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Service efficiency affecting customer satisfaction in government financial institutions

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ชรรร ลันสุชีพ*
Charun Lunsucheep*
ภาณุวัฒน์ คุปตะพันธ์**
Phanuwat Cuptapan**
อธิปการย์ จรพงค์***
Atippakan Jorapong***

*, ***ภาควิชาการผลิตอีเว้นท์และการจัดนิทรรศการและการประชุม คณะนิเทศศาสตร์ มหาวิทยาลัยกรุงเทพ
*, ***Faculty member, Event Production and MICE Management Department, School of Communication Arts, Bangkok University
*Email: charun.l@bu.ac.th
**ภาควิชาการสื่อสารและสื่อใหม่ คณะนิเทศศาสตร์ มหาวิทยาลัยกรุงเทพ
**Faculty member, New Media and Communication Department, School of Communication Arts, Bangkok University
**Email: phanuwat.c@bu.ac.th
***Email: atippakan.jo@bu.ac.th

บทคัดย่อ

งานวิจัยเรื่องนี้มีวัตถุประสงค์เพื่อสำรวจประสิทธิภาพการบริการที่ส่งผลต่อความพึงพอใจผู้ใช้บริการสถาบันการเงินภาครัฐบาล ในการศึกษานี้เก็บรวบข้อมูลโดยการแจกแบบสอบถามกับกลุ่มตัวอย่างที่เป็นผู้ใช้บริการสถาบันการเงินภาครัฐบาล จำนวน 385 ท่าน ที่วิเคราะห์ข้อมูลด้วยสถิติการวิเคราะห์การถดถอยพหุคูณ ผลการศึกษา พบว่า สมมติฐานได้รับการสนับสนุนคือ ประสิทธิภาพการบริการมีผลต่อความพึงพอใจผู้ใช้บริการสถาบันการเงินภาครัฐบาล อย่างมีนัยสำคัญทางสถิติที่ระดับ 0.001 ซึ่งเป็นที่น่าสังเกตว่า ตัวแปรประสิทธิภาพการบริการที่มีผลต่อความพึงพอใจผู้ใช้บริการสถาบันการเงินภาครัฐบาลมากที่สุดคือ การให้บริการอย่างก้าวหน้า (Beta = 0.497) การให้บริการอย่างต่อเนื่อง (Beta = 0.194) การให้บริการอย่างพอเพียง (Beta = 0.173) ความรวดเร็วทันเวลา (Beta = 0.170) และการให้บริการอย่างเท่าเทียม (Beta = 0.168) ตามลำดับ ผลการศึกษาครั้งนี้แสดงว่าประสิทธิภาพการบริการทั้งหมดมีผลต่อความพึงพอใจผู้ใช้บริการสถาบันการเงินภาครัฐบาล แต่มีการประเมินในเชิงบวกที่ดีที่สุดคือ ด้านการให้บริการอย่างก้าวหน้า เพราะในสถาบันการเงินของรัฐบาล การให้บริการแบบก้าวหน้าเป็นตัวช่วยในการลดช่องว่างระหว่างการดำเนินงานภาครัฐแบบดั้งเดิมและความคาดหวังที่เปลี่ยนแปลงไปของลูกค้า ซึ่งปัจจุบันมีแนวโน้มที่จะนิยมใช้บริการในรูปแบบดิจิทัลและใช้งานง่ายมากขึ้น ผลการวิจัยชี้ให้เห็นว่า การปรับปรุงบริการให้ก้าวหน้า เช่น การให้บริการธนาคารผ่านมือถือหรือการประมวลผลเอกสารในรูปแบบดิจิทัล สามารถส่งผลดีต่อความพึงพอใจของลูกค้าได้โดยทำให้การเข้าถึงบริการเป็นไปอย่างง่ายและสะดวก

คำสำคัญ: ประสิทธิภาพการบริการ ความพึงพอใจผู้ใช้บริการ สถาบันการเงินภาครัฐบาล

Abstract

This study aims to examines the impact of service efficiency on customer satisfaction within government financial institutions. Data was collected by distributing questionnaires to a sample of 385 government financial institution customers. Multiple Regression Analysis was employed to analyze the data. The findings support the hypothesis, indicating that service efficiency significantly affects customer satisfaction in government financial institutions at the 0.001 statistical significance level. Notably, the service efficiency variable with the highest impact on customer satisfaction was progressive service (Beta = 0.497), followed by continuous service (Beta = 0.194), ample service (Beta = 0.173), timely service (Beta = 0.170), and equitable service (Beta = 0.168). These results demonstrate that all aspects of service efficiency influence customer satisfaction in government financial institutions, with progressive service receiving the highest positive evaluation. Progressive service helps bridge the gap between traditional public sector operations and the evolving expectations of customers, who increasingly favor digital and user-friendly services. The study suggests that progressive improvements, such as mobile banking and digital document processing, positively affect customer satisfaction by enhancing accessibility and convenience.

Keywords: Service Efficiency, Customer Satisfaction, Government Financial Institutions

Introduction

In today's highly competitive financial environment, government financial institutions are increasingly challenged to deliver high-quality services that align with the evolving needs and expectations of their customers. Unlike private financial institutions, which frequently focus on service innovation to attract and retain clients, public institutions often operate under bureaucratic limitations, limited budgets, and uniform policies. These constraints can result in lower service efficiency, which may negatively impact customer satisfaction.

Government financial institutions, therefore, face mounting pressure to enhance service efficiency to fulfill customer expectations and boost satisfaction. Private institutions have the advantage of quickly adapting to customer needs through advanced technology and flexible service models, while government financial institutions may be restricted by rigid frameworks that limit responsiveness and adaptability (Wibowo, 2020). This gap presents a challenge for public institutions, as customers may compare their service quality to that of private entities, leading to potential dissatisfaction if expectations are not met.

Customer satisfaction within government financial institutions is essential because it not only impacts customer loyalty but also reflects public confidence in government systems. However, there is a limited understanding of the specific elements of service efficiency that influence satisfaction in public financial services. This research aims to identify the most influential aspects of service efficiency that affect customer satisfaction in government financial institutions, examining both operational and strategic dimensions. By addressing this gap, the study seeks to provide insights that could enhance service quality, improve the customer experience, and foster a positive public perception of government financial services.

Customer satisfaction is also a well-recognized factor in fostering loyalty and trust in financial services, as well as a measure of institutional success (Parasuraman et al., 1988). Although significant research has examined customer satisfaction in private financial institutions, there is a noticeable research gap regarding the factors that influence satisfaction in government financial institutions, especially regarding service efficiency. Service efficiency, which includes aspects such as response time, accessibility, and accuracy, has been identified as essential to customer satisfaction, but its effects within public institutions remain underexplored (Johnston, 1995).

Research indicates that inefficiencies in government services can lead to reduced satisfaction and a decline in public trust, potentially discouraging the use of public financial services (Bitner et al., 2000; Yusoff & Alhaji, 2012). This study, therefore, aims to bridge this gap by analyzing specific dimensions of service efficiency that impact customer satisfaction in government financial institutions. By examining these dimensions, the study aims to offer recommendations that could enhance service delivery, improve customer satisfaction, and strengthen public confidence in government-managed financial services.

The Objective of Study

To examine service efficiency that affects customer satisfaction in government financial institutions.

Literature review

Service efficiency

In government financial institutions, service efficiency refers to the ability to deliver public financial services effectively and promptly while minimizing costs and maximizing resource utilization. This concept involves balancing speed, quality, and accessibility in service delivery to meet public needs reliably. Service efficiency is measured by factors such as equitable access, timeliness, adequacy, continuity, and innovation in services provided. Government financial institutions often face unique constraints—such as regulatory limits, resource limitations, and rigid operational frameworks—that impact their capacity to deliver services as flexibly as private financial institutions. Efficient service in this context means optimizing available resources and managing procedural hurdles to enhance customer satisfaction and public trust (Johnston, 1995). In this sense, service efficiency also includes the ability to adapt progressively to meet the evolving needs of the public, ensuring fair and consistent access for all customers (Yusoff & Alhaji, 2012).

To provide a robust theoretical underpinning, service efficiency can be anchored in frameworks such as the SERVQUAL model (Parasuraman et al., 1988), which highlights the dimensions of service quality affecting customer satisfaction. Adapting SERVQUAL to public financial institutions, the five key aspects—equitable, timely, ample, continuous, and progressive service—align with the broader principles of service quality and customer satisfaction.

Effective service efficiency in public financial institutions reflects a commitment to transparency, responsiveness, and adaptability, aiming to enhance the customer experience and foster a positive perception of government-managed financial services. In exploring the dimensions of service efficiency in government financial institutions, five key aspects—equitable, timely, ample, continuous, and progressive service—have emerged as significant components impacting customer satisfaction.

1. Equitable Service: Equity is essential in public services, as it ensures fair treatment and equal access to resources, promoting a sense of justice and inclusivity among customers (Bayly et al., 2021). This factor is particularly relevant in government financial services, where equitable access can improve public trust and satisfaction. Ensuring fairness in service delivery is fundamental in public institutions, fostering trust and inclusion (Johnston, 1995). Equity reflects adherence to principles of social justice, particularly in serving diverse customer bases.

2. Timely Service: The promptness of service delivery is critical, as delays can negatively impact customer satisfaction and deter engagement with services. Efficient timing has been shown to significantly correlate with higher satisfaction, especially in sectors where service speed is a benchmark of quality (Luengalongkot, 2021). Responsiveness, as identified in SERVQUAL, has been repeatedly shown to influence customer satisfaction, particularly in contexts where delays undermine trust (Wibowo, 2020).

3. Ample Service: Ample or comprehensive service refers to the breadth and depth of support provided to meet customers' needs fully. Studies indicate that comprehensive services that address all facets of customer requirements enhance the perception of value and satisfaction (Johnston, 1995). Providing sufficient and accessible resources meets customer expectations, ensuring their needs are met without unnecessary strain (Anderson & Mittal, 2000).

4. Continuous Service: Consistency and reliability in service provision are also vital, as they build trust and facilitate a stable customer relationship. Regular, uninterrupted service improves satisfaction by reducing the stress and inconvenience associated with service lapses (Bitner et al., 2000). Uninterrupted service provision demonstrates reliability and organizational resilience, which are critical in government institutions (Hsiao & Lin, 2008).

5. Progressive Service: Progressive or innovative services adapt to changing customer needs and technological advances, which is particularly relevant as customers increasingly compare public sector efficiency with private entities that often embrace innovation more rapidly. This element not only enhances satisfaction but also aids in maintaining relevance in a competitive landscape (Yusoff & Alhaji, 2012). Innovating and adapting services to evolving customer expectations signals adaptability and commitment to improvement (Fornell & Larcker, 1981).

Together, these dimensions form a comprehensive framework for examining how service efficiency affects customer satisfaction. By addressing each dimension effectively, government financial institutions can work to close the gap between public and private service quality, fostering greater satisfaction and public trust. These insights align with recent findings in public administration and service management research, underscoring the need for a well-rounded service approach that includes equitable and progressive models to meet evolving customer expectations.

Empirical studies reinforce the significance of these dimensions. A study by Jones and Sasser (1995) found that equity in financial services led to higher levels of customer satisfaction and loyalty. Research by Bitner et al. (1990) emphasized the importance of timeliness and responsiveness in retaining customer trust. The role of ample and continuous service was highlighted in studies by Berry and Parasuraman (1991), linking resource adequacy and reliability with enhanced customer experiences.

These insights align with recent findings in public administration and service management research, underscoring the need for a well-rounded service approach that includes equitable and progressive models to meet evolving customer expectations.

Customer Satisfaction Levels

Customer satisfaction represents how well a service meets or exceeds the expectations of its customers, and it is fundamental for customer loyalty and organizational success. Researchers categorize satisfaction into distinct levels that reflect increasingly positive customer experiences: (Chaturvedi, 2021).

1. Basic needs satisfied: This is the minimum threshold where a service meets a customer's core expectations. Fulfilling basic needs prevents dissatisfaction, but does not necessarily inspire loyalty. In government financial institutions, this level of satisfaction involves providing reliable, essential services in a secure environment, fulfilling customer expectations without any extraordinary service attributes. Meeting fundamental requirements is the foundation of customer trust. Neglecting these needs can lead to dissatisfaction, as suggested by Herzberg's Two-Factor Theory (1959).

2. Expectation satisfied: Here, services not only meet but also modestly exceed the customer's anticipated quality or efficiency. This level may involve enhancements like responsive support or ease of access. For instance, timely updates and minimal wait times in government financial processes may help meet or slightly exceed expectations, contributing to overall satisfaction but still within a predictable range (Saxena, 2023). Aligning with customer expectations ensures a neutral-to-positive service experience and prevents dissatisfaction (Oliver, 1980).

3. Extra satisfaction: this level is achieved when services go beyond standard expectations, creating a memorable experience that increases customer loyalty. At this stage, personalized service, efficient digital tools, and proactive customer support can leave a positive impression, particularly in sectors where personalization is rare. Providing additional benefits, such as personalized services, fosters emotional engagement and signals organizational care for customer well-being (Anderson & Mittal, 2000).

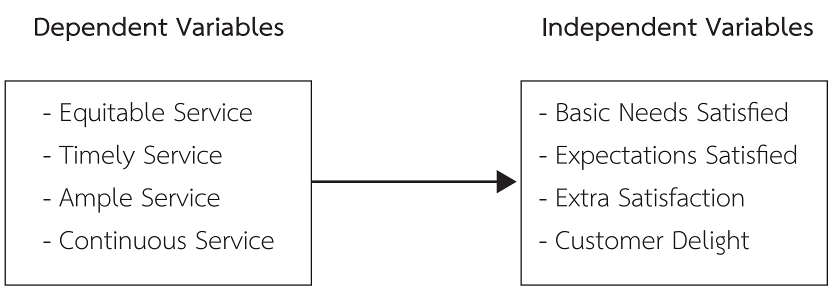
4. Customer delight: This pinnacle of satisfaction is achieved when service delivery not only meets all expectations but surprises customers, evoking an emotional connection. In financial institutions, delight might involve unexpected conveniences or rewards, such as personalized advice, financial tools, or offers that enhance the perceived value and deepen customer loyalty. (Chaturvedi, 2021). Going beyond expectations creates memorable experiences, generating strong emotional connections that lead to advocacy and loyalty (Kumar et al., 2001).

Each level of customer satisfaction plays a role in fostering loyalty, with higher levels often correlating with increased trust and reduced churn rates. While meeting basic expectations is essential to retain customers, higher levels of satisfaction and delight are essential for customer loyalty and positive public perception, especially within government institutions where customers may otherwise have limited choice.

To provide a more comprehensive theoretical foundation, the concept of customer satisfaction can be linked to several established theories: 1) Expectancy-Disconfirmation Theory (Oliver, 1980): this theory posits that customer satisfaction arises from the comparison between expectations and perceived performance. The transition from basic needs satisfied to customer delight reflects a progression from meeting to exceeding expectations. 2) Maslow's Hierarchy of Needs (Maslow, 1943): applied to customer satisfaction, this framework suggests that services must first address basic functional needs before advancing to higher levels of emotional and experiential fulfillment, such as delight. 3) Service-Dominant Logic (Vargo & Lusch, 2004): this perspective underscores the co-creation of value, emphasizing how services must align with customer roles, preferences, and contexts to achieve higher satisfaction levels.

The significance of these levels is well-documented in empirical studies: Basic Needs Satisfied: Research by Kotler and Keller (2016) highlights that fulfilling functional needs prevents churn. Expectations Satisfied studies by Zeithaml et al. (1993) show that meeting expectations correlates strongly with retention rates. Bitner et al. (1990) observed extra satisfaction unexpected positive services enhance overall satisfaction scores. Customer Delight according to Rust and Oliver (2000), delight amplifies loyalty and advocacy, making it a strategic priority for organizations.

Conceptual framework



Hypothesis: Service efficiency affects customer satisfaction in government financial institutions.

Methodology

Population and Sample

The population used in this research consists of customers of government financial institutions, with the exact number of this population being unknown. The sample was obtained through 1) stratified sampling: the sampling process begins by distributing participants across each of the seven government financial institutions headquarter, with 55 participants selected from each institution 2) Time sampling: the researcher sets a specific time frame for distributing the questionnaires, which is Friday from 11:00 to 14:00 p.m. In determining the sample size for this study, the researcher applied a formula for cases where the exact population size is unknown. Consequently, Cochran's formula for an unknown population size was used, setting a 95% confidence level and a 5% margin of error (Cochran, 1977). Based on this criterion, the minimum sample size required is at least 385 participants. The study employed a self-administered questionnaire method to collect data. This approach is widely recognized for its efficiency in gathering large volumes of information directly from respondents while minimizing interviewer bias. Questionnaires were distributed at branch offices of financial institutions on Friday from 11:00 to 14:00 p.m. Clear instructions were included to guide respondents on how to complete the questionnaire.

The data for this study was collected using a questionnaire with the following sections: (1) demographic information about respondents, including gender, age, education, occupation, and income; 2) service efficiency is equitable service, timely service, ample service, continuous service, and progressive service presented in a 5-level Rating Scale 3) customer satisfaction levels are basic needs satisfied, expectation satisfied, extra satisfaction, customer delight presented in a 5-level Rating Scale. Prior to the main data collection, a pilot test was conducted to ensure reliability. The internal consistency of the 385 responses was measured, resulting in a Cronbach's alpha of 0.98. Content validity was confirmed by three experts, yielding an average Index of Content Validity (IOC) of 0.90, with item-wise values ranging from 0.80 to 1.00, which supports the questionnaire's validity, as all values exceed 0.5. Statistical analysis was performed using software, and hypothesis testing was conducted via Multiple Regression Analysis.

The Results

Table 1

General Demographic Information of Respondents

Demographic Characteristics	Number (Person)	Percentage (%)
Gender		
Male	143	37.14
Female	242	62.86
Age		
20–30 years	27	7.01
31-40 years	133	34.55
41-50 years	140	36.36
51-60 years	45	11.69
Above 60 years	40	10.39
Education		
Below Bachelor’s Degree	113	29.35
Bachelor’s Degree	237	61.56
Master’s Degree	25	6.49
Doctoral Degree	10	2.60
Occupation		
Government Employee	120	31.17
State Enterprise Employee	105	27.27
Company Employee	50	12.99
Entrepreneur	60	15.58
Others (e.g., Retired)	50	12.99
Income		
Below 15,000 THB	10	2.60
15,001-25,000 THB	27	7.01
25,001-35,000 THB	130	33.77
35,001-45,000 THB	128	33.25
45,001-55,000 THB	60	15.58
Above 55,001 THB	30	7.79

From Table 1, it was found that the majority of respondents were female 242 (62.86%). Most were aged 41–50 years, totaling 140 (36.36%), with the highest level of education being a Bachelor’s degree, held by 237 (61.56%). Regarding occupation, the majority were government employees, numbering 120 (31.17%). The most common income range was 25,001–35,000 THB, reported by 130 (33.77%).

Table 2

Mean and Standard Deviation of service efficiency

Service efficiency	Mean	Standard Deviation (SD)	Level of agreement
Equitable service	4.13	0.77	Agree
Timely service	4.15	0.65	Agree
Ample service	4.21	0.72	Strongly agree
Continuous service	4.23	0.80	Strongly agree
Progressive service	4.28	0.74	Strongly agree
Total	**4.20**	**0.60**	**Agree**

Table 2 shows that the mean value of overall service efficiency was evaluated by customers had high average (M = 4.20, SD = 0.60). When considering each aspect, it was found that service efficiency in terms of progressive service had the highest average (Mean = 4.28, SD. = 0.74), followed by continuous service (Mean = 4.23, SD = 0.80), ample service (Mean = 4.21, SD = 0.72), timely service (Mean = 4.15, SD. = 0.65), and equitable service (Mean = 4.13, SD. = 0.77).

Table 3

Mean and Standard Deviation of customer satisfaction levels

Customer satisfaction levels	Mean	Standard Deviation (SD)	Level Of Agreement
Basic needs satisfied	4.35	0.57	Strongly agree
Expectation satisfied	4.30	0.54	Strongly agree
Extra satisfaction	4.23	0.64	Strongly agree
Customer delight	4.16	0.60	Agree
Total	**4.26**	**0.45**	**Strongly agree**

Table 3 shows that the mean value of overall customer satisfaction levels had a highly average (Mean = 4.26, SD. = 0.45). When considering each aspect, it was found that customer satisfaction levels in term of basic needs satisfied had the highest average (Mean = 4.35, SD. = 0.57), followed by expectation satisfied (M = 4.30, SD = 0.54), extra satisfaction (Mean = 4.23, SD. = 0.64), and customer delight (M = 4.16, SD = 0.60).

Table 4

Multiple Regression Analysis of service efficiency and customer satisfaction levels

Service efficiency	Customer satisfaction levels				Sig.	Tolerance	VIF
	b	S.Eest	β	t			
Constant	0.127	0.152		1.835***	0.000		
Equitable service	0.175	0.056	0.168	2.432***	0.000	0.494	2.023
Timely service	0.180	0.061	0.170	3.541***	0.000	0.289	3.458
Ample service	0.184	0.049	0.173	3.742***	0.000	0.370	2.703
Continuous service	0.224	0.059	0.194	3.789***	0.000	0.304	3.295
Progressive service	0.558	0.057	0.497	9.842***	0.000	0.311	3.219
R = 0.892 R^2 = 0.687 Adjust R^2 = 0.683 F = 163.583 sig = 0.000							

***statistically significant level at the 0.001

According to Table 4, the researcher used independent variables or predictor variables to examine whether these variables could jointly predict the dependent variable by applying Multiple Regression statistics. The analysis found that there were four predictor variables: equitable service, timely service, ample service, continuous service, and progressive service. These four independent variables were able to significantly predict the satisfaction of users of public financial institutions at the 0.001 level and had a predictive power of approximately 68.3% (Adjusted R^2 = 0.683)."

When considered overall, it is found that the F-statistic has a value of 163,583, and the p value is less than 0.001. This implies that there is statistical significance overall at the 0.001 level. When examined in detail, it is found that

1. The t-statistic for the variable 'progressive service' has a value of 9.842, and the p value is less than 0.05. This indicates that progressive service variable significantly affects customer satisfaction levels in government financial institutions at a statistical significance level of 0.001.

2. The t-statistic for the variable 'continuous service' has a value of 3.789, and the p value is less than 0.05. This indicates that continuous service variable significantly affects customer satisfaction levels in government financial institutions at a statistical significance level of 0.001.

3. The t-statistic for the variable 'ample service' has a value of 3.742, and the p value is less than 0.05. This indicates that ample services variable significantly affects customer satisfaction levels in government financial institutions at a statistical significance level of 0.001.

4. The t-statistic for the variable ‘timely service’ has a value of 3.541, and the p value is less than 0.05. This indicates that timely service variable significantly affects customer satisfaction levels in government financial institutions at a statistical significance level of 0.001.

5. The t-statistic for the variable ‘equitable service’ has a value of 2.432, and the p value is less than 0.05. This indicates that equitable service variable significantly affects customer satisfaction levels in government financial institutions at a statistical significance level of 0.001.

When considering the Beta values, progressive service (Beta = 0.497) has the greatest impact on organizational citizenship behavior, followed by continuous service (Beta = 0.194), ample service (Beta = 0.173), timely service (Beta = 0.170), and equitable service (Beta = 0.168).

The issue of multicollinearity was examined to ensure that all independent variables were not intercorrelated. This was assessed using the Collinearity Statistic, which evaluates the relationships among multiple independent variables. The results yielded two key values 1) Tolerance values ranged between 0.289 and 0.494, all of which were greater than 0.10. 2) Variance Inflation Factor (VIF) values ranged between 2.023 and 3.458, all of which were less than 10. These results indicate that there is no multicollinearity problem or intercorrelation among the independent variables.

Conclusion and Discussion

This study aimed to examine the effect of service efficiency on customer satisfaction within government financial institutions. The findings supported the hypothesis, revealing that progressive, continuous, ample, timely, and equitable services are key components of service efficiency that significantly impact customer satisfaction in government financial institutions but were most positive in their assessments of progressive service.

The findings of this study highlight that service efficiency in government financial institutions is a multidimensional construct that significantly affects customer satisfaction. Specifically, progressive service, continuous service, ample service, timely service, and equitable service were identified as critical components influencing satisfaction levels. These dimensions provide actionable insights for improving service delivery in government financial institutions, aligning with previous research on public sector service quality and efficiency.

Progressive service, characterized by innovation and modernization, was found to be an essential predictor of customer satisfaction in this study. This aligns with the SERVQUAL model, which emphasizing adopting forward-thinking, technology-driven solutions to enhance customer experience (Parasuraman et al., 1988). In government financial institutions, progressive service helps bridge the gap between traditional public sector operations and the evolving expectations of customers who increasingly favor digital and user-friendly interfaces. The results suggest that progressive service improvements, such as mobile banking options or digital document processing, can positively impact customer satisfaction by making services more accessible and convenient. The importance of continuous service, ensuring that services are consistently available and reliable, also emerged as a significant factor. This finding supports prior research which highlights the need for dependability in service delivery, particularly in public financial institutions where interruptions can directly impact customer trust and satisfaction (Bitner et al., 1994). In contexts where government financial institutions may face resource limitations or bureaucratic constraints, establishing a consistent service framework is crucial. By ensuring that services are continuously accessible, these institutions can meet customer expectations for reliability, thereby enhancing satisfaction and fostering trust. Ample service, or the sufficiency of resources and personnel, was another crucial dimension identified. This aspect is often linked to customer perceptions of the organization's capacity to handle inquiries and issues promptly and effectively. Adequate staffing and resource allocation, such as an ample number of service counters or extended customer support hours, can improve the customer experience and reduce wait times, a factor known to influence satisfaction (Johnston, 1995). By ensuring that resources are proportionate to customer needs, government financial institutions can address service gaps and boost customer confidence in their service efficiency. Timely service has been widely recognized as a fundamental determinant of customer satisfaction in both public and private sectors (Zeithaml et al., 1990). The findings of this study underscore that timely service delivery, especially in government financial institutions, is critical for maintaining a high level of customer satisfaction. Delays in financial transactions, processing times, or customer service response can quickly erode trust and satisfaction. Thus, government financial institutions should prioritize minimizing delays through streamlined processes and efficient workflow management, as the speed of service is directly related to customer perceptions of Finally, equitable service emerged as an important dimension, reflecting the importance of fairness and impartial treatment in customer service. Research on public sector service delivery suggests that fairness is a significant determinant of customer satisfaction, particularly in settings where customers expect standardized, non-discriminatory service (Haque, 2001). For government financial institutions, equitable service is vital as it aligns with public expectations of transparency and accountability. Customers place high value on receiving fair and unbiased treatment, which can influence their trust in the institution and, consequently, their satisfaction.

Suggestions

1. Government financial institutions should prioritize investment in modern technologies that streamline service delivery. This can include mobile banking apps, AI-driven customer service chatbots, and online account management tools, which provide

customers with flexible, accessible service options. These innovations not only make transactions easier but also align public institutions with the digital service standards often associated with private sector banks, thus enhancing customer satisfaction.

2. Government financial institutions should conduct periodic assessments of service demand and allocate resources accordingly. For example, increasing the number of service counters during peak hours, extending customer support hours, or hiring additional personnel can help meet demand effectively. Utilizing data analytics to predict high-traffic periods and reallocating resources based on these insights will ensure that customers receive the support they need promptly, leading to greater satisfaction and efficiency.

3. Government financial institutions should focus on streamlining internal processes to reduce transaction times and enhance response speed. Implementing workflow automation, minimizing paperwork, and using digital forms can all contribute to reducing customer wait times. Additionally, establishing clear service benchmarks (e.g., average wait time, response times for queries) and regularly monitoring performance against these benchmarks will allow institutions to maintain high standards for timely service.

Future Research

1. Future studies could focus on the impact of digital transformation initiatives within government financial institutions.

2. Future studies could explore how aspects of organizational culture, such as openness to innovation, employee empowerment, and customer-centric values, impact the implementation of service efficiency improvements.

3. Future studies could investigate how customer expectations and satisfaction with service efficiency vary across different regions or demographic groups.

4. Future studies could investigate whether improved service efficiency leads to sustained customer trust, repeat usage, and overall loyalty to government financial institutions.

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