The Impact of Waiting Time on Customer Satisfaction & Loyalty in the State and Private Banks in Tehran

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ABSTRACT

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The goal of this research is to survey impact of waiting time on customer satisfaction and loyalty to state and private banks in Tehran. The research is an applied and from type of descriptive – correlation. All private and state banks customers in Tehran were assumed statistical population. A sample of 415 people of them chosen in availability sampling method and questionnaire was used for data collection. Its stability was confirmed by Cronbach's alpha criterion ($718/0 = α$).

Data analyzed by structural equation analysis method using LISREL software. Analysis results showed that the model is appropriately fitted and the effect of perceived waiting time, customer satisfaction of waiting environment on the level with the information provided was not confirmed. According to results, impact on customer satisfaction of waiting time on customer satisfaction of services confirmed, but between customer satisfaction with information provided and customer satisfaction of waiting time no significant impacts was found about delay with customer satisfaction of services. Also findings of the customer satisfaction impact of services on customer loyalty confirmed.

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KEYWORDS: bank, waiting time, structural equation modeling, customer satisfaction, customer loyalty

1. Introduction

Current changing world put industrial and service organizations in the seaway and a competitive environment. The organization can play it safe with competitive arena if suits its products with the needs of the community, changes and customer demand. Banking is a service industry received most affection by this turbulent environment. In highly complex and dynamic competitive environments of banking system, the smallest difference along with increase in customer demand tends to massive transfer of technology (Berley et al, 2004). The only way to market survival and keep its share in this competitive condition is to keep customer and attract his/her loyalty. In order to maintain customer loyalty, their satisfaction must be attracted. To achieve customer satisfaction, is one of the primary goals of marketers. Without achieving customer satisfaction, his/her loyalty isn't possible. Customer satisfaction is an indication of the quality of marketing decisions. Empirical studies show that satisfied customers than dissatisfied customers tend to be loyal therefore are vital for company profitability (Reichheld & *Sasser, 1990*). On the opposite side, dissatisfaction may lead to loss of customer. *Bowen and Chen (2001) said that having satisfied customers is not enough,* there has to be extremely satisfied customers to ensure loyalty. Anyway, Customer satisfaction itself doesn't mean customer loyalty, while can develop loyalty to the extent that may be a prerequisite for maintaining desired relative attitude, recommend to others and buy again from a company. When customers recommend a company, they develop new support and loyalty to the company. Several factors impact on customer satisfaction in service firms. One of these most important factors is the waiting time to receive the service. Delay is an important issue for service providers as many service firms are concerned of length of rows. Because various previous studies indicate that waiting time have an inverse relationship with customer satisfaction. This means that the waiting time for customers in the lower estimate, their satisfaction grows.

The lower estimate of waiting time by customers, the growing satisfaction of them. In this context, Maister suggests two "services laws". First of them is when customers undrestand that their waiting is according to their expectations, feel satisfied, so service organization will benefit from this impact (When the satisfied customer talks to his/her friends about good services of the organization). This impact is bilateral anyway. This means, dissatisfaction in waiting can tend to illfame. Second Mainster's law argues that improvement of bad customer preception about waiting is difficult (Dickson & Robert, 2005).

Considering importance of perceived waiting time on customer satisfaction in many studies such as (Pruyn & Smidts, 1998), this relationship surveyed the relationship between customer satisfaction and loyalty in various studies (such as Selnes' [200]; Olsen, 2002). However, few studies surveyed impact of satisfaction from waiting satisfaction and loyalty (Bielen & Demoulin, 2007), as can be claimed that this study is the first study in the banking industry in order to find the impact of waiting time on customer satisfaction and loyalty. Given the foregoing, the purpose of this study is to investigate the impact of perceived waiting time on satisfaction and loyalty of customers among public and private banks in Tehran.

2. Theoretical basics and background of the research

2.1. Customer Loyalty

Customer loyalty research has mainly focused on consumer loyalty into tangible products which is mostly called brand loyalty. Although the concept of customer loyalty into tangible products (brand loyalty) has continually been studied by marketing researchersm, relatively little empirical research on loyalty to service organizations (service loyalty) are examined. There is a significant gap exists in the marketing literature in explaining what makes customers loyal to service organizations. Customer loyalty is a deep commitment to repurchase a product or service consistently in the future. As a result, despite situational influences and marketing efforts, make repeated purchases of the same brand. Customer loyalty can also be defined as the degree to

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which a customer shows repeated purchasing behavior from a service provider, has a positive attitude to service provider and to use this provider when a need for this service. Thus, loyalty is an attitude or a behavior that is stating or indicating by customers are expressly. Loyalty has Both behavioral and attitudinal dimensions. Repurchase behavior includes the frequent purchase of the product, while attitudinal loyalty stands for attitudinal commitment or favorable attitude to a product that will lead to repeat behavior purchase. This is an oriented purchase response arising out of the evaluative attitude which causes *desirability* to *purchase.* Thus loyalty considered as demonstrate customer's abiding commitment to on organization despite occasional errors or contracted services (Auka, 2012). Loyalty as a replication support formidability and a relative attitude of a particular brand compared with competing brands**,** conceptualized by Dick & Basu (1994). When a high relative attitude leads to purchase replication, customer loyalty is high. In service businesses, customer commitment to do a business with a particular organization, frequently purchase of the organization products and recommend others the organization products called loyalty. Anderson & Jacobson (2001) argue customer loyalty is the fact that an organization provide benefits the customer in a way that he/she continue to purchase from it or increase his/her purchase from the organization. They have pointed out that real loyalty is when a consumer, without incentives, become an advocate for the organization.

2.2. Customer Satisfaction

Satisfaction is customer evaluation and emotional response (emotional) to the overall experience of the product or service. Satisfaction is to assess how to meet or exceed the level of needs, desires, intentions or expectations. Satisfaction is uch as customer satisfaction, attitude or behavior that express or represent customers. Satisfaction is a strong indicator of behavioral variables such as repeat purchase intentions, word of mouth communication and loyalty. However, some studies have shown that customer satisfaction isn't a guarantee for customer loyalty.

Oliver assumes satisfaction a delightful realization to meet needs, desires and goals. Recent studies have conceptualized satisfaction as a cumulative assessment. This view implies that an insatisfactory event is not mostly enough to change in behavior and also it is unlikely that a satisfactory purchase lead to a long-term customer loyalty. The relationship between satisfaction and loyalty states that cumulative satisfaction is directly and positively related to customer loyalty.

Empirical studies show that satisfied customers than dissatisfied customers tend to be loyal and so are critical to the profitability of the company (Reichheld & *Sasser, 1990*). In contrast, dissatisfaction may be losing customers. Bowen and Chen (2001) argue that keeping customers happy is not enough. To ensure the loyalty, there must exist extremely satisfied customers. However, customer satisfaction doesn't mean customer loyalty itself. But it can develop loyalty to the extent being a prerequisite for maintain desirable relative attitude, recommend others and repeat purchase from a company. When a company advised by customers, they develop a new support and develop loyalty to the company.

To measure customer satisfaction two things should be surveyed: 1) the expectations and preferences of customers regarding the quality of goods and services such as product performance, features, reliability, timely delivery, competent service staffs... 2) their views on the operation of the company to meet their expectations and needs. If there exists any gap between customers' expectations and their experiences, can be considered as a field that can be useful for the company to fill it, so the value and satisfaction of the customers to increase. Such evaluations of customer satisfaction should be performed periodically to determine which of the measures taken have been effective (Walker etal, 1383).

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2.3. Customer Waiting Time

Services aren't warehousable and storable. In other words, they are *deterioratable; and this problem* is exacerbated when there are fluctuations in demand. To solve this problem, strategies applied by companies are homogenized and *proportional to* the capacity and demand (Bielen and Demoulin, 2007). The features of service detonation causes great problems for service providers and such problems intensify when there is a fluctuation of demand. To deal with these major problems, strategies adapted by companies to fit the capacity and demand (Bateson and Hoffman, 1999; Zeithaml and Bitner, 2002). Employing a flexible capacity to meet demand is one of the first strategies in this area. During periods of peak of demand, the organization develops its capacity by increasing new sourses as personnel's and facilities. The second strategy used, the companies may be able to smooth out demand. In this case, companies can motivate their customers by providing attractive offers during periods when demand is low (low demand) to buy more. Also companies may apply booking and forward sale to develop and proportionate the demand. However, even with this strategy, service providers to minimize the difficulties encountered delays in delivery.

When demand and capacity cannot be proportionated and demand will outstrip supply, in other words queues and waiting lines are created. Although, among the waiting line strategies, patience is the easiest and the most tolerable, there is difference among customer waiting and appropriate configuration of the waiting line (Zeithaml and Bitner, 2002).

When a customer's waiting time is too long, despite the implementation of all these strategies, it is possible to the customer feel dissatisfied of service providers. In the long queue status, service providers may even lose one or more of the sales; and even worse, they may lose customer loyalty. But although the strategy cannot overcome the problems, however, the strategy can improve the effectiveness of service (Bielen and Demoulin, 2007). Therefore time considering and customer understanding of that, is of great importance for companies.

Waiting time stands for the time it takes the customer achieve his/her desired service. Waiting time of four aspects of physical, mental, cognitive and emotional:

1. Actual waiting time, the time elapsed before receiving the service, by the customer is determined using a stopwatch (Taylor, 1994).

2. Mental waiting time is the waiting time estimated by customers . In previous studies, mental aspects measured by the percieved waiting time (Hui and Tse, 1996). Not surprisingly, the actual elapsed time is actual estimated time-dependent (Pruyn and Smidts, 1998).

3. Cognitive aspects of customers' waiting time evaluation of waiting time is as a acceptable, reasonable, tolerable (Durrande-Moreau, 1999). Also be considered short versus long (Pruyn and Smidts, 1998). Emotional aspect of waiting includes the waiting emotional responses such as irritability, fatigue, frustration, stress, joy, happiness, etc (Pruyn and Smidts, 1998; Hui and Tse, 1996). As Pruyn and Smidts (1998) argue, waiting evaluation constructed by emotional and cognitive aspects.

We considered satisfaction with waiting time as the main variable of customer's waiting time evaluation in this study. According to Maister (1985) the gap between perception and waiting, based on waiting experience, distinguished customer satisfaction from waiting. Davis and Heineke (1994) in Mainster definition, replaced "perception" by "performance interpretation". They pointed out that the perception depends on customer interpretation of service reception and actual performance of the service . So according to what was said in the study, to measure the perceived waiting time of waiting time and the variables that affect interpretation of the service performance, as customer satisfaction of waiting time, customer satisfaction of provided information on waiting time and perceived customer satisfaction applied.

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3. Conceptual Model of Research

Considering the theoretical prinsipals and literature of research, conceptual model of research developed as follows:
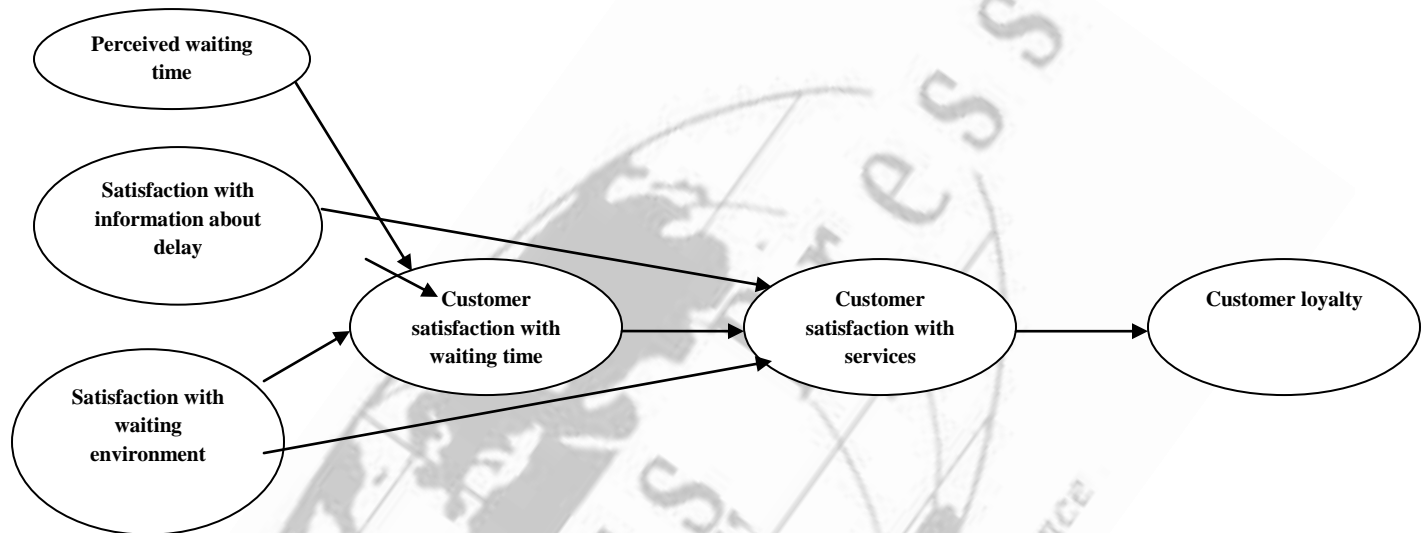

Figure 1: Conceptual model of research

4. Research background and hypotheses development

According to the literature and conceptual model of research, research hypotheses and the reasons for creating them explained as follows:

Several factors are expected to lead to waiting evaluation (Maister, 1985). Previous studies indicate that the objective and subjective waiting time have negative impacts on emotional and cognitive reactions towards the waiting. In addition, Taylor (1994) showed that the delay (measured through a combination of objective and subjective aspects) will remarkably affects feel anger. The Pruyn & Smidts (1998) found that perceived waiting time will affect the cognitive aspect of waiting assessment. Consequently, we consider perceived time as a determinant of the waiting time satisfaction. On the other hand, actual waiting time can't be counted for the two reasons. First, previous research studies in psychology and marketing literature, show a significant correlation between perceived and objective assessments of the time. Second, the reaction of customers to waiting, from its mental component of waiting time will be affected more intensified in relation to its actual section. (Heineke, 1984; Pruyn & Smidts,1998). Furthermore, actual waiting time would be an introduction for the percived waiting time amd not an introduction for satisfaction with waiting (Pruyn & Smidts,1998). Thus, as shown in the conceptual model, we expect that:

 Hypothesis 1: The perceived waiting time, have a negative effect on customer satisfaction waiting time.

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Other variables distinguish time satisfaction. These factors are provided informations on delay (Hui and Tse, 1996; Antonides et al, 2002) and other characteristics of waiting environment (Pruyn and Smidts, 1998). In addition to economic costs, the waiting is expected to have harmful psychological effects as well. Facing with uncertainty about the waiting time, consumers are experiencing considerable stress. Studies shown any information about waiting time may decrease the existing customers' uncertainty and total level of stress experienced by consumers (Maister, 1985). Previous research emphasise on the impact of the queue and wait time information on aspects of cognitive and emotional of waiting during the long waiting (Clemmer & Schneider, 1989). In addition, uncertainty affects on the assessment of services via emotional reaction to waiting (Taylor, 1994). We consequently believe decrease in uncertainty via satisfactory information provided about delay has a positive effect on customer waiting satisfaction of waiting time.

Hypothesis 2: The customer satisfaction created from information provided about delay, has a positive effect on customer satisfaction of waiting time.

The appeal of the waiting environment is concerned to environment physical design in terms of comfort, space and decor. Emotional aspects of waiting are affected by service environment (Baker & Cameron, 1996). A pleasant environment, streanghten positive emotions inside customers. Pruyn and Smidts, (1998) shown that emaotional reaction to waiting time, a known component of satisfaction affected by percieved attraction. So we predict the environment satisfaction will impact positively on customer satisfaction with the waiting time.

Hypothesis 3: The higher the environment satisfaction, satisfaction with waiting times would be higher.

Along with income and purchasing power, consumers can buy a limited selection; time will be considered a limitation in consumer purchasing choices (Becker, 1965; Umesh et al, 1989). In selecting a service provider, the consumer, money, effort and psychological costs of purchasing and using the service (time taken to obtain a service is a psychic cost) compared to the benefits thereof. The authors consider waiting time satisfaction and satisfaction with services as two structures associated with a particular transaction.

Several studies have shown that delay has negative impact on the overall evaluation of the service (*Katz et al., 1991;* Taylor, 1994; Hui and Tse, 1996; *Kumar et al. 1997;* Dube- Rioux et al) and (Pruyn and Smidts, 1998) more obviously on services satisfaction. Additionally, customers' anger and their evaluation of punctuality, will affect the overall performance of the service (Taylor, 1994). Similarly, Hui and Tse (1996) found that emotional reactions to waiting will affect the service evaluation. In addition, Pruyn and Smidts (1998) stated that the evaluation of waiting, both the cognitive and the emotional aspect, has a positive impact on satisfaction with the service. Therefore we hypothesize:

Hypothesis 4: Satisfaction with waiting time will have a positive effect on satisfaction with services.

Answering this question, whether perceived waiting time directly or indirectly affects the services evaluation (through the cognitive and / or affective component of satisfaction with waiting time), and the authors don't reach an agreement. Hui and Tse study (1996) suggests that perceived waiting time and emotional reaction to waiting, each separately has an effect on service evaluation. On the other hand, the Pruyn and Smidts (1998) state due to waiting time evaluation (i.e. both the cognitive and emotional dimensions), the perceived waiting time affects services satisfaction. On the basis of Pruyn and Smidts (1998) study results, we expect that waiting time satisfaction to have a complete mediator, in the relation between perceived waiting time and services satisfaction. In addition, when the waiting time satisfaction as a determinant of services satisfaction is considered, the effect of perceived waiting time on satisfaction with the services will be lost.

Hypothesis 5: Perceived waiting time will not have any direct effect on satisfaction, but because of its impact on

satisfaction with waiting times, indirect effect on satisfaction with the services will be.

It is not expected information provided on delay, has any impact on services satisfaction. Furthermore, according to Hui and Tse study (1996), information about delay, through its influence on waiting acceptability and on emotional reaction to delay, will effect services evaluation. Therefore we expect that:

Hypothesis 6: Satisfaction with the information provided about the delay does not have any direct effect on services satisfaction, but due to its impact on waiting time satisfaction, will be effective upon the services satisfaction. On the other hand, we expect that the environment, in addition to the indirect effect of the third hypothesis mentioned services can have a direct effect on the services satisfaction. In the literature concerning service, the tangibility of an aspect of perceived service quality is considered (Parasuraman et al, 1988). The tangibility refers to the aspects such as service provision, decor, brochures and staffs' appearance. Rust and Oliver (1994) assume services environment as an independent component from the quality. In order to provide quality service, they are focused on the internal and external structure of the environments. Pruyn and Smidts (1998) suggest that the perceived attractiveness, in addition to influence on waiting evaluation, impacts on services satisfaction too. Therefore, we hypothesis that:

Hypothesis 7: Waiting environment satisfaction directly effect on satisfaction with the services.

5. Research Methodology

Considering that the aim of this study is to evaluate the effect of waiting time services provision on customer satisfaction and loyalty between public and private banks, the goal of this research is said to be applied. And since this study sought to determine the relationships between variables, it can be said that data collection method in this study is descriptive - correlation be. Participants in this study are private and state banks in Tehran. As we know, the sample is part of a community that is selected for review. Our sampling is non-probability sampling type available. To determine the sample size and data scale, it is important to know whether they are quantitative or qualitative. Depending on the variables that are qualitative, and the population size is unlimited, to determine the sample size

equation $n = \dfrac{z_{\frac{\alpha}{2}}^{2}.p.q}{d^{2}}$ was used, the sample size of 385 was determined.

The instrument used in this study was a questionnaire. All inquiries range 5-choice Likert (from strongly agree to strongly disagree) was measured. To determine the face and content validity of the questionnaire, several comments were collected from experts in this field. After the last reform in the context of the questionnaire, the questionnaire was finalized. Cronbach's alpha reliability test data on the reliability of the methods most commonly used measured and with the 0.80 for all variables was confirmed.

6. Data Analysis

The data collected revealed that 77 percentage of the sample were male and 23 percent are women. This figure shows that most respondents are men. The majority of respondents (1/56 percent) were under age 30. Study findings showed that the majority of subjects in undergraduate education (6/43 percent), and 1/58 respondents, clients of private banks and 9/41 percent were also customers of state-owned banks.

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6.1. Estimate and test the measurement model (confirmatory factor analysis)

Measurement model is a model based on empirical information about the data structure that could be a theory or hypothesis, a certain classification scheme for items or tests of compliance with certain characteristics - concrete form and content, clear experimental situations or is a knowledge gained from previous studies about the extensive data. Among the various methods for studying the internal structure of a set of markers exists, confirmatory factor analysis is the most useful method for parameter estimation and hypothesis testing according to the number of factors underlying to examines the relationship between markers. In this study, the measurement models for the exogenous variables (exogenous) and endogenous variables were assessed.

6.2. Measurement model of exogenous variables

Exogenous variables are including perceived waiting time variables, satisfaction with the information provided about the delay and the waiting environment satisfaction. According to the conceptual model, in this study to measure the perceived waiting time varies from 7 observed variables, satisfaction with the information provided about the delay of 4 variables observed and the waiting environment satisfaction from 6 observed variables is use.

Table 1: Results of confirmatory factor analysis of the exogenous variables

INDICATORS GROUPING	REVISED MODELS	THE INITIAL MODEL	ABBREVIATIANS	INDICATORS NAME	
Absolute fit indicators	Chi-square surface covered	χ^2	0.000	0.00	Greater than 5%
	Goodness of fit index	GFI	0.78	0.91	GFI> 90%
	Adjusted goodness of fit index	AGFI	0.72	0.86	AGFI> 90%
Comparative fit indexes	Not the norm fit index	NNFI	0.75	0.89	NNFI> 90%
	Norm fit index	NFI	0.76	0.89	NFI> 90%
	Comparative fit index	CFI	0.78	0.92	CFI> 90%
	Incremental fit index	IFI	0.79	0.92	IFI> 90%
The fit indexes frugal	Thrifty norm fit index	PNFI	0.65	0.66	More than 50%
	Root mean square error of the estimate	RMSEA	0.13	0.078	Less than 8%

Source: Survey Results

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Summarized in Table 1; As indicated in the table is the most basic model fit indices are low, therefore, to correlate several variables, error correction model, we looked for the model chi-square (CMIN) versus 386.47 is. Also, the relative chi-square (CMIN / df) for the measurement model (measurement model of observed variables) in the acceptable range (1 to 5), which indicates that the measurement model is appropriate and acceptable. Other indicators also acceptable according to Table 1 are acceptable. At last, given the above it can be concluded that the measurement model of the exogenous variables are a good fit and it means that variables can reveal a hidden variable to measure. But after confirming the fit, the measurement model is needed and requires an appropriate level of factor loadings (greater than 40/0) is surveyed, as in this study, three variables PWT3, PWT6 and PWT7 variable measuring the perceived waiting time and SWI1 variable to measure satisfaction with the information provided about the delays are significant though it has a load factor of less than 40/0, they are therefore excluded. The model includes variables measuring internal variables, internal variables satisfying customer waiting time, customer satisfaction and loyalty of our customers. According to conceptual model, variable in this study to measure the satisfaction of customers from waiting time, from 3 viewed variables, services customers' satisfaction regarding the delay from 4 cases viewed, used.

Table 2: Results of the confirmatory factor analysis for endogenous variables

INDICATORS GROUPING	REVISED MODELS	THE INITIAL MODEL	ABBREVIATIANS	INDICATORS NAME	
Absolute fit indicators	Chi-square surface covered	χ^2	0.000	0.00	Greater than 5%
	Goodness of fit index	GFI	0.90	0.91	GFI> 90%
	Adjusted goodness of fit index	AGFI	0.83	0.86	AGFI> 90%
Comparative fit indexes	Not the norm fit index	NNFI	0.95	0.98	NNFI> 90%
	Norm fit index	NFI	0.96	0.99	NFI> 90%
	Comparative fit index	CFI	0.96	0.99	CFI> 90%
	Incremental fit index	IFI	0.96	0.99	IFI> 90%
The fit indexes frugal	Thrifty norm fit index	PNFI	0.71	0.50	More than 50%
	Root mean square error of the estimate	RMSEA	0.12	0.00	Less than 8%

Source: Survey Results

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As indicated in Table 2 is the most basic model fit indices are low, therefore, after reviewing the proposed amendments have been reported, it was found that correlates to a chi-square variable significantly reduced error rate and other indicators are also fitted to recover. Results of fit indices for the revised model show a good fit model. Also, all variables are observed, significant; and in terms of acceptable loadings (greater than 40/0) are located. So, according to what was said, all observed variables, well measure endogenous hidden variables.

6.3. A survey on research model fit

After ensuring the accuracy of the measurement model (using confirmatory factor analysis), we examine the structural model. The fit indices for the proposed model are given.

Table 3: The fit indices for the proposed research

Index	Amount	Acceptable limit	Result
The relative chi-square (DF / 2^{x})	3.72	1 to 5	Acceptable
Norm fit index (NFI)	0.92	Close to one	Acceptable
Goodness of fit index (GFI)	0.86	Close to one	Acceptable
Adjusted goodness of fit index (AGFI)	0.82	Close to one	Acceptable
Comparative fit index (CFI)	0.94	>0/9	Acceptable
Thrifty norm fit index (PNFI))	0.80	More than 50%	Acceptable
Root mean square error of estimation (RMSEA)	0.078	<0/08	Acceptable

Source: Survey Results

As evident from the table, square (χ^2) on the degrees of freedom equal to 72/3 and this means that the data related variables, goodness of fit of the proposed model, the study shows. Root means square error of estimation (RMSEA), other criteria that if more than eight percent, the model is unsuitable. Due to the amount of error in the model 0.078 is obtained, model fit evaluation named appropriate. The other indices of the model fit as shown in Table, coopering them with acceptable limit, shows an appropriate condition.

6.4. Test the hypothesis

After review and approval of the proposed research model to test the hypothesis of a significant part of the statistic T (T-value) is used. According to the significance level, 05/0 T value must be greater than 96/1 or less is 96/1-, between the two domains doesn't consider an important parameter in the model. Also, the values indicated no significant difference between the calculated values for the regression weights are zero at the 95% level. Following figures show the modified model of research and coefficients significant at standard conditions (T-Value).
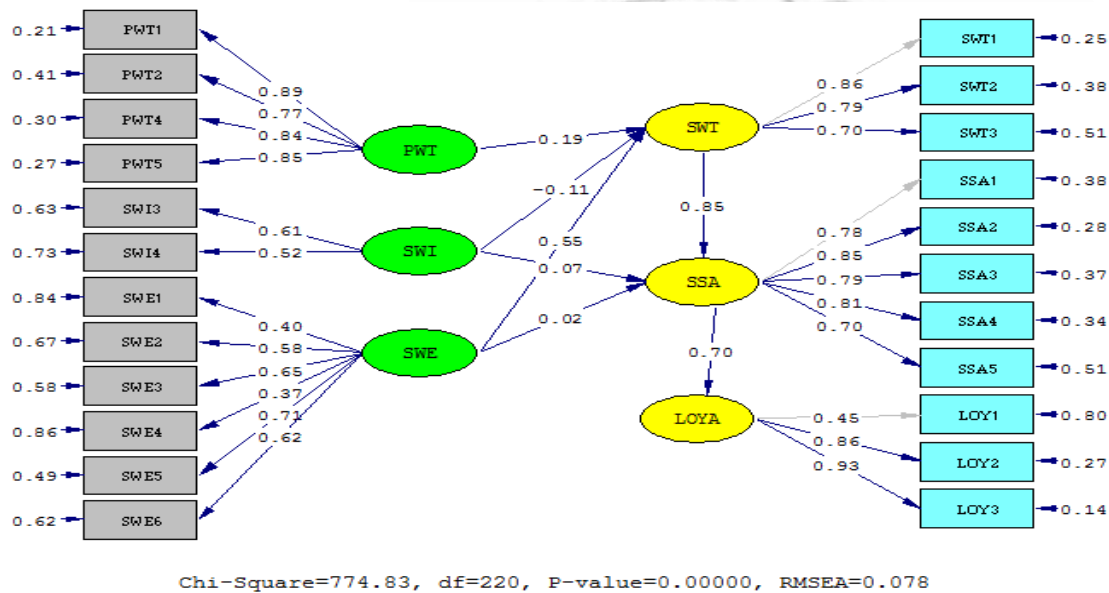

Chi-Square=774.83, df=220, P-value=0.00000, RMSEA=0.078

Figure 1: Standardized coefficients of structural model

Chi-Square=774.83, df=220, P-value=0.00000, RMSEA=0.078
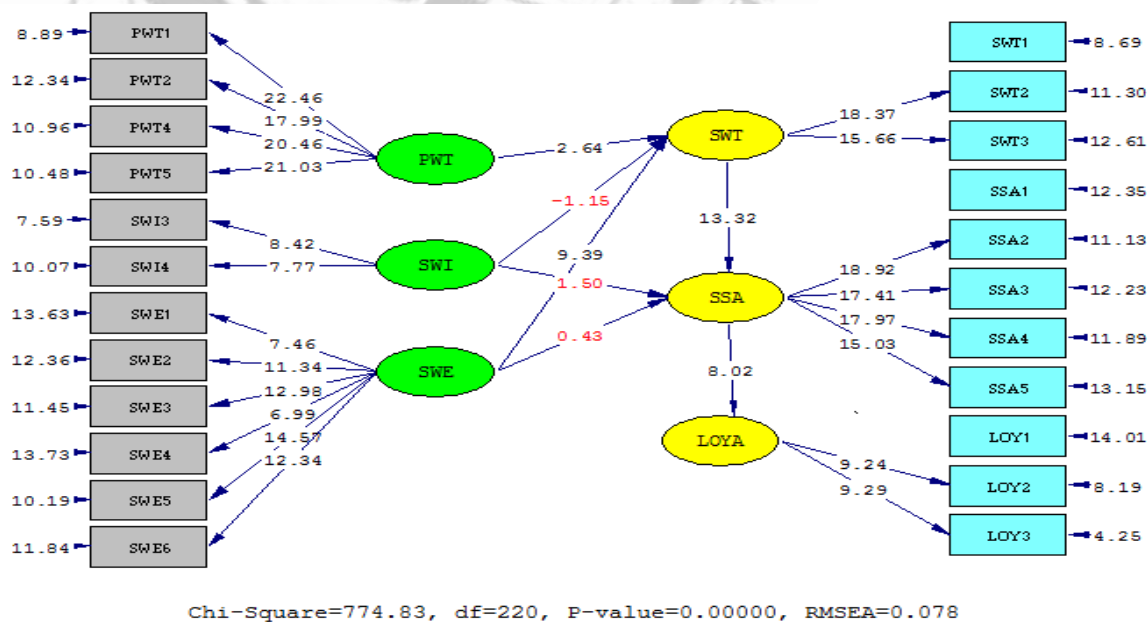
Figure 2: Coefficients significant structural models of research

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Survey of customer satisfaction with the information provided about the significant delay of waiting time on customer satisfaction and customer satisfaction is of no effects. Customer satisfaction of waiting environment doesn't positively effect on customer satisfaction with the services. Other research hypothesis was confirmed too.

7. Conclusions and recommendations

The goal of this research was to survey impact of waiting time for service provision on customer satisfaction and loyalty to state and private banks in Tehran. Therefore, after reviewing the literature, the research model and survey instrument (questionnaire) was designed. The study data was collected from customers of private banks and the government in Tehran. Then, using a two-step approach to structural equation modeling, first measurement models of research variables investigated and approved and then conceptual model of the research studied and its value approved. Results revealed the perceived waiting time has a significant positive effect on customer satisfaction level. That is, the waiting time made reasonable, logical and acceptable to understand; and bear to waiting time would be easier and even they feel satisfaction with it. This is the same the results reached by Haineke and Pruyn and Smidts (1998). But our two hypotheses concerning impact of customer satisfaction with the information provided about delay, on customer satisfaction with waiting time and customer service satisfaction was denied. In other words, there was no favorable feeling for customers towards available information regarding delay. Although this result is inconsistent with previous studies such as Taylor (1994), but it could be because of the issue of the Iranian banks are refusing to provide adequate information to customers and lower in these areas interact with their customers. Environment and decoration of the banks was in of the variables in the study. The results showed that the customer satisfaction with waiting environment has a significant effect on customer satisfaction with the waiting time but its impact denied on customer satisfaction with services. In other word, a quiet and pleasant environment makes waiting time for customers more easily tolerable, while customers didn't assume it as a component of the services and a value added on services. Other results showed that the customer satisfaction with waiting time effects positively and significantly on customer satisfaction with services. This reveals the fact that customers assume waiting time as a component of the services and in other words, if there is a more short waiting time to receive services, they feel the services more favorable and feel better towards it. The results indicated that customer loyalty is a strong predictor of satisfaction and it has a significant positive impact. In this study, since the perceived waiting time has an impact on customer satisfaction, ban ks may be recommended to do their best to increasingly minimize the waiting time through the more services electronically to the bank and move in a direction to minimize the need to refer the Bank. Also, customer satisfaction with the waiting environment effected on their satisfaction with waiting time and services. Hence it can be said to provide an attractive and pleasant environment in the bank can play an added value role to the bank services. So, the banks are recommended to provide a comfortable place for the customers tolerate the time to receive services easily. Also customers are ready for wait for a particular time in order to receive services, on the basis of their understanding of the environment and waiting time. This time can be the best opportunity for introduce services and try to establish stronger connection with the customers. Therefore, it has been offered marketing department experts consistently attend before customers and while they introduce them the bank services, collect their views for enhance provided services more.

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