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FINANCIAL PERFORMANCE OF PUBLIC SECTOR COMMERCIAL BANKS IN ANDHRA PRADESH STATE WITH SPECIAL REFERENCE TO CUSTOMER PERCEPTIONS

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ABSTRACT

In order to organize and to ensure a strong, hard and securing banking sector, business performance of the banks have to be analyzed and evaluated. In this context this paper aimed to study the financial performance of public sector banks. For this purpose a stratified sample of 240 customers of SBI, PNB and UNB (80 from each banks) are considers and opinions of them were collected on Reliability, Assurance, Tangibility, Empathy and Responsibility of banks. The findings of this study indicate that customers perceive public sector banks as reliable in delivering core banking services. Although public sector banks provide confidence through customer-oriented services and loan facilities, greater attention should be given to improving financial products, customer benefits, and digital security measures. Moreover, customers are moderately satisfied with the physical infrastructure and banking environment, banks should improve branch accessibility, customer information materials, and technological infrastructure to provide better service quality. While banks have established strong customer relationships through supportive repayment policies and friendly services, simplifying loan sanction procedures and improving financial guidance can further strengthen customer satisfaction. Hence, PNB performs better in reliability and tangibility, SBI ranks highest in assurance, while UNB excels in empathy and responsibility. These findings suggest that each bank possesses distinct strengths in service quality, highlighting the need for targeted strategies to improve weaker dimensions and enhance overall customer satisfaction.

Keywords: Financial Performance, Public Sector Commercial Banks, Customer Perceptions.

1 INTRODUCTION

Public Sector Banks are government-owned financial institutions that drive India's economic growth, promote financial inclusion, and implement welfare schemes. They hold a majority government stake and serve as the backbone of the nation's banking system. There are 12 public sector banks in India where the government holds a majority stake of 51% or more, led by major institutions like the State Bank of India, Punjab National Bank, and Bank of Baroda (Anish Mondal, 2026). These banks play a crucial role in the country's banking system, serving millions of customers while managing vast deposits and loan portfolios. Public sector commercial banks in India achieved record financial performance in fiscal year 2025–26, registering an all-time high combined net profit of Rs. 1.98 lakh crore, historic lows in bad loans, and robust business growth (PIB Delhi, 2026).

Banking Sector in India is considered an important component of the economy in any country. It is also considered as backbone of the growing economy and the growth of nations depend on the strength of its financial institutions. Banking industry's role is very vital in this regard. Economies of the nations are said to prosper due to its banking sector with a major contribution from Public Sector (Syed and Shahana, 2020). Therefore financial performances of banks play a significant role in this regard. For measuring the financial performance of banks, selected models and measures are developed. In this paper, three banks from public sector are considered for the study and the financial performance is measured using Capital adequacy ratio, which is a measure of available capital of any banking institution to its risk weighted assets; liquidity performance, which shows its ability to utilize readily available cash to meet all regular expenses and help in effective routine functioning; and Non-Performing Assets (NPAs), which are those advances which are unpaid with interest for 90 days. Data for this study has been analyzed for a period of five years.

2 LITERATURE REVIEW

Khaja and Shahana (2020) studied on financial performance of public sector banks in India. In this paper three banks from public sector are considered for the study and the financial performance is measured using Capital adequacy ratio, which is a measure of available capital of any banking institution to its risk weighted assets; liquidity performance, which shows its ability to utilize readily available cash to meet all regular expenses and help in effective routine functioning; and Non-Performing Assets (NPAs). Tentu Suguna, et al. (2025) have done a comparative analysis on operational and financial performance of four Regional Rural Banks in Andhra Pradesh. This study Andhra Pragathi Grameena Bank (APGB), Chaitanya Godavari Grameena Bank (CGGB), Andhra Pradesh Grameena Vikas Bank (APGVB), and Saptagiri Grameena Bank (SGB) were considered between the years from 2019–20 to 2023–24. The findings highlight how RRBs are driving financial inclusion, improving efficiency, and enhancing profitability in rural economies. Sharma & Tailor (2024) studied financial performance measurement of public sector banks with special reference on NPA. In this paper an attempt has made to compare the NPA performance of selected public sector banks (SBI Bank, Punjab National Bank, Bank of India and Canara Bank). The results show that Punjab National Bank is on the top position followed by the other banks. Whereas, Canara bank and Bank of India got the same position and State Bank of India (SBI) is on least position. Shah and Hasan (2022) studied to examine the financial performance of selected India's public banks. It is found that public sector banks are has the greatest ability to increase its mainstream of operating expenses by leveraging its average total resources. Sarkar & Rakshit (2021) studied on factors influencing the performance of commercial banks. In this study the authors examined the elements that influence commercial banks' performance in India from 2000 to 2017, with a particular emphasis on macroeconomic concerns. This study found external factors have a considerable effect on commercial banks' performance, and these conclusions hold true whether all control variables are included sequentially. Alam et al., (2021) investigated the long-term relationship between bank performance and economic development in India. The research analysed a panel of data from twenty public sector banks from 2009 to 2019. The findings revealed that bank-related factors are positively correlated with economic growth and a positive correlation between interest margin and return on assets and economic development. Ramraj and Nirali (2021) studied on financial performance analysis of public sector banks to study the impact of C-D ratio and NPAs on banks net profit. The results showed that GNPA and CD ratio are significant with net profit and GNPA has negatively impact on net profit and CD ratio is positively impacted on net profit. Viswanatha Reedy C (2019) studied on operational and financial performance of Andhra Pradesh State Financial Corporation. In this paper the researcher has made an attempt to examine the no. of applications sanctioned with applied amount, flow of assistance in terms of sanctions and disbursements, flow of assistance to small-scale sector, Recovery performance of the Corporation, Income and expenditure, Operating and net profit, Growth in net worth, Capital adequacy ratio, Asset quality and reduction of NPAs, Cost of borrowings and return on average assets. Veena & Pragathi (2018) have performed a comparative study of Canara bank and the Union bank of India's financial performance. It is found that Union Bank of India found poor performance compared to Canara Bank.

Pawar and Nayak (2013) examined the performance of public sector banks (PSBs) in India compared with private sector banks. The study highlighted improvements in technology, service quality, asset quality, and profitability among PSBs. It also found that greater customer satisfaction contributed to a reduction in net non-performing assets (NPAs) related to loans and advances. Balaji and Kumar (2016) analyzed the financial performance of Indian public and private sector banks during 2011–2012 to 2015–2016 using secondary data. The study found that private sector banks recorded faster growth in profitability, while public sector banks faced several financial challenges. It recommended that PSBs reassess their strategies based on their strengths, weaknesses, and market conditions. Kaur et al. (2015) evaluated five major public sector banks—Bank of Baroda, State Bank of India, Punjab National Bank, Bank of India, and Canara Bank—during 2009–2014 using WACC, regression analysis, and the CAMEL model. The study found that Bank of Baroda ranked first across all CAMEL parameters, highlighting its superior financial performance. Singh and Milan (2023) examined the relationship between bank-specific factors and the performance of Indian public sector banks using data from 2009–2019. The study found that poor asset quality negatively affected performance, while capital adequacy and interest margins showed significant relationships with performance. GDP growth positively influenced interest income, whereas inflation had a negative effect. Banking sector reforms were not found to have a significant relationship with performance.

Palamalai and Britto (2017) assessed the financial performance of sixteen Indian commercial banks during 2012–2013 to 2016–2017 using financial ratios. The study found that public sector banks performed less effectively than private sector banks. It also revealed that turnover ratios, liquidity, and solvency had a positive and significant impact on profitability. Joshi (2020) evaluated selected public sector banks with high gross NPAs using Altman's Z-Score. All the banks recorded average Z-Scores above the recommended level and remained in the safe zone. However, rising NPAs negatively affected financial stability. The study found that a 1% increase in gross NPAs reduced the Z-Score by 3.1%, whereas a 1% increase in net income increased it by 15.31%. Dubey and Puri (2021) assessed the financial performance of selected public and private sector banks using the CAMEL model, covering capital adequacy, asset quality, management efficiency, earnings, and liquidity. The study ranked Kotak Mahindra Bank highest and Punjab National Bank lowest. Private sector banks generally performed better, while Bank of Baroda and HDFC Bank ranked third and fourth, respectively. Gupta and Jaiswal (2020) compared the financial performance of three public and three private sector banks using secondary data from 2015–2019. The study considered profitability, liquidity, and stability and found that private sector banks outperformed public sector banks. Private banks also managed NPAs more effectively, recording an average NPA ratio of 2.023% compared with 5.12133% for public sector banks.

Singh and Das (2018) examined the impact of mergers and acquisitions on the operational performance of Indian banks by analyzing three leading banks over six years. The study emphasized the need for effective post-merger strategies and regulations covering procedural, physical, and socio-cultural aspects. It recommended stronger management policies, logistical support, and integrated marketing communication to improve operations and market share. Karri et al. (2015) compared the financial performance of Bank of Baroda and Punjab National Bank using the CAMEL model and t-test. The study examined capital adequacy, asset quality, management efficiency, earnings quality, liquidity, and sensitivity to risk to assess and compare the financial soundness of the two banks.

Objectives of the study

- To study the perceptions of customers on financial performance of public sector banks in Andhra Pradesh with reference to reliability, assurance, tangibility, empathy and responsibility.
- To examine the level of significance difference in the perceptions of various public sector bank customers in Andhra Pradesh on financial performance aspects of reliability, assurance, tangibility, empathy and responsibility.

3 METHODOLOGY

This study is based on primary data sources, where data was collected from the customers of selective public sector banks in Andhra Pradesh through a standardized questionnaire. This questionnaire is designed with five aspects i.e. Reliability, Assurance, Tangibility, Empathy and Responsibility of public sector banks were considered. Since the aim of this study is to find out the performance of public sector banks, the perceptions of the customers are collected through their opinions. In this purpose Andhra Pradesh state was selected in which State Bank of India (SBI), Punjab National Bank (PNB), and Union Bank were selected selected as study units. From each bank 80 customers were randomly selected and distributed the questionnaires and gathered with a time schedule. All together 240 respondents participated in data collection and questionnaires fed in to the computer and processed by SPSS software and the output results were showed in the following tables.

4 DATA ANALYSIS

The Table-1 provides a comprehensive understanding of respondents' opinions on reliability of public sector banks in their financial performance, which is essential for interpreting customer perceptions regarding financial performance dimensions. As it is observed that the samples are drawn equally from select Public Sector Banks, i.e. SBI, PNB, Union Bank of India. Thus, the equal representation ensures balanced sampling across banks, institutional dominance and fair comparison between selected three public sector banks. This strengthens the reliability and objectivity of the study. This design enhances the robustness of comparative findings in subsequent tables.

Table 1: Customer perceptions on reliability aspects of Public Sector Banks

S.No	Reliability of banks	Perceptions			
		S	N	DS	T
i)	Financial transactions of the banks	95 (39.6)	30 (12.5)	115 (47.9)	240 (100.0)
ii)	Issuing all types of loan to the customers	143 (59.6)	18 (7.5)	79 (32.9)	240 (100.0)
iii)	Loan sanction and disbursement process of the bank	109 (45.4)	46 (19.2)	85 (35.4)	240 (100.0)
iv)	Bank retain customer relationship through their services	93 (38.8)	38 (15.8)	109 (45.4)	240 (100.0)
v)	Easy accessibility of the bank services to the customers	73 (30.4)	51 (21.3)	116 (18.3)	240 (100.0)
vi)	Responsiveness of the bank staff towards customer transactions and teller services	142 (59.2)	20 (8.3)	78 (32.5)	240 (100.0)
vii)	Customer happiness level with bank services in various transaction operations	106 (44.2)	24 (10.0)	110 (45.8)	240 (100.0)
viii)	Staff skill and competence level in satisfying the customers through services	106 (44.2)	47 (19.6)	87 (36.3)	240 (100.0)
ix)	Staff behaviour while attending the customers is up to mark satisfaction	95 (39.6)	40 (16.7)	105 (43.8)	240 (100.0)
x)	Reliability of the banks in recovery and repayment of loans from the customers	94 (39.6)	31 (12.9)	115 (47.9)	240 (100.0)

Note: S-Satisfied; N-Neutral; DS-Dissatisfied

Table 1 presents the respondents' perceptions regarding the reliability of services offered by public sector banks. Out of 240 respondents, 59.6% were satisfied with the banks' loan issuing process, indicating that customers have confidence in the availability of different loan products. Similarly, 59.2% expressed satisfaction with the responsiveness of bank staff during financial transactions and teller services, reflecting the efficiency of frontline employees. About 45.4% of the respondents were satisfied with the loan sanction and disbursement process, while 44.2% were satisfied with customer happiness in transaction operations and staff competence in providing services. However, satisfaction levels were comparatively lower regarding the accessibility of banking services (30.4%) and customer relationship management (38.8%), with a considerable proportion of respondents remaining dissatisfied. Overall, the findings indicate that customers perceive public sector banks as reliable in delivering core banking services, but improvements are required in accessibility, customer relationship management, and service convenience to enhance customer satisfaction.

Table 2: Customer perceptions on assurance aspects of Public Sector Banks

S.No	Assurance of banks	Perceptions			
		S	N	DS	T
i)	Financial benefits given by the banks	99 (41.3)	25 (10.4)	116 (48.3)	240 (100.0)
ii)	Deposits schemes are reliable and benefit to the customers	78	45	117	240

		(32.5)	(18.8)	(48.8)	(100.0)
iii)	Savings schemes are more benefit to the customers	104 (43.3)	31 (12.9)	105 (43.8)	240 (100.0)
iv)	Availability of personal loans with low rate of interest and easy repay installments	108 (45.0)	17 (7.1)	115 (47.9)	240 (100.0)
v)	Mortgage loans are are more beneficiary to the customers	82 (34.2)	31 (12.9)	127 (52.9)	240 (100.0)
vi)	Encourage customers in on-line transactions through customer friendly software	92 (38.3)	30 (12.5)	118 (49.2)	240 (100.0)
vii)	Privacy of customer data to maintain transaction identity	88 (36.7)	41 (17.1)	111 (46.3)	240 (100.0)
viii)	Offering single window services for the benefit of the customers transaction	120 (50.0)	62 (25.8)	58 (24.2)	240 (100.0)
ix)	Bank arrange special counters for the benefit of old and PHC customers	177 (73.8)	58 (24.2)	5 (2.5)	240 (100.0)
x)	Bank give assurance of education loans for poor people for the benefit of their children	127 (52.9)	52 (21.7)	61 (25.4)	240 (100.0)

Note: S-Satisfied; N-Neutral ; DS-Dissatisfied

Table 2 explains customers' perceptions regarding assurance provided by public sector banks. The highest satisfaction level (73.8%) was recorded for the availability of special counters for senior citizens and physically challenged customers, demonstrating the banks' commitment to inclusive customer service. More than half of the respondents (52.9%) were satisfied with education loan facilities for economically weaker sections, while 50.0% appreciated the availability of single-window services. Customers also expressed moderate satisfaction with savings schemes (43.3%) and personal loans with easy repayment options (45.0%). However, lower satisfaction levels were observed regarding deposit schemes (32.5%), mortgage loans (34.2%), and privacy of customer data (36.7%). These findings indicate that although public sector banks provide confidence through customer-oriented services and loan facilities, greater attention should be given to improving financial products, customer benefits, and digital security measures.

Table 3: Customer perceptions on Tangibility aspects of Public Sector Banks

S.No	Tangibility of Banks	Perceptions			
		S	N	DS	T
i)	Easy location of branch to the residents of customers	84 (35.0)	53 (22.1)	103 (42.9)	240 (100.0)
ii)	Good accommodation facilities available for customers sitting and waiting	96 (40.0)	39 (16.3)	105 (43.8)	240 (100.0)
iii)	Availability of related material for finance transaction of the customers	87 (36.3)	53 (22.1)	100 (41.7)	240 (100.0)
iv)	Available material for all types of government and bank loan schemes and policies	96 (40.0)	46 (19.2)	98 (40.8)	240 (100.0)
v)	Uninterrupted work distribution among the employees for continuity of customer services	105 (43.8)	42 (17.5)	93 (38.8)	240 (100.0)
vi)	Time duration taken by the staff in attending the customers financial transactions and services	115 (47.9)	35 (14.6)	90 (37.5)	240 (100.0)
vii)	Sufficient space and ventilation facilities in the branch for sitting and waiting of customers	113 (47.1)	31 (12.9)	96 (40.0)	240 (100.0)

viii)	New and differentiated product of bank for the customer benefit and reliability of transactions	106 (44.2)	29 (12.1)	105 (43.8)	240 (100.0)
ix)	Safety and secure locker facilities for customers to store their valuables	108 (45.0)	20 (8.3)	112 (46.7)	240 (100.0)
x)	Electronic Banking with reference to ATM, RTGS, ECS, EFT and Internet Banking etc are available in the bank	96 (40.0)	41 (17.1)	103 (42.9)	240 (100.0)

Note: S-Satisfied; N-Neutral ; DS-Dissatisfied

Table 3 presents customer perceptions regarding the tangible aspects of public sector banks. The highest satisfaction was observed for the time taken by bank staff to attend customers (47.9%), followed by branch space and ventilation (47.1%) and safety of locker facilities (45.0%). Around 44.2% of the respondents appreciated the introduction of new banking products, while 43.8% were satisfied with uninterrupted work distribution among employees. Nevertheless, satisfaction levels remained relatively low regarding branch location (35.0%), availability of financial transaction materials (36.3%), and electronic banking facilities (40.0%). The results suggest that customers are moderately satisfied with the physical infrastructure and banking environment. However, banks should improve branch accessibility, customer information materials, and technological infrastructure to provide better service quality.

Table 4: Customer perceptions on Empathy of Public Sector Banks

S.No	Empathy of Banks	Perceptions			
		S	N	DS	T
i)	Financial guidelines of the banks are reliable and user friendly	83 (34.6)	39 (16.3)	118 (49.2)	240 (100.0)
ii)	Repayment procedure of loans in the banks are easy to adopt by the customers	221 (92.1)	7 (2.9)	12 (5.0)	240 (100.0)
iii)	EMI (Equated Monthly Installments) procedure of the bank is customer friendly and reliable	204 (85.0)	19 (7.9)	17 (7.1)	240 (100.0)
iv)	Encourage defaulters of the banks through repayment of their loans with more installments	173 (72.1)	18 (7.5)	49 (20.4)	240 (100.0)
v)	Friendly nature of the banks encourage new customers and retain existing customers	211 (87.9)	11 (4.6)	18 (7.5)	240 (100.0)
vi)	Staff appearance and friendliness towards customers improve the reputation of the banks	171 (71.3)	16 (6.7)	53 (22.1)	240 (100.0)
vii)	Retaining customer attitude of bank staff introduce new customers to the branch	192 (80.0)	15 (6.3)	33 (13.8)	240 (100.0)
viii)	Feedback of the existing customers lead not only introducing new customers but also improve the deposits and savings in the banks	187 (77.9)	13 (5.4)	40 (16.7)	240 (100.0)
ix)	Introducing new saving and deposit schemes encourage customers with more benefits	192 (80.0)	24 (10.0)	24 (10.0)	240 (100.0)
x)	Easy process of loan sanction in the banks encourage existing customers and introduce new customers	90 (37.5)	42 (17.5)	108 (45.0)	240 (100.0)

Note: S-Satisfied; N-Neutral ; DS-Dissatisfied

Table 4 describes customers' perceptions regarding empathy shown by public sector banks. The highest satisfaction was reported for the loan repayment procedure, with 92.1% of respondents expressing satisfaction, followed by the friendly nature of banks in retaining customers (87.9%) and customer-friendly EMI procedures (85.0%). A substantial proportion of respondents also appreciated customer retention efforts (80.0%), new savings and deposit schemes (80.0%), and customer feedback mechanisms (77.9%). However, only 37.5% were satisfied with the ease of the loan sanction process, while 34.6% were satisfied with financial guidelines provided by banks. The findings indicate that banks have established strong customer relationships through supportive repayment policies and friendly services. Nevertheless, simplifying loan sanction procedures and improving financial guidance can further strengthen customer satisfaction.

Table 5: Customer perceptions on Responsibility of Public Sector Banks

S.No	Empathy of Banks	Perceptions			
		S	N	DS	T
i)	Banks are more responsible with their locker facilities	181 (75.4)	38 (15.8)	21 (8.8)	240 (100.0)
ii)	Supportive financial transactions of the bank found more reliability towards customers	144 (60.0)	25 (10.4)	71 (29.6)	240 (100.0)
iii)	Support in on-line transactions encourage customers to increase their financial transactions	233 (97.1)	3 (1.3)	4 (1.7)	240 (100.0)
iv)	Explaining user friendly activities of the banks encourage existing and new customers	214 (89.2)	16 (6.7)	10 (4.2)	240 (100.0)
v)	Assist customers in transaction operations improve the validity and reliability of the banks	212 (88.3)	15 (6.3)	13 (5.4)	240 (100.0)
vi)	Customer retention with bank lead to more and more savings and deposits with the bank	215 (89.6)	15 (6.3)	10 (4.2)	240 (100.0)
vii)	Timely customer service encourage existing customers to introduce new customers	226 (94.2)	11 (4.6)	3 (1.3)	240 (100.0)
viii)	Quick response to customers give more satisfaction on the staff as well as bank	166 (69.2)	35 (14.6)	39 (16.3)	240 (100.0)
ix)	Mobile banking transactions improve not only the performance of the banks but also increase workability of the staff	212 (88.3)	17 (7.1)	11 (4.6)	240 (100.0)
x)	Corporate Social Responsibility of the banks found more responsible towards customer services	208 (86.7)	21 (8.8)	11 (4.6)	240 (100.0)

Note: S-Satisfied; N-Neutral ; DS-Dissatisfied

Table 5 examines customer perceptions regarding the responsibility of public sector banks. The highest satisfaction was observed for support provided in online transactions (97.1%), indicating customers' confidence in digital banking services. Timely customer service (94.2%), customer retention efforts (89.6%), user-friendly banking activities (89.2%), assistance during transactions (88.3%), and mobile banking services (88.3%) also received very high satisfaction levels. Comparatively, satisfaction with locker facilities (75.4%) and quick response to customer queries (69.2%) was lower, although still positive. These findings demonstrate that public sector banks are widely perceived as responsible institutions that effectively support customers through digital services, timely assistance, and reliable transaction facilities. Further improvements in response time and customer interaction would strengthen this positive perception.

Table 6: Significant difference among various various public sector bank customers towards financial performance aspects

Sl.No.	Accessibility	Category of Banks	N	Mean	Std. Deviation	Std. Error	f-value	p-value
1	Reliability of Bank	SBI	80	30.64	7.17	0.80	0.334	0.716
		PNB	80	31.43	6.64	0.74		
		UNB	80	31.25	5.22	0.58		
		SBI	80	31.68	7.10	0.79		

2	Assurance of Bank	PNB	80	31.29	6.97	0.78	0.090	0.914
		UNB	80	31.28	6.18	0.69		
3	Tangibility of Bank	SBI	80	28.80	7.66	0.86	3.812*	0.023
		PNB	80	31.25	6.89	0.77		
		UNB	80	31.31	4.82	0.54		
4	Empathy of Bank	SBI	80	37.15	5.99	0.67	1.982	0.140
		PNB	80	38.41	6.14	0.69		
		UNB	80	38.81	4.20	0.47		
5	Responsibility of Bank	SBI	80	32.70	14.92	1.67	0.004	0.996
		PNB	80	32.75	15.40	1.72		
		UNB	80	32.54	14.69	1.64		

Note: SBI-State Bank of India; PNB-Panjab National Bank; UNB-United Bank of India.
* Significant at 5% level.

Table 6 presents the results of ANOVA conducted to examine whether customer perceptions differ among SBI, PNB, and United Bank of India (UNB) across five service quality dimensions. The analysis shows that there is no statistically significant difference in customer perceptions regarding reliability ($F = 0.334$, $p = 0.716$), assurance ($F = 0.090$, $p = 0.914$), empathy ($F = 1.982$, $p = 0.140$), and responsibility ($F = 0.004$, $p = 0.996$), as the p-values are greater than 0.05. However, a statistically significant difference exists in the tangibility dimension ($F = 3.812$, $p = 0.023$), indicating that customers perceive differences in the physical facilities, infrastructure, and banking environment among the three public sector banks. Overall, the findings suggest that customers have similar opinions regarding most service quality dimensions, except for tangibility, where the banks differ significantly in customers' perceptions.

5 CONCLUSION

In order to organize and to ensure a strong, hard and securing banking sector, financial performance of the banks have to be analyzed and evaluated. In this context this paper aimed to study the financial performance of public sector banks. The findings of this study indicate that customers perceive public sector banks as reliable in delivering core banking services. Although public sector banks provide confidence through customer-oriented services and loan facilities, greater attention should be given to improving financial products, customer benefits, and digital security measures. Moreover, customers are moderately satisfied with the physical infrastructure and banking environment, banks should improve branch accessibility, customer information materials, and technological infrastructure to provide better service quality. While banks have established strong customer relationships through supportive repayment policies and friendly services, simplifying loan sanction procedures and improving financial guidance can further strengthen customer satisfaction.

STATEMENTS ON COMPLIANCE WITH ETHICAL STANDARDS

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Disclosure of conflict of interest

The authors declare no conflicts of interest regarding this manuscript.

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