<table>
<thead>
<tr>
<th></th>
<th>Dimension</th>
<th>Mean</th>
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<tr>
<td>3</td>
<td>Promptness in rendering services</td>
<td>4.78</td>
<td>0.41</td>
<td>4.02</td>
<td>0.66</td>
<td>17.74*</td>
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<td>4</td>
<td>Kindness and courtesy</td>
<td>4.09</td>
<td>0.45</td>
<td>3.75</td>
<td>0.79</td>
<td>10.12*</td>
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<td>5</td>
<td>Good interpersonal communication</td>
<td>3.16</td>
<td>0.73</td>
<td>3.77</td>
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<td>6</td>
<td>Discipline among bank employees</td>
<td>4.48</td>
<td>1.12</td>
<td>3.87</td>
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<td>7</td>
<td>Proper guidance as to all services of the bank</td>
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<td>1.05</td>
<td>3.85</td>
<td>0.62</td>
<td>1.14</td>
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<tr>
<td>8</td>
<td>Personal relations and involvement of bank employees with customers</td>
<td>2.83</td>
<td>0.75</td>
<td>3.70</td>
<td>0.84</td>
<td>9.58*</td>
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* Significant at 5 per cent level.

It is inferred from Table 6.16 that the significant difference among the perception of employees among the selected public and private sector banks towards the CRM practices relating to people strategy, the dimensions are identified such as customer attention irrespective customer status, promptness in rendering services, kindness and courtesy and personal relations and involvement of bank employees with customers since the respective ‘F’ statistics are significant at the 5 per cent level.

6.3 **CONCLUSION**

In this chapter dimensions of the CRM practices in banking sector and association between category of banks and dimensions relating to internet banking is discussed.

7.1 **INTRODUCTION**
The present research work is study on the “Customer Relationship Management in Public and Private Sector Banks in Tirunelveli District: A Comparative Study” is an attempt to find out the perception of the bank customers regarding CRM in public and private sector banks functioning in Thirunelveli District. It begins with the performance of public and private sector banks and the level of perception of the customers towards CRM. Based on the finding of the study and other information collected, the following recommendation and suggestions are effective in designing the marketing strategy for the establishing, improving CRM in Banking Sector.

The approach to the study is both descriptive and analytical. For collecting the primary data, the researcher used a well constructed interview schedule. Then four branches were chosen from each selected bank based on the stratified random sampling method. On the whole forty branches were selected from public and private sector banks respectively. Twenty respondents were selected from each branch on the convenient sampling method. The researcher had collected data from 400 respondents from the public sector banks and 400 respondents from the private sector banks with the help of the interview schedule for the study. In the case of bank employees, 120 were selected out of 32 branches of public and private sectors banks using simple random sampling method. Secondary data were collected from various sources like books, annual reports, journals, newspapers, website and the like.
7.2 MAJOR FINDINGS

The following are the significant findings of the study based on a sample survey.

- The customers in the age group 40-60 years in both the public and private sector banks is the dominant group.

- Male customers in the public sector banks are the dominant group compared to the private sector banks in the study area.

- Majority of the customers among public and private sector banks are married in the study area.

- The undergraduation and post-graduation customers had availed of more services from the banks than those with mere formal educational level.

- The first two important occupations among the customers in public sector banks are business and private employment, whereas in private sector banks, these two are business and professionals.

- The important family sizes among the customers in two groups of banks are three to five members and five and above members than the remaining family size. That may be because the total income of the family may be high, which influences the customers to avail of more services from banks.
➢ The first two important monthly income groups among the customers are Rs.15000 to 20000 and Rs. 10000 to 15000 among the two categories of banks.

➢ Majority of the customers are availing depository services and it is followed by credit/loan services among the public and private sector banks in Tirunleveli district.

➢ Majority of the customers are using internet banking services among the public and private sector banks in Tirunlevlei district.

➢ Majority of the customers are using mobile banking services among the public and private sector banks in Tirunelveli district.

➢ Majority of the customers are using ATM cum Debit Card among the public and private sector banks in Tirunleveli district.

➢ Majority of the customers are using Cards among the public and private sector banks in Tirunelveli district for withdrawal of cash.

➢ Majority of the customers are availing of value added services among both the public and private sector banks in Tirunelveli district.

➢ Regarding the perception on the variables influencing the choice of the bank, the significant difference among the two groups of customers is identified especially in the case of safety of funds, brand name, father’s bank, friend’s referral, advertisement, e-
banking facilities, efficient and timely services, attractive appearance and innovative new technology based services since the respective ‘F’ statistics are significant at 5 per cent level.

- The important variables included in this factor are advertisement and type of bank. The factor analysis results in four important factors determining the choice of banks for getting better services.

- The perception on ‘new technology services’ has significant difference among the overall customers is identified when they are classified on the basis of their profiles, namely age, level of education, occupation and monthly income since the respective ‘F’ statistics are significant at five per cent level.

- The important variables regarding the perception on ‘product’ are level of education, occupation, family size and monthly income. Regarding the perception on the ‘proximity’ the significant difference among the customers is identified when they are classified on the basis of age, occupation and family size since the respective ‘F’ statistics are significant at 5 per cent level. The important variables on the perception on ‘promotion’ factor are level of education, family size and monthly income.
The age influences the level of perceptions of the respondents towards customer relationship management among the public and private sector banks in Tirunelveli district.

The gender does not influence the perception of respondents towards CRM.

There is not existed any relationship between marital status and level of perception of the respondents on CRM.

The educational qualification does not influence the perception of respondents towards CRM.

There is not existed any relationship between occupation and level of perception of the respondents.

There is no any relationship between the family size and level of perception of the respondents on CRM practice.

There exist relationship between monthly income and level of perception on CRM practices among public and private sector banks in Tirunelveli district.

Factor analysis was done with 42 variables by orthogonal varimax rotation for the perceptions of customers towards services provided by public sector bank and private sector bank for retain the customer
relationship management. The results of the Perception of Customers Towards CRM Practices among the Public Sector Banks

- The statements with highest factor loading under the dimensions namely, Selection of Banks on the basis of service quality (F1), Rate of Interest on Deposit and Loans (F2), Borrowing Procedure (F3), Repayment Facilities (F4), non-material services offered by bank (F5), Satisfaction of the Customers regarding the Services Offered by Bank (F6) and Infrastructure and general utilities services (F7) respectively. Hence, these are the identified dimensions (factors) which influence the perception of the customers towards CRM practices in public sector bank.

- The results of the Perception of Customers Towards CRM Practices among the Private Sector Banks. The statements with highest factor loading under the dimensions namely, Satisfaction of the Customers regarding the Services Offered by Bank (F1), Infrastructure and general utilities services (F2), Non-material services offered by bank (F3), Selection of Banks on the basis of service quality (F4), Rate of Interest on Deposit and Loans (F5), Repayment Facilities (F6) and Borrowing Procedure (F7) respectively. These are the identified dimensions (factors) which influence the perception of customers towards the CRM practices in private sector bank.
The factors influencing the CRM practices in banking sector are extracted into seven factors each from public and private sector banks respectively. The above said extracted factors are the components of CRM practices offered by the public and private banks which determine the perception of the customers. The mean scores of these variables are taken for analysis as independent variables. The overall perception mean score is taken as the dependent variable. The multiple regression model is used to analyze the impact of independent variables on dependent variable.

The influencing variables such as Selection of Banks on the basis of service quality, Rate of Interest on Deposit and Loans, Repayment Facilities and Non-material services offered by bank are statistically significant at 5 per cent level and these variables have direct impact on perception of the customers towards CRM practices implemented by the public sector banks. A unit increase in the above said four variables results in an increase in overall perception by 0.2131, 0.4332, 0.0968 and 0.1442 units respectively. The independent variables explain the changes in overall perception to the extent of 79.47 per cent.

The influencing variables such as Infrastructure and general utilities services Non-material services offered by bank, Rate of Interest on Deposit and Loans and Borrowing procedure are statistically significant
at 5 per cent level and these variables have direct impact on perception of the customers towards CRM practices implemented by the private sector banks. A unit increase in the above said four variables results in an increase in overall perception towards CRM practices for retaining the customers by 0.3831, 0.1944, 0.1331 and 0.1214 units respectively. The independent variables explain the changes in overall perception to the extent of 71.81 per cent.

The dimensions of services of nationalized banks for the present analysis for retaining the customer relationship management have been identified as follows:

- Deposit Schemes
- Credit Schemes
- Banking Services
- Price Strategy
- Place Strategy
- Promotion Strategy
- Procedure Strategy and
- People Strategy.
In line with the objective of the study, the main areas of concerning satisfaction of services related to CRM practices and its above mentioned dimensions. As in framework of analysis, the perception of bank employees were measured on a five point ‘Highly Important’ to ‘Not at all Important’ scale. In order to analyze and compare the perception levels of different public and private sector banks and consistency in mean score, standard deviation and coefficient of variations were computed from total score.

The elements relating to deposit scheme namely ‘Savings Bank Account’ the coefficient of variation is lesser (13.75 per cent) and it leads to more consistent or stability under this dimension of CRM practice.

The element relating to credit scheme namely ‘Personal Loans’, the coefficient of variation is lesser (17.75 per cent) and it leads to more consistent or stability under the dimension of CRM practice for credit scheme.

The element relating to services of public sector bank namely ‘Fund Transfer under ECS’, the coefficient of variation is lesser (16.20 per cent) and it leads to more consistency or stability among the selected elements under this dimensions of CRM practices.
The element relating to services of private sector bank namely ‘Card Facility’, the coefficient of variation is lesser (19.10 per cent) and it leads to more consistency or stability for dimensions of CRM practices under services of bank.

In public sector banks the element relating to price strategy namely ‘Uniformity on interest rates on advances’, the coefficient of variation is lesser (7.52 per cent) and it leads to more consistency or stability among the selected elements under this dimensions of CRM practices.

In the case of private sector banks the element relating to price strategy namely ‘Uniformity on interest rates on deposits’, the coefficient of variation is lesser (19.73 per cent) and it leads to more consistency or stability for dimensions of CRM practices under price strategy.

In the case of public sector banks the element under the dimensions of CRM practices under place strategy ‘Branches in semi-urban and rural areas’, the coefficient of variation is lesser (9.09 per cent) and it leads to less variation and more consistency or stability among the selected elements under the dimension of CRM practices.

In the case of private sector banks the element under the dimensions under place strategy ‘Sufficiency of amenities in the bank’, the coefficient of variation is lesser (12.74 per cent) and it leads to less
variation and more consistency or stability among the selected elements under the dimensions of CRM practices.

- In the case of public sector banks the element under the dimensions of CRM practices under promotion strategy ‘Personal canvassing’, the coefficient of variation is lesser (26.57 per cent) and it leads to less variation and more consistency or stability among the selected elements under the dimension of CRM practices.

- In the case of private sector banks for the element under the dimensions under promotion strategy ‘Mass media advertisements’, the coefficient of variation is lesser (22.43 per cent) and it leads to less variation and more consistency or stability among the selected elements under the dimensions of CRM practices.

- In the case of public sector banks the element under the dimensions of CRM practices under procedure strategy ‘Operating more extension counters’, the coefficient of variation is lesser (10.34 per cent) and it leads to less variation and more consistency or stability among the selected elements under the dimension of CRM practices.

- In the case of private sector banks for the element under the dimensions under procedure strategy ‘Appointing more staff to reduce delay in operations’, the coefficient of variation is lesser (21.58 per cent) and it
leads to less variation and more consistency or stability among the selected elements under the dimensions of CRM practices.

- In the case of public sector banks the element under the dimensions of CRM practices under people strategy ‘Promptness in rendering services’, the coefficient of variation is lesser (8.58 per cent) and it leads to less variation and more consistency or stability among the selected elements under the dimension of CRM practices.

- In the case of private sector banks for the element under the dimensions under people strategy ‘Proper guidance as to all services of the bank’, the coefficient of variation is lesser (16.10 per cent) and it leads to less variation and more consistency or stability among the selected elements under the dimensions of CRM practices.

- In order to find out the significant association between public and private sector banks with regard to the dimensions of CRM practices, the One Way ANOVA (Analysis of Variance test) was applied.

- The significant difference among the perception of employees among the selected public and private sector banks towards the CRM practices relating to deposit scheme, the dimensions are identified such as current, account, savings bank, fixed deposit, recurring deposit, daily savings scheme and housing deposit scheme since the respective ‘F’ statistics are significant at the 5 per cent level.
The significant difference among the perception of employees among the selected public and private sector banks towards the CRM practices relating to credit scheme, the dimensions are identified such as term loans, personal loans, loans to farmers, loans to SSI, loans to self-employed and educational loans since the respective ‘F’ statistics are significant at the 5 per cent level.

The significant difference among the perception of employees among the selected public and private sector banks towards the CRM practices relating to services of banks, the dimensions are identified such as safe deposit lockers, collection of dividend, interest, etc, fund transfer under ECS, card facility and ATM facility since the respective ‘F’ statistics are significant at the 5 per cent level.

The significant difference among the perception of employees among the selected public and private sector banks towards the CRM practices relating to price strategy, the dimensions is identified namely, uniformity on services charges since the respective ‘F’ statistic is significant at the 5 per cent level.

The significant difference among the perception of employees among the selected public and private sector banks towards the CRM practices relating to place strategy, the dimensions are identified such as
sufficiency of branches and branches in semi-urban and rural areas since the respective ‘F’ statistics are significant at the 5 per cent level.

- The significant difference among the perception of employees among the selected public and private sector banks towards the CRM practices relating to promotion strategy, the dimensions are identified such as personal canvassing and awareness camp for potential customers since the respective ‘F’ statistics are significant at the 5 per cent level.

- The significant difference among the perception of employees among the selected public and private sector banks towards the CRM practices relating to procedure strategy, the dimensions are identified such as mechanization of operations, simplifying the procedures and changing the banking hours since the respective ‘F’ statistics are significant at the 5 per cent level.

- The significant difference among the perception of employees among the selected public and private sector banks towards the CRM practices relating to people strategy, the dimensions are identified such as customer attention irrespective customer status, promptness in rendering services, kindness and courtesy and personal relations and involvement of bank employees with customers since the respective ‘F’ statistics are significant at the 5 per cent level.

7.3 SUGGESTIONS
The present study has made an attempt to analyze the customers’ perception towards service qualities in their respective bank through the opinions of customers and they are summarized through suggestions as follows.

1. Generally Indian Banking Sector is flooded with different banks of the same molecule. In such a competitive environment, the Banks should adopt suitable marketing skills rather than depending on the trading skills. Hence, new services should be constantly introduced to ensure the growth of the Banks and to be competitive in the market and to keep up the enthusiasm of the employees and customers and the like.

2. It is suggested that the banks should impart the customers to make use the e-concept to avoid rush between the customers in the bank.

3. The banks should reduce the service charges, because it is expecorations of the customers based the findings of the study.

4. The banks should inform the customers through SMS while rate of interest is changed as and when by reserve bank of India.

5. Most of the public sector banks in India are either shabbily organized or poorly maintained. The ambience of the bank builds the confidence of the customers. In this regard the multinational banking companies have an excellent ambience and win the confidence of the customers. Proper
renovative measures are the answer for this problem. However, it would be ended up with the cost overrun, and has policy implications.

6. There was a common complaint among the customers that the employees of the bank cannot answer the queries of the customers. Hence the employees must give clear and correct information while the customers raise any doubts and queries. It is necessary to take care of the customers in a good manner.

7. To reduce the waiting time of the customers, it is suggested that more counters have been opened to get quick transactions and save the valuable time of the customers.

8. Necessary measures should be taken to make the banking environment very pleasant with some enabled services and attractions.

9. The banks should improve the vehicle parking facilities.

10. It is suggested that to reduce the safety locker rent to satisfy the customer.

11. It is suggested to keep punctuality about the banking employees.

12. Utmost care should be taken to improve the network facilities of the banks.

13. The banks must update the recent technology like core banking and ATM facilities.

14. It is suggested to appoint sufficient staff to give services in a better way.
15. Efforts should be taken up to provide sufficient cash balance in ATM centre
and to recover the network problem.

16. Cost of acquiring a new customer is six times more than retaining the
existing customer. It is evident in the research that the customers have less
personalized relationship with the banks which leads to a gradual
detachment from the bank. It is suggested that the banks need to adopt
suitable retention strategy based on the longevity of the customer with the
bank.

17. It is suggested that data gathered from the customer and should be given
proper value. Further it should be properly utilized for further process.

18. It is suggested that customers should be educated through advertising
campaign, seminars, Audio and Video Programmes regarding the
information about how banking sector performing in Foreign Countries and
they their effectiveness.

19. It is suggested that much more importance to be given for handling online
transactions. Employees should be proposed to use of mobile commerce
and mobile banking services.

20. It is suggested that proper training should be given to the employees
regarding behavioral patterns of banks before starting their actual work.
21. It is suggested that bank should developed the channel incorporation for proper CRM practices.

22. CRM promotes customers awareness, CRM should be implemented in Banking Sector and CRM help to Customers have been emerged first three important factors that are necessary required to CRM in Banking Sector. Customers also responded positive towards it can used for CRM create all round friendly environment, CRM attract new customers and CRM helps to build customer loyalty these are major factors, though it is suggested that positive bank should understand the factor and attitude of the customers towards CRM in Banking Sector.

23. It is suggested that bank should be operate CRM practices in Rural Area of banking also because there are favorable attitude of customers for the development.

24. It is suggested that bank understand Employee Relationship Management first before customer relationship management.

25. The CRM benefits in banking sector should be highlighted by the banks in their advertising campaign to spread awareness and persuade the customers of the remote villages.

26. It is suggested that Banks should maintain the atmosphere which permit the customer to continue with existing bank.
27. The bank should improve the service quality for retention of existing customers that will attract the other customers too.

28. It is suggested that the benefits should be increased in regards to customers and bank should be develop more benefits for the customers.

29. It is suggested that stakeholders like Government and other should consider this and make reasonable changes in the rules for creating CRM environment in Bank.

30. In case of Private sector banks, it is necessary to improve number of branches are opened in rural areas for customer service.

31. Services like ATM centers have been opened in all regions.

32. The bank should try to reduce the interest charges on loans to private bank customers’ satisfaction to the extent possible.

33. After sales services like timely reminder about the maturity of term deposit, changes of interest rates and the like should be improved to make the customers fully satisfied.

34. Information search place a major role in consolidating optimistic relationship between customers and executives. So meticulous care must be taken by the banks to advertise their products and services.
35. Investment in Technological advancement: Technology helps to have 24 hours day banking, all seven days in a week. Tele banking, Internet banking and E-banking have opened new business potentials and opportunities. Banks need to invest in technology in order to retain customers.

36. Banks should invest in CRM. To a large extent, the success of a CRM plan is dependent on the choice of the software. Hence, bankers should identify and select the right vendors through domain enterprise, credibility, cost implementation and relationship. Banks should understand the requirements for CRM implementations by setting up of CRM cell and conducting surveys at periodic intervals to track their effectiveness, banks need to understand how CRM assists them in customer identification, acquisition and retention.

37. Top Management support: A top-down CRM focused approach that starts with the top management, percolating and permeating to all levels of the CRM is a necessity in the present business scenario. CRM audit by independent teams should be introduced so as to identify the existing lacunae, and also address the loopholes in the CRM strategy as per the recommendations of the audit report.

38. As part of relationship building measures banks should respond to complaints instantaneously, analyze the attrition of the clients in a particular product, create suggestion box to elicit the views and suggestion
of their employees, obtain an electronic feedback from customers to understand the level of acceptance of existing products, all this would facilitate in developing better products and long term relationship.

39. A Satisfied customer is the best advertisement; hence Banks should ensure a good customer experience at every customer touch point as a successful growth strategy. A good customer experience will drive customer acquisition and promote customer retention, which translates into increased profits.

40. Banks can enhance customer service by leveraging on technology, maintenance of efficient service delivery standards and business process reengineering.

41. Banks should come up with a wide array of novel products and services every day. The challenge is for the banks to work towards ensuring that customers prefer their products and services over that of competing brands. They can leverage on CRM, to appropriately analyse and understand the needs of existing customers better, to ensure customer satisfaction, and exploring the possibility of cross-selling products to gain a competitive advantage.

42. Bank Employees must be trained suitably to keep pace with the changing environment. In order to meet the challenges, the Human Resource
Department in banks has to prepare appropriate manpower plans and strategies.

43. Banks can gain a competitive advantage from CRM by becoming low-cost players in the market, achieving operational efficiency and maintaining customer loyalty. The ability to predict the products that customers are likely to purchase over a period of time, increased productivity of managerial executives, sales and customer service staff, and streamlining of business processes are some of the benefits retail banks obtain by taking to successful management of their customer relationships.

7.4 CONCLUSION

Indian Banks have recorded a phenomenal growth in the past decade with the initiation of Economic Reforms. The banks, both Public and Private, have transformed themselves into profit oriented business organizations besides playing a developmental role in the economy. In an attempt to be more profitable, the banks have become competitive and more customer – oriented. This new orientation has compelled them to take a more pragmatic approach for conducting the business. The CRM is one such tool which helps in meeting the customer’s expectations according to their changing needs. Customer Relationship
Management goes beyond the transactional exchange. Customer may be provided with better product and services for effective relationship. CRM is depended upon banking employees with proper utilization of services and their behavior. Bank must explore and alter the process with the help of model by which customer information captured through database, analyzed, evaluation, action plan, implementation and wait for results. Proper guidance about the facilities and a good business plan is give major success for CRM in banking sector. Hence it is proved that a good business plan and continues guidance about facilities available to customers in banking sector, which has emerged a successful Customer Relationship Management.

7.5 SCOPE FOR FURTHER RESEARCH

1. A Comparative study of Customer Relationship Management in Regional Rural Banks and Co-operative Banks.

2. E - CRM in Indian Banking Sectors.

3. Customer Relationship Management in Old and New generation private sector banks.

4. A Comparative study of the Indian private, public sector and foreign banks towards CRM can be made.