened its doors to private and international players after the economic liberalization in the year 1991. It has been almost 2 decades of operation of the private banks in India. Much has evolved in the overall structure of banking during this time but have the private banks delivered the type of quality that the customers expect them to. This research is an effort to evaluate the service quality of the private banks in India. The study is based on primary data collected in the cities of Delhi and NCR through a structured questionnaire designed on the basis of SERVQUAL Model. The banks under study are the five top private banks from Delhi and NCR region. The study has found that none of the banks have been able to meet the customer expectations and are still dwelling on the 'zone of pain'. The research is very useful for managers, policymakers, implementers as well as academicians. The research provides implications for managers as well as policy makers to understand the customer expectations in India. It can be a guideline for bigger role for the BCSBI (Banking Codes and Standard Board of India). Implications for future research are also discussed. The novelty of the research lies in the context that no effort has been made so far to effect research on sector specific contribution of banks. There is also very little literature available to identify the need-service gap in this area. The study adds value to the knowledge in the field of banking service quality for development and also opens new areas of research.

Key Words: Customer Satisfaction, SERVQUAL Analysis, GAP Analysis, Private Sector banks, Service Quality.

INTRODUCTION

Customer satisfaction is a popular research topic among researchers of different areas. Banking industry is not an exception to this. Banking is one of the numerouno services in which the customer satisfaction has had an ever increasing importance in the corresponding research areas. This is essentially because the banking sector is becoming more and more competitive (Lindenmeier and Tscheulin, 2008). Retail banks are pursuing this strategy, in part, because of the difficulty in differentiating based on the service offering.

Typically, customers perceive very little difference in the services offered by retail banks and any new offering is quickly matched by competitors (Devlin *et al.,* 1995).

MEASURING CUSTOMER SATISFACTION IN BANKING

Customer Satisfaction, a business term, is a measure of how products and services supplied by a company meet or surpass customer expectation. It is seen as a key performance indicator within business and is part of the strategy for customer retention. The entry of private sector commercial banks can be traced to the period of privatization and the need to satisfy customers all the more by the banking sector increased. However no consistent effort was taken on the part of policy makers to trace the level of satisfaction from the services till the year 2003 when BCSBI (Banking Codes and Standards Boards of India) an autonomous body was formed to monitor the level of services provided by the Indian banks.

SERVQUAL MODELS

A quite large number of models have been derived by experts round the world to derive the level of service quality and therefore the customer satisfaction perhaps the best and the most widely validated research is one by Parasurama et al. (1995) popularly known as SERVQUAL Model. This is the one that will be used in this research to evaluate the level of service quality of Private Sector banks in India. Below is a discussion on the SERVQUAL Model:

GAP Model (Parasuraman *et al*. 1985)
The GAP model was proposed by Parasuraman *et al.* (1985). The model presupposes that service quality is the differences between expectation and performance relating to quality dimensions. These differences are referred to as gaps.

The gaps model conceptualizes five gaps which are:
Gap 1: Difference between consumers' expectation and management's perceptions of consumers' expectations (not identifying what consumers expect);
Gap 2: Disparity between management's perceptions of consumer's expectations and service quality specifications (inappropriate service-quality standards);
Gap 3: Variations between service quality specifications and service actually delivered (poor delivery of service quality);
Gap 4: Difference between service delivery and the communications to consumers about service delivery (promises mismatch delivery);
Gap 5: Difference between consumer's expectation and perceived service; this gap depends on size and direction of the four gaps associated with the delivery of service quality on the marketer's side.

Based on the above five gaps, the SERVQUAL instrument was developed. It initially consisted of ten dimensions which were later refined into five dimensions namely, reliability, responsiveness, tangibles, assurance (communication, competence, credibility, courtesy, and security) and empathy (which capture access and understanding or knowing the customers). Later in year 1991 SERVQUAL was revised by replacing "should" word by "would" and in 1994 by reducing the total number of items to 22, but five dimensional structure remaining the same. In addition to this empirical research, the authors later came out with the extended service quality model. According to this extended model most factors involve communication and control process implemented in organizations to manage employees.

OBJECTIVES OF THE STUDY

The main objectives of the study are:

a. To have a clear understanding of the level of service quality in the Private Sector banks in India.

b. To find out the gap in the dimensions of service quality based on the SERVQUAL analysis.

RESEARCH METHODOLOGY

The study is exploratory in nature. It provides a description of contemporary satisfaction parameter in the Indian Banking Sector. The determination of the sample and the area of study is justified below:
The research consists of 5 banks from the private sectors from Delhi and NCR region. The Top 5 banks of Private Sector Banks selected are ICICI Bank, HDFC Bank, HSBC Bank, Axis Bank and Federal Bank, The questionnaires were distributed manually to the customers of these banks in the cities of Delhi and NCR (National Capital Region). The purpose of choosing the capital of the country (Delhi) and NCR region as the study area because private banks in these areas are serving their customers more as compared to other cities. The basic reasons of opening more number of private banks are the income level of the customers are fairly high in these areas. The respondents are selected at random on visits to banks. Therefore for the purpose of our research the probability sampling process has been used. The sample size was determined according to (Cooper and Schindler, 2003), the formula as follows:

(+,-) 0.05 $\rightarrow$ desired interval range within which the population proportion is expected (subjective decision).

$1.96(\sigma_p) \rightarrow$ 95 percent confidence level for estimating the interval within which the population proportion is expected (subject decision).

$\sigma_p = 0.0255 \rightarrow$ standard error for the proportion (0.05/1.96)

pq $\rightarrow$ measure of sample dispersion (used here as an estimate of the population dispersion). $n = \dfrac{pq}{\sigma_p^2}$

For the purpose of this research, after running 30 questionnaires a sample size (N) was derived for each bank as follows.

$$N = \frac{0.24 \times 0.76}{0.0255^2} = 280$$

Therefore the total sample size for all the 5 banks is 280×5 = 1400.

ANALYSIS AND FINDINGS

Following is the detailed analysis of the 5 banks under study based on the SERVQUAL analysis.

SERVQUAL analysis for ICICI Bank

Table 1 depicts the SERVQUAL score of the five dimensions for ICICI Bank. The highest expectation score for the tangibility dimension is for E4 and the lowest is for the E3. The perception score for this dimension is highest for the P2 and lowest for P1. For the reliability dimension the highest score for the expectation is for E5 and the lowest is for the E8.As against expectation the perception score for reliability dimension was highest for P6 and lowest for P5. In case of responsiveness dimension the highest expectation was for E12 and the lowest was for E10. The perception scores for this dimension were highest for P11 and lowest for P10. For the assurance dimension the highest expectation score was for E17 and the lowest for E14 and E15. The perception score was highest for P15 and the lowest for P17. For the empathy dimension the highest expectation score was for E21 and the lowest for E22.As against the expectation scores the perception score for this dimension are highest for P19/22 and the lowest for P18.

Table 1: Average 'SERVQUAL' of various dimensions for ICICI Bank					
	(E)			(P)	Gap Score P-E
Tangible		**Tangible**			
E1: Excellent banking companies will have modern looking equipment.	4.12	P1: Your bank has modern looking equipment	3.46		-0.66
E2: The physical facilities ate excellent banks will be visually appealing	3.99	P2: Your bank's physical facilities are visually appealing	3.88		-0.11
E3: Employees at excellent banks will be neat appearing	3.96	P3: Your bank's reception desk employee are neat appearing	3.75		-0.21
E4: Materials association with the service (such as pamphlets or statements) will be visually appealing at excellent banks.	4.45	P4: Materials associated with the service (such as pamphlets or statements) are visually appealing at your bank.	3.70		-0.84
		Average Tangible SERVQUAL score			-0.45
Reliability		**Reliability**			
E5: When excellent banks promise to do something by a certain time, they do.	4.54	P5: When your bank promises to do something by a certain time, it does so.	3.39		-1.15
E6: When a customer has a problem, excellent banks will show a sincere interest in solving it.	4.44	P6: When you have a problem, your bank shows a sincere interest in solving it.	3.78		-0.66
E7: Excellent banks will perform the service right the first time.	4.40	P7: Your bank performs the service right the first time.	3.61		-0.79
E8: Excellent banks will provide the service at the time them promise to do so.	4.29	P8: Your bank provides its service at the time it promises to do so.	3.63		-0.66
E9: Excellent banks will insist on error free records	4.41	P9: Your bank insists on error free records.	3.70		-0.71
		Average Reliability SERVQUAL score			-0.79
Responsiveness		**Responsiveness**			
E10: Employees of excellent banks will tell customers exactly when services will be performed.	4.37	P10: Employees in your bank tell you exactly when services will be performed.	3.43		-0.94
E11:Employees of excellent banks will give prompt service to customers.	4.50	P11: Employees in your bank give you prompt service.	3.64		-0.86
E12:Employees of excellent banks will always be willing to help customers.	4.57	P12: Employees in your bank are always willing to help you.	3.50		-1.07
E13:Employees of excellent banks will never be too busy to respond to customers' requests.	4.44	P13: Employees in your bank are never too busy to respond to your request.	3.57		-0.87
		Average Responsiveness SERVQUAL score			-0.75
Assurance		**Assurance**			
E14: The behaviour of employees in excellent banks	4.12	P14: The behaviour of employees in your bank instill confidence in you.	3.35		-0.77

will instill confidence in customers.				
E15: Customers of excellent banks will feel safe in transactions	4.12	P15: You feel safe in your transactions with your bank.	3.53	-0.59
E16: Employees of excellent banks will be consistently courteous with customers.	4.35	P16: Employees in your bank area consistently courteous with you.	3.35	-1.00
E17: Employees of excellent banks will have the knowledge to answer customers' questions.	4.70	P17: Employees in your bank have the knowledge to answer your questions.	3.06	-1.64
		Average Assurance SERVQUAL score		-1.00
Empathy		**Empathy**		
E18: Excellent banks will give customers individual attention	4.9	P18: Your bank gives you individual attention	3.59	-1.31
E19: Excellent banks will have operating hours convenient to all their customers.	4.9	P19: Your bank has operating hours convenient to all its customers	3.94	-0.96
E20: Excellent banks will have employees who give customers personal attention.	4.9	P20: Your bank has employees who give you personal attention.	3.81	-1.09
E21: Excellent banks will have their customer's best interests at heart.	4.91	P21: Your bank has your best interest at heart.	3.74	-1.17
E22:The employees of excellent banks will understand the specific needs of their customer	4.76	P22: The employees of your bank understand your specific needs.	3.94	-0.82
		Average Empathy SERVQUAL scores		-1.07

SERVQUAL analysis for HDFC Bank

Table 2 depicts the SERVQUAL score of the five dimensions for HDFC Bank. The highest expectation score for the tangibility dimension is for E4 and the lowest is for the E2/3. The perception score for this dimension is highest for the P2 and lowest for P1. For the reliability dimension the highest score for the expectation is for E5 and the lowest is for the E8. As against expectation the perception score for reliability dimension was highest for P6 and lowest for P7. In case of responsiveness dimension the highest expectation was for E71 and the lowest was for E10/11. The perception scores for this dimension were highest for P11 and lowest for P13. For the assurance dimension the highest expectation score was for E17 and the lowest for E12 and E13. The perception score was highest for P15 and the lowest for P14/16. For the empathy dimension the highest expectation score was for E21 and the lowest for E18/19/20. As against the expectation scores the perception score for this dimension are highest for P19/22 and the lowest for P18.

Table 2 : Average 'SERVQUAL' of various dimensions for HDFC Bank					
	(E)			(P)	Gap Score P-E
Tangible		**Tangible**			
E1: Excellent banking companies will have modern looking equipment.	4.72	P1: Your bank has modern looking equipment		3.74	-0.98
E2: The physical facilities ate excellent banks will be visually	4.71	P2: Your bank's physical facilities are visually appealing		3.97	-0.74

appealing				
E3: Employees at excellent banks will be neat appearing	4.71	P3: Your bank's reception desk employee are neat appearing	3.82	-0.89
E4: Materials association with the service (such as pamphlets or statements) will be visually appealing at excellent banks.	4.74	P4: Materials associated with the service (such as pamphlets or statements) are visually appealing at your bank.	3.93	-0.81
		Average Tangible SERVQUAL score		-0.86
Reliability		**Reliability**		
E5: When excellent banks promise to do something by a certain time, they do.	4.54	P5: When your bank promises to do something by a certain time, it does so.	3.69	-0.85
E6: When a customer has a problem, excellent banks will show a sincere interest in solving it.	4.46	P6: When you have a problem, your bank shows a sincere interest in solving it.	4.01	-0.45
E7: Excellent banks will perform the service right the first time.	4.46	P7: Your bank performs the service right the first time.	3.38	-0.54
E8: Excellent banks will provide the service at the time them promise to do so.	4.37	P8: Your bank provides its service at the time it promises to do so.	3.82	-0.64
E9: Excellent banks will insist on error free records	4.46	P9: Your bank insists on error free records.	3.96	-0.52
		Average Reliability SERVQUAL score		-0.44
Responsiveness		**Responsiveness**		
E10: Employees of excellent banks will tell customers exactly when services will be performed.	4.12	P10: Employees in your bank tell you exactly when services will be performed.	3.36	-0.76
E11:Employees of excellent banks will give prompt service to customers.	4.12	P11: Employees in your bank give you prompt service.	3.53	-0.59
E12:Employees of excellent banks will always be willing to help customers.	4.36	P12: Employees in your bank are always willing to help you.	3.36	-1.00
E13:Employees of excellent banks will never be too busy to respond to customers' requests.	4.71	P13: Employees in your bank are never too busy to respond to your request.	3.07	-1.64
		Average Responsiveness SERVQUAL score		-1.00
Assurance		**Assurance**		
E14: The behaviour of employees in excellent banks will instill confidence in customers.	4.12	P14: The behaviour of employees in your bank instill confidence in you.	3.36	-0.76
E15: Customers of excellent banks will feel safe in transactions	4.12	P15: You feel safe in your transactions with your bank.	3.53	-0.59
E16: Employees of excellent banks will be consistently courteous with customers.	4.36	P16: Employees in your bank area consistently courteous with you.	3.36	-1.00
E17: Employees of excellent banks will have the knowledge	4.71	P17: Employees in your bank have the knowledge to answer your questions.	3.07	-1.64

	(E)		(P)	Gap Score P-E
to answer customers' questions.				
		Average Assurance SERVQUAL score		-1.00
Empathy		**Empathy**		
E18: Excellent banks will give customers individual attention	4.90	P18: Your bank gives you individual attention	3.57	-1.33
E19: Excellent banks will have operating hours convenient to all their customers.	4.90	P19: Your bank has operating hours convenient to all its customers	3.92	-0.98
E20: Excellent banks will have employees who give customers personal attention.	4.90	P20: Your bank has employees who give you personal attention.	3.79	-1.11
E21: Excellent banks will have their customer's best interests at heart.	4.91	P21: Your bank has your best interest at heart.	3.72	-1.19
E22: The employees of excellent banks will understand the specific needs of their customer	4.76	P22: The employees of your bank understand your specific needs.	3.92	-0.84
		Average Empathy SERVQUAL scores		-1.09

SERVQUAL analysis for HSBC Bank

Table 3 depicts the SERVQUAL score of the five dimensions for HSBC Bank. The highest expectation score for the tangibility dimension is for E4 and the lowest is for the E3. The perception score for this dimension is highest for the P4 and lowest for P1. For the reliability dimension the highest score for the expectation is for E5 and the lowest is for the E8. As against expectation the perception score for reliability dimension was highest for P9 and lowest for P5. In case of responsiveness dimension the highest expectation was for E12 and the lowest was for E10. The perception scores for this dimension were highest for P11 and lowest for P10. For the assurance dimension the highest expectation score was for E17 and the lowest for E14/15.The perception score was highest for P15 and the lowest for P16. For the empathy dimension the highest expectation score was for E21 and the lowest for E22. As against the expectation scores the perception score for this dimension are highest for P19 and the lowest for P18.

Table 3 : Average 'SERVQUAL' of various dimensions for HSBC Bank				
	(E)		(P)	Gap Score P-E
Tangible		**Tangible**		
E1: Excellent banking companies will have modern looking equipment.	4.30	P1: Your bank has modern looking equipment	3.59	-0.44
E2: The physical facilities ate excellent banks will be visually appealing	3.94	P2: Your bank's physical facilities are visually appealing	3.78	-0.16
E3: Employees at excellent banks will be neat appearing	3.92	P3: Your bank's reception desk employee are neat appearing	3.64	-0.28
E4: Materials association with the service (such as pamphlets or statements) will be visually appealing at excellent banks.	4.53	P4: Materials associated with the service (such as pamphlets or statements) are visually appealing at your bank.	3.87	-0.66
		Average Tangible SERVQUAL score		-0.38
Reliability		**Reliability**		
E5: When excellent banks promise to do something by a	4.53	P5: When your bank promises to do something by a certain time, it does so.	3.36	-1.17

certain time, they do.				
E6: When a customer has a problem, excellent banks will show a sincere interest in solving it.	4.44	P6: When you have a problem, your bank shows a sincere interest in solving it.	3.79	-0.65
E7: Excellent banks will perform the service right the first time.	4.44	P7: Your bank performs the service right the first time.	3.57	-0.87
E8: Excellent banks will provide the service at the time them promise to do so.	4.36	P8: Your bank provides its service at the time it promises to do so.	3.66	-0.70
E9: Excellent banks will insist on error free records	4.47	P9: Your bank insists on error free records.	3.72	-0.75
		Average Reliability SERVQUAL score		-0.83
Responsiveness		**Responsiveness**		
E10: Employees of excellent banks will tell customers exactly when services will be performed.	4.27	P10: Employees in your bank tell you exactly when services will be performed.	3.74	-0.53
E11:Employees of excellent banks will give prompt service to customers.	4.41	P11: Employees in your bank give you prompt service.	4.00	-0.41
E12:Employees of excellent banks will always be willing to help customers.	4.50	P12: Employees in your bank are always willing to help you.	3.87	-0.63
E13:Employees of excellent banks will never be too busy to respond to customers' requests.	4.37	P13: Employees in your bank are never too busy to respond to your request.	3.87	-0.50
		Average Responsiveness SERVQUAL score		-0.41
Assurance		**Assurance**		
E14: The behaviour of employees in excellent banks will instill confidence in customers.	4.11	P14: The behaviour of employees in your bank instill confidence in you.	3.35	-0.76
E15: Customers of excellent banks will feel safe in transactions	4.11	P15: You feel safe in your transactions with your bank.	3.53	-0.58
E16: Employees of excellent banks will be consistently courteous with customers.	4.35	P16: Employees in your bank area consistently courteous with you.	3.35	-1.00
E17: Employees of excellent banks will have the knowledge to answer customers' questions.	4.71	P17: Employees in your bank have the knowledge to answer your questions.	3.05	-1.66
		Average Assurance SERVQUAL score		-1.00
Empathy		**Empathy**		
E18: Excellent banks will give customers individual attention	4.90	P18: Your bank gives you individual attention	3.57	-1.33
E19: Excellent banks will have operating hours convenient to all their customers.	4.90	P19: Your bank has operating hours convenient to all its customers	3.92	-0.98
E20: Excellent banks will have employees who give customers	4.90	P20: Your bank has employees who give you personal attention.	3.79	-1.11

personal attention.				
E21: Excellent banks will have their customer's best interests at heart.	4.91	P21: Your bank has your best interest at heart.	3.73	-1.18
E22:The employees of excellent banks will understand the specific needs of their customer	4.76	P22: The employees of your bank understand your specific needs.	3.92	-0.84
		Average Empathy SERVQUAL scores		-1.09

SERVQUAL analysis for Axis Bank

Table 4 depicts the SERVQUAL score of the five dimensions for Axis Bank. The highest expectation score for the tangibility dimension is for E4 and for the rest of the parameters it is the same. The perception score for this dimension is highest for the P2 and lowest for P4. For the reliability dimension the highest score for the expectation is for E8 and the lowest is for the E5.As against expectation the perception score for reliability dimension was highest for P6 and lowest for P5. In case of responsiveness dimension the highest expectation was for E12 and the lowest was for E10. The perception scores for this dimension were highest for P11 and lowest for P10. For the assurance dimension the highest expectation score was for E17 and the lowest for E14 and E15. The perception score was highest for P14 and the lowest for P17. For the empathy dimension the highest expectation score was for E21 and the lowest for E14/15. As against the expectation scores the perception score for this dimension are highest for P19 and the lowest for P18.

Table 4 : Average 'SERVQUAL' of various dimensions for Axis Bank					
	(E)			(P)	Gap Score P-E
Tangible		**Tangible**			
E1: Excellent banking companies will have modern looking equipment.	4.70	P1: Your bank has modern looking equipment	3.30	-1.40	
E2: The physical facilities ate excellent banks will be visually appealing	4.70	P2: Your bank's physical facilities are visually appealing	3.42	-1.28	
E3: Employees at excellent banks will be neat appearing	4.70	P3: Your bank's reception desk employee are neat appearing	3.27	-1.43	
E4: Materials association with the service (such as pamphlets or statements) will be visually appealing at excellent banks.	4.71	P4: Materials associated with the service (such as pamphlets or statements) are visually appealing at your bank.	3.02	-1.69	
		Average Tangible SERVQUAL score		-1.45	
Reliability		**Reliability**			
E5: When excellent banks promise to do something by a certain time, they do.	4.71	P5: When your bank promises to do something by a certain time, it does so.	3.57	-1.14	
E6: When a customer has a problem, excellent banks will show a sincere interest in solving it.	4.77	P6: When you have a problem, your bank shows a sincere interest in solving it.	3.94	-0.83	
E7: Excellent banks will perform the service right the first time.	4.72	P7: Your bank performs the service right the first time.	3.76	-0.96	
E8: Excellent banks will provide the service at the time them promise to do so.	4.73	P8: Your bank provides its service at the time it promises to do so.	3.81	-0.92	
E9: Excellent banks will insist	4.72	P9: Your bank insists on error free	3.88	-0.84	

on error free records		records.		
		Average Reliability SERVQUAL score		-0.93
Responsiveness		**Responsiveness**		
E10: Employees of excellent banks will tell customers exactly when services will be performed.	4.53	P10: Employees in your bank tell you exactly when services will be performed.	3.65	-0.88
E11:Employees of excellent banks will give prompt service to customers.	4.60	P11: Employees in your bank give you prompt service.	3.92	-0.68
E12:Employees of excellent banks will always be willing to help customers.	4.66	P12: Employees in your bank are always willing to help you.	3.78	-0.88
E13:Employees of excellent banks will never be too busy to respond to customers' requests.	4.60	P13: Employees in your bank are never too busy to respond to your request.	3.78	-0.82
		Average Responsiveness SERVQUAL score		-0.65
Assurance		**Assurance**		
E14: The behaviour of employees in excellent banks will instill confidence in customers.	4.23	P14: The behaviour of employees in your bank instill confidence in you.	4.23	-0.78
E15: Customers of excellent banks will feel safe in transactions	4.23	P15: You feel safe in your transactions with your bank.	3.61	-0.62
E16: Employees of excellent banks will be consistently courteous with customers.	4.50	P16: Employees in your bank area consistently courteous with you.	3.41	-1.09
E17: Employees of excellent banks will have the knowledge to answer customers' questions.	4.73	P17: Employees in your bank have the knowledge to answer your questions.	3.18	-1.55
		Average Assurance SERVQUAL score		-1.01
Empathy		**Empathy**		
E18: Excellent banks will give customers individual attention	4.90	P18: Your bank gives you individual attention	3.57	-1.33
E19: Excellent banks will have operating hours convenient to all their customers.	4.90	P19: Your bank has operating hours convenient to all its customers	3.93	-0.97
E20: Excellent banks will have employees who give customers personal attention.	4.90	P20: Your bank has employees who give you personal attention.	3.80	-1.10
E21: Excellent banks will have their customer's best interests at heart.	4.91	P21: Your bank has your best interest at heart.	3.73	-1.18
E22: The employees of excellent banks will understand the specific needs of their customer	4.76	P22: The employees of your bank understand your specific needs.	3.93	-0.83
		Average Empathy SERVQUAL scores		-1.08

SERVQUAL analysis for Federal Bank

Table 5 depicts the SERVQUAL score of the five dimensions for Federal Bank. The highest expectation score for the tangibility dimension is for E2 and the lowest is for the E3. The perception score for this dimension is highest for the P3 and lowest for P1. For the reliability dimension the highest score for the expectation is for E5 and the lowest is for the E8. As against expectation the perception score for reliability dimension was highest for P6 and lowest for P5. In case of responsiveness dimension the highest expectation was for E12 and the lowest was for E10. The perception scores for this dimension were highest for P10/11 and lowest for P12/13. For the assurance dimension the highest expectation score was for E16 and the lowest for E14 and E15. The perception score was highest for P15 and the lowest for P17. For the empathy dimension the highest expectation score was for E21 and the lowest for E22. As against the expectation scores the perception score for this dimension are highest for P22 and the lowest for P21.

Table 5: Average 'SERVQUAL' of various dimensions for Federal Bank					
	(E)			(P)	Gap Score P-E
Tangible		**Tangible**			
E1: Excellent banking companies will have modern looking equipment.	4.76	P1: Your bank has modern looking equipment	3.53		-1.23
E2: The physical facilities ate excellent banks will be visually appealing	5.00	P2: Your bank's physical facilities are visually appealing	3.99		-1.01
E3: Employees at excellent banks will be neat appearing	4.84	P3: Your bank's reception desk employee are neat appearing	3.89		-0.95
E4: Materials association with the service (such as pamphlets or statements) will be visually appealing at excellent banks.	4.93	P4: Materials associated with the service (such as pamphlets or statements) are visually appealing at your bank.	3.86		-1.07
		Average Tangible SERVQUAL score			
Reliability		**Reliability**			
E5: When excellent banks promise to do something by a certain time, they do.	4.59	P5: When your bank promises to do something by a certain time, it does so.	3.44		-1.15
E6: When a customer has a problem, excellent banks will show a sincere interest in solving it.	4.46	P6: When you have a problem, your bank shows a sincere interest in solving it.	3.88		-0.58
E7: Excellent banks will perform the service right the first time.	4.38	P7: Your bank performs the service right the first time.	3.68		-0.70
E8: Excellent banks will provide the service at the time them promise to do so.	4.26	P8: Your bank provides its service at the time it promises to do so.	3.80		-0.46
E9: Excellent banks will insist on error free records	4.38	P9: Your bank insists on error free records.	3.84		-0.54
		Average Reliability SERVQUAL score			-0.68
Responsiveness		**Responsiveness**			
E10: Employees of excellent banks will tell customers exactly when services will be performed.	4.51	P10: Employees in your bank tell you exactly when services will be performed.	3.25		-1.26
E11:Employees of excellent	4.62	P11: Employees in your bank give you	3.25		-1.37

banks will give prompt service to customers.		prompt service.		
E12:Employees of excellent banks will always be willing to help customers.	4.67	P12: Employees in your bank are always willing to help you.	3.13	-1.54
E13:Employees of excellent banks will never be too busy to respond to customers' requests.	4.56	P13: Employees in your bank are never too busy to respond to your request.	3.13	-1.43
		Average Responsiveness SERVQUAL score		-1.12
Assurance		**Assurance**		
E14: The behaviour of employees in excellent banks will instill confidence in customers.	4.12	P14: The behaviour of employees in your bank instill confidence in you.	3.33	-0.79
E15: Customers of excellent banks will feel safe in transactions	4.12	P15: You feel safe in your transactions with your bank.	3.43	-0.69
E16: Employees of excellent banks will be consistently courteous with customers.	4.35	P16: Employees in your bank area consistently courteous with you.	3.20	-1.15
E17: Employees of excellent banks will have the knowledge to answer customers' questions.	4.70	P17: Employees in your bank have the knowledge to answer your questions.	3.00	-1.70
		Average Assurance SERVQUAL score		-1.08
Empathy		**Empathy**		
E18: Excellent banks will give customers individual attention	4.90	P18: Your bank gives you individual attention	3.8	-1.1
E19: Excellent banks will have operating hours convenient to all their customers.	4.90	P19: Your bank has operating hours convenient to all its customers	4.07	-0.83
E20: Excellent banks will have employees who give customers personal attention.	4.90	P20: Your bank has employees who give you personal attention.	3.8	-1.1
E21: Excellent banks will have their customer's best interests at heart.	4.92	P21: Your bank has your best interest at heart.	3.7	-1.22
E22:The employees of excellent banks will understand the specific needs of their customer	4.77	P22: The employees of your bank understand your specific needs.	4.16	-0.61
		Average Empathy SERVQUAL scores		-0.97

CONCLUSION

Table 6 depicts the Average Weighted SERVQUAL scores of the private sector banks under study. In case of the private sector banks also it has been observed that the banks are in the 'zone of pain'. HDFC Bank is the best among the private banks and Axis Bank is the worst of the five banks under study in terms of service delivery. HDFC Bank has to work in the empathy dimension to perform better and move to the 'zone of satisfaction' and then to the 'zone of delight'. HSBC Bank which is just near HDFC Bank in service delivery has to work in assurance and empathy dimensions. ICICI Bank has also to work in the assurance and empathy dimensions. Federal Bank has to work in the responsiveness, assurance and the empathy dimensions. Axis Bank has to work in the dimensions of tangibility, assurance and empathy to move out of the 'zone of pain' to 'zone of satisfaction' and 'delight'.

Table 6: Average Weighted 'SERVQUAL' Scores of Private Sector Banks

Name of bank	Dimensions of Service Quality					Average Weighted SERVQUAL Score
	Tangible	Reliability	Responsiveness	Assurance	Empathy	
ICICI Bank	-0.45	-0.79	-0.74	-1.00	-1.07	-16.92
HDFC	-0.86	-0.59	-0.44	-0.99	-1.09	-15.29
HSBC	-0.38	-0.83	-0.41	-1.00	-1.09	-15.41
Axis Bank	-1.45	-0.93	-0.65	-1.01	-1.08	-19.27
Federal Bank	-1.06	-0.68	-1.12	-1.08	-0.97	-18.94

The present research has been undertaken with the help of SERVQUAL analysis and is trying to find the level of service quality in the Private Banks. Further research in this field can be carried out with the help of other tools of measuring service quality like the Kano's Model of Product quality or Fuzzy based algorithmic analysis. The research provides a new approach to understanding the contribution and the condition of the Private Sector Banks. A lot more interesting approach can be a comparative study between Public and Private Sector banks in India. Along with that a comparison of foreign banks and performance on service delivery in India and the same banks service delivery in other country can be a good piece of work.

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A Boss causes mental disorder - Stay or Leave?

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ABSTRACT

The case is a real time problem faced by a school teacher in her workplace from her boss which led to her mental disorder and now she is under medical treatment slowly recovering from her mental illness. This case is a unique attempt by the researcher to highlight about then dynamics of power and politics in workplace, managing superior subordinate relationship, and managing the relationship with Boss. This will be a value addition to the existing literature of Politics in the universal scenario.

Keywords: Power, politics, organizational behavior, superior, subordinate, managing boss

INTRODUCTION

Shruthi was walking very fast towards her home the un-walkable distance absent-minded, from school on a mid afternoon on one of the working days in the midst of her class. However she managed to reach her home safely by walk, not realizing that she has walked beyond 15 kms in the hot sun. She was affected beyond her limits to realize the heat or the leg pain that she suffered due to walking that long in the mid afternoon. She could not stop the tears rolling down her cheeks. She was unaware of anybody who would notice her crying and was not bothered about it too. Tears are sometimes a symbol of anger. She was angry beyond limits. She did not know what to do, except to cry helplessly thinking of her family and the economic need to work. She slowly recalled the miserable events that led to this mess of her maddening, while walking home about the happenings in the last eight months in her new school that she had joined to support her husband in running a family with two children in the most important metropolitan city, Chennai.

CASE BACKGROUND

Shruthi joined one of most important Schools in Chennai. She is a very traditional introvert woman from a rural background transferred to Chennai along with her husband. After 12 years of experience in normal schools Shruthi got an opportunity to enter into a school beyond her standards, her life style etc. The school environment was to totally different and very competitive in terms of the syllabus, methodology, standard of students, class of people, standard of peers etc. Although she was developed an inferiority complex on joining the new school, she decided there could be no other school which would pay her as much as this popular school. So she strived as much as possible to prove her best efforts to stay on par in the school in terms of teaching and behavior. She changed her life style, body mannerism and dissolved herself completely in her performance in the school. Her performance in form of teaching, results and extra-curricular contributions was appreciated highly by her school principal. This extraordinary performance made her Boss to view her as a threat in the workplace. Therefore he started involving himself in various activities causing damage to her goodwill like hiding information from her that has to be revealed on time, claiming the credit for hardwork done by her, etc. Shruthi being an introvert was not able to handle him. So she carried all the stress within and became mentally affected. Now she is under medical treatment and not in a position to continue work anywhere with mental peace. She is confronted with two issues;
    1. How to manage without a job?
    2. Whether to continue in the same school? If so how?

Nature of Shruthi
Shruthi aged 40 years old , was a simple, and a matured woman with very clear thoughts about her own self and her family status. Shruthi is basically from a remote village in the deep south of Tamilnadu. She was

from a lower middle class joint family. She already had two sisters (one younger and another elder). Both of them were mentally disordered after the divorce of the younger sister and the death of the elder sister's husband. Now Shruthi also was travelling in the same path due to her job confusions. Shruthi was by nature a very understanding woman who never wished for more than her possibilities. But now the new job that she was enjoying has given her more expectations and is not enabling her experience her life with peace. Now how much ever she was getting she was unable to enjoy it. She felt she needed more.

Nature of Shruthi's Husband
Anand (name changed) was an understanding person who was a single son of their family, a relative of Shruthi too. He was already a person who lived completely in Chennai for almost 25 years. Hence he was not carried away by the life style of Chennai as Shruthi was. So he was able to accept the changes in her and he tried to advice her. However he was earning less than her and was not in a stable job.

Case description
She was worried over two issues. One is about the definite need to work and the further possibility of surviving in this school. After a long struggle in convincing her husband , she could finally succeed in relocating to Chennai, one of the important metropolitan cities in India. It was a jaint leap in the life of Shruthi in terms of her career and her living. At first she found a simple Tamil teacher job in a school of average standard in which she was able to perform well but had lot of work pressure. Later after 15 years of service she managed to get a job in a high standard school catering CBSE syllabus to highest society of students.

At first Shruthi was delighted and felt proud to be a part of such a great school which was almost a dream in her life. She started changing her dressing and her life style based on the demands of the school. Although she was the least paid teacher as per that school standards , according to her it three times the salary which she was drawing at her previous school. So she forgot her family, relatives, and children and started struggling to survive in her job. The school and her peers were beyond her standard and looked down upon her. She was able to read her environment and she managed to crush the inferior complex that was overtaking her. She concentrated in her job with great care. She felt she was inferior to all and so she started working hard and giving her best to the students and to the school. The school principal was very happy with her performance. According to her this job was enough for her life. But she was very confused and upset about the possibility of continuing with the job at this place.

Question paper Incident
The teachers are expected to prepare a copy of the question paper and handover to the Head of the department as per the school rules. Same way even Shruthi also did as per the rules. But somehow she found that the questions were changed in a different manner and was not the same as always submitted. Shruthi for the first two times thought it was printing mistake. But the third time she found out that it is not accidental but incidental. The sad part was in spite of the questions being changed the principal also warned her to prepare questions clearly and as per requirements of the school. Shruthi then understood that the situation has been picturized that she is not capable of preparing a question paper as per standards.

Cultural Events Organizing event
Shruthi actively participated and organized several cultural events as per the instructions of the school principal. Similarly, for the recent programme also shruthi contributed effectively. But the sad part is every activity, approval etc has to happen through the Head of the Department. This time also the programme was a grand success, but shruthi did not receive even a single word of appreciation from the principal. She then realized that it has been projected by the Head of the department as if he had done everything by his own self.

Principal meeting event
Shruthi, was devastated by the above two incidents and so she complained to the school principal about her worries in surviving in the school. The principal immediately took up her complaint and called the Head of the department for discussion. The joint discussion by principal with shruthi, Head of the department, assistant in charge of the department ended in vain as there was no strong proof against the complainant, the Head of the Department. Shruthi, observed that although the principal was acting neutrally she was

unable to take action without any evidence. This made it very clear to shruthi, that nothing could be done against her head of the department due to his powers he was enjoying as per hierarchy in the school.

Confusions of Shruthi

She did not have any other big aim in life. In order to survive in this continuous threat she had to struggle a lot and with all her struggle she was able to perform well in the school as an individual and very well in her department too. This created a very big problem for her peers and her boss. Her boss became aware of her popularity in a very short time. He started to play tricks and games against her. He started hiding her performance and started claiming the reward for all the hard work she put in. Shruthi was unable to withstand the politics played by her boss. She found lot of manipulations in her original work, but was unable to prove it. For example, the question paper she submits for the exam would be different when it was printed. Shruthi was really upset and did not know the way to handle the problem. She was worried about the loss that would be created if she loses her job and she was also unable to face her situations in the job. Situation became worse day by day and therefore she made a complaint to the Principal about the Head of the Department and his tricks played on her. The principal was able to understand the position. But she was in a helpless position and so she asked Shruthi to prove her situation. This was not possible for Shruthi. She was a very shy and a timid lady from a very narrow minded family background. She was not even able to raise her voice to her peers and therefore to her boss was impossible according to her. Hence she choked within, hiding all the worries within her.

On the other side, her husband Anand (name changed) was very unhappy with her because she did not respect him as earlier after joining this school. She was earning more than him, not bothered about cleaning the house, not bothered about her two children Abhinaya in 11th standard and Kumaran in 10th standard. Shruthi also failed to visit her in laws in her native place . He was very unhappy about her behaviour and her cultural changes. So he insisted that she should discontinue with her new school and get back to her old school. Shruthi did not heed to his words. This led to continuous war between them at home.

Now Shruthi was confronted with two issues. One is the need to work in this school to be successful, but its impossibility due to the politics in workplace. The second is the trauma she was undergoing at home with her husband and her in laws.

Outcomes

As an outcome of her two major problems, Shruthi has become mentally disturbed. Now she is unable to cook, unable to realize her husband & children. She is identifying everybody as a spy around her sent by her department head and thereby is mentally disordered. She is hugging close to a god's calendar and under medication of high dosage drugs (Sizopin 150mg). This tablet of 25mg keeps a normal person in a sleeping state for 48 hours. But with 150mg of the same she is unable to sleep even one full night. She is worried that she is not able to continue in her job and she is not able to compromise her job. She is also worried that she will not be able to survive even a single month without a job. Knowing that her husband cannot support the family alone she could not think of leaving her job. She also was not willing to compromise on the life style the new school had given her.

Exhibit 1 Organizational Chart at the present school

Top management

⇩

The principal

⇩

Head of the Department
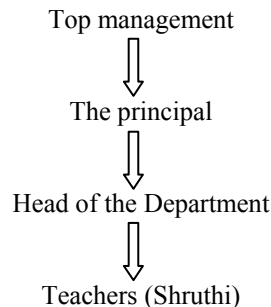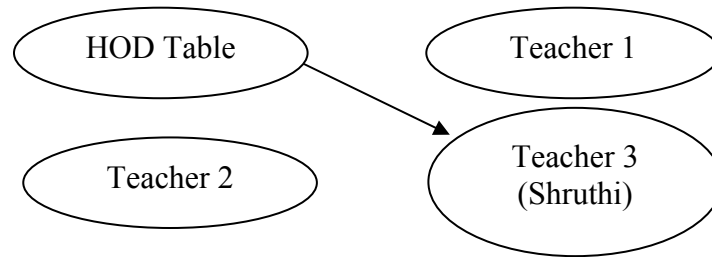
⇩

Teachers (Shruthi)

Exhibit 2 Department seating arrangements at school in each room

Note : The distance between the table oh HOD and Shruthi was just 10 foot long.

A Boss causes mental disorder - Stay or Leave?
Teaching Note

I. Case Summary

Shruthi is a Tamil teacher in a popular schools in Chennai. She was pressurized due to politics by her head of the department and she became mentally disordered. She is now forced to stop going to school due to her mental status. She feels people are talking about her behind her back, when there is nobody around at all. She feels that any man front of her has come to spy her on behalf of her Head of the department. The previous school was very comfortable about the salary was not sufficient. So she felt the new school would suit her need. Now Shruthi is not able to continue in her new school and she has also lost her self-consciousness. Kindly, advice her on how to proceed with her family and career.

II. Learning Objectives

The objective of the case is to study about the superior-subordinate relationships, or managing the boss at the workplace. This could suit the syllabus of power and politics in the organizational behavior subject for the 1st year MBA students.

The case is a very plain problem faced by any normal individual in the colleges and schools. It narrates a real time problem practically faced in the work environment. Analyzing this case will give experience to the present and future professional to manage their boss in the workplace.

1. To expose the audience to real time problem in the workplace in form of politics, thereby enabling them to face their future workplace effectively.
2. To inculcate analyzing and problem solving skills in future managers.
3. To enable decision making and action implementing skills among the future managers.

III. Assignment Questions

1. What should Shruthi do? Whether to continue in present job or leave the Job?
2. Is the problem on side of Shruthi or HOD? Is her Principal Genuinely in support of Shruthi or is pretending to do so?
3. Is the problem of Shruthi due to her family history like her sisters?
4. The psychological problem of Shruthi is due to her two problems she is facing in life and career. Discuss.
5. Does this case give a clear picture of workplace politics leading to Psychological disorder of a person? Discuss.
6. Is politics at educational institutions healthy for the employees?

Teaching Plan

1. **Introduction (10 Minutes)**
    Discussion about the case in simple language so as to reach all the class students of MBA.
    Shruthi, is traditional introvert woman from the deep south of India. She was basically a tamil teacher and has experience of 15 years from various school. As a lucky offer beyond her standards she managed to get a job through her friends' reference (front office executive in the same school),

in a famous CBSE school in Chennai, a metropolitan city in India. Shruthi was very happy about the job, salary, perks, work environment etc. She also worked very hard to survive as she was not on par with the other teachers in language and lifestyle. The school principal also was very happy with her work and appreciated her always at several incidents. But, lately several events caused a strong friction between Shruthi and her head of the department. Shruthi basically being an introvert is unable to fight the situation nor able to survive in the position. She is also heavily worried that if she loses the job she will be unable to support her family. This trauma within her caused a strong mental disorder and now she is strong medication. She is currently not in an advisable position to go to school.

2. **Diagnosis (30 Minutes)**

How did Shruthi get into this mess?

Three incidents have been quoted in the case that has landed shruthi in this mess. Shruthi should basically be taught interpersonal relationship in order to handle her boss and peers. Because events of such narrated types happens in every work environment and almost many of them fall victim to such events. Shruthi should be taught to manage relationships. She must also be made understand that as she feels happy for her job beyond her standards so will be there be pressure & problems also beyond standards and she has to face it boldly. These are general view about the researcher. However, the teacher can discuss about the reasons for "shruthi entering into such a mess" among the students.

Did Shruthi take the right Job?

The teacher must get the opinion about the students about whether shruthi took up a right job. The various possible answers and the relevant justification for the same should be got from the students. However, the researcher feels that there is no job called as the right job on this earth. Every job has its own demands and blessings, Just like how life is a bed full of roses and thorns. She did not understand the power dynamics and politics in workplace.

Relationship management is lagging in shruthi that she has to be taught. Such schools of good standards normally train their teachers according to the school requirements irrespective of their years of experience. As the training is given for handling classes, so should it be given even for relationship management. The teacher can give this as her conclusion after listening to the students' opinion about the arised point of discussion.

3. **Action plan (30 Minutes)**

What should she do now?/Whether to stay or leave?/What if she decides to stay?

Opportunities for Shruthi in the same school.

The students can give their opinion about whether there is any further opportunities for shruthi in the same school. If yes, what she should do and if no what other scope is available for her in the market.

4. **Conclusion (20 Minutes)**

Other options available for Shruthi.

General discussion as to how to confront such issues with boss in the workplace.

General relationship management between boss and subordinate can be discussed in order to relate to the power and politics concept in organizational behavior subject.

The teacher can call one of the student to give a conclusion for the case , then can give his or her opinion in front of the class room. The entire can debate about the conclusions from both ends and come to a mutual understanding on any suggestions that could be given to shruthi.

DISCUSSION AND CONCLUSION

The researcher has made this effort of writing a case study because of the work place politics that leads to psychological affecting of the mental status of a person. The researcher has written several papers on Organizational politics in banks and educational institutions. But they have highlighted about the job dissatisfaction and thereby the turnover of an employee from the organization. But here the case highlights a situation where the affected person is neither able to voice out the problem and is nor able to face it. However the person is forced to leave the organization but due to mental disorder. This gives way to a new idea of studying politics with relevance to causing mental problems in workplace. This is a real life situation faced by a person presently in her life. This case can be discussed for MBA students of all B-Schools under the category of Organizational Behaviour – Organizational Politics. In this case the politics has been shown in illegitimate manner through legitimate hierarchy. The HOD as a person using his authority has indulged in politics but in a hidden manner.

Sowmya, K.R. & Panchantham,N. (2011)[a] in their study about perception of politics identified six forms of political involvements in work place. Of which going along to get ahead over another person for their own survival is one of the factor. The same has been adopted by the Head of the department in this case, in order to save his own position in the School. But inspite of Shruthi having complained to the Principal no action has been taken on their behalf. This creates a need for the school to revamp its staff grieviance policies and procedures in order to protect the employees being affected by hidden politics which ultimately will erode the workplace and thereby the lives of the future citizens. It is a pity that the workplace politics has not spared even the educational institutions.

Sowmya, K.R. & Panchantham,N. (2011)[b] in their study tried to find out the reason for turnover intention in educational institutions and found that Organizational politics was one of the major reason for the same.

Sowmya, K.R. & Panchantham,N. (2012)[c] in their study tried to find out the correlation between turnover intention and organizational politics in educational institutions using Karl Pearson's Coefficient of correlation and found that there was a strong correlation between the both.

The mentioned secondary sources stimulated to write this case study. This is an unique attempt on behalf of the researcher because the concept of politics has been tried in form of a case study for the first time. The case is a real situation faced by shruthi. The names have been changed as the career of the mentioned lady may be destroyed if in case, Shruthi intends to continue in the same school and it will damage her goodwill if she intends to change schools because she has a definite need to work. The intention of the researcher is not to offend the school or the HOD, but make the future managers understand how politics will damage the workplace and destroy the mental peace of the person.

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Kind Note: The researcher has no objection in revealing the name of the persons involved and the name of the school to the Publisher on request. The publisher is requested to claim replies and comments about the case to its own office.

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