

---

## CHAPTER V

### SUMMARY AND CONCLUSION

Every bank nowadays focusing more on retaining their customers rather than creating new one. The effect of e-service quality and banking service quality on continued usage intention of customers are analysed by this study. E-service quality has evolved as a crucial component for many businesses aiming to create a sustained competitive edge. Instead of utilising generic metrics to gauge service quality, managers should make sure they are analysing every facet of their e-services. Therefore, an evaluation of the influence of e-service quality on customer continued usage intention is required. The findings of this study will give financial institutions useful information to improve their digital service offerings by identifying the critical e-service quality factors affect continued usage intention. The results will assist banks in creating focused plans to improve client satisfaction, bolster continued usage initiatives, and obtain a competitive advantage in the digital banking market. In an increasingly digitalised financial industry, banks will be able to establish everlasting relationships with their clients by comprehending the contribution of e-service quality in amplifying continued usage intention.

To examine the effect of e-service quality on continued usage intention is the main purpose of this study. The following subsidiary objectives were framed on the basis of the main objective.

1. To analyze the customer expectation and experience gap of E-S-QUAL and BSQ dimensions of e-banking services offered by the select Private Sector Banks among IT&ITeS employees,
2. To examine e-service quality and Banking Service Quality of select Private Sector Banks across socio-demographic profile of the respondents,
3. To identify the level of customer trust, level of e-service satisfaction and level of continued usage intention of the respondents on e-banking service quality of select Private Sector Banks,

4. To analyse the effect of the elements of e-service quality and Banking Service Quality on e-service satisfaction among the respondents, and
5. To explore the mediating role of e-service satisfaction in the relationship between e-service quality and Banking Service Quality on Continued Usage Intention of the respondents and the moderating effect of Customer Trust in the relationship between e-service satisfaction and continuous usage intention.

The study findings are presented below

➤ **Socio Economic Profile of the respondents**

- Out of the total sample, the males constitute 57.78 percent and female constitute 42.22 percent.
- The respondents with the age group of 36- 50 years (64.07%) constitute major part of the sample, 22.86 percent were aged over 50 years. Further the respondents from 25-35 years of age constituted 13.07 percent of the total sample size.
- 56 percent of the customers are married while 44 percent are unmarried.
- According to the respondents' educational background, the majority of them are undergraduates (49.26%), postgraduates (37.18%), and diploma holders (13.56%).
- About 57 percent of the respondents are holding middle level position, 25.14 percent respondents are from managerial level and the remaining 17.58 percent respondents are entry level employees in IT&ITeS firm.

➤ **Banking Transaction of Customers**

- Of the total respondents using e-banking services, about 35.42 percent of the sample respondents are customers of HDFC bank, 23.11 percent are customers of ICICI bank and 13.81 percent respondents are customers of AXIS bank. The customers of Kotak Mahindra constitute 10.30 percent and the customers of sample respondents from YES bank (8.57%) and IndusInd bank (8.79 %) are almost same.
- Regarding the type of bank account held, majority of the respondents (81.90%) are savings account holders and remaining (18.10%) holding current account.

- Majority of the respondents (55.77%) having 2 to 5 years of experience with bank, 22.88 percent of the customers have above 5 years of experience and 21.35 percent having only up to 2 years of experience with the bank.
- Among the different modes of e-banking, Mobile banking is the most preferred banking mode (35.42%), followed by Internet banking (23.11%), Other means like ATM, Phone banking, RTGS and NEFT (17.36%), Credit card (13.81%) and Debit card (10.30%).
- Fund Transfer is the most commonly used e-service, with 79.14 percent of respondents reporting usage followed by Online Shopping (60.80%), Utility bill payment (48.99%), Mobile recharging (48.74%), Account summary (44.72%) Checking Balance (21.1%), Online request (18.84%), Investment (17.58%), Loan Repayment (4.52%) and Forex Services (0.25%).
- Among the benefits derived from e-banking, saving time for banking resulted with the highest mean rank (3.67), followed by curiosity (3.61), Easy handling of money (3.55), Convenience (3.38), Low service charge (3.19), and Safety (3.10). The customers differ in their opinion on benefits of e-banking services.
- The time-saving and curiosity features are the most influential factors driving customers to adopt e-services in private sector banks.

➤ **Experience and Expectation on E-S-QUAL Dimensions**

The experience and expectation of the respondents on E-S-QUAL and BSQ dimensions were measured through mean and standard deviation. To know the specific gap within the indicators of each dimension, paired sample t test is carried out.

- Under ease of use dimension customers feeling comfortable with e-services resulted with highest mean score in experience (3.85) and expectation (3.69) respectively. The cognitive ease of use helps banks to design various e-banking products and websites leads to greater engagements of customers which enhances their positive perception about the select Private sector banks.
- Easy to avail e-service (Mean Experience 3.73, Expectation 3.62) is the most preferred feature of e-services as efficiency dimension is concerned.

- With regard to safety, the respondents' opinion on safe to transact with the bank, is identified as the key factor with a mean score of customer experience and expectation.
- In the case of customer experience on reliability dimension, information fit to task (3.56) is the most favoured feature. However, ensuring seamless transaction (3.66) is the most favoured feature of reliability dimension experienced by the customers.
- With regard to responsiveness, willingness to help customers resulted with the highest mean score on experience and expectation.
- With regard to interoperability, the third party transaction through bank's digital platform is easy and faster resulted the highest mean score to experience (3.66) and expectation (3.37).
- In case of BSQ dimensions, the key factor determining service charge dimension is cost of using digital platform is very cheap.
- With regard to service portfolio, experience on multiple services available at the bank's digital platform is higher than their expectation
- By considering the personalised service dimension, the bank facilitate live assistance is the key factor in experience and expectation.

➤ **Gap in Experience and Expectation of the Respondents on E-S-QUAL Dimensions and BSQ Dimensions**

The dimensions of e-service quality were measured by using its corresponding indicators. To know the specific gap within the indicators of each dimension, Paired sample t test is carried out.

- No major gap exists between the experience and expectation of the customers with regard to ease of use dimension which means bank should uphold the feature of ease of using its e-services to meet customer expectations.
- A small gap in site organisation, prompt website interface and queue management system did not result as significant.
- A major gap exists in reliability indicators as to the provision for seamless transaction resulted statistically significant.

- The major gap in experience and expectation with regard to responsiveness indicators are noted and the difference is significant in feedback and complaint management system, and also in preferential treatment of customers.
- Customer experiences are better than their expectation with regard to safety and interoperability features. Of which interoperability resulted highly statistically significant and safety as significant
- The customers expect that the service charges are reasonable, while in practice the charge is not reasonable as expected. An insignificant gap in customer experience and expectation with regard to the statement on reasonable service charge levied by the bank.
- The customer experience on ‘banks varied financial services’ is lesser than that of expectation, which indicates a major gap between customer expectation and experience and is statistically insignificant.
- A significant gap in customer experience and expectation on feedback system is and found to be significant.

➤ **Dimension wise Gap in Customer Experience and Expectation of the Respondents with respect to E-SQUAL Dimension and BSQ Dimensions**

The gap in experience and expectation of the respondents on E-S-QUAL dimensions and BSQ dimensions were measured by using t test.

- The customers expectation on ease of use, responsiveness and efficiency dimension were met the experience they had with the use of e-banking services.
- For the attributes of reliability and interoperability customers' expectations do not align with their experiences. Specifically, customers had higher expectations for reliability than what they experienced, while their experiences exceeded their expectations in terms of interoperability.
- Customers perceived greater safety in e-banking services than they anticipated.
- No significant gap in terms of service charge, service portfolio and personalised services. In terms of these elements, customers' expectations were met with their experiences.

➤ **Socio economic factors and e-service quality**

In order to identify difference if any, in the e-banking experience of respondents across socio-economic profile of the respondents is tested using the Analysis of variance and Post hoc analysis.

- **Age-wise** Customers' experiences on e-service quality of select private sector banks vary greatly depending on their age. This means age plays a role in how customers perceive the ease of use, efficiency, safety, reliability, responsiveness, and interoperability of these services. With regard to ease of use dimension, the respondents above 50 years of age had better perception than the other age group of respondents, followed by the respondents of 36 to 50 years and finally by the respondents of 25 to 35 years of age. The perception on banking operations varies with the needs of the customers. Accordingly, a highly significant difference in customer experience noted among the respondents of the age group of 36-50 years and above 50 years with regard to safety, reliability and responsiveness dimensions of e-service quality. The elder customers (above 50 years of age) experiencing all the dimensions of e-service quality positively when compared to younger age group.
- The **Education**-wise, no significant difference in how customers perceive the 'ease of use, efficiency, safety, reliability, responsiveness, and interoperability' of e-banking services as the respondents are having somehow similar technical background.
- **Income** wise analysis shows a statistically significant difference in income of customer and customer experiences toward e-service quality dimensions of select private sector banks. The customers with monthly income of above ₹ 75000, experiencing all the factors of e-service quality favorably as compared to lower income group.
- The duration of customers' **experience** with the bank is a critical component in determining how customers perceive the 'ease of use, efficiency, safety, dependability, reactivity, and interoperability' of e-banking services. The customers having 2-5 years of experience have shown more concern to safety, reliability, responsiveness and interoperability of bank's e-services than other

groups of customers. As the e-banking experience accumulates to above five years, their concern were shift towards ease of use and efficiency dimensions of e-service quality.

➤ **Experience on banking service quality across Socio economic profile of the respondents**

- **Age-wise** comparison of experience of e-banking service quality among the respondents resulted that customers significantly differ in their experiences with the e-banking service quality across their age. Age of the customer act as a pivotal role in how customers perceive the service charge, service portfolio and personalized services of the bank. The experience on e-service quality between customers aged between 25 to 35 years and above 50 years differ significantly.
- The customer experiences with service portfolio significantly vary across the age groups namely 25-35 years and above 50 years also 36-45 years and above 50 years.
- Customer experiences with personalized service significantly vary across two age groups between 25-35 years and above 50 years and also between 36-45 years and above 50 years.
- **Education**, have no role in how customers perceive the service charge, service portfolio and personalised services of the bank. Since the respondents have similar technological background.
- **Monthly Income** act as an essential determinant on how customers perceive the service charge, service portfolio and personalised services of the select private sector bank.
- The customer experience with service charge, service portfolio and personalized services not significantly differ across all income groups.
- Customers' experiences with the quality of e-banking services vary greatly depending on how long they have been with the bank (up to 2 years and over 5, 2-5 and over 5 years). The years of experience be instrumental in how customers perceive the service charge, service portfolio and personalised services with customers.

➤ **Level of Customer Trust on e-services**

- The experience of security on e-banking services resulted with highest mean score which is the key factor determining customer perception on trust on e-service quality. Similarly, the customer trust bank's e-services is having highest mean score (Mean 3.73, SD 1.146) which is the key factor determining customer expectation on trust.
- The moderate customer trust is the most prevalent level among customers concerning the virtue of e-services.
- The gender and customer trust on e-services quality delivered by banks are not associated. Both groups generally share comparable levels of trust.
- Younger customers, particularly those between 25 and 35 years of age, are tend to have exhibit lower trust when measuring against to other age group. Customers aged over 50 tend to have much higher level of trust in the banks' e-services
- The Educational background of the respondents and their level of trust with e-banking services are significantly associated.
- Income of the respondent and their degree of confidence in private sector banks' e-service quality is substantially associated.
- Customer trust in the e-services of private sector banks vary depending on their marital status. Married customers are more likely to have high trust compared to unmarried customers, as they are more engaged in long term financial planning, which build strong relationship with the bank.
- The type of account does not have a strong influence on their level of trust on bank's e-services.
- Customers trust in the e-services of select private sector banks varies depending on their experience with the bank. The customers having more than five years of experience have higher chance to trust compared to less experienced customers.

➤ **Level of e-Service Satisfaction on e-services**

- High level e-service contentment on bank's service quality is the most prevalent level among customers.
- E-service satisfaction of the customer is not associated with the gender of the respondents.

- Younger customers, particularly those between 25 and 35 years, show a greater tendency to have lower levels of e-service satisfaction compared to elder customers. Customers aged over 50 years tend to have much higher level of satisfaction in the banks' e-services.
  - The level of e-service satisfaction is not significantly associated with the educational background of the respondents.
  - e-Service satisfaction and the monthly income of the customers are significantly associated.
  - Marital status and the level of e-service satisfaction is significantly associated.
  - The type of bank account held by the respondents and their level of satisfaction on e-services is not significantly associated.
  - Customer satisfaction on the e-services varies depending on their experience with the bank. Compared to customer with less than two years of experience with the bank, the customers those having 2-5 years of experience are highly satisfied.
- **Level of Continued Usage Intention of e-banking services**
- The customers felt a positive attitude towards usage of e-banking service is found to be the key factor of continued usage intention.
  - The high level of continued usage intention is the most prevalent among customers. This suggests that the customers generally ready to continue to use e-banking services.
  - Continued usage intention towards the e-services of select Private sector banks varies depending on their age. Younger customers, particularly below 25 years of age, are more likely to have lower levels of continued usage intention compared to elder customers. Customers aged over 50 years tend to have much higher levels of continued usage intention to make use of banks' e-services.
  - The level of continued usage intention and education attainment of the customers are not significantly associated.
  - Monthly income of the respondents and the level of continued usage intention are significantly associated.

- Continued usage intention on the e-services of Private sector banks varies depending on their marital status. Compared to single customers, married customers typically exhibit higher level of intention to continue e-banking usage.
- The type of account does not have a strong influence on how the customers intend to continue accessing e-services offered by the Private sector banks.
- Continued usage intention towards the e-services of Private sector banks varies depending on their experience with the bank. The customers having 2-5 years of experience are more likely to have high level of continued usage intention compared to less experienced customers.

➤ **Influence of E-S-QUAL dimensions on e-Service Satisfaction**

The influence of E-S-QUAL dimensions on e-service satisfaction were analysed through Path analysis and  $R^2$  values.

- Ease of use significantly impact e-service satisfaction which means when digital banking interfaces are user-friendly and require minimal effort to navigate, customers are more likely to feel satisfied with the e-service
- A remarkable positive influence of efficiency on e-service satisfaction is proved. This highlights the importance of transaction speed and operational responsiveness.
- The safety of e-banking services exerts a notable positive influence on satisfaction. Practically, customers are increasingly aware of data privacy and online fraud risks
- Reliability significantly affects e-service satisfaction, suggesting that consistent service availability and error-free functioning are the key features.
- e-Service satisfaction is positively impacted by responsiveness even though the value of path coefficient is lower.
- Among the all E-S-QUAL dimension, interoperability is the strongest influencing factor on e-service satisfaction and  $H_6$  is found significant.
- The six E-S-QUAL constructs efficiency, ease of use, safety, dependability, responsiveness, and interoperability account for 64 percent of the variation in e-service satisfaction.

➤ **Influence of BSQ Dimensions on e-Service Satisfaction**

The influence of BSQ dimensions on e-service satisfaction were analysed through Path analysis and R<sup>2</sup> values.

- Service charges levied by the bank for its e-services positively influences e-service satisfaction is proved.
- Service portfolio shows a moderate positive impact on e-service satisfaction of the customers.
- Personalised services substantially influence e-service satisfaction of the customers.
- The three banking service quality factors such as service fees, service portfolios, and personalised services account for 78 percent of the influence on e-service satisfaction.

➤ **Influence of e-service quality and Banking service quality on e-Service satisfaction and Continued Usage Intention**

Customers satisfaction and their intention to stay with the bank depends on both e-service quality and banking service quality. This influence is analysed using SEM analysis.

- E-service quality has positively influence the satisfaction of customers on e-services offered by the bank.
- Banking service quality has a favourable effect on e-service satisfaction of the respondents.
- E-service quality influences continued usage intention, but the effect is relatively weaker compared to bank service quality.
- The influence of banking service quality on continued usage intention is significant and stronger as compared to e-service quality.
- **e-service satisfaction ( $\beta = 0.83$ )** shows a very strong favourable influence on continued usage intention. It underscores the commonly held belief that happy clients are more likely to stick around.

- **Customer Trust ( $\beta = 0.57$ )** has a considerable influence on the continued usage intention.

➤ **Mediation Effect of E-service Satisfaction**

The quality of e-services delivered by the bank and its customers' intention to continue using digital services is significantly mediated by the customer satisfaction.

- A partial mediation of e-Service satisfaction in the link between quality of e-services and desire to continue using the service is found in the context of select Private sector banks and continued usage intention is still statistically significantly impacted by its quality.
- The presence of both significant direct and indirect effect confirms a partial mediation, suggesting that improving e-service satisfaction is a key pathway through which e-service quality drives continued usage intention.
- The link between banking service quality and continued usage intention partially mediates e-service satisfaction. The direct effect of banking service quality on continued usage intention remains statistically significant
- The presence of both significant direct and indirect effects confirms a partial mediation, suggesting that improving e-service satisfaction is a key pathway through which banking service quality drives intention to continue using e-services.

➤ **Moderation Effect of Customer Trust**

- The interaction term between e-service satisfaction and trust is significant (coefficient = 0.42, p 0.01), showing a moderation effect.
- The influence of e-service satisfaction on continued usage intention varies depending on the level of trust, the impact of satisfaction on continued usage intention is stronger when the trust will be high.
- Customer Trust significantly moderate e-service satisfaction and customers' continued usage intention.

## **Implications of the Study**

The study brings out various implications on the basis of findings, which will assist the Private sector banks to design services and providing seamless digital experience to the customers.

## **Implications for Banks**

- Banks need to create awareness and educate on various e-banking products suitable to different age group, gender, education and income level of the customers.
- Women-specific savings accounts with attractive benefits including insurance coverage, cashback incentives and comparatively low rates of interest on borrowings to be incorporated to bring in women into e-banking stream. However, the use of these accounts is still restricted. Therefore, the banks need to enhance awareness and accessibility among women customers through e-banking channels.
- The savings bank account are popular as the study contained the customers who are working in IT&ITeS sector. The e-banking services are to be rendered to all the types of accounts uniformly.
- Comparatively, the features of mobile banking are to be improved. The bank must align their strategies to enhance mobile banking and internet banking platforms' service quality through continuous innovation, develop lightweight regional, regional language mobile apps, quick response and robust security measures and consistent quality to retain the customers.
- Predominantly, e-banking services are used for money transfer, utility bill payment and online shopping. Whereas the bank should expose their customers to use the value-added e-banking services at a competitive bank charge for better customer engagement. The minimal usage of forex and investment services through e-banking to be improved by building trust and removing fear of security issues.
- Initially, customer adoption to e-banking is influenced by the benefits of time saving and curiosity. However, with increased duration of e-banking

experience, the customers appreciated digital innovation in e-banking and efficient financial transactions. In the later stages the continued intention could be sustained by introducing innovative and novel digital banking experience. Thus, the bank needs to understand the needs of customers with varied years of e-banking experiences, at a point of time.

- The positive experience on service quality is the outcome of comfort in ease of use, ensuring efficiency through access to e-services, safety of e-banking transactions, ensures reliability through website information fit to task, responsiveness through willing to help customers and interoperability through third party transaction easy and faster. All the features to be thoroughly taken care of by the Private sector banks on a day to day basis while providing e-services.
- The better customer experience on banking service quality is the output of accessibility of multiple services from the digital banking platform, transparent and understandable service charge and facilitating live assistance. Hence, the banks need to uphold these key features to make the customers loyal.
- With the increased income of the customers, their experience on service charge dimension of banking service quality resulted positively. Therefore, the bank should fix service charges judicially according to the value of transactions.
- The service portfolio should be restructured to cater the needs of lower income group. Similarly, the bank should update service portfolio regularly to meet the expectation of customers with different age group and different years of experience with the bank.
- The 'ease of use' dimension has positively effect on e-service satisfaction of the customers mainly due to the comfortability of using e-services. This would benefit the Private sector banks to serve the elderly customer segment, by ensuring whether all the e-banking services offered contains the element of 'comfort'. The Private sector banks while serving younger customers not only focus comfort in ease of use but also on other features like good visual appeal and innovative website, easy service request processing, easy website navigation and user-friendly website.

- The elder customers preferably use the basic and functional e-banking transactions. Due to this limited use, they find ease of use and felt that services are easily accessible and efficient. Hence, the banks need to uphold the same. In contrary, the younger customers look advanced features like perfect site organisation and efficient queue management system. To bridge the gap in experience and expectation, the banks are to be proactive in identifying customers' needs and offer the e-services very dynamically.
- The bank needs to concentrate on ensuring maintenance of e-service without delay, regularly updating technology, hustle free webpages and links, well-functioning web pages always to reduce gap in reliability dimension as it directly led to e-service satisfaction.
- The bank should meet customer expectation by establishing proper response and prompt service system, build customer relation by strengthening feedback and complaint management system and offer personalised services to reduce gap in responsiveness dimension of e-service quality.
- The younger customers have more concerns about data privacy and security and expecting dynamic service features. The bank should clarify these security concerns by framing strong privacy policy and build a strong digital experience to enhance the trust level of younger customers and offer banking products which is sought after by the young customers.
- Interoperability dimension positively influences e-service satisfaction. Hence, the bank needs to maintain and uphold interoperability dimension by facilitating easy and safe third-party financial transaction to make all the customers segment delightful and remain with them.
- Through simple and frequent feedback mechanism, bank managers should be able to improve the e-banking services which leads to better customer experience. The bank should adopt a customer centric and supportive approach like prompt and empathetic response to queries, offer loyalty rewards, fee waivers to convert new users into loyal and satisfied clients.
- The prevailing moderate level of customer trust on e-banking services should be transformed to high level of trust by updating security measures, giving assurance to secured financial transactions, ensuring follow up of services and

foster long term relationships. The bank should motivate the customers for frequent interaction and to avail all of the digital services offered to them, which will improve the level of trust.

- The predominant high satisfaction level indicates that the clients are happy with the existing e-banking service quality. Hence the banks should pave the way for improvement of user experience by enhancing E-S-QUAL and BSQ dimensions.
- The level of continued usage intention is influenced by customers socio-economic factors. In order to convert the low and moderate level of continued usage intention in to high level, the bank should adopt retention strategies by considering age, income and marital status of the customers namely seamless digital experience to younger customers, personalised services to elder customers, premium or value based offerings across income groups and security focussed and women centric initiatives. To boost the continued usage intention of less experienced customers, the bank should consider these customers while fixing service charge, setting service portfolio, personalised attention, proper complaint management system and maintaining continuous relationships.
- If customers execute all financial transactions through e-banking mode, they ultimately enjoy all the benefits of e-banking. It will reduce the switching behaviour of customers leading to continued usage of e-services.
- The bank should uphold the features of e-banking service namely user comfortability of e-services, by facilitating easy navigation, user-friendliness, consistent accessibility to the website, safe transaction measures, uninterrupted transaction, provision of adequate information, facilitate prompt service and system compatibility with easy third-party access to meet customer expectations.
- The E-S-QUAL dimensions are highly effective in forecasting service satisfaction. From a managerial standpoint, this underscores the need for banks to strategically strengthen each quality dimension, as improvements will directly translate into enhanced service contentment and continued usage intention in the digital banking environment.

- The BSQ dimensions has a very strong explanatory power, highlights the strategic importance of designing well-balanced service structures especially focusing on customer relationships by offering personalised services as a core component of enhancing e-service satisfaction and customisation of service portfolio are also important.
- Improving digital services alone is not enough to ensure continued usage intention, those improvements must lead to a meaningful increase in service satisfaction to have a lasting impact. The presence of partial mediation implies that service satisfaction acts as a key psychological driver that translates functional service quality into emotional commitment, making it a vital component in designing effective customer retention strategies for Private sector banks.
- Considering that customers' continued usage intention is impacted by their satisfaction, banks should concentrate on improving customer satisfaction and service quality in order to foster continued usage. Customers who are satisfied with the bank are more inclined to spread the positive word about it and are less likely to switch banks. Therefore, increasing customer satisfaction is an economical way to maintain continued usage intention.
- The moderation effect of customer trust implies that trust act as a catalyst that improve effectiveness of e-service quality initiatives. Therefore, the bank should focus on developing trust building efforts through transparency, security, and consistent service delivery. Customer trust not only strengthens satisfaction but also ensures long-term customer loyalty in a competitive digital banking landscape.
- By understanding the interplay of cognitive appraisal of dimensions of e-service quality motivates customers to continuously accessing e-services and stay with the bank. This enables the Private sector banks to design and deliver customer centric services.

➤ **Implications for the Customers**

- Customers' expectations on convenience and time saving is easily fulfilled through e-banking. Customers, specifically tech savvy are likely to remain with the bank for the secured financial transactions. Ease of paying utility

bills and fund transfer through e-banking stay away customers from visiting physical bank branches.

- The value added service would keep the customers remain with the bank and avoidance of switching behaviour.
- The customers need to learn the security features of digital banking to enable them to feel confident and thereby develop trust towards e-banking services.
- Enhanced service quality reduces technical issues, facilitates quicker response and seamless transactions enables the customers to manage the digital transactions without interruptions.
- The customers staying with the bank continuously to experiences consistent improved services which reduces customer need for switching banks and go for new option.
- Enhanced service quality yield benefits for customers such as, prompt and quick response, faster complaint handling, secure interbank transactions etc.
- The customers feel more valued and remain loyal to the bank and facilitate the customers to enjoy improved service features by reducing service shortcomings identified from the gap analysis, namely lack of seamless transaction process, proper complaint management system, preferential treatment to customers and proper feedback system.

➤ **Implications for Policy Makers**

- Enforce strict data protection and security guidelines to protect the customers from cyber threats to enhance customer trust in digital platform.
- Government agencies should promote digital literacy programs and prioritise digital infrastructural development to ensure confident online banking accessibility to customers having varied profile.
- Policies should promote the development of user-friendly banking platforms that are accessible to all customer segments.

➤ **Implications for Academia**

- The combined effect of E-S-QUAL and BSQ model enriches the academic understanding of digital banking service quality in the contemporary framework of Private sector banks.

- The validation of the applicability of Cognitive Motivational Relational theory in the association between quality of e-service, e-service satisfaction and continued usage intention of customers. The theory states that customers will continuously evaluate the performance of e-services offered by the bank by using E-S-QUAL and BSQ dimensions and then decide whether to continue or discontinue using banks' e-services.
- The substantial contribution of BSQ dimensions on e-service satisfaction and customers' continued usage intention add knowledge to the literature. .

➤ **Implications for Society**

- By facilitating reliable and secure transactions, the trust of society towards online banking will raise which promote the growth of transparent financial eco system.
- Increased access of digital banking will result the growth of cashless economy and inclusive growth.
- Secure and carefully constructed electronic banking services promote more transparency and accountability.
- Digital banking conserves time, and offers enhanced convenience thereby improving overall quality of life and empowering individuals to manage their finances with greater ease and confidence.

**Conclusion**

The study strongly emphasize that e-service satisfaction is the backbone of customers' continued usage intention customers in the digital banking era. For Private sector banks, this means that providing a smooth, responsive, and personalized digital experience is no longer optional, it is essential. Improving mobile app interfaces, reducing downtime, simplifying online transactions, and offering 24/7 digital support can significantly boost e-banking service satisfaction. Since satisfaction plays a key role in retaining customers, especially among tech-savvy segments, banks must continuously invest in upgrading their e-banking platforms to match with the evolving customer expectations.

The interplay of customers appraisal of e-banking services cognitively with motivation to evaluate the e-service quality of the private sector banks would lead to emotional response of long term commitment of customers with the bank.

Equally important is the role of customer trust as a multiplier in enhancing continued usage intention. Even highly satisfied customers hesitate to stay if they don't fully trust the bank. Therefore, private sector banks must work actively to build and maintain trust through clear communication, data privacy policies, transparent charges, and fast complaint resolution mechanisms. Customer trust not only add value, but strengthens the effect of all e-banking service, making them more effective in securing customer remain with them. By aligning technological efficiency with human values like trust and transparency, the private sector banks can build stronger, long-lasting relationships with their customers in an increasingly competitive digital marketplace. As an outcome of this study, the Private sector banks have to focus on achieving e-banking service satisfaction of tech savvy customers could serve as a bench mark to serve the remaining requirement of the customers.

### **Scope for Future Research**

- Customer trust in New Generation Banks and Neo Banks: A Comparative analysis.
- Influence of customer retention on customer advocacy and loyalty in banking sector.
- Effect of AI driven service quality of banks.
- Perception on e-banking service quality of Urban and Rural customers.