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**COMPARATIVE STUDY OF ACCOUNT OPENING PROCESS IN BANK SULUTGO AND BANK MANDIRI: STAKEHOLDERS PERSPECTIVE****STUDI PERBANDINGAN PROSES PEMBUKAAN REKENING PADA BANK SULUTGO DAN BANK MANDIRI: PERSPEKTIF PEMANGKU KEPENTINGAN**

by

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**Abstract:** Account opening is a first step for customers to join a bank. Customer service as a service provider in account opening process is responsible for the convenience of customers in service. The purpose of this research is to analyze the perspectives of stakeholders, in this case customer and customer service toward the account opening process. Three attributes that become a benchmark in this study are service marketing, technology and standard operating procedures. Researcher using qualitative study to processed data. Researcher has interviewed 30 informants for gathering data which are 20 customers who have opened account in Bank SulutGo and Bank Mandiri, 5 customer services of Bank SulutGo and 5 customer services Bank Mandiri. Based on the result, it shows that customer services give the best of their service in account opening but it lack of attention in their attitude in daily transactions. Customers suggest Bank SulutGo and Bank Mandiri to provide account opening via online. Standar operating procedure in Bank SulutGo and Bank Mandiri is similar. In account opening, customer services should ensure to really understand the needs of customers and approach the customers to enjoy the account opening process.

**Keywords:** *account opening process, service process*

**Abstrak:** Proses pembukaan rekening adalah langkah awal bagi nasabah untuk bergabung dalam sebuah bank. Customer service sebagai penyedia jasa dalam proses pembukaan rekening bertanggung jawab terhadap kenyamanan nasabah dalam pelayanan. Penelitian ini bertujuan untuk menganalisa perspektif para pemangku kepentingan, dalam hal ini nasabah dan customer service terhadap proses pembukaan rekening. Tiga hal yang menjadi patokan dalam penelitian ini adalah pemasaran jasa, teknologi dan standar operasional prosedur. Peneliti menggunakan metode kualitatif dalam memproses data. Peneliti mewawancarai 30 informan untuk mengumpulkan data yaitu 20 nasabah yang pernah membuka rekening di Bank SulutGo dan Bank Mandiri, 5 customer service dari Bank SulutGo dan 5 customer service dari Bank Mandiri. Hasil penelitian menunjukkan bahwa customer service memberikan pelayanan terbaik pada saat proses pembukaan rekening tetapi perhatian mereka menurun pada transaksi lainnya. Nasabah menyarankan Bank SulutGo dan Bank Mandiri untuk menyediakan layanan pembukaan rekening via online. Standar operasional prosedur pada Bank SulutGo dan Bank Mandiri cenderung sama. Pada pembukaan rekening, customer service harus memastikan bahwa mereka benar-benar mengerti kebutuhan nasabah dan melakukan pendekatan agar nasabah menikmati proses pembukaan rekening.

**Kata Kunci:** *proses pembukaan rekening, proses pelayanan*

## INTRODUCTION

### Research Background

Bank is an institution that plays an important role in economy movement of a country. According to Mishkin and Serletis (2011), banks are financial institutions that accept deposits and makes loans. Whereas, Act No. 10 in 1998 about Changes of Act in 1992 about banking declared that bank is a business that gathers funds from the public in form of savings and channel it to society in form of credit and or in other forms in order to improve standard of living of society. Opening an account is the first step made by someone when will save money in a bank. It is important things to be consider by banks because it is the starting point of customers to assess banks. Bank should maintaining their account opening process as best as possible so that can give a good image for customers. Development of technology nowadays influences the habit of society. Customers want everything become faster and easier.

In reality, bank as an institution that applies prudential principle need more time in doing their activity. Customers need to take a lot of time to transact in the bank, especially in queuing. Transacting in bank becomes boring, even in some bank employees acting unfriendly. Banks cannot yet maximize the use of technology as well as to faster the activity. In addition, some banks are unable to resolve the complaint of customer. Even when the banks are already trying to change for the better service, however there are people that still have a bad image of banks. It makes a lot of people are reluctant to use banking services.

The quality of account opening process of a bank can be influenced by three aspects: service marketing, technology and standard operating procedures.

- a. Service Marketing is a process for delivering goods and services desired customers, which include activities related to attracting and retaining customers, in order to meet the wants and needs of the company. In banking sector, a bank needs to consider about how the employee face customers properly to maintain the customers loyalty.
- b. Technology was invented to help people to make their works easier. In this digital era, customers are searching for the convenience of transactions. Faster and easier service offers by a bank will attract more customers' intention. Thereby, a bank must be able to develop their technology in order to fulfill customers' need and compete with the other banks.
- c. Standard operating procedures, in account opening process SOP means the way a bank to process the customer data into an account. The data needed to create an account and how long the time to process it, are important things to note by the bank.

A bank is influenced by stakeholders. Bank should manage their system properly even in a smallest things because it can impacted the service. Inappropriate system in banking causes the time for opening account become too long and complicated. They should be able to make the account opening simpler and faster, whether through cut the unnecessary step, add some new technology to help the customer services in processing the data of customers or train the customer services so that they can improve their skills in account opening.

In order to fix an account opening process, a bank must first find out the aspects that affecting that account opening process. Thus the problem can be repaired and of the shortcomings of the process and then change the things that need to be repaired and can satisfy the customer with their performance.

### Research Objective

The objectives of this research are:

1. To determine stakeholders' perspective regarding service marketing of account opening process in Bank SulutGo and Bank Mandiri.
2. To determine stakeholders' perspective regarding technology of account opening process in Bank SulutGo and Bank Mandiri.
3. To determine stakeholders' perspective regarding standard operating procedure of account opening process in Bank SulutGo and Bank Mandiri.
- 4.

## THEORETICAL REVIEW

### Service Process

Service is an intangible product such as accounting, banking, cleaning, consultancy, education, insurance, expertise, medical treatment, or transportation. While, service process is the way to delivering the service to the customers. A service process is a series of unique states involving the co-production of the provider and the

consumer. Each transaction is a new product in itself, and the customer is a co-producer of the value rendered (Fingar, 2009).

### Bank account

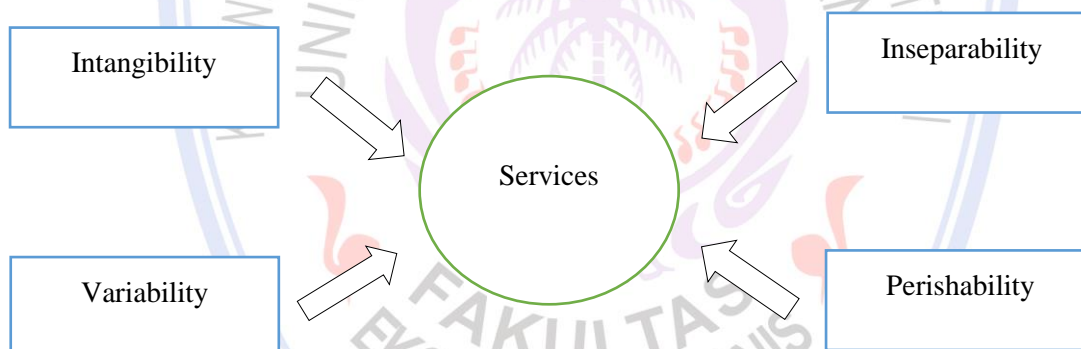
Cambridge Dictionary (2018) defined bank account as an arrangement with a bank in which the customer puts in and removes money and the bank keeps a record of it. The concept of a bank account from the point of view of banking law specialists, a bank account is a relationship on the disposal of funds arising between a bank and a client on the basis of a contract (Babaeva, Nazarova and Murodova, 2017).

### Service Marketing

Service is activities or benefits offered for sale that are essentially intangible and do not result in the ownership of anything (Kotler and Armstrong, 2009:6). Examples include banking, airline, hotel, tax preparation and home repair service. While, services marketing is built on carefully understanding the deeper needs of your customers, and then providing services that will help to make them more successful (Jan, 2012).

According to Kotler and Armstrong (2009:225), managing a service business, company should consider four special service characteristics when designing marketing programs:

1. Service intangibility: means that services cannot be seen, tasted, felt, heard, or smelled before they are bought.
2. Service inseparability: means that services cannot be separated from their providers, whether the providers are people or machine.
3. Service variability: means that the quality of services depends on who provides them as well as when, where, and how they are provided.
4. Service perishability: means that service cannot be stored for later sale or used. For example, some doctors charge patients for missed appointments because the service value existed only at that point and disappeared when the patient did not show up.



**Figure 1. Service Characteristics**  
Sourced: Kotler and Armstrong, 2009

### Technology

The word technology comes from the two Greek words, transliterated 'techne' and 'logos'. Techne means art, skills, craft or the manner by which a thing can be achieved and Logos means a word, a saying or an expression by which inward thought is expressed. Thus, literally, technology means skill to express an idea in order to reach a goal. According to Kumar et. al in Wahab and Rose (2012) technology consists of two primary components: 1) a physical component which comprises of items such as products, tooling, equipment, blueprints, techniques, and processes; and 2) the informational component which consists of know-how in management, marketing, production, quality control, reliability, skilled labor and functional areas.

Technology used by people to help them in doing their activity. Technology improved in every industry sector to make the process effective and efficient. Banking sector also depended in technology to running the operation. It helps the banks to serving customers in transaction, processing data of customers, in the system of saving and transaction and for security system. According to Dangolani (2011), technology influences banking sector mainly in three aspects:

1. Technology is influencing competition and the degree of contestability in banking. Due to the development of technology, bank's superiority in information is deteriorated. Entry barrier have been

declining, new competitor have emerged. Some financial products and services have become more transparent and commodities, customer show willing to unbundled the demand for financial products and services, all these lead to a more competitive market environment. Technology influence Economy of scale. Competitive pressure force banks to lower their cost. Bank seeks to get economy of scale in bank procession instead of being a big bank. Bank seeks to secure the optimal business structure, and secure the competitive imperative of economy of scale. There are other options to get economy of scale, including joint venture and confederation of financial firms. Small firms also can get economy of scale by outsourcing, i.e. buy in economy of scale.

2. Technology influences the economics of delivery. Technology has a major impact on the way banking and financial services are delivered. A wide range of alternative delivery mechanism becomes available and these reduce the dependence on the branch network as a core delivery mechanism. With the development of technology, the financial systems are substantially over-supplied with delivery system through a duplication of network, bank has to change their delivery strategy, rationalize their branch network strategy, and widen the range of delivery option.

### **Standard Operating Procedure**

Standard Operating Procedure is a process document that describes in detail the way that an operator should perform a given operation. According to Edelson & Bennett (1998), SOP include the purpose of the operation, the equipment and materials required, how to perform the set-up and operations required for the process, how to perform the maintenance and shut down operations carried out by the worker, a description of safety issues, trouble-shooting, a list of spare parts and where to find them, illustrations, and checklists (Treville, Antonakis and Edelson, 2005).

According to Bhattacharya (2015), there are several benefits of standard operating procedures:

1. Provide people with all the safety, health, environmental and operational information necessary to perform a job properly.
2. Ensure that production operations are performed consistently to maintain quality control of process and products.
3. Ensure that process continue uninterrupted and are completed on a prescribed schedule.
4. Ensure that no failures occur in manufacturing and other processes that would harm anyone in the surrounding community.
5. Ensure that approved procedures are followed in compliance with company and government regulations.
6. Serve as a training document for teaching users the process for which the SOP was written.
7. Serve as a checklist for co-workers who observe job performance to reinforce proper performance.
8. Serve as checklist for auditors.
9. Serve as an historical record of the how, why and when of steps in an existing process so there is a factual basis for revising those three steps when a process or equipment are changed.
10. Serve as an explanation of steps in a process so they can be reviewed in accident investigation.

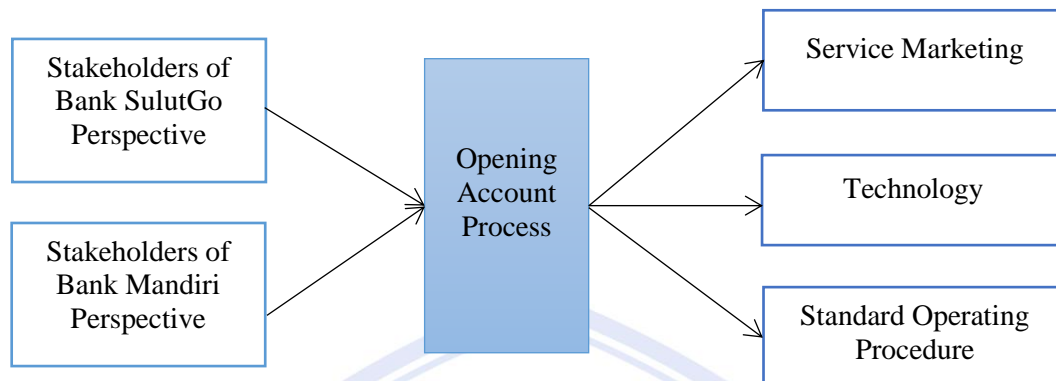
### **Previous Research**

Babaeva, Nazarova and Murodova (2017) research title Procedure for Opening and Maintaining Bank Accounts in the Republic of Uzbekistan. This research identified that opening a bank account is one of the mandatory conditions for the registration and further operation of economic entities. All entities must keep their money in a commercial bank and conduct settlements without payment. Legislation in the banking sector, including the opening and maintenance of accounts of economic entities, is constantly being improved in connection with the development of new standards for banking and financial activities, the provision of new benefits and guarantees for the development of entrepreneurial activities. At the present stage of development of banking activities, the improvement and simplification of the procedure for opening accounts in commercial banks is one of the priorities of the state policy of the country.

Joseph, McClure, and Joseph (1999) research title Service Quality in the Banking Sector: the Impact of Technology on Service Delivery. The objective of this research is to explored the factors that motivate customers to select commercial banks. In this article descriptive statistics and factor analysis have been conducted to identify the factors that get highest, moderate and lowest priority in bank selection decision. In this study, they have found that easy account opening is the most important variable and responsiveness is the most important factor for customers. Special service such as loan and deposit schemes, electronic find transfer service, cash management service, merchant banking, supporting the customer in bad time have also been found

as important. Convenience, assurance, reliability and safe also are importance considerable for customers to choose a bank.

### Conceptual Framework



**Figure 3. Conceptual Framework**

*Sourced: Data Processed, 2018*

## RESEARCH METHOD

### Research Approach

The type of this research is qualitative research methodology. Qualitative data refers to all non-numeric data or data that have not been quantified and can be a product of all research strategies (Saunders, Lewis and Thornhill, 2009:480). This type of research is used to explore and identify the perspective of stakeholders regarding the account opening process in Bank SulutGo and Bank Mandiri in Manado.

### Population, Sample Size and Sampling Technique

Purposive sampling is a sampling design based on the judgement of the researcher as to who will provide the best information to succeed for the objectives study (Etikan and Bala, 2017). The researcher needs to focus on those people with the same opinion to have the required information and be willing of sharing it. In this research, researchers will obtain information and data by interviewing the stakeholders of Bank SulutGo and Bank Mandiri to get information about their perspectives about account opening process. Semi-structured interviews conducted through a list of themes and questions to be covered, although these may vary from interview to interview.

### Type of Data and Data Source

This research used primary data. According to Walliman (2011:175) primary data is sources from which researchers can gain data by direct, detached observation or measurement of phenomena in the real world, undisturbed by any intermediary interpreter. Curtis (2008) also defined primary data is "collected specifically to address the problem in question and is conducted by the decision maker, a marketing firm, a university or Extension researcher, etc.

### Operational Definition of Variables

There are three variables used in this research:

1. Services marketing. Built on carefully understanding the deeper needs of your customers, and then providing services that will help to make them more successful
2. Technology. Skill to express an idea in order to reach a goal.
3. Standard Operating Procedure. A set of detailed methods, procedures and routines created to carry out a specific activity, perform a duty, or solve a problem

### **Testing of Research Instrument**

In qualitative research, analyzing data does not use the statistical measurement because it is a type of research that develops a theoretical concept. This research will use qualitative interview as the tool for the data analysis. The data collection method used in this research is structured interview.

### **Validity and Reliability Test**

Golafshani (2003) stated that, reliability and validity are conceptualized as trustworthiness, rigor and quality in qualitative paradigm. Triangulation defined as a validity procedure where researchers search for convergence among multiple and different sources of information to form themes or categories in a study (Creswell and Miller, 2000). Triangulation is used to eliminate the bias of a research to make it accurate and reliable.

## **RESULT AND DISCUSSION**

### **Customers**

. There are 95% customers of Bank SulutGo that feel satisfied when opening bank account and 85% customers feel satisfied when opening bank account in Bank Mandiri. Unfortunately, 60% customers expect better service in Bank SulutGo and 65% customers expect good service in Bank Mandiri in their daily transactions. This means that customer services of Bank SulutGo and Bank Mandiri give better service when processing bank account but they show lack of attention of good service once after the processing account opening.

Eighty five percent customers said they will recommend Bank SulutGo to their relatives and 90% customers said they will recommend Bank Mandiri to their relatives. Fifteen percent customers that will not recommend Bank SulutGo are different with 10% customers that will not recommend Bank Mandiri. It means those 15% customers assessed Bank Mandiri is better than Bank SulutGo and those 10% customers assessed Bank SulutGo is better than Bank Mandiri.

About technology, the result shows that technology in Bank Mandiri influenced the customers in opening account more than Bank SulutGo, Bank Mandiri have more concern to technology than Bank SulutGo it shows from the explanation about the technology used by Bank SulutGo and Bank Mandiri, level of trust influenced of technology in Bank SulutGo and Bank Mandiri is equal. Technology that should improve by Bank SulutGo and Bank Mandiri is to provide the customers to open account via online.

For the standard operating procedure, seventy percent customers assumed that the time for account opening in Bank SulutGo is in accordance with their needs. Sixty percent customers assumed that the time for account opening in Bank Mandiri is already in accordance with their needs. It means that the time for account opening process in Bank SulutGo is more appropriate and in line with customer needs than Bank Mandiri. These 30% to 40% customers assumed that the time for account opening is unsatisfied them. It related to the suggestion from customers that ask Bank SulutGo and Bank Mandiri to provide account opening via online. Customers assumed the account opening process could be faster and easier if they can process it via online.

About the queuing system, 95% customers assumed the queuing system in Bank SulutGo is good and 85% customers assumed queuing system in Bank Mandiri is good. Five percent customers said that queuing system in Bank SulutGo is slow and 15% customers said that queuing system in Bank Mandiri is too long and not organized. It means according to customers, the queuing system in Bank SulutGo is better than Bank Mandiri.

### **Customer Service**

Bank SulutGo conducts training and coaching clinic minimum once a year. Training and coaching are conducted in order to gain the customer services' skills and also to examine their knowledge. There is also role play conducts twice a week to examine the way customer services serving customers. While Bank Mandiri conducts briefing before they start to work every day. There is role play once a week in order to encourage and examine their works. All customer services in Bank SulutGo assumed the training in Bank SulutGo has fulfilled their needs of knowledge to serving customers. In Bank Mandiri, 40% customer services said Bank Mandiri should improve the training in order to improve their skills in serving the customers and 60% customer services assumed that the training in Bank Mandiri is enough for them. From the result it can be concluded that customer

services in Bank Mandiri compare the training in Bank Mandiri to the other banks to get improvement. It means the competitive awareness of customer services in Bank Mandiri is bigger than Bank SulutGo.

For the technology, all of the customer service claimed they are able to use the technology. There are some technology suggest by customer service to help them in process the account opening. From Bank SulutGo the technologies are high level of security service, a technology to connect them to *Dinas Catatan Sipil* to facilitate them in input the data of customers, EDC machine and ATM card maker, and ATM card that could be used for debit card. From Bank Mandiri such as digital technology, face recognition technology in account opening process to make the identification process safer and detail, cashless branch service, deposit money and open and account through system.

For the standard operating procedure, the standard operating procedure in Bank SulutGo and Bank Mandiri are similar. All customer services declared they have been served based on the procedure. According to the standard of banks, they should approach the customer and make customer enjoy in account opening process. They should show their care and make a good relationship to create customer satisfaction. Their attitudes when serving are kind, hospitable, polite, enthusiast in serving, give greetings and doing introduction. Customer service as the face of bank should be able to offer the product and attract the customers to use their product. Customer service of Bank Mandiri and Bank SulutGo stated they have explained the product clearly, compactly, detail, and can be understood. Before explaining, they should be able to identify the customers need first. Customer satisfaction towards the services assessed well also can be the assessment of ethics and professionalism shown by the customer service. For more, there are reward and punishment for customer for any achievement and mistakes such as job promotion and bonus if they achieve the target and warning letter, extra coach by supervisor, and fire if for their mistakes.

## Discussion

### Service Marketing

In account opening process, customers are satisfied with the service by the customer services. But most customers expect the customer services to showing their good attitude in serve the customers in their daily transactions. It means the customer services only give their best service in account opening process but the attitude of customer service in the next transaction is not good as the account opening. A study in Libyan commercial banking found that customer loyalty is the main factors influencing the level of customer satisfaction (Murugiah and Akgam, 2015). Bank SulutGo and Bank Mandiri do some efforts to maintain the quality of service. Training is needed to preparing the customer service before they serve the customer.

### Technology

The adoption of a new technology which can result in innovation, is justified by the goal of “changing the organization’s status quo in search of improvements” translated in offering a product or service satisfactory to the customer (Miranda, Farias, Schwartz, & Almeida, 2016). Bank SulutGo and Bank Mandiri should concern about their technology in order to make the account opening effective. According to customers, Bank SulutGo and Bank Mandiri should provide the customers to opening account via online. Adopting new technology in banking helps the customer and also the bank to reduce the cost and time.

Another study in Indian stated that Indian commercial banks have adopted several initiatives and many facilities which include new banking services and technology to benefits the customers. The design and simulation results of work revealed that Information Technology led to increase customer satisfaction, improved operational efficiency, reduced transaction time, better competitive edge, reduced the running cost and ushered in swift response in service delivery (Vimala, 2015).

### Standard Operating Procedure

The result shows that standard opening procedure in Bank SulutGo and Bank Mandiri are similar. According to the standard of banks, they should approach the customer and make customer enjoy in account opening process. They should show their care and make a good relationship to create customer satisfaction. Their attitudes when serving are kind, hospitable, polite, enthusiast in serving, give greetings and doing introduction. Customer service as the face of bank should be able to offer the product and attract the customers to use their product. An account opening process needs around 20 – 30 minutes. Customers said that the time for

account opening process in Bank SulutGo considered more appropriate and in line with customer needs than Bank Mandiri. According to customer service, most problems in account opening process occurs come from customer. Job of a banker requires moral, professional ethical behavior and competence. It is not sufficient to have a code of ethics. The code should be readily available to all bankers to promote ethical awareness; address all ethical issues and problems for proper professional guidance; should be evaluated frequently to ensure that it is current and not stale; enforceable to ensure conformity by all professional bankers; and adopting by all banks (Adeyanju, 2014).

When asking about the queuing system, 15% customers assess queuing system in Bank Mandiri is bad. They said that the system does not organized, too long because the performance of customer service is slow and influenced the queue, and a customer have bad experienced about the queue. From the result we can assume that the facilities in Bank SulutGo and Bank Mandiri can satisfy most of the customers. Next, the queuing system in Bank SulutGo is already appropriate to satisfy in account opening process, and Bank Mandiri should improve their queuing system. According to Brahma (2013) proper application tool of queuing system can yield impressive results. Undoubtedly, there are numerous factors—physical, psychological, and emotional, to name a few—that affect perception of the waiting experience. By better understanding queuing theory and the various measures associated customers waiting time, service managers can make decisions that have a beneficial impact on the satisfaction of all relevant participants.

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the result and discussion from the previous chapter, there are some points that can be concluded:

1. Most of customers are satisfied with the service in account opening process in Bank SulutGo and Bank Mandiri. But, according to customer services give better service when processing bank account but they show lack of attention of good service once after the processing account opening. Customer satisfaction will create customer satisfaction and it shows from the willingness of customers to recommend a product to their relatives. The result shows that most of customers are satisfied with the service provided Bank SulutGo and Bank Mandiri based on the willingness of customers to recommend these two banks. In addition, most of customers hope that Bank SulutGo and Bank Mandiri can make the account opening faster. Bank SulutGo and Bank Mandiri do any efforts to maintain the quality of service such training, coaching and front-liner championship. These any efforts aim to improve the customer services skills and their knowledge in serving the customers.
2. Technology is used to help Bank SulutGo and Bank Mandiri in processing and serving the customers. Based on the customers opinions about technology in Bank SulutGo and Bank Mandiri, four points can be concluded, which are: 1) technology in Bank Mandiri influenced the customers in account opening process more than Bank SulutGo; 2) Bank Mandiri have more concern to technology refer to there is explanation to customers about their technology; 3) level of trust influenced by technology in Bank SulutGo and Bank Mandiri is equal; 4) customers are more satisfied to technology in Bank Mandiri. Most of customers expect Bank SulutGo and Bank Mandiri can provide them in account opening via online. From customer services, customer services declared they are able to use the technology. Bank SulutGo and Bank Mandiri do some efforts to improve the technology such as updating the system, improve the human resources in IT field and conduct some training.
3. Standard operating procedure is a crucial thing for a company to maintain the operation. Based on the result, the standard operating in Bank SulutGo and Bank Mandiri generally is similar. The customer services should ensure they serve the customers properly. About queuing system, queuing system in Bank SulutGo is better than Bank Mandiri. Bank SulutGo and Bank Mandiri try to make the customer service enjoy in waiting for they turn in open account through provide several facilities such as sofa, instrument of music and air conditioner. Bank SulutGo and Bank Mandiri motivate the customer service through give reward and punishment for any achievement and mistake such as bonus and job promotion for the achievements and extra coach by manager moreover fire if they make fraud.

### Recommendation

Based on the results of the study, here are some recommendations which can be applied:



1. For Bank SulutGo, service providers increasingly are getting sued for more makes it easy for customers in meeting their needs. Bank SulutGo should be able to improve the technology so that customers' needs can be met. Bank SulutGo can cooperate with various parties and adopt the latest technologies in accordance with the times.
2. For Bank Mandiri, to improve the quality of service. It is important to improve the training so that customer service have prepared well before they serve. Also Bank Mandiri should taking care of the time in account opening process and the queuing system. Seeing Bank Mandiri have a lot of customers, adding the number of employee is a good way to control the time.

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