CHAPTER V

FINDINGS, RECOMMENDATIONS AND CONCLUSION

Introduction

The intent of the study is to determine the effect of relationship marketing in the performance of Bank, in Cuddalore District. Further, it has been explored the relationship between relationship marketing determinants and customer satisfaction, trust, loyalty. In this work, the researcher has used survey instruments, such as relationship marketing determinants, customer satisfaction, trust and loyalty scale. The brief descriptions of the tools are presented in chapter three. In addition, these variables are compared with demographic factors of the customers. This chapter is devoted to enlightening the major finding of the study. Based on the research findings, the researcher has given suitable suggestion for better management and the conclusion is also drawn.

The objective of the study is to find out the customer opinion about relationship marketing dimensions, customer satisfaction, trust and customer loyalty. The following findings have answered this objective:

- It is observed that the customer relation system of the bank is much attractive. They felt the bank is fully utilizing their facility for its customer welfare and the bank always encourage customer accountability but the bank always maintain proper records of customer data is in least level.

- The customer are very much appreciated that the bank has communication with their customer frequently looking equipment and also the employees are
in friendly manner and provide better information about bank. However, the bank is lacking with excutes public relation programs.

- Customers are enjoying the relationship with the bank and they feel that the bank looking out of their interest but the sense of strong loyalty getting least level.

- The bank customers are perceived better working environment and employee is performing in a polite manner.

- It is found that the customer are getting full grievance and redressal support from the bank, the bank always encourage their customer during the visit to get feed lack and also the bank always guides customer for required complaints. The customers are getting all banking products in one roof of service. The manger have good leadership role in problem handling. But in the bank always has respect for good customer is getting least score.

- The bank has sent mail their customer occasionally, the bank employee give more respect to the customers, and the customer are having interest in heart with this bank, but the pricing factor has least level of score.

- The bank satisfied with all service offered to customer and the bank completely met the expectation of customers, it is rated higher among the respondents. The calculated co-efficient variation for bank employee work in a tidy professional way is found to be low. It shows that the respondents are satisfied with promised services done by the banks.

- It is noted that the customers are stated that the bankers are highly concerned about their customer integrity. The customers are felt that the bank is given
more support doing their important requirement. Employees are always trustworthy. But, providing quality of service consistently at moderate level only.

- It is observed that the customer consider this bank as their first choice and also they recommended this bank to someone who seeks their advice but there is some lack of encourage their friends at relatives to do business with this bank.
- Customer of the banks are agreed that the banks provide contribution and also they are received the gain from the banks when the service will be performed exactly. However, the respondents are felt that the bank will improve overall value of relationship with customer queries.

The relationship effects between relationship marketing dimensions and customer satisfaction, trust, and customer loyalty. The following finding obtained for this objectives:

- Relationship marketing dimensions are having positive relationship with customer satisfaction. It is found customer grievance and care is having the strong relationship with customer satisfaction. Commitment has the moderate level of relationship. But, customer welfare, communication and work behaviour are having least level of relationship with customer satisfaction.
- It is clearly indicated that the relationship marketing dimensions are having significant effect on the customer satisfaction. However, customer bonding
- Customer grievance and care dimensions strongly predicting the customer satisfaction. But, commitment, trust, customer bonding and work behaviour do not predict the customer satisfaction.
It is found that the relationship marketing dimensions are positively and significantly related with trust. Customer grievance and care and commitment are the dimensions have the strong relationship with trust of the bank. However, customer welfare and work behavior are having low level of relationship with trust.

Relationship marketing dimensions are having the significant effect on the trust. Commitment, communication, customer grievance and care, customer bonding are having more effect on trust and positively influenced the trust of the bank. But, customer welfare and work behaviour do not have influence on trust of the banks.

Customer grievance and care, commitment and communication lead to have higher level of relationship with customer loyalty towards the bank. Whereas, customer welfare, work behavior and customer bonding leads to have lower level of customer loyalty.

Relationship marketing dimensions are significantly influenced on the customer loyalty with the bank. However, customer grievance and care, customer bonding and communication dimensions are having strong influence on customer loyalty. But customer welfare, commitment and work behaviour do not have impact on customer loyalty.

Customer satisfaction, trust and customer loyalty are having strong relationship with perceived performance of the bank. Trust and customer satisfaction are have positive and close relationship with perceived performance. But loyalty has low level of relationship with perceived performance of the bank.
The customer perceived performance positively influenced by customer satisfaction, customer trust and loyalty. Trust and loyalty are the predicting variables of perceived performance. However, the customer satisfaction influenced in least level.

Demographic characteristic of the customers have significant difference of opinion on relationship marketing dimension, customer satisfaction, trust and customer loyalty. The following findings are addressed for this objective:

- Relationship marketing dimensions namely customer welfare, communication, commitment are varied based on the customer age groups. It is found that above 50 years old aged respondents are experienced higher amount of quality of services towards customer welfare, communication and commitment than other age group.

- Customer satisfaction is significantly varied based on the customer age groups. It is found that above 50 years old aged people are having more satisfaction with the bank when compared to other age groups.

- The customer trust is significantly varied based on the customer age groups. It is found that above 50 years old aged groups people are having higher level of trust with the bank when compared to other age groups.

- Customer loyalty is significantly varied based on their age groups. 50 years old age groups and 40-50 years old aged groups are having more loyalty with the banks than the other age groups.

- It is observed that the mean score is significantly varied due to respondent educational qualifications towards the relationship marketing dimensions such
as communication, commitment, work behaviour and customer grievance and care. It is found that post graduate respondents are experienced higher amount of towards communication, commitment and customer grievance and care services than other educational qualification groups. But, illiterate group is experienced the better services on work behaviour aspects.

- Customer satisfaction is significantly varied based on their educational qualification. It is found that illiterate group is having more customer satisfaction with the bank when compared other educational qualification groups.

- Customer trust towards the bank is significantly varied based on the educational qualification. It is found that illiterates, high school and post graduate groups are having higher amount of trust towards the bank than the degree holders.

- Customer loyalty is significantly varied based on the educational qualification. It is found that illiterate and high school groups are having higher level of loyalty towards the bank when compared to other groups.

- Public Bank is experienced higher amount of services towards customer welfare a commitment and customer grievance & care. It is significantly varied on the basis of customer occupation. But, other dimensions of relationship marketing communication, work behavior, and customer bonding are non-significant.

- Customer satisfaction is significantly varied based on the customer occupation. It is found that other occupants are having more customer satisfaction with the bank than other groups.
Customer trust and loyalty with bank is not significantly varied based on the customer occupation. All occupational groups have similar level of trust and loyalty with the bank.

Relationship marketing dimensions of customer welfare, communication, commitment, work behaviour, customer grievance and care and customer bonding are significantly varied due to customer association with the bank. The customers those who are all having less than five years and above 10 years of association with bank and they are perceived better level of customer welfare, communication, commitment, work behavior, customer grievance & care and customer bonding. But, those who are having 6-10 years of association with bank, they are experienced moderate level of services towards relationship marketing dimensions.

There is significant difference of opinion towards satisfaction level of customer based on the years of association with the bank. The customers who are all having less than five years of association with bank, they are having better level of satisfaction than other groups.

It is found that the customer who are having less than five years of association with the bank, they are having more trust with the bank. But, customer who are having above 10 years of association with bank, they are having low level of trust with the bank.

Customer loyalty is significantly varied based on their years of association with the bank. It is found that the customers who are having less than five years of association with the bank, they are having more loyalty compare with other groups.
It is found that commitment and work behaviour dimensions are significantly varied based on the frequency of the visit. Customer welfare, communication, customer grievance and care and customer bonding dimensions are not varied across frequency of visit among the customer. The customers are having the practice to visit the bank once in half yearly and quarterly, they are perceived better level of commitment. Customer are having the practice to visit the bank once in quarterly and monthly, they are perceived better level of services relating to work behaviour. Customers who are all visit the bank once in half yearly, they are perceived better customer grievance and care services.

Frequency of visit the bank among the customer is not leads to the difference of opinion towards the customer satisfaction.

Customer who are visiting the bank once in half yearly. They are having more trust with the bank. But, customer who are visiting the bank once in a month. They are having low levels of trust with the bank.

It is found that there is no significant difference of opinion towards customer loyalty with the bank based on their frequency of visit.

Customers who are all have account with public bank, they are perceived better customer welfare services from the bank than private bank holder.

Customer opinion towards customer satisfaction, trust and are not varied due their types of bank. Both public and private bank account holder are having same level satisfaction, trust and loyalty.
Recommendation

- Communication is about the accuracy and timeliness in the service provided. Responses to our research, Communication does not have significant impact on customer behaviour. This may be caused by the growth of the technology based banking. But, this customer is having limited opinion to have the operation with other banks. And hence, machines have been used to replace banks staffs as well to help customers in cash withdraw, cash credit, cheque, credit cards, bank book update, credit transfer and many other services. Now, customers have higher demand in the machine communication rather than human communication when dealing with bank.

- Commitment is the timely reaction towards the customers' needs. Commitment sometime can be affected by emotion, which causing low in productivity. Customers can understand that sometime machines can break down, but they cannot accept if they requirement is not being responded on time by the banks’ staffs. These are the difference perception from customers between dealing with machines and human being. Hence, the bank employees do the services in humanity basis.

- Work behaviour has relationship with customer behavior, but without significant effect. Work behaviour is mean of being safe. The bank should improve the work behaviour in their services. This is a way to retain the customers, and even it can become a selling point to a particular bank if they can provide a better security compare to others.
• The results of the research suggest that there is a significant relationship between the customer grievance and care and customer behaviour. Although most of the customers would like to use the new facilities in the bank, there are still groups of who people prefer a face-to-face service by the banks. A part from that, there are chances that customers are forced to resort to the conventional way of by queuing up at tellers during banking hours. By human nature, people tend to expect customer grievance and care and respect from someone who they wish to deal with. Hence, the banks should maintain and improve the customer grievance and care skill since personal contact is still very important in direct marketing.

• It is suggested that the bank must focus on improving core and value added relationship marketing to enrich their customer satisfaction which will result in higher customer loyalty.

• The bank still commands the trust of the customers and they are believed that the banks are more secure for their safe transaction. This should be maintained by the nationalized and private sector bank.

• These finding indicate the importance of investigation the dimensions of relationship quality, so as to provide feedback in a set of recommendation that will form a basis to establish, develop and maintain successful and strong relationships which turn will results in increase business performance of the banks.

• Bank are always known for the trust, it has developed with customers and for their existence in the society for a very long period of time. Hence, it is
suggested that the bank keep the trust factor and improve on the other aspects of relationship marketing.

- Primary agricultural bank should be associate more with the technology and good infrastructure facility to provide timely and efficient service to be customers.

- Customer relationship is one another aspect of the bank, this should be needed to be given more importance and managing customer relation efficient is an advantage that the bank should concentrate to win the situation.

- Addressing to the individual customer needs is crucial aspect that should be considered, as the customers would find themselves as a pay o the organization. This would build a good relationship between the bank and the customer.

- Efficient and knowledgeable employees are always big boon for a service sectors, employees should be trained on technical and behaviour aspects. So that banks can deliver quick and prompt service. It will help to in positive aspects.

- They need to concentrate more on the respondents falling under the age group of below 50 years. Because, they are varied in all aspects of relationship marketing and their behaviour. The bank should come forward to attract this age group through modern technology.

- If the bank improving customer service that has led to the increase in number of new customers, maintenance of existing customers, increase in loan disbursement, easy and safe payment, increase in profitability, increase in market share, increase in revenue and reduction in expenditure.
• Content of economics which is owned by the bank plays an important role in delivering on customer satisfaction and trust. Banks can increase customer’s trust and satisfaction by improving various dimensions related to economic benefits that can be enjoyed by customers. Social content have important role to improving customer satisfaction and trust. Content resources also significantly effect on customer satisfaction. Trust and satisfaction effect on customer commitment to engage with the bank. These findings provide a theoretical justification of the role of economic content, resource content and social content to increase customer satisfaction and trust. These findings also confirm the theoretical findings of the previous research. Some of previous research stated that consumer satisfaction and trust effect on customer commitment. The practically implications of this research are that in order to build trust and customer satisfaction the bank is recommended: first, provide economic benefits for its customers, so bank will be able to improve customer satisfaction and trust. Second, improve the content of resources through improved corporate reputation management and security of customer funds. Third, providing high service in accordance with what the company promised to their customers.

• Tangibles encompass the appearance of the company representatives, facilities, material, and equipment. Most of the banks except bank are have the customer’s hour from 10am till 5pm, some even 7 days a week, which are not in the major public banks. All these changes are made to fulfill customer satisfaction needs and wants.
• Since many of the respondents are not aware of visual appearance of physical facilities. The bank has to take some major initiatives. The bank can post a list of services that they are rendered to the customers inside the bank premises. They can upload the demo of all these services in their bank website. The bank can also send a post to their customers regarding their services.

• Banks need to improve their communication process— they need to communicate with customers on an on-going basis about information, policies and updates on technology.

• Since service is the nerve centre of any organization, service providers must improve on their service to customers in the following respects:

• They need to improve on their response time for emergencies and technical queries. They could accomplish this by providing more in-depth staff training, especially on technical aspects and increase the number of staff at the call centers.

• Bankers must update customer records regularly since this will ensure that they provide timely, effective and efficient service to their customers.

• Service provider staff should take more time and effort to explain the contract to customers so that they fully understand the terms and conditions.

• Ensure that customers feel inclined to recommend their service provider to family and friends. Hence, service providers need to impress customers with their quality of service. Most of the will recommend their service provider to their friends or relatives as indicated. This could be because they were very satisfied with the service experience and formed a relationship with their service provider.
• It is important that customers understand the future direction that their service provider will take. Customers must be informed of long and medium term plans, new developments and any fundamental changes that are going to take place.

• Service providers should conduct regular satisfaction surveys to get feedback from customers and monitor their attitudes towards them and their performance. This may also be to inform customers about developments with the organization.

• As well as measuring customer satisfaction, service providers must be prepared to review their performance with key customers and discuss measures for improving performance. By taking this proactive attitude to performance measurement, service providers will demonstrate high levels of customer care.

• Consumer loyalty is considered an important key to organizational success and profit. A great deal of research attention has focused on the identification of effective methods of actively enhancing loyalty, including loyalty programs, such as points rewards schemes. Loyalty programs “create a reluctance to defect” by rewarding the customer for repurchasing from the foregoing, therefore, leads. Marketing theory and practice have become increasingly customer centered and managers have increased emphases on long-term client relationships because the length of a customer’s tenure is assumed to be related to long-run company revenues and profitability.
Managerial Implication

According to the research findings, a number of managerial implications for improving customer relationship in banks are proposed as follow: Firstly, customer satisfaction seems to have the largest influence on customer loyalty. As a result, the manager would pre-dominantly need to adopt practices to ensure the degree to which the service offered by the corporation matches or exceeds the expectations of the customer. The manager should also consider reducing the administrative workload placed on the bank information affaires to allow for more productive time with customers.

In addition to customer satisfaction, the manager would need to pay attention to the other two variables investigated (trust and satisfaction), consistent with the literature review, they could have an impact on the loyalty of customers. So bankers would need to develop and improve trust and social bounds among their customers. Reducing perceived risk could enable the customer to make consciousness decisions about the future dealings of the practice. Finally, the bank managers would also need to ensure that meaningful and timely information is shared with their customers to enhance the level of commitment.

Getting the customer feedback relating to relationship marketing, customer satisfaction, trust, and loyalty helps to identify the strengths and weaknesses of banks. Because, customer complaints and compliments are the core that form the feedback. It is useful to bank management to investigate service quality attributes having both negative and positive contributions and to pay more attention to the
negative attributes. This study helps the bank to frame strategies for improving relationship marketing which increases customer behaviour.

It is pertinent that all the components in a relationship marketing program be strictly followed and implemented effectively. Customer welfare, communication, commitment, work behaviour, customer grievance and care, customer bonding, customer Satisfaction, trust and loyalty are all equally important. Managers should not only focus on the bank’s objective of profits and gains, but must also look into the needs of the customers as well. As a matter of fact, the Marketing Manager should recommend extensive customer-relations training programs for all the frontlines and tellers. In this way it would fortify the bank’s core competency in customer satisfaction. Managers from various banks should continuously measure and improve the level of customer behavior in order to maintain competitive in the market place. Market perception and customer expectation can change rapidly from time to time.

**Conclusion**

This study examined the strength of the relationship between relationship marketing dimension and customer satisfaction, trust and loyalty. The results showed that the customers were given more importance to relationship marketing dimension. Further, correlation results indicates, that the relationship marketing are having relationship with customer satisfaction. The dimensions predicting quality were found to be least predictors of customer trust in the banks. It is known fact the banks are still following traditional way. It is acceptable, but nowaday’s bank customers like to changing due to technological advancement and other private and foreign banks services. Hence, the management must come forward to develop the new strategy to
attract the customer and try to bring the customer from private bank and foreign banks. Because, customer is the prime premises.

Customer value is an asset to the bank. Hence, in order to maintain the customer, the organization needs to ensure that the right products and services, supported by the right promotion and making it available at the right time for the customers. Quality services and merchandises are essential in today’s competitive market. Hence the bank caters to their customers’ needs will inevitably gain the loyalty of their customers, thus resulting in repeat business as well as potential referrals. Relationship marketing has positive relationship with customer satisfaction, trust and loyalty. It is far more difficult to measure the level of bank performance when it comes to the intangible expectations. One of the ways to help obtain loyal customers is by having products and services that are so good that there is very little chance that the customer requirements will not be met. Of course, one of the difficulties in understanding the true customer requirements is that the customer can and will change them without notice or excuse. Having a good recovery process for a dissatisfy customer is a very important and necessary process for any service organization.

This study investigated the ways that the various discussions indicated that customers’ perceptions vary according to the nature of customer demographical characters. Customer service is a combination of business process and technology that seeks to understand customers from the perspective of who they are, what they do and what they are like. Others say customer service is the ability to provide a service or
product in the way that it has been promised. Hence, should have the bank’s ability to supply their customers’ wants and needs based on convenience and time of operation.

Relationship marketing is a shift away from market share to customer share. The sale should be viewed as the beginning of an ongoing relationship. While this study concludes that service providers’ communication efforts result in satisfied customers, they should, nevertheless, strive to solidify relationships by transforming indifferent customers into loyal advocates of the company by using suitable communication. Service providers need to make greater efforts to understand the specific needs of customers. They can achieve this through intensive marketing research. This will enable them to adapt their offerings to suit the individual needs of their customers. Service providers need to honor their promises in respect of time schedules and they need to be prompt in helping their customers.

This needs to start from the beginning of the relationship marketing. They must develop a proactive approach to relationship marketing. This will help to create a better understanding of their customers and improve and enhance their image. Service providers need to amend their systems and operating procedures to ensure improvements in both the level of customer privacy and the degree of trust of their customers with a view to ensuring sustained long-term relationships.
Scope for further research

The sample size is relatively small and drawn from a specific district. Hence the generalization of the result is not much more effective. Further, the data is analyzed in the regression model. Further, it can be analyzed with structural equation model and be tested in order to get an integrated result, to get better understanding of the relationship among the variables.

The present study is focused on self-perception of customers, who are belonging to one particular Bank. The researcher does not know how other Bank customers opinion towards the study variables. The same study can be extended similar type of Bank in other district of Tamil Nadu. It helps to compare the finding with other Bank.