CHAPTER 8

SUMMARY GAINS AND SCOPE FOR FURTHER RESEARCH WORK
This research study was a great learning experience to understand the real problems faced by customers at public sector banks. It is not only about customers but we have found that bank also expect some kind of general awareness from customers as well. When customer reaches to private sector banks, they do follow instructions, and behave gently, and in case of public sector banks, they have different kind of approach in mind. Nevertheless, there are many things yet to be done or improved in public sector banks to fulfill customer satisfaction. The outcome of this research work may become very useful and important to understand customer mind behavior approach and their expectations from public sector banks. We have attempted to summarize detailed work to the following.

This research work has started with primary data collections, questionnaires has been get filled from customers. We have received 674 respond from various branches of public sector banks. The data has been filtered with various segments, like age group, education group, working professional or non working group etc.

The major outcomes are as follows.

// The banking industry is offering many good and advance features which really helps the account holders to do their bank related work in less time and in less cost as compare to traditional banking. The need of the good banks results in several changes in old structure so many question arise in the mind like
What are the things required for good banking system?
What we learn from the previous mistakes related to the banking operations?
What improvement is the need for development of the bank?
So many questions are there and the answer to them is the good banking structure at all by using the advance techniques and safety is the important thing in all matters.
What are the roles the bank performs to satisfy the customer and the banking operations which are require in day to day banking work

The bank accepts funds from the customers and promises them to return as per their need and also gives the interest on the savings and guarantees to return the money on time to the investors. On the basis of collection of money from the account holders the bank offer loans to
the needy people who can pay the loan installments on monthly basis. The loans are of various
types with different interest rate and repayment tenure
Home Loan
Car Loan
Two wheelers Loan
Business loan

These are the various types of loans offered by the bank to the customers as per the
investment by the customer.
So a banking system which is good in all sense is
Is good at transferring funds from the savers to investors
Very cost effective and good in funds allocation
Risk allocation from the savers to investors
And does not depends upon the tax payers funds

The various drivers for the internet banking are as follows

1. Increase the loyalty factor among the customers
2. Improvement in the customer access
3. Offer more services to end customer
4. Attract the new and potential customer
5. The competitors services offering to customer
6. To reduce the customer attrition

Banking industry is a very booming industry, in future several banks are going to come and
thus there is a lot of opportunity to come in the banking industry and thus the services of the
banks have to be good in order to compete with each other, specially public sector banks have to
be more competitive as they have to compete with private banks, and similarly they offer service
facilities to their customers.

There are many things can be attached with services with smile like ways to provide quality
of service and get in at high competition with private players through IT, mobile banking,
internet banking, social media connect, sms connect etc. Most of the employees at public banks are not properly dressed and hence it shows the non-freshness of the bank and it should be worked upon. The public banks look more or less like an old building undecorated and without proper sitting arrangements for the customers and they should improve it infrastructure for providing a better experience.

There is a location factor which is bad for public banks these banks are generally never located on the main roads, people these days have no time and hence proper visibility should be there to provide a unique presence of the bank making an impact on the customers. The behavior factor is also an important factor that comes into play in the public banks. The employees do not have a good behavior towards the customers nor do they have a smiling face. Training should be given to change their behavior. A fast working process is very important in banks that customers look for these public banks work process is very slow and dull. Absenteeism problem is always there in public banks. If this problem is removed then there would definitely be less dissatisfaction among customers as that won’t delay the work and help in customer retention. Even if a service is available at any public bank it’s not visible anywhere around the corner. A customer lack time and hence he should be alerted about a certain special available for him to get his work done faster.

The banking relationship with the customers deserves equal importance in customer satisfaction. As we have discussed this part in detail that there is a serious concern for the bank as close to 80% of the total customers, i.e. 448 customers are not satisfied with the bank’s employee’s relationship, only 109 customers are satisfied from bank’s employee’s relationship and only 24 customers out of 614 are highly satisfied with bank’s employee’s relationship and 33 are unable to decide what category they are into.

There are three challenges to measuring marketing productivity, relating marketing activities to long term goals, separation of individual marketing activities, and use of purely financial methods having proved inadequate for justifying marketing investments. Also, because of intense competition, there is a decline in brand loyalty. All this puts the success factor of the banks into one dock, the Customer Experience and Customer Satisfaction. The future of banking is dependent upon young, educated, networked yet independent customers who want complete
control over their financial decisions. Hence, it is vital for banks to change their marketing strategy with respect to Customer Experience and Satisfaction. A good customer experience drives customer acquisition and promotes customer retention leading to increased profits.

Thus, products and services almost become bank neutral and customer experience becomes a differentiating factor. In the Indian banking sector, individual features are having more importance than technology features of service quality that affect customer satisfaction and increase and boost customer loyalty. Banks of the near future will need to understand the technology efficient generation Y customers and form products as per their requirement.

Among the various challenges faced by the public sector banks today, apart from driving technological up-gradation and being customer centric is the lack of a skilled workforce and transparency in day to day banking activities. Their response to competition as against private banks in the country is another big factor. While public sector banks upgraded their technology platforms to fight competition, private players focused on customer experience in a holistic way. Hence, banks have gradually, and with the help of Information Technology, started providing various auxiliary services to their customers.

However, although the banks provide a wide range of products, their performance level is declining. While mostly all the private banks have focused on providing banking to customers at various levels and through various channels including the internet, handheld and portable communications and media devices, social networking sites, SMS based services telephone and mobile banking services, etc. the public banks are yet to come up with such robust infrastructure to provide the customer with such a wide variety of services or even match up to the quality and security provided in these financial and banking services by their private counterparts.

Apart from the technological challenges faced by the public sector banks, one big differentiating factor is the workforce.

The banking sector is a service industry. The public sector banks face a wide variety of human resource and staffing challenges now as compared to the scenario quite a few years ago. Banks have to suitably redesign their existing human resources. Right staffing is the key to becoming a good bank, since it is the people and staff who run the bank at the ground level on a day to day basis.
About 70% of the staff in each bank constitutes of clerical and subordinate staff. A lot of these staff either permanently stays at this level or in some case the development is very slow. Hence, job redesigning and role restructuring is recommended at this level in the bank. However, this rarely happens due to a lot of reasons including salary inflation, personal preferences, lack of performance evaluation and competency measures, ability to understand and utilize potential, use of technology, external threats, as well as stagnancy. Banks have to suitably redesign their existing human resources. The potentials, abilities, capabilities and skills can be developed through continuous interaction in an organization. While the new generation private banks are depending upon competency assessment, performance evaluation and skills rating, there are very few such standards and procedures in the public sector banks. Therefore, ensuring solvency, health and efficiency of the financial institutions should be foremost for financial reforms.

As opposed to a few years ago, the public sector banks are no longer the major employment providers in the financial market. There could be various reasons for having lost this glitter for the public sector banks. Since many of these banks have been in the race for far too long, a lot of people working in these organizations lack the competitive edge. While most of the private banks have a majority of young officials, the scenario in the public sector banks is quite the opposite.

Public sector banks have upgraded their technological advances significantly, acceptance of technology is slow but the utilization is not maximized. Also, the investment that the public sector banks in India put on the development and training regimes of their staff is much lesser than some private banks. Apart from such manpower planning, talent management is also an area that needs to be tapped into. In some cases while some non-performing assets are held on to just because of seniority, talented people are let go of.

Another major challenge faced by the public sector banks is the matter of customer relationship and maintenance. While most of these organizations bank on the fact that they are more experienced and have a much farther outreach than newer and limited focused private players, the one thing that they seldom heed to is the requirement of customer relationship. While most of the private banks fare way ahead in customer relationship management by using various methods including taking the bank to their customers’ homes or providing complete banking solutions in their ATM machines, or even catering to their customers’ various needs at
the touch of a button, public sector banks have fallen back in creating such ventures. Let alone reaching out to the customers, in some cases customers are even behaved with rudely leading to low levels of customer satisfaction and hence putting a negative effect on customer retention. Because of this, although the public sector banks retain their monopoly in the rural area, there is a lot of disgruntlement within the urban population.

A lot of reasons add up to the problems faced by the public sector banks in India. Presence of a huge number of small banks, poor technology infrastructure, poor compensation plan, poor planning of human resources, lack of talent management, large number of scattered branches, strong regulations, strict policies, lack of customer relationship and assurance, and many other such reasons all add up to the challenges faced by these banks.

We have strong outcome based on statistical model. We can see that almost 412 customers are not with the bank’s service of response made to the queries. Out of the total 614 customers, 102 customers are such who are satisfied with the bank’s performance in context of response made to queries, 66 are highly satisfied customers with respect to the same and 34 customers are such who are unable to decide whether they are satisfied or not in context of response to queries. Descriptive chart mentioning respondents in cooperation of bank, we can clearly see that there are 184 customers who are satisfied with cooperation made by the bank whereas 279 customers are not at all satisfied with the same but at the same point of time we can also see that there are 57 such customers who are highly satisfied with the bank’s service of making cooperation and at the same point of time 94 customer’s don’t know if they are satisfied or not and that’s why they can’t make any suggestions either.

At last we can conclude that banking sector will be leading in coming days and public sector banks are yet to adopt some of very important changes in their banking system to compete with private sector banks.

It is very much clear that public sector banks are holding maximum number of village customers who may be illiterate or less literate. It has only reason that those all customers having faith on public sector banks and they do not think to make banking with private sector banks. In such case, public sector banks required to follow camps and banking training programs. This
practice will reduce most of dissatisfaction problems. Some of suggestions mentioned below for training camps.

- Using ATM card.
- Benefits of having account.
- Benefits of having FD account.
- Counter number can be increased for reducing the time which customer face problem in waiting for long time.
- Recruit employees who can speak regional languages this will help the customer in knowing things easily.
- Paper work should be reduced while opening up of new account or while getting the loan. This will help customers to open up new account or getting a loan easily.
- Minimum amount deposited while opening a new account should be reduced. This will attract more and more customers to open up a new account.
- Environment of inside bank should be improved this will help in increasing the productivity of bank employee.
- Proper arrangement of water, sitting arrangement should be there for customers if there is a huge line.
- Technology should be improved in the bank for getting the task done easily and quickly for customers benefit.
- With respect to front office services, bank should always keep up to date automation and maintenance of systems should be done timely to avoid inconvenience to customers.
- Bank should always update the networking to provide continues core bank facilities to customers.
- Currency counting machines should be up to date, well maintained which will help the employee to provide speed in front office service.

Publicly Banks got around two third of the complaints received of customers during last financial year. Now if we talk about the solution of these problems, which are related to these customer services. Then some steps would be better training and development. Generally what we see in public sector banks those employees who are working with SBI they are quite arrogant.
• To improve the service quality and employee motivation, they should use incentive based model, which works on the sales targets based.

• These methods will improve the service quality. They should use economical as well as hedonistic reward. Proper sign system should be there to explore with in bank.

• Today public sector bank and technological advancements are not at the same pace.

• Different types of card (debit/credit/shopping/fuel) are offers by private sectors banks.

• Even if public sector bank offer these card, but the service they provide is bad. Private sectors bank uses their CRM tool to personalize their communication that helps them to touch upon customer touch point.

• Public sector banks also use their CRM tool to personalize their communication that will positively impact them.

• The standard of services should be increased and satisfactory in terms of customer satisfaction like adequate number of ATM and bank branches.

• This will attract the urban population also towards the public banks. The recruitments taking place should be proper and the person selected for a particular position should be a prospective candidate for that position.

• Technology is the backbone of any organization in 21st century. All growing organizations are today earning profit because of adequate technology.

• It increases the efficiency of people working in the organization. And it should be updated from time to time. Not only focusing on one segment of customers will work.

• The public sector banks should focus on large industrial accounts. Organization’s and small scale industries; this will increase the total funds with the banks.

// Here are some main points for summery which is having direct impact on customer happiness and the level of satisfaction

• To provide quick and effective response to need, wants and desires of customers.

• To develop new products and services satisfy the needs of the customers.

• To change the technology as per the requirements of the time.

• To employ the skilled, professional and customer friendly workforce.
• To increase the wealth of share holders by good practices and governance in corporate
• To start and enter in the international market through the expansion of Branch network across globe.

To be a Good, Innovative forward looking, technology oriented and customer centric bank serving various parts of the community, increasing customers and workers value while going to the presence all over the world.

Due to the major difference in the responses by the customers, both sector banks need to consider and focus on the sensitive areas in order to cure and try to complete customer requirements. To stick in the competition of banking sector and achieve success in banking sector, banks must offer quality service to customers who at least meet their expectation or better if beyond their expectations, and the study will provide some suggestions and guidelines to the Managers or decision makers of banks policies to take proper judgment to advance the quality of services in Indian banking.

All public as well as public sector Bank staff should also learn this equation by heart and People should avail more and more advantage of latest technology adopted by banks like net-banking, e-banking and doorstep banking. Banking, mobility and GDP ratio are in the equally proportional i.e. synonymous. If the banking facilities will increase, mobility will also increase and GDP ratio will also increase.

With the use of Information Technology the banking today is defined again and re-engineered and it is true that in near future of banking will provide more customer accepted services to the customers with the regular innovations in product and process This article discusses the Services and Customer Satisfaction and Banks are always struggling to remain and beat the competition. The various competitors are from Indian banks. Private Banks is also reliable and trustable users should avail more and more services of Private Banks.

A proper difference was observed for company loyalty, payment capability and trust of customer. As we have covered detailed discussion below which particularly focuses to increase
trust to a company. Banks should observe and concentrate on these define parameters of service effectiveness and give more attention to the various parameters of faith, ready to pay in time, trust of customer and trust of customer. Most of the research suggests that customers clearly want attention in person and an understanding of their needs, wants, and desires by the banks. To make changes and improvements, managements must remove the weaknesses and take care by paying attention towards individuals. Next, the results regarding the differences seen in the belongingness to a company, response to problems, ready to pay on time, commitment of customer and blind trust of customer across banks, showed that there were no as such major change in trust of customer and response to problems between both the sectors of banks.

Some of the major problems which are faced by the customer are very common problems and due to which the customers are unhappy with the bank. The problems like

Customer’s complaint is not being taken seriously. Many customers put their complaint in the complaint box but the complaint is not taken seriously by the authority of bank for the betterment of customers.

They have to wait in a queue for a very long time to withdraw money or deposit money to the bank. Basically the Account holder visit the bank to withdraw or deposit of money, in Bank of Maharashtra due to large number of account holders and no proper management they have to wait in a queue for long time to do their work.

There is no separate queue for Ladies and Senior Citizens. As mentioned the Account holders have to wait in a queue for long time to do their transaction but there is no separate queue for senior citizens & for ladies as they are the preferred in private sector banks.

There is no customer help desk for their queries. At the entrance there is no customer help desk so the newcomers are confused and the account holders have to ask the account holder for the transaction they want to do.

For urgent issue of DD there is no provision. There is no facility provided if the account holder or any outsider wants Demand Draft on urgent basis so the minimum time required to drawn a DD is 3 to 4 Hours.
There are many people who are not educated or informed how to do their work and they are not being well assisted by the banks employees. Many illiterate Account Holders don’t know how to do the work in the bank as they are not being educated by the bank for the services offered or at the same time they are not getting helping hands by the bank employees.

Customers face problem in gathering information related to the bank service offerings are not displayed and even the process flow chart is also not available in the bank premises so the customer faces lot of problems in gathering information of their particular work.

There is no Money Deposit machine as like private banks. Nowadays in the private sector banks the Money Deposit Machines are in common practice but in the bank of Maharashtra there is no such service if the customer wants to deposit the money on urgent basis so again the same problem of standing in queue have to face by the customers.

Functional delay in the service provided. There are various service offerings but the functional delays in service provided move the customers to private sector banks to avail the service.

There is no separate counter for updating of Pass Book Most of the times the Account holder visit the bank not for withdraw or deposit of money but just to update the Passbook to check the current balance but they have to follow the same process to stand in the queue as like the customers who stand for money deposit or money withdraw.

Not enough sitting area for the customers who are in waiting for assistance. No enough sitting area is available in any branch of Bank of Maharashtra to wait or relax while the transaction is in process.

All these problems cause dissatisfaction among the consumers and because of these many people in the village still don’t keep their money in the bank.
Loan requirement is a usual thing so if a customer need loan assistance form bank of Maharashtra and if this bank is having rate of interest higher than the other bank then it is very common thing that the customer shifts to the other bank because of good offerings. To satisfy the account holders the bank need to fix the deposit amount then the rate of interest on loan, rate of interest on deposits as per the competition in the market.

In the study of customer satisfaction in public sector banks like bank of Maharashtra there are various classes of customers who can open an account and do the day to day transactions. So price matters where the new customer wants to open an account and the deposit money is higher than the competitors bank offerings. So price factor plays important role to stick in the competition and to meet the customer’s requirement, now days the various offers are emerged in the market like percentage off on the products, BOGO offer, free offer to attract the customers to purchase the product.

The account holders enter in a bank and if they get such kind of infrastructure then they are happy and willing to visit the bank branch again and again. This is the benefit of having the good ambience which is not provided by the public sector bank. Please take the situation when a account holder enters in a branch of bank of Maharashtra and sees a long queue and no sitting area then he or she definitely get fed up and trying to not visit the bank again for any transactions so they prefer the private banks as compared with the public banks because they feel proud and get respect in private sector banks as it not given to them by any public sector bank including bank of Maharashtra.

The private sector banks are offering central location and excellent infrastructure and all the amenities like sitting area, clean toilets, waiting area, air conditioning facility so that when the customer enters in the bank then he gets good experience of all these things and he gets happy by visiting the bank, if you take example of Icici bank, Axis bank, Hdfc bank as they provide good facilities to the account holders like AC bank premises, Customer assistance desk, Customer relationship managers, Separate queue for gents and ladies, special assistance to senior citizens, water facility, tea and coffee wending machines, mobile charging points etc. Here we have seen how this factor really affects the satisfaction level of Indian customer who directly or indirectly related with the bank transaction in their day to day life.
Now in the recent times it is very common that a company is having the service department and they are offering the 24*7 customer service through the hot line or toll free numbers where if the customer is having any problem related to the product, price and any issue related to service of that product then they can call the customer service desk to solve their problems by simply calling them on phone and get solved with the problems. Every mobile company and automobile company or any service industry is having customer care where the dedicated people are appointed to solve the problems of the customer.

In this discussion the required things in our case of banks as banking is a service industry where customer demands service from the bank and expect to get a good quality service so what kind service the account holder wants from bank they are listed below

- Quality and Timely service
- Efficient and long durable service
- Constant and sustainable service
- Cost effective service
- Easy adoptable service

So if a bank provides a very good service but the service is not on time then that service value is zero. In the competitive world, all banks trying to give the service on time or before time. What is delivery time of the service it means if any particular work takes 10 minutes to complete and delivery time is 8 to 10 minutes the delivery time is good but if that particular work takes more than 10 minutes then the service delivery time is poor. So every time the bank tries to give the service in time and focuses on the efficient and attentive behavior and give the service in time.

Unfortunately if you visit the public sector bank for any transactions after entering in the bank only you see a long queue and gets uneasy and automatically the customer think that today it is so much rush and I will be late for my other work.
In today’s banking sector also private sector banks strictly follows the service delivery time but still the public sector banks are not following the same. Every bank account holder if enters in the bank then he expects to finish his work in time so it happens in the private sector bank where you enter in the bank and a person comes to ask you that how may I help you sir? So if tell the customer attendant for what kind of transactions or for what work you are visiting to the bank then they help you out for all the transactions from start to end.

If we consider the bank of Maharashtra customer service delivery time then the time for delivery of service is more than the expected because for any small transactions the customer needs to wait in a queue and gets lot of time to complete their work. Even for updating of passbook the customer need to wait in the same queue where other people stand for depositing and withdraw of money. As there is no separate counters for updating the pass book it’s a waste of time to visit the bank and it takes too long time for any transaction so people get fed up and finally curse the bank employees who are inefficient and old people who even don’t have the experience of computer software to be used in effective way.

When I visited the bank of Maharashtra indrayani nagar branch one incident happened, one old person came and entered in the bank premises and he wanted to withdraw money from his account, so requested the bank employee to attend him and help him to get his work done but the employee rudely gave the negative answer to the old person that he don’t have time for this so it was bad situation that I have seen at the same time I helped that old champ and after standing in a huge queue finally I successes to withdraw the money and handed over the receipt and money to him and one strange thing was that there were no chairs to sit at the time of waiting for the old person so it was very bad situation that I have seen so immediately I complained this thing to the branch manager so he was cool after knowing all these things as this was a regular situation for him and answered me that I will look into the matter later so that time I learned that being a account holder of public sector bank is not a good thing so better to shifty to the private sector bank so this types of incidents happens which forces people to shift from one bank to other bank as the private sector provide so many features and care for their customer as they understand the value of customer so they have a separate provision to satisfy the customer and
even they believe in improvement so they take the feedback from the customer on weekly basis so the feedback helps the bank to change the existing things with a new good things.

If any account holder visit the bank premises for any work then if the staff is cooperative then he gets satisfaction but in the opposite case if he not get ant help form the bank officials then he gets dissatisfied and he gets angry then he easily shifts to other bank where the cooperation is good by the bank, so in our study the data collected shows that the level of unhappiness among the customers are very high.

The step by step help is needed by the account holders in the process of internet banking where the account holders need to follow the user id and password given by the bank. The attitude which is lacking in the bank workers of public sector bank are fully good seen in the workers of private sector bank.

When you visit to any private bank like icici bank the employees of the bank are very attentive, they greet you and feel good factor comes in the mind of the customer. The same case does not happen when you visit the public sector bank because the environment is very different, one more thing if you find some problems in the treatment given by the bank employees then you can directly meet the branch manager and make a complaint against the employees and even the immediate action is taken by the branch manager but in the opposite case the public sector bank employees don’t have fear of their branch manager so even if you make a complaint to bank manager, the immediate action is not taken by him because he is not having great control on the bank employees.

The recruitments taking place should be proper and the person selected for a particular position should be a prospective candidate for that position.

The standard of services should be increased and satisfactory in terms of customer satisfaction like adequate number of ATM and bank branches. This will attract the urban population also towards the public banks. Technology is the backbone of any organization in 21st century. All growing organizations are today earning profit because of adequate technology. It increases the efficiency of people working in the organization. And it should be updated from time to time. Not only focusing on one segment of customers will work. The public sector banks
should focus on large industrial accounts. Organization’s and small scale industries; this will increase the total funds with the banks. These problems can be solved easily as there are private sector banks which are working effectively and efficiently and earning profits because of proper management system and satisfied customers. What public sector banks should do in this case is educate customers in terms of technology like using ATM cards and net banking. As this will increase the satisfaction level and the queues will be short. And the standard of services should be increased and satisfactory in terms of customer satisfaction like adequate number of ATM and bank branches. This will attract the urban population also towards the public banks.

On the part of banks, many up gradations have taken place like Central Banking Solution, but there is the need of training the customers and increase the familiarity of technology with the customers and making them aware about the secondary market. As the majority of the customers are of average literacy and refrain from learning the use of technological facilities like ATM, E-banking etc. which increases the delays in the process. This could be done by various PR activities, public campaigns and hiplines etc. Banks should set up screens inside the banks itself showing the visuals of usage of ATM & e-banking and other services. By this move the awareness will be increased among the villagers, who are the most loyal customers of these banks.

Customer care and support must be prompt and immediate in service. All these measures collectively shall solve the problems of the Public sector banks.

Dedicated personal assistance should be there for the senior citizens in the branch. There should be separate desks addressing small issues of the customers.

Many customers has discussed about the behavior or the service which the bank provides to customer is very slow and is like a typical government organizations where customers are not the king but the employees consider themselves as the King by facilitating the service. Once I had the problem regarding my ATM issuance, I entered into my home branch and there they keep on sending me here and there at various desks and at the end they ask me to call Customer Care for my enquiry. The other instance is when I had went for depositing cash after being queued for nearly thirty minutes when my chance came they shut the window for lunch break, I
requested them to please accept the deposit the executive answered in a harsh manner that this is Lunch time. I had faced the problem many times sometimes in issue of cheques, Demand Drafts and delay in sanction of loan after when all the documentation procedure is completed. All this experience was not just faced by me many of the customers keeps on shouting and was feeling annoyed by this misbehavior of well-educated employees where even a farmer or uneducated can serve someone better in sitting at that position.

The management should come up with proper model in order to avoid or mitigate such kind of issues which any customer faces. If the core banking facility of any bank is better than any customer if want to avail any other service like insurance (health, property, life etc.), taking loans (business loan, personal loan, loan against property, gold loan etc.) or financial instruments like mutual funds or bonds from that bank only instead of opting for other players which are their competitors. Banking Industry is the largest growing sector in India followed by retail industry and in banking & financial industry more than 90% market is untapped so banks should preserve their core banking customers for other financial products and instruments so that they can’t shift their preference from their bank to some other financial institutions.

There should be a customer relationship manager at the banks which can understand the problems of the customers and give solutions to the same. Basic infrastructure facilities and other necessities should be available in the banks so that customers can feel comfortable in these banks and ATM cards should be issued mandatorily while opening an account and old account holders should also be given these ATM cards so that people start using these services and the branch load is reduced. Online banking system should be made very easily accessible so that people take interest in using this service and a sense of awareness is created amongst the customers making their lives easier at the same time.

The major problem as general what all customers are facing is delay in operations. It should be looked upon at as a serious issue and should be solved as and when required. There must be good internet server’s connectivity and prompt operations at banks should be the objective of each and every branch of these banks. For the best services and effective banking
system youth should be recruited as the employees who take care of day to day activities of these banks as they are more fast and responsible for their banks and can use the technology to bridge the gaps of inefficiencies.

The above all quarries and suggestions given by customers can be concluding by following remedial solutions.

The major difficulty which is faced by customers in contacting and reaching to the banks who issue cards from various locations where a person using the card or may have difficulty in lost / misplaced the card. Generally most of the credit card queries are handled by the team of call centres. "The staff recruited at these call centres is not very educated with the banks' card products or the banks' customers. So the response from the call centres people is not helpful in resolving customer grievance

Bank should focus more in relational management then transactional management.

Provide banks' card products or the banks' customers’ knowledge to call centers staff too, as they are the one who receive complains related to this.

Bank should be faster to solve the quiere of customer. So that customer doesn’t lose his interest. Usages of technology should apply more.

We also summarize some of suggestions and findings of this research work. Account opening process should be made in such a manner that a customer feels safe and secure to open up an account in any bank. It should not be conducted in a manner in which customer gets confused with the opening up of an account. It should be note that KYC norms should be made of customer which is known as know your customer in an appropriate manner. Account opening process should be made using several technological features for the betterment of the customer.

**Response to Queries**

It means response should be given to any problems been faced by the customers anytime, anywhere and special treatment should be given to toll free numbers as many customer bound to lost their ATM cards. So a security should be granted to them so that they have a trust in the banks as of now currently banks are losing their market share because they dint proviso enough security measures to their customers.
Cooperation of bank

There should be cooperation of banks when it comes to transactions and when customers visit the banks. It should be noted that banks should try to understand what their customers want from them and what the important things they need to address are. The transactions should be supportive and customers should be managed properly.

Employee’s relationship

The relationship of the customer and the employee should be friendly in a sense that both of them get benefitted from them. Customers should have their doubts cleared from the employees any time they want and thus they should have a cordial relationship with each other. It has been seen in a public sector banks the relationships of a customer and an employee needs to be better than the prevailing relationships they have with each other. Bank employ plays very important role in day to day banking activities and while considering the overall customer satisfactions, the bank employee deserves huge role playing and the only that really makes good or bad print in customer’s mind. Well manner bank employees always create good banking impression.

Multidimensional Approach – The Indian banking industry are about to maturity and getting stabilize in the business. The study reveals that most of dissatisfied customers belong to village area or illiterate. Nevertheless, the age group also making changes in the degree of overall dissatisfaction. As compared with private sector banks the Public sector banks have usually recorded a greater share of end customer complaints. When compared with the number of complaints registered with private sector banks. During 2010-11, the Public sector received 68,332 complaints. Mostly problems relating to products such as ATM, debit and credit cards contained around 24 percent of the complaints got after card products mainly related to credit cards, premium charges and their recovery, insurance policies, charging of huge annual charges instead of offering as 'free' card, authorization of loans over phone, disputes over wrong billing, unneeded calls, huge hidden charges, wrong debits to account and skimming of cards. The major problem seen by the account holders of the bank in access to the card giving bank from different locations where a person is using that card is misplaces or lost, apart from that there are more problems related to credit cards are solved by the respective call centre. The workers who are working in the call centre
are not get educated with the card offerings and even to the bank account holders because as it is they are the third party people. And even the answers from the call centre people are not so satisfactory to solve the customer problems.

We also summarize suggestions given by customers at the time of collecting primary data. The following is general outcomes of all suggestions given by customers. As per customer point of view they focus on variety of issues. Today in this fast moving world banking plays a very important role in every individual’s life. Public sector being one of the oldest banking institutions of our country is still preferred by large number of people even today. The benefits of the public sector banks are one which attracts people from different backgrounds and has created a mutual trust. Regardless of the services and benefits which public sector banks give, there are few drawbacks also which is really annoying to the customers. Some of these being red tapeirs, delay in operations, inadequate infrastructure, behavior of employees, customer relationship management etc. Their overall views on suggestions are basically based on facilities, service timings, co-operations. There should be a customer relationship manager at the banks which can understand the problems of the customers and give solutions to the same. Basic infrastructure facilities and other necessities should be available in the banks so that customers can feel comfortable in these banks and ATM cards should be issued mandatorily while opening an account and old account holders should also be given these ATM cards so that people start using these services and the branch load is reduced. Online banking system should be made very easily accessible so that people take interest in using this service and a sense of awareness is created amongst the customers making their lives easier at the same time. This research provides opportunities to conduct new researches in areas of Operations Management. One can pursue research on Public Sector Banking Operation Management, or A Customer’s modus-operandi towards Public Sector banks as marketing research topic. A comparative study can also be considered as one of good research topic, a comparative study on Customer’s modus-operandi at Public Sector Banks and Private Sector Banks. Similarly, as this study is based on customer satisfaction at public sector banks, one can prepare employee job satisfaction at public sector bank can also be good topic for research.