Chapter VII

FINDINGS
Chapter VII

FINDINGS

This chapter gives a brief description of the inferences made based on the analysis of data collected from Customer respondents and Employee respondents.

7.1 Customers

- Out of the 720 customers selected, the highest percentage (36.8%) of respondents were from the 30-39 age group, followed by 40-49 age group (28.2%), 18-29 age group (19%), 50-59 age group (15.6%), and ‘60 and above age group’ (0.4%).
- Out of the 720 customers selected, 71.5% per cent of the respondents were Males and 28.5% were females.
- The highest per cent of respondents were from salaried group (57.6%), followed by professionals (15.8%), Business people (13.3%), Self-employed (9.4%), and Retired (2.1%). The lowest per cent of respondents belong to the category ‘others’.
- The highest per cent (44.4%) of respondents have an annual income of ‘2 to < 5 lakhs’, 31.7% respondents have annual income between ‘5 to < 10 lakhs’, followed by 10.1% respondents with ‘less than 2 lakhs’ annual income, 8.9% respondents with ‘10 to < 15 lakhs’ annual income and 4.9% respondents with an annual income of ‘15 lakhs and above’.
- The highest per cent of respondents were PG degree holders (46.7%), followed by Graduates (28.8%), Professionals (17.5%), HSE education (6.9%) and respondents with ‘other’ qualifications (0.1%).
- The highest per cent (46.4%) of respondents availed housing loan from CB/HFC located near to their place of employment/business, followed by respondents availed housing loan from the CB/HFC located near to their home (44%) and the respondents availed housing loan from the CB/HFC far away from their home (9.6%).
• 22.9% of respondents opined that, the reason for opting their financial institution is ‘Speedy delivery/ Easy to get housing loan’. 16.9% of respondents mentioned ‘Good service’ as the reason for opting their Financial Institution. For 13.6% the reason was ‘Near to home’, for 9.3%, it was ‘Reference by friends and relatives’, for 9%, it was ‘Near to work place’, for 8.2%, it was ‘Salary account/Bank account with the bank’, for 5.3%, it was ‘low interest rate’, for 3.8%, it was ‘Higher amount allowed than others’, for 2.9%, it was ‘Reputation of the Financial Institution’ and for 8.1%, it was ‘Other reasons’.

• 84% of customer respondents availed housing loan for the first time, while 16% of customers have taken loan, not for the first time.

• Regarding the amount of loan availed highest per cent (38.8%) of respondents were in the range of ‘5 to < 10 lakhs’, 34% respondents availed housing loan in the range of ’10 to < 15 lakhs’, 14.9% respondents availed housing loan in the range of ‘2 to < 5 lakhs’, 7.5% respondents availed housing loan in the range of ’15 to < 30 lakhs’, 4.4% respondents availed housing loan in the range of ‘less than 2 lakhs’ and the remaining respondnts availed housing loan in the range of ‘30 lakhs and above’ (0.4%).

• 43.2% of respondents opted the repayment period as 15 years, for 41.8%, it was 20 years repayment period, for 7.6%, it was less than 15years, for 7.4%, it was 25 years and more.

• The mean score of responses of selected customers of HDFC Ltd about the User friendliness of website is very high (31.9167) when compared to that of other CBs/HFCs. HDFC Ltd is followed by Union Bank (30.6833) and Federal Bank (30.5917). The result of ANOVA shows that, there is significant difference among the customers of HFIs regarding their opinion about User friendly website.

• In the case of User friendly website, the mean score is higher (30.7625) for Commercial Banks which provides housing finance than that for Housing Finance Companies. The result of ‘t’-test shows that, there is significant
difference between the customers of CBs and HFCs regarding their opinion about User friendly website.

- The mean score of responses of selected customers of Commercial Banks and Housing Finance Companies with respect to IT enabled communications is the highest for Union Bank (12.4083), followed by LIC HFL (12.36) and Federal Bank (12.35). The result of ANOVA shows that, there is significant difference among the customers of HFIs regarding their opinion about IT enabled communication services.

- The mean score for IT enabled communication services is higher for Housing Finance Companies (11.9542), when compared to that of Commercial Banks. The result of ‘t’-test shows that, there is significant difference between the customers of CBs and HFCs regarding their opinion about IT enabled communication services.

- The mean score of responses of customers towards Customer focused information technology is the highest for Union Bank (43.0917) followed by Federal Bank (42.9500). Similarly North Malabar Gramin Bank has the lowest mean score. In the case of Housing Finance Companies, HDFC Ltd has the highest mean score. The result of ANOVA shows that, there is significant difference between the customers of HFIs regarding their opinion about Customer focused information technology.

- The mean score of customer responses for Customer friendliness of employees is the highest for HDFC Ltd (24.5667), followed by LIC HFL (24.39), and SBT (23.9167). The result of ANOVA shows that, there is significant difference among the customers of HFIs regarding their opinion about Customer friendly employees.

- The mean score of responses of selected customers of Housing Finance Companies towards the factor Customer friendly employees is higher (24.4792) when compared to that of Commercial Banks. The result of ‘t’-test shows that, there is significant difference between the customers of CBs and HFIs regarding their opinion about Customer friendly employees.
• The mean score of responses of selected customers of CBs/HFCs towards customer orientation is the highest for HDFC Ltd (31.2667), followed by SBT (30.6167) and Federal Bank (30.31). The result of ANOVA shows that, there is significant difference among the customers of HFIs regarding their opinion about Customer orientation.

• The mean score of responses of selected customers of Commercial Banks towards Customer orientation is higher (30.5625) when compared to that of Housing Finance Companies. The result of ‘t’-test shows that, there is significant difference between the customers of CBs and HFCs regarding their opinion about Customer orientation.

• The mean score of responses of selected customers of CBs/HFCs for Simplicity of doing business is the highest for HDFC Ltd (35.9750), followed by Federal Bank (35.1833) and LIC HFL (34.4167). The result of ANOVA shows that, there is significant difference among the customers of HFIs regarding their opinion about Simplicity of doing business.

• The highest mean score for Simplicity of doing business is for Commercial Banks (34.7792), when compared to that of Housing Finance Companies. The result of ‘t’-test shows that, there is significant difference between the customers of CBs and HFCs regarding their opinion about Simplicity of doing business.

• The mean score of Customer focused organisational climate is the highest for HDFC Ltd (91.1583), which is followed by Federal Bank (88.8500). The lowest mean score is for SBT (87.2417). The result of ANOVA shows that, there is significant difference among the customers of HFIs regarding their opinion about Customer focused organisational climate.

• The mean score of responses of selected customers of Commercial Banks and Housing Finance Companies regarding Trust is the highest for Union Bank (27.7667), followed by NMGB (27.68) and Federal Bank (27.5167). The result of ANOVA shows that, there is significant difference among the customers of HFIs regarding their opinion about Trust.
• The mean score of responses of selected customers of Commercial Banks and Housing Finance Companies towards Trust is higher for Commercial Banks (27.6167) when compared to that of Housing Finance Companies. The result of ‘t’-test shows that, there is significant difference between the customers of CBs and HFCs regarding their opinion about Trust.

• The mean score of responses of selected customers regarding Competence is the highest for HDFC Ltd (23.9583), followed by Union Bank (23.5333) and SBT (22.7000). The result of ANOVA shows that, there is significant difference among the customers of HFIs regarding their opinion about Competence.

• The mean score of responses of selected customers of Commercial Banks with respect to Competence is higher (23.1792) when compared to that of Housing Finance Companies. The result of ‘t’-test shows that, there is significant difference between the customers of CBs and HFCs regarding their opinion about Competence.

• The mean score of responses of selected customers towards Commitment to customers is the highest for Federal Bank (24.1250), followed by SBT (23.7583) and Union Bank (23.7000). The result of ANOVA shows that, there is significant difference among the customers of HFIs regarding their opinion about Commitment to customers.

• The mean score of responses of selected customers of Commercial Banks and Housing Finance Companies towards Commitment to customers is higher for Commercial Banks (23.4604), when compared to that of Housing Finance Companies. The result of ‘t’-test shows that, there is significant difference between the customers of CBs and HFCs regarding their opinion about Commitment to customers.

• The mean score of responses of selected customers of CBs/HFCs towards Customer interaction is the highest for Union Bank (35.5917), followed by HDFC Ltd (34.2917) and Federal Bank (33.8333). The result of ANOVA
shows that, there is significant difference among the customers of HFIs regarding their opinion about Customer interaction.

- The mean score of responses of selected customers towards Customer interaction is higher for Commercial Banks (34.2229) when compared to that of Housing Finance Companies. The result of ‘t’-test shows that, there is significant difference between the customers of CBs and HFCs regarding their opinion about Customer interaction.

- The mean score of responses of selected customers towards Conflict handling is the highest for Federal Bank (19.4833), followed by Union Bank (19.0583) and SBT (18.6917). The result of ANOVA shows that, there is significant difference among the customers of HFIs regarding their opinion about Conflict handling.

- The mean score of responses of selected customers of Commercial Banks regarding Conflict handling is higher (18.8396) when compared to the mean score value of Housing Finance Companies. The result of ‘t’-test shows that, there is significant difference between the customers of CBs and HFCs regarding their opinion about Conflict handling.

- The mean score of responses of customers towards Relationship marketing is the highest for Union Bank (129.6500) followed by HDFC Ltd (129.5417). The result of ANOVA shows that, there is significant difference among the customers of HFIs regarding their opinion about Relationship marketing.

- The mean score of responses of selected customers towards Customer preferences and expectations is the highest for Union Bank (21.2750), followed by SBT (20.7417) and LIC HFL (20.7167). The result of ANOVA shows that, there is significant difference among the customers of HFIs regarding their opinion about Customer preferences and expectations.

- The mean score of responses of selected customers of Commercial Banks towards Customer preferences and expectations is higher (20.5583) when compared to the mean score value of Housing Finance Companies. The result
of ‘t’-test shows that, there is no significant difference among the customers of HFIs regarding their opinion about Customer preferences and expectations.

- The mean score of responses of selected customers of Commercial Banks and Housing Finance Companies regarding Customer satisfaction is the highest for Federal Bank (51.0083), followed by HDFC Ltd (50.8833) and SBT (50.2417). The result of ANOVA shows that, there is significant difference among the customers of HFIs regarding their opinion about Customer satisfaction.

- The mean score for Customer satisfaction is found to be higher (50.5375) for the response of the customers of Commercial Banks which provides Housing finance than that of HFCs. The result of ‘t’-test shows that, there is significant difference between the customers of CBs and HFCs regarding their opinion about Customer satisfaction.

- The result of Regression analysis of Customer satisfaction of Commercial Banks shows that, 61.2% of Customer satisfaction is affected by the factors such as Customer friendly employees, Customer interaction, Customer orientation, Trust and Commitment to customers. All these factors positively influence the Customer satisfaction. The result of ANOVA shows that, there is dependence between Customer satisfaction and various services provided by Commercial Banks.

- The result of Regression analysis of Customer satisfaction of Housing Finance Companies shows that, 92% of Customer satisfaction is affected by the factors such as Commitment to customers, Customer interaction, Customer orientation, Customer preferences and expectations, User friendly websites, Conflict handling. All these factors positively influence the Customer satisfaction. The result of ANOVA shows that, there is dependence between Customer satisfaction and various services provided by Housing Finance Companies.

- The mean score for Customer loyalty is the highest for Union Bank (33.3750), followed by HDFC Ltd (33.1583) and Federal Bank (32.88333). The result of
ANOVA shows that, there is significant difference among the customers of HFIs regarding their opinion about Customer loyalty.

- The mean score of responses of selected customers of Commercial Banks and Housing Finance Companies towards Customer loyalty is higher for Commercial Banks (33.0229), when compared to that of Housing Finance Companies. The result of ‘t’-test shows that, there is significant difference between the customers of CBs and HFCs regarding their opinion about Customer loyalty.

- The result of Regression analysis of Customer loyalty of Commercial Banks shows that, 32.3% of Customer loyalty is affected by the factors such as Customer satisfaction, Commitment to customers, Competence and Customer interaction. All these factors positively influence the Customer loyalty. The result of ANOVA shows that, there is dependence between Customer loyalty and various services provided by Commercial Banks.

- The result of Regression analysis of Customer loyalty of Housing Finance Companies shows that, 71.4% of Customer loyalty is affected by the factors such as Trust, Commitment to customers, Customer preferences and expectations, Customer satisfaction and Conflict handling. All these factors positively influence the Customer loyalty. The result of ANOVA shows that, there is dependence between Customer loyalty and various services provided by Housing Finance Companies.

### 7.2 Employees

- Out of the 180 employees selected, the highest per cent of employees were from 20-29 age group (37.8%). The second highest is 30-39 age group (34.4%), followed by 40-49 age group (22.8%) and 60 and above age group (5%).

- Out of the 180 employees selected, 51.1% of respondents were males and 48.9% employees were females.

- The highest per cent of employees was managers (84.4%) and the rest were clerks (15.6%).
Chapter VII

Findings

- The highest per cent of employees were having experience ‘3 to < 5 years’ (27.2%), followed by employees with ‘less than 3 years’ experience (26.1%), ‘10 years and more’ experience (25.0%), and the employees having ‘5 to < 10 years’ experience (21.7%).

- In the case of Computerised decision support system, the mean score is higher (44.4000) for the responses of customers of Housing Finance Companies than that of Commercial Banks. The result of ‘t’-test shows that, there is significant difference between the employees of CBs and HFCs regarding their opinion about Computerised decision support system.

- The mean score of responses of selected employees of Housing Finance Companies towards IT enabled communication services (13.1000) is higher than that of Commercial Banks. The result of ‘t’-test shows that, there is significant difference between the employees of CBs and HFCs regarding their opinion about IT enabled communication services.

- The highest mean for Computerised decision support system is for HDFC Ltd and that for IT enabled communication services is for Federal Bank. The result of MANOVA shows that there is significant difference in the mean values of set of variables describing Customer focused information technology of employees of HFIs.

- The mean score of responses of selected employees of Commercial Banks regarding Customer friendly employees is higher (52.4833) than that of Housing Finance Companies. The result of ‘t’-test shows that, there is no significant difference between the employees of CBs and HFCs regarding their opinion about Customer friendly employees.

- The mean score of responses of selected employees of Commercial Banks towards Customer orientation is higher (34.8750) when compared to the mean score value of Housing Finance Companies. The result of ‘t’-test shows that, there is no significant difference between the employees of CBs and HFCs regarding their opinion about Customer orientation.
Chapter VII  
Findings

- The mean score of responses of selected employees of Housing Finance Companies towards Customised products and services is higher (22.0000) when compared to the mean score value of Commercial Banks. The result of ‘t’-test shows that, there is no significant difference between the employees of CBs and HFCs regarding their opinion about Customised products and services.

- The mean score of responses of selected employees of Commercial Banks regarding Simplicity of doing business is higher (38.8000) when compared to that of Housing Finance Companies. The result of ‘t’-test shows that, there is no significant difference between the employees of CBs and HFCs regarding their opinion about Simplicity of doing business.

- In the case of Customer friendly employees, the highest mean score is for Federal Bank. In the case of Customer orientation, Customised products & services and Simplicity of doing business the highest mean score is for HDFC Ltd. The result of MANOVA shows that, there is significant difference in the mean values of set of variables describing Customer focused organisational climate of employees of HFIs.

- The mean score of responses of selected employees of Commercial Banks and Housing Finance Companies towards Trust is higher for Commercial Banks (26.6333) when compared to that of Housing Finance Companies. The result of ‘t’-test shows that, there is no significant difference between the employees of CBs and HFCs regarding their opinion about Trust.

- The mean score of responses of selected employees of Commercial Banks towards Competence is higher (37.3500) when compared to the mean score value of Housing Finance Companies. The result of ‘t’-test shows that, there is no significant difference between the employees of CBs and HFCs regarding their opinion about Competence.

- The mean score of responses of selected employees towards Commitment to customers is higher for Commercial Banks (26.8083) when compared to that of Housing Finance Companies. The result of ‘t’-test shows that, there is
significant difference between the employees of CBs and HFCs regarding their opinion about Commitment to customers.

- The mean score of responses of selected employees of Housing Finance Companies towards Customer interaction is higher (37.9167) when compared to the mean score value of Commercial Banks. The result of ‘t’-test shows that, there is no significant difference between the customers of CBs and HFCs regarding their opinion about Customer interaction.

- The mean score of responses of selected employees of Housing Finance Companies towards Conflict handling is higher (19.9000) when compared to that of Commercial Banks. The result of ‘t’-test shows that, there is significant difference between the employees of CBs and HFCs regarding their opinion about Conflict handling.

- Based on the output of MANOVA, it is observed that, all the five variables in Relationship Marketing differ significantly among the Commercial Banks and the Housing Finance Companies selected for the study. It is observed that Trust, Commitment to customers and Conflict handling have the highest mean score for Federal Bank. In the case of Competence and Customer interaction, the highest mean score is for HDFC Ltd. The result of MANOVA shows that, there is significant difference in the mean values of set of variables describing Relationship marketing of employees of HFIs.

- The mean score of responses of selected employees of Commercial Banks towards Customer acquisition/expansion strategy is higher (17.4417) when compared to that of Housing Finance Companies. The result of ‘t’-test shows that, there is significant difference between the employees of CBs and HFCs regarding their opinion about Customer acquisition/expansion strategy.

- The mean score of responses of selected employees of Housing Finance Companies with respect to Customer retention strategy is higher (37.3000) when compared to that of Commercial Banks. The result of ‘t’-test shows that, there is significant difference between the employees of CBs and HFCs regarding their opinion about Customer retention strategy.
Chapter VII

Findings

- The mean score of responses of selected employees of Commercial Banks towards Value creation strategy is higher (20.6250) when compared to that of Housing Finance Companies. The result of ‘t’-test shows that, there is no significant difference between the employees of CBs and HFCs regarding their opinion about Value creation strategy.

- From the output of MANOVA, it is understood that, the variables of CRM strategy differ significantly among the Commercial Banks and the Housing Finance Companies selected for the study. The highest mean score for Customer acquisition/expansion strategy & Value creation strategy is for Federal Bank and Customer retention strategy is for HDFC Ltd. The result of MANOVA shows that, there is significant difference in the mean values of set of variables describing CRM strategy of employees of HFIs.

- The mean score for Customer preferences and expectations is higher (48.7833) for Housing Finance Companies. The result of ‘t’-test shows that, there is significant difference between the employees of CBs and HFCs regarding their opinion about Customer preferences and expectations.

- The mean score of responses of selected employees towards Customer information management is higher for Housing Finance Companies (33.6000) when compared to that of Commercial Banks. The result of ‘t’-test shows that, there is significant difference between the employees of CBs and HFCs regarding their opinion about Customer information management.

- The mean score of responses of selected employees of Commercial Banks towards Dissemination of customer information is higher (28.9833) when compared to the mean score value of Housing Finance Companies. The result of ‘t’-test shows that, there is no significant difference between the employees of CBs and HFCs regarding their opinion about Dissemination of customer information.

- The output of MANOVA shows that, all the variables used in Knowledge Management differ significantly among the Commercial Banks and the Housing Finance Companies selected for the study. In the case of Customer
preferences and expectations, Customer information management and Dissemination of customer information, the mean value is the highest for Federal Bank. The result of MANOVA shows that, there is significant difference in the mean values of set of variables describing Knowledge management of employees of HFIs.