

## DIMENSIONS OF TRUST AND TRUSTWORTHINESS IN RETAIL BANKING: EVIDENCE FROM INDIA

*SANJIT KUMAR ROY, ICAFI University*  
*ABDOLREZA ESHGHI, Bentley University*  
*VAIBHAV SHEKHAR, IBS Hyderabad*

---

*The purpose of this paper is to identify dimensions of trust and trustworthiness and their impact on the overall level of trustworthiness and customers' trust in Indian retail banking. Using data from retail bank customers in India, the study identified integrity/honesty, communication/similarity, shared values, expertise, and ability/consistency as significant predictors of overall trustworthiness in retail banking. Likewise, customers' disposition to trust, affective trust and overall trustworthiness were identified as significant predictors of the consumers' trust in retail banks.*

*The results of the study can help retail bankers to project a trustworthy image in the minds of customers and focus their resources on enhancing trust, which is key to maintaining long-term relationships with customers. Indian retail bankers should also consider the dimensions of trust in building customers' overall trust in the service provider.*

---

### INTRODUCTION

Unquestionably, consumers have increasingly gained free access to a wealth of information on an unprecedented scale. The phenomenon of *consumer empowerment* has significantly shifted the balance of power between buyers and sellers leading to intensified competition across a wide range of industries, including retail banking. As a result, retail banks more than ever feel the need to gain an in depth understanding of their customers' needs and preferences and look for ways successfully meet them. Fostering customer satisfaction and loyalty are increasingly seen as the keys to sustained profitability and growth (Heffernan, O'Neill, Travglione and Droulers 2008)

Consumers, on the other hand, have increasingly lost their trust in marketing actions. The more companies have invested in transforming themselves into customer-focused businesses, the more cynical and mistrustful consumers have become (Sheth and Sisodia 2006). Therefore, the concept of trust has

gained considerable importance in developing successful customer relationship marketing programs (Kantsperger and Kuntz 2010; Moorman, Deshpande and Zaltman 1993; Morgan and Hunt 1994). This is particularly true in financial services industry where consumers have to evaluate intangible, and often complex, services, and hence, look for trust as a vehicle to mitigate the perceived risk in dealing with financial services providers (Ennew and Sekhon 2007). It is not surprising that more than half of the bank customers in the United States place more importance on trust in their relationship with financial institutions than getting the best value for their investment (Ferguson 2003). In short, it is imperative for the financial services industry to gain a better understanding of the concept of trust and the factors that lead to developing a trusting relationship with their customers (Kharouf and Sekhon 2009). It is equally important to understand what makes a business trustworthy from the consumer point of view.

The purpose of this paper is to identify the underlying dimensions of trust and trustworthiness and examine their impact on overall levels of trust and trustworthiness. We

will also examine the impact of trustworthiness on customers' trust.

### LITERATURE REVIEW

The concepts of trust and trustworthiness have been extensively studied. In the review provided below we document the extant research evidence on the constructs of trust and trustworthiness, their underlying dimensions, and their impact on consumer's trust.

#### Trust and Its Underlying Dimensions

Trust is a trans-disciplinary construct that has been used in psychology, sociology, economics, political science, and marketing to study different types of relationships (Ben-Rechav 2000; Mayer et al. 1995). In marketing, it has been an important component in a significant research stream focusing on buyer-seller relationships (Ganesan and Hess 1997) as well as in services area where a customer does not have an opportunity to evaluate the service prior to its use (Moorman, Deshpande and Zaltman 1993; Morgan and Hunt 1994; Dovaliene, Gadeikiene and Piligrimiene 2007).

There is no agreed-upon definition of trust in the literature. There are probably as many definitions as there are authors on the subject. A quick review of the literature found over ten definitions of trust (e.g., Schurr and Ozanne 1985; Morgan and Hunt 1994; Moorman et al. 1993; Anderson and Narus 1990; Lewicki and Bunker 1995; Mayer et al. 1995; Wang and Huff 2007). In spite of this diversity, however, a common thread cuts across all definitions. Trust refers to a mutual confidence that no party to an exchange will exploit another's vulnerabilities (Sabel 1993; Huff 2005). As such, it alleviates the uncertainty inherent in an exchange relationship. At its core, trust reflects reliability and confidence in the exchange party to fulfill its obligation in a way that leads to positive outcomes. In the services sector, the intangibility and high risk involved in service transactions means that the concept of trust is even more crucial in developing and maintaining business relationships.

Trust is a multidimensional phenomenon. In a study of the relationship between bank staff and its customers, Heffernan et al. (2008) identified three dimensions of trust: credibility, integrity and benevolence. They found a positive and significant relationship between the dimensions of trust, relationship manager's level of trust, emotional intelligence and bank's financial performance. In a study of partnering, Wong, Cheung and Ho (2005) identified four underlying factors in successful partnering between developers and consultant groups: performance, permeability, system-based trust and relational bonding.

Dovalieno, Gadeikieno and Piligrimiene (2007) analyzed the role of trust as an antecedent of long term customer relationship. They conducted an empirical study on odontology services to identify the determinants of customers' trust and the relationship between the various determinants and the overall level of trust. They found that trust plays a key role in determining the behavioral intentions of customers to pursue a long-term relationship (intentions to visit the same deontologist again and intentions to recommend) with the service provider. In subsequent analysis they found strong correlations between trust and satisfaction, outcome quality and customization. A strong positive correlation was also found between trust and its determinants and behavioral intentions. Finally a multiple linear regression was carried out to determine the presence of linear relationship between trust and its determinants. Here, only satisfaction emerged as a significant variable in explaining the variance in trust whereas the quality dimensions and communications were not significant.

Ndubisi and Wah (2005) conducted an empirical study to examine the relationship between perceived quality of bank-customer relationship and customer satisfaction in the Malaysian banking industry. The key underpinnings of the relationship identified in this study were trust, commitment, competence, communication and conflict handling. Trust

emerged as the most significant underpinning of relationship marketing.

In a study of customer loyalty and cross-selling in the banking industry, Liu and Wu (2007) examined the mediating role of satisfaction and trust in the relationship between services attributes, customer retention and cross-selling. The results revealed that the firm's expertise and reputation had a significant impact on trust and that trust, in turn, had a significant effect on both customer retention and cross-selling. However, the effect of service attributes (location convenience, one-stop shopping, firm reputation and firm expertise) diminished once satisfaction and trust were introduced as mediating variables. This implies that customers who are either satisfied and/or have trust in their banks place less importance on service attributes.

The above review leaves no doubt that trust is a multidimensional construct. However, there is no consensus on what its underlying dimensions are. It is reasonable to argue that perhaps there are certain core dimensions that underlie trust across all types of relationships and contexts, but there may also be some industry/context-specific dimensions that define trust. Similarly, there are no generally-accepted conclusions regarding the impact of trust on customer loyalty, customer retention and re-purchase intentions.

### **Trustworthiness and Its Underlying Dimensions**

While trust is an attribute of the relationship between exchange partners, trustworthiness is an attribute of the individuals involved in the exchange. An exchange partner is trustworthy if he/she does not exploit the vulnerabilities of the other exchange partner (Barney and Hansen 1994; Huff 2005). The way the construct of trustworthiness has been conceptualized in the literature is not very clear cut. "Much of the literature on trust hardly mentions trustworthiness, even though implicitly much of it is primarily about trustworthiness, not about trust" (Hardin 2002). Where the construct has

been explicitly conceptualized, its conceptualization has primarily revolved around perceived qualities or attributes of an exchange partner that leads the partner to act in the interest of the other partner (Mayer et al. 1995; McKnight, Cummings and Norman 1998; Hodson 2004). As such, trustworthiness is belief-based and accumulates over time as a result of repeated experiences (Buttner and Goritz 2008; Caldwell and Clapham 2003; Caldwell and Jeffries 2001). Given the subjective nature of trustworthiness it is not surprising to note that two individuals may have very different views about who they can trust.

From the consumer point of view, trustworthiness is based on consumer's belief that a company will continue to offer goods/services as promised. In order to remain trustworthy, a business should sustain delivery of goods and services over time (Chong, Yang and Wong 2003). Therefore, proper conceptualization of trustworthiness should take into account accumulation of experiences which leads customers to trust a service provider.

A number of studies have attempted to identify the underlying dimensions of trustworthiness. In a study of the effect of individual service representatives or salespersons characteristics on the establishment of trust in B2B context, Coulter and Coulter (2002) identified competence, ability to customize solutions, promptness, reliability, empathy, politeness and perceived similarity between service representatives and customers as essential characteristics of trustworthiness. They also examined the effect of "person-related" and "offer-related" characteristics of sales representatives on trust with length of relationship acting as a moderating variable. The result revealed that the effect of "person-related" characteristics on trust was greater in the early stages of a relationship between a customer and service provider, whereas, "offer-related" characteristics had greater impact as the length of relationship increased.

Lee and Turban (2001) identified integrity, competency, ability and benevolence as the underlying dimensions of trustworthiness. These dimensions were later confirmed by Chong et al. (2003) in a study of e-commerce organizations. In a study by Caldwell and Clapham (2003) ability and skills, competencies and expertise emerged as the key elements of trustworthiness. Similarly, Bews and Rossouw (2002) found openness, integrity, benevolence, and competency as the dimensions of trustworthiness in insurance service provider.

Finally, based on the work done by Financial Services Research Forum, Ennew and Sekhon (2007) developed a framework to measure consumer trust and organizational trustworthiness in the context of financial services. They found expertise, competence, integrity and consistency in behaviour, effective communication, shared values and concern and benevolence as determinants of organizational trustworthiness.

It is clear from the above review that there is no consensus on the dimensionality of trust and trustworthiness, particularly in the services sector. Therefore, the present research is an attempt to gain a better understanding of the underlying dimensions of consumers' trust in a service provider and its trustworthiness. While a number of studies have examined the multidimensional nature of trust in the services context, less attention has been paid to identifying the underlying dimensions of trustworthiness. Therefore, the objectives of this research are: (1) to identify the underlying dimensions of trust and trustworthiness of a service provider; (2) to examine the relative importance of the trustworthiness dimensions on the overall trustworthiness of the service provider; (3) to examine the relative importance of trust dimensions on the overall consumer trust in the service provider; and (4) to examine the impact of trustworthiness on the overall consumer trust in the service provider.

## RESEARCH METHODOLOGY

The empirical phase of this study proceeded along three steps. In step one, underlying dimensions of trust and trustworthiness of service provider were identified. The next step focused on exploring the relative importance of these dimensions on overall trust and trustworthiness of the service provider. The last step examined the impact of overall trustworthiness on overall trust.

### The Survey Instrument

The survey instrument included trust and trustworthiness scales from the existing literature (Ennew and Sekhon 2007) as well as an overall measure of trust and trustworthiness. As shown in Tables 1 and 2, trust and trustworthiness scales consist of 11 and 23 items, respectively. The instrument also elicited respondents' perception of their banks as well as demographic characteristics. The questionnaire was pre-tested among the employees of an academic institution in Hyderabad.

### Sampling and Data Collection

Data was collected through a self-administered questionnaire from current bank customers in three Indian cities: Hyderabad, Kolkata and Delhi. The Indian banking industry provides an excellent context to study trust and trustworthiness because after a long period of near monopoly status, the Reserve Bank of India introduced new guidelines allowing privatization of banks in 1993, reducing entry barriers for the private players in the market (Angur, Natrajan and Jahera Jr. 1999). The transition to a deregulated environment led to intensified competition among Indian banks while, at the same time, became more demanding and began to look for innovative banking products and better quality services. As a result, a number of new products and services such as credit cards, ATMs, consumer finance, mutual funds, etc. have become the norm in banks' competitive product line up (Chaitanya 2005).

**TABLE 1**  
**The Trust Scale**

1	I trust my bank to do what it says it will do
2	I trust my bank to have my best interest at heart
3	My bank is reliable
4	My bank is honest with me
5	My bank is concerned about my best interest
6	My bank makes every effort to address my needs
7	My bank has a reputation for being reliable
8	My bank has a reputation for being honest
9	My bank has a reputation for being dependable
10	My bank has a reputation for looking after its customers
11	My bank has a reputation for having its customers' interest at heart

**TABLE 2:**  
**The Trustworthiness Scale**

1	My bank does whatever it takes to make me happy
2	Keeps its words
3	Acts in the best interest of its customers
4	Shows high integrity
5	Is honest
6	Conducts transactions fairly
7	Has the information it needs to conduct its business
8	Is consistent in what it does
9	Can be relied upon to give honest advice
10	Shows respect for the customers
11	Treats its customers fairly
12	Has the same concerns as me
13	Is receptive to my needs
14	Competently handles all my requests
15	Is efficient
16	Communicates clearly
17	Is responsive when contacted
18	Informs me immediately of any problems
19	Has the same values as mine
20	Informs me immediately of new developments
21	Act as I would
22	Is knowledgeable
23	Communicates regularly

The increased competitive intensity coupled with increasingly demanding consumers, has prompted Indian banks to recognize that the key to sustained profitability and growth is to build long-term relationship with customers and gain customers' trust which leads to enhanced customer satisfaction, positive word-of-mouth and reduced risk of switching to competing banks. (Heffernan, O'Neill, Travaglione and Droulers 2008).

Sampling frame for the study included individuals who were more than 18 years of age and had at least one bank account. A convenience sampling method was used. In all 750 questionnaires were mailed, yielding 410 completed questionnaires, of which 380 were usable, representing a response rate of 50.7 percent. Respondents were asked to state their level of agreement or disagreement with trust and trustworthiness items on a 5-point Likert-

type items from "strongly disagree" to "strongly agree."

### Sample Profile

The sample profile is shown in Table 3 below. As can be seen, vast majority of respondents were young, highly educated, full-time employed and heavy users of ATM. Moreover, the sample was highly skewed towards the ICICI bank customers. Clearly, the sample cannot be regarded as representative of the Indian population as a whole. Therefore, one must use caution in generalizing the findings of this study to the general population.

### Data Analysis and Results

To identify the underlying dimensions of trust and trustworthiness, two factor analyses were carried out using principal component with

**TABLE 3**  
**Sample Profile**

Characteristic	Percent
Male	61.4
Female	38.6
20-30 years of age	87.4
Graduate/post graduate degree	88.9
Students/self-employed	28.7
Full-time public/private sector employee	71.3
More than one bank account	60
ICICI Bank customers	61.4
SBI Bank customers	23.8
HDFC Bank customers	7.9
Axis Bank customers	6.9
ATM transactions	73.5
Branch visits	15.9
Received e-mail communication from the bank	29.1
Received regular mail communication from the bank	36.5

varimax orthogonal rotation. An orthogonal rotation was used for its simplicity (Nunnally and Bernstein 1994). Factor extraction was based on two criteria. First, the Eigen value had to be greater than one. Secondly and more importantly, the factor structure had to be meaningful, useful and conceptually sound (Pett, Lackey and Sullivan 2003). Results of the factor analysis on trustworthiness items are shown in Table 4.

As can be seen from Table 4, six factors (underlying dimensions of trustworthiness) were extracted accounting for 69 percent of the total variance. Factor loadings of 0.5 or above were retained for further analysis. The factors were labeled as customer orientation, integrity, communication, shared values, expertise, and ability and consistency. Reliability of the factors as measured by Cronbach's alpha are greater than the minimum 0.7 considered acceptable for the factor reliability (Hair, Black, Babin, Anderson, and Tatham 2006).

The factor analysis on trust items produced three factors accounting for 68.76 percent of the total variance (see Table 5).

As seen in Table 5, the extracted factors (dimensions of trust) were labeled as disposition to trust, cognitive trust and affective trust. As before, factor loadings of 0.5 or above were retained for further analysis. Cronbach's alpha values of all the factors were greater than 0.7.

In the second stage of the analysis, two multiple regression analyses were performed to examine the relative impact of (a) dimensions of trustworthiness on overall trustworthiness; and (b) dimensions of customers' trust on the overall level of consumer trust in retail banking.

In the first regression, factor scores of the trustworthiness dimensions as independent variables were regressed on overall trustworthiness as dependent variable. Table 5 shows that 35 percent of variance in overall trustworthiness is explained by the six trustworthiness dimensions of which five

dimensions (integrity, shared values, expertise, ability and consistency and customer orientation) emerged as significant explanatory variables.

In the second regression analysis, factor scores of trust dimensions and overall trustworthiness were used as independent variables with overall trust as the dependent variable. As shown in Table 7, the set of independent variables explained 34 percent of variance in the dependent variable. Disposition to trust, affective trust and overall level of trustworthiness emerged as having a significant impact on trust.

## DISCUSSION AND MANAGERIAL IMPLICATIONS

The purpose of this study was to identify the underlying dimensions of trustworthiness and customers' trust and to understand the impact of these dimensions on the overall level of trustworthiness and customers' trust in Indian retail banking industry. Integrity, shared values, expertise, ability and consistency and customer orientation emerged as significant predictors of overall level of trustworthiness. One obvious implication of these findings is that retail banks in India can leverage the underlying dimensions of trustworthiness to develop and maintain a trustworthiness image in the minds of their existing as well as potential customers.

The study also found that customers' disposition to trust, affective trust and cognitive trust underlie the dimensions of customers' trust in retail banks in India.

The fact that we found a significant and positive impact of the overall level of trustworthiness on the overall level of customers' trust further highlights the importance of building a trustworthy image of the service provider in the minds of the existing as well as the potential customers. Unlike some of the previous studies (Gefen 2002; Casielles et al. 2005; Liu and Wu 2007; Dimitriadis and Kyrezis 2008) of trustworthiness and trust in marketing, this study found support for the

**TABLE 4:**  
**Factor Analysis of Trustworthiness Items**

<b>Factors</b>	<b>Trustworthiness Items</b>	<b>Factor Loading</b>	<b>Cronbach's Alpha</b>	<b>Percent Variance Explained</b>
Factor 1: Customer Orientation	Is responsive when contacted	0.739	.92	44.1
	Shows respect for the customers	0.730		
	Treats its customers fairly	0.641		
	Competently handles all my requests	0.621		
	Communicates clearly	0.598		
Factor 2: Integrity	Is honest	0.800	.88	7.6
	Shows high integrity	0.695		
	Conducts transactions fairly	0.636		
	Acts in the best interest of its customers	0.592		
	Keeps its word	0.512		
Factor 3: Communication	Informs me immediately of new developments	0.827	.81	5.3
	Communicates regularly	0.704		
	Act as I would	0.673		
	Informs me immediately of any problems	0.559		
Factor 4: Shared Values	My bank does whatever it takes to make me happy	0.811	.83	5.0
	Has the same concerns as me	0.798		
	Is receptive to my needs	0.714		
Factor 5: Expertise	Is knowledgeable	0.739	.76	3.7
	Can be relied upon to give honest advice	0.629		
	Is efficient	0.539		
Factor 6: Ability and Consistency	Has the information it needs to conduct its business	0.794	0.731	3.44
	Is consistent in what it does	0.778		



**TABLE 5:**  
**Factor Analysis of Trust Items**

Factors	Items	Factor Loading	Cronbach's Alpha	Percent Variance Explained
Factor 1: Disposition to Trust	I trust my bank to have my best interest at heart	0.83	.84	46.8
	I trust my bank to do what it says it will do	0.77		
	My bank is honest with me	0.71		
	My bank is reliable	0.69		
Factor 2: Cognitive Trust	My bank has a reputation for being dependable	0.81	.84	12.7
	My bank has a reputation for being honest	0.81		
	My bank has a reputation for being reliable	0.73		
Factor 3: Affective Trust	My bank has a reputation for looking after its customers	0.76	.78	9.3
	My bank has a reputation for having its customers' interest at heart	0.75		
	My bank makes every effort to address my needs	0.70		
	My bank is concerned about my best interest	0.58		

**TABLE 6:**  
**The Impact of Trustworthiness Dimension on Overall Trustworthiness**

Independent Variables	Standardized Beta	t-values	p-values
Customer Orientation	0.11	1.78	0.08**
Integrity	0.47	7.94	0.00*
Communication	<b>-0.04</b>	<b>-0.68</b>	<b>0.50</b>
Shared Values	0.22	3.65	0.00*
Expertise	0.21	3.53	0.00*
Ability and Consistency	0.17	2.89	0.00*

*Dependent variable: Overall trustworthiness*  
*R-square = .34; F-value = 16.795; Sig. F = 0.000*  
*\*p<0.05; \*\*p<0.001*

**TABLE 7:**  
**The Impact of Trust Dimensions on Overall Trust**

Independent Variables	Standardized Beta	t-values	p-values
Disposition to Trust	0.26	3.81	0.00*
Cognitive Trust	<b>0.09</b>	<b>1.43</b>	<b>0.15</b>
Affective Trust	0.13	1.96	0.05*
Overall Level of Trustworthiness	0.36	4.85	0.00*

*Dependent variable: Overall level of trust in a service provider*  
*R-square = .34; F-value = 23.29; Sig. F = 0.000 \*p<0.05*

multidimensional nature of both these constructs. This might be fruitful for exploring the managerial implications of trustworthiness and trust. This is so because these dimensions will provide a bird's eye view to the managers to focus on certain aspects of their service which builds the overall trustworthiness as well as the overall customers' trust. However, the degree of emphasis placed on the dimensions of trustworthiness and trust will depend on the objective of the service providers.

These findings are consistent with the past research results. For example, Buttner and Goritz (2008) identified integrity and ability as the important dimensions of the perceived trustworthiness of online retail shops. Similarly, customer orientation, honesty, competence, communication and common interests (Liu and Wu 2007; Chong et al. 2003; and Ennew and Sekhon 2007) were identified as the underlying dimensions of trustworthiness of a service provider. Again the dimensions of customers' trust in a financial service provider as identified in this study are quite similar to those of Ennew and Sekhon (2007) and Johnson and Grayson (2005). These findings suggest that building trustworthiness of an organization can act as a proxy for building their corporate image. The corporate image literature highlights that the higher the perceived corporate image and corporate reputation of a service provider, the higher is the customer satisfaction and hence the degree of customer loyalty (Andreassen and Lindstead 1998; Nguyen and LeBlanc 2001; Martenson 2007). Again corporate image has a significant and positive impact on consumers' trust (Flavián, Guinaliu and Gurrea 2005; Doney and Canon 1997). Hence, it is recommended that Indian retail bankers concentrate on the factors which aid them in projecting a trustworthy image in consumers' perceptual space.

It is also recommended that Indian retail bankers consider the dimensions of trust identified in this study in building the overall customers' trust in the service provider. This is particularly important during the current economic slowdown because trust acts as a

determinant of the relationship processes (Moorman et al. 1993) and it influences the relationship commitment (Morgan and Hunt 1994) and hence it helps in developing customer loyalty towards the service provider (Ball et al. 2004). Previous research has found that customer loyalty has a significant and positive correlation with sales growth rate and profitability of companies (Reichheld 2003 and 2006). Therefore, it becomes all the more important for financial service managers to focus on the dimensions of trust obtained in this study.

Surprisingly, we did not find a significant relationship between the cognitive trust and customers' overall trust. But that does not undermine the importance of cognitive trust which is based on the notions of reliability and dependability. This is so because Johnson and Grayson (2005) found significant and positive impact of cognitive trust on affective trust (which is based on the notions of being concerned about the best interests of the customer). It appears that affective trust might be acting as a mediating variable between cognitive trust and customers' overall trust.

Our finding that affective trust is significantly and positively correlated with overall trust has a very important practical implication. Research has shown that trust facilitates the relationship process and affective trust directly influences customers' propensity to respond positively to persuasive communication from the service provider, leading to more effective selling efforts (Ramsey and Sohi 1997; Johnson and Grayson 2005). We also found that customers' disposition to trust has a significant and positive impact on the overall customers' trust in retail banks. This is in line with the findings of Jarvenpaa et al. (1998), Gefen (2000) and McKnight et al. (1998) who have shown that customers' disposition to trust has a positive and significant impact on trusting intentions and trusting beliefs in an organization. This finding aids the retail banker to understand the general propensity of customers to trust the banks which stems from their personality and cultural factors.

Our results also indicated that overall trustworthiness has a significant positive impact on customers' overall trust in retail banking in India. This is an important finding because it clarifies the inconsistency that exists in the literature regarding the measurement of trustworthiness and trust and their relationship. What is purported as trust in the literature is actually trustworthiness (Hardin 2002; Caldwell and Clapham 2003). Therefore, our finding clearly demonstrates that trustworthiness and trust are two different constructs and the former is an antecedent to the later. This finding has practical implication for the retail bankers because it would help them to build long lasting relationships with their customers because customers are the lifeblood of organizations and without customers a firm has no revenues, no profits and therefore no market value.

In conclusion we want to caution the readers not to generalize the findings of this study because they are based on convenience sampling. Additional research with a more representative sample of retail bank customers in India must be undertaken before the findings can be generalized across the population of retail bank customers. Future research can extend this study by investigating the consequences of trust, i.e., word-of-mouth behavior and service loyalty. Since customers may either develop loyalty toward frontline employees or the firm (Palmatier, et al. 2007), it maybe be worthwhile to study whether it is the bank or its employees in which the customers show their trust. Another area which can also be examined is the bank's perspective on their trustworthiness and trust and then to identify the gap between the two perspectives. That would give a bird's eye view of trustworthiness and trust to the bankers. It is worth mentioning that our study is a step towards understanding the relationships between the service providers' trustworthiness and customers' trust in them and the relationships between the dimensions of trustworthiness and trust. Further research is needed in order to explore moderators of the link between trustworthiness and trust. This research has identified the linear relationship

between the overall trustworthiness of a service provider and customers' overall trust in the service provider. It would be interesting to examine whether there exist a non-linear relationship between the two constructs.

## REFERENCES

- Anderson, J. C. and J. A. Narus (1990), "A Model of Distribution Firm and Manufacturer Firm Working Partnerships", *Journal of Marketing*, Vol. 54 No. 1, pp. 42-58.
- Andreassen, T. W. and B. Lindestad (1998), "Customer Loyalty and Complex Service: The Impact of Corporate Image on Quality, Customer Satisfaction, and Loyalty for Customers with Varying Degrees of Service Expertise", *International Journal of Service Industry Management*, Vol. 9 No. 1, pp. 7-23.
- Angur, M.G., R. Natrajan, R. and J. S. Jahera Jr. (1999), "Service Quality in the Banking Industry: An Assessment in a Developing Economy", *International Journal of Bank Marketing*, Vol. 17 No. 3, pp. 116-123.
- Ball, D., P. S. Coelho and A. Machas (2004), "The Role of Communication and Trust in Explaining Customer Loyalty: An Extension to the ECSI model", *European Journal of Marketing*, Vol. 38 No. 9/10, pp. 1272-1293.
- Barney, J. and M. Hansen (1994), "Trustworthiness as a Source of Competitive Advantage," *Strategic Management Journal*, Vol. 15, Special Issue, pp 175-190.
- Ben-Rechav, Gila Gabay (2000), Relationship Selling and Trust: Antecedents and Outcomes, Ph.D. dissertation, Portland State University.
- Bews, N.F. and G. J. Rossouw (2002), "The Role of Business Ethics in Facilitating Trustworthiness," *Journal of Business Ethics*, Vol. 39 No. 4, pp. 377-389.
- Buttner, O. B. and A. S. Goritz (2008), "Perceived Trustworthiness of Online Shops," *Journal of Consumer Behaviour*, Vol. 7 No. 1, pp. 35-50.
- Casielles, R.V., L. S. Alvarez and A.M.D. Martn (2005), "Trust as a Key Factor in Successful Relationships between Consumers and Retail Service Providers," *The Service Industries Journal*, Vol. 25 No. 1, pp. 83-101.

- Chaitanya, K. (2005), "Metamorphosis of Marketing Financial Services in India," *Journal of Services Research*, Vol. 5 No. 1, pp. 155-171.
- Caldwell, C. and S. E. Clapham (2003), "Organisational Trustworthiness: An International Perspective," *Journal of Business Ethics*, Vol. 47 No. 4, pp. 349-364.
- Caldwell, C. and F. L. Jeffries (2001), "Ethics, Norms, Dispositional Trust, and Context: Components of the Missing Link Between Trustworthiness and Trust", paper presented at Eight Annual Conference on Ethics in Business, DePaul University, Chicago, IL.
- Chong, B., Z. Yang and M. Wong (2003), "Asymmetrical Impact of Trustworthiness Attributes on Trust, Perceived Value and Purchase Intention: A Conceptual Framework for Cross-cultural Study on Consumer Perception of Online Auction," proceedings at *ACM International Conference Proceeding Series*; Vol. 50, Pittsburgh, Pennsylvania, pp. 213 - 219.
- Coulter, K. S. and R. A. Coulter (2002), "Determinants of Trust in a Service Provider: the Moderating Role of Length of Relationship," *Journal of Services Marketing*, Vol. 16 No. 1, pp 35-50.
- Dimitriadis, S. and N. Kyrezis (2008), "Does Trust in the Bank Build Trust in its Technology-based Channels?" *Journal of Financial Services Marketing*, Vol. 13 No.1, pp. 28-38.
- Doney, P. and J. Cannon (1997), "An Examination of the Nature of Trust in Buyer-seller Relationships," *Journal of Marketing*, Vol. 61 No. 1, pp. 35-51.
- Dovalienø, A., A. Gadeikienø, A. and Ž. Piligrimienø (2007), "Trust as an Antecedent of Long-term Relationships with Service Customers: the Case of Odontology Services," *Economics and Management*, Vol. 12, pp. 246-355.
- Ennew, C. and H. Sekhon (2007), "Measuring Trust in Financial Services: The Trust Index," *Consumer Policy Review*, Vol. 17 No. 2, pp. 62-68.
- Ferguson, K. (2003), "Baking's Best Kept Secret: US," *ABA Banking Journal*, pp. 1.
- Flavián, C., M. Guinaliu and R. Gurrea, R. (2005), "The Role Played by Perceived Usability, Satisfaction and Customer Trust on Website Loyalty," *Information and Management*, Vol. 43 No. 1, pp. 1-14.
- Ganesan, S. and R. Hess (1997), "Dimensions and Levels of Trust: Implications for Commitment to a Relationship," *Marketing Letters*, Vol. 8 No. 4, pp. 439-448.
- Gefen, D. (2002), "Reflections on the Dimensions of Trust and Trustworthiness among Online Consumer," *Database for Advances in Information Systems*, Vol. 33 No. 3, pp. 38-53.
- Hair, J. F. Jr., C. Black, J. B. Babin, J. B., R.E. Anderson and L. R. Tatham (2006). *Multivariate Data Analysis* (6<sup>th</sup> ed.), New Jersey: Pearson.
- Hardin, R. (2002), *Trust and Trustworthiness*, Russell Sage Foundation Series on Trust, New York.
- Heffernan T., G. O'Neill G., T. Travaglione and M. Droulers (2008), "Relationship Marketing - The Impact of Emotional Intelligence and Trust on Bank Performance," *International Journal of Bank Marketing*, Vol. 26 No.3, pp. 183-199.
- Hodson, R. (2004), "Organizational Trustworthiness: Findings from the Population of Organizational Ethnographies," *Organization Science*, Vol. 15 No. 4, pp. 432-445.
- Huff, L. C. (2005), "Stages in the Development of Customers' Trust for Services Providers," *Asia Pacific Advances in Consumer Research*, Vol. 6, pp. 105-110.
- Jarvenpaa, S.L., K. Knoll and D. E. Leidner (1998), "Is Anybody Out There? Antecedents of Trust in Global Virtual Team," *Journal of Management Information Systems*, Vol. 14 No.4, 1, pp. 29-64.
- Johnson, D. and K. Grayson (2005), "Cognitive and Affective Trust in Service Relationships," *Journal of Business Research*, Vol. 58 No. 4, pp. 500-507.
- Kantsperger, Roland and Werner H. Kuntz (2010), "Consumer Trust in Service Companies," *Managing Service Quality*, Vol. 20, No. 1, pp. 4-45.

- Kharouf, H. and H. Sekhon (2009), "Trustworthiness within the Hotel Sector: A Structural Model," in the proceeding of 3<sup>rd</sup> IIMA Conference on "Marketing Paradigms for Emerging Economies," Indian Institute of Management, Ahmedabad, pp. 445-449.
- Lewicki, R. and B. Bunker (1995), "Trust in Relationships: A Model of Development and Decline," in Bunker, B. and J. Rubin (Eds), *Conflict, Cooperation and Justice*, Jossey-Bass, San Francisco, CA, pp. 133-74.
- Lee, Matthew K. and Efraim Turban (2001), "A Trust Model of Consumer Internet Shopping," *International Journal of Electronic Commerce*, Vol. 6, No. 1, pp. 75-92.
- Liu, T. and L. Wu (2007), "Customer Retention and Cross-buying in the Banking Industry: An Integration of Service Attributes, Satisfaction and Trust," *Journal of Financial Services Marketing*, Vol. 12 No. 2, pp. 132-145.
- Martenson, R. (2007), "Corporate Brand Image, Satisfaction and Store Loyalty: A Study of the Store as a Brand, Store Brand and Manufacturer Brand," *International Journal of Retailing and Distribution Management*, Vol. 35 No. 7, pp. 544-555.
- Mayer, R. C., H. D. James and F. D. Schoorman (1995), "An integrative model of organizational trust," *Academy of Management Review*, Vol. 20 No. 3, pp. 709-734.
- McKnight, D. H., L. L. Cummings and L. C. Norman (1998), "Initial Trust Formation in New Organizational Relationships," *The Academy of Management Review*, Vol. 23 No. 3, pp. 473-490.
- Moorman, C., R. Deshpande and G. Zaltman (1993), "Factors Affecting Trust in Market Relationship," *Journal of Marketing*, Vol. 57 No. 1, pp. 81-101.
- Morgan, R.M. and S.D. Hunt (1994), "The Commitment-trust Theory of Relationship Marketing," *Journal of Marketing*, Vol. 58 No. 3, pp. 20-38.
- Ndubisi, N.O. and C. K. Wah (2005), "Factorial and Discriminant Analyses of the Underpinnings of Relationship Marketing and Customer Satisfaction," *International Journal of Bank Management*, Vol. 23 No. 7, pp. 542-557.
- Nguyen, N. and G. Leblanc (2001), "Corporate Image and Corporate Reputation in Customers' Retention Decisions in Services," *Journal of Retailing and Consumer Services*, Vol. 8 No. 4, pp. 227-236.
- Nunnally, J. C. and I. H. Bernstein (1994), *Psychometric Theory*, McGraw-Hill Publications, New York.
- Palmatier, R.W., L. K. Scheer and J. E. M. Steenkamp (2007), "Customer Loyalty to Whom? Managing the Benefits and Risks of Salesperson owned Loyalty," *Journal of Marketing Research*, Vol. 44 No. 2, pp. 185-199.
- Pett, M.A., N. R. Lackey and J. J. Sullivan (2003), *Making Sense of Factor Analysis: The Use of Factor Analysis for Instrument Development in Health Care Research*, Sage Publications, New Delhi.
- Ramsey, R.P. and R. S. Sohi (1997), "Listening to Your Customers: The Impact of Perceived Salesperson Listening Behavior on Relationship Outcomes," *Journal of the Academy of Marketing Science*, Vol. 25 No. 2, pp. 127-137.
- Reichheld, F. F. (2003), "The One Number You Need to Grow," *Harvard Business Review*, December, pp. 46-54.
- Reichheld, F. F. (2006), *The Ultimate Question: Driving Good Profits and True Growth*, Harvard Business School Press, Boston M.A.
- Sabel C. F. (1993), "Studied Trust: Building New Forms of Cooperation in a Volatile Economy," *Human Relations*, Vol. 46 No. 9, pp. 1133-1170.
- Schurr, P.H. and J. L. Ozanne (1985), "Influences on Exchange Processes: Buyers' Pre-conceptions of a Seller's Trustworthiness," *Journal of Consumer Research*, Vol.11 No.7, 939-953.
- Sheth, Jagdish N. and Rajendra S. Sisodia (Eds) (2006), *Does Marketing Need Reform?* (New York: M.E. Sharpe, Inc.).

- Wang, S. and L. C. Huff (2007), "Explaining Buyers' Responses to Sellers' Violation of Trust," *European Journal of Marketing*, Vol. 41, No.9/10, pp. 1033-1052.
- Wong, P. S. P., S. O. Cheung and P. K. M. Ho (2005), "Contractor as Trust Initiator in Construction Partnering – Prisoners' Dilemma Perspective," *Journal of Construction Engineering and Management*, Vol. 131 NO. 10, pp. 1045-1053.