CHAPTER 6

FINDINGS

A description of the major findings are presented below:

6.1 STATUS OF RETAIL BANKING IN INDIA

In this head the researcher has explored the banking industry in India from its historical perspective and its growth pattern. Banking history has been presented under three major phases: period prior to nationalization, period after nationalization and introduction of private banks in the country.

In the phase prior to nationalization, bankers were primarily performing the role of financial intermediaries. In the period after nationalization bankers played the role of financial facilitators and presently the bankers role is market oriented, with concern for retail banking.

6.2 FINDINGS FROM THE PRIMARY DATA
6.2.1 Profile of the Respondents

More than 50 percent of the respondents of SBI are customers of the bank for more than 5 years time. More than 31% of respondents of IOB are customers of the bank for more than 5 years. More than 57% of the respondents of HDFC, ICICI, SCB/ANZ and CITI bank have been customers for between 1 to 3 years.
Most of the respondents are male in all the banks taken for the study. In the case of ICICI, HDFC, SBI more than 80 percent of the respondents are male. In the case of CITI bank, SCB/ANZ and IOB a little more than 30 percent are female respondents.

Majority of the respondents are in the age group of 20-29 years in all the banks except CITI bank were the majority of the respondents are in the age group of 30-39 years. The number of respondents above 60 years of age is just 7 percent of the total number of respondents.

Most of the respondents have educational qualification of graduation and above in almost all the banks. Very few respondents are below graduation. 50 percent of the respondents are post-graduates and above in the case of CITI bank.

In the case of CITI bank and SCB/ANZ a majority of the customers are employed in service industry. In the case of SBI and IOB more than 25 percent of the respondents are employed in government sector.

Very few respondents are skilled manual and manual workers in all the banks taken for the study. A significant number of respondents of SBI fall under retired/students category as there are a large number of retired people who have their pension accounts with the bank.

Majority of the respondents income level is below Rs.10,000/- per month in almost all the banks except in the case of CITI bank. This could also be due to customer reservation in furnishing details with regard to the monthly family income.

A significant percentage of respondents of CITI bank, SCB/ANZ, HDFC and ICICI have credit cards and a significant percentage of CITI bank, SBI, IOB,
ICICI and HDFC bank customers have their own house. More than 25 percent of the respondents of all banks own computer.

6.2.2 Variables influencing choice of the bank

Ten service variables were identified that are likely to influence the choice of the bank. They are location, speed of operation, computerized service, quality of service flexible working time, holiday services, door services, handling complaints, simplicity of operation and secrecy. In almost all the banks except in the case of SCB/ANZ respondents perceived location as the most important variable influencing the choice of the bank.

Fourteen product variables were identified that are likely to influence the choice of the bank. They are variety in service, ATM facility, DMAT facility, ambience, bank image, parking facility, interest rate, number of branches, safety, availability of cash, club membership, societal commitments, credit card facility and loan facility. In all the banks except SCB/ANZ, ATM facility is considered to be the most important influencing variable in choosing the bank.

Ten personnel variables were identified that are likely to influence the choice of the bank. They are trustworthiness, personal touch, past experience, attentiveness, assurance, reliability, responsiveness, preferential treatment, personal selling and courtesy. It has been found that reliability is the most important personnel variable influencing the choice of the bank in the case of the respondents of all the banks except SBI.

6.2.3 Variables initiating the relationship

Six variables were identified with which the banks initiate the relationship with the customers. They are personal selling, advertisements, exhibition, peer group
influence, voluntary enquiry and work based requirement. Majority of the respondents of all the banks except in the case of ICICI have opened their account on their voluntary enquiry. The influence of peer group has not been of great importance in initiating relationship with the customers.

6.2.4 Nature of relationship

Respondents were asked to respond on a four point scale of fine, smooth, moderate and bad; the nature of their relationship with the bank. None of the respondents have stated that the relationship with their bank is bad except a very small percentage of ICICI bank respondents. A large number of respondents feel that the nature of their relationship with foreign banks and newly formed private sector banks are smooth and fine as compared to the nationalized banks.

6.2.5 Variables influencing bank-customer relationship

Thirty three variables which influence bank-customer relationship were identified and customers perception were studied. Among the variables ATM facility is perceived to be very much influential variable in the case of HDFC bank. In the case of ICICI bank ATM facility and quality of service are perceived to be very much influential variables. In the case of IOB, location is considered to be a very much influential variable. In the case of SBI again location is considered to be a very much influential variable. In the case of SCB/ANZ operational time, location and courtesy are considered to be very much influential. In the case of CITI bank location, ATM facility, computerized service and bank charges are considered to be very much influential.

6.2.6 Variables influencing satisfaction in bank-customer relationship

Thirty three variables which were considered for the study as the influencing variables of satisfaction in bank-customer relationship. In the case of
HDFC bank, none of the variables are considered to be of very much influence. In the case of ICICI bank, location is perceived to be very much influential on satisfaction. In the case of IOB, none of the variables are considered to be very much influential. In the case of SBI, location is perceived to be very much influential on satisfaction. In the case of SCB/ANZ, location and ATM facilities are perceived to be very much influential on satisfaction. In the case of CITI bank, ATM facility and computerized service are considered to be very much influential on satisfaction in bank-customer relationship.

6.2.7 Analysis of the perception of customers pertaining to issues related to bank-customer relationship

Eleven issues relating to bank transactions were identified and the extent of agreeability of respondents to those issues in determining bank-customer relationships were obtained. The issues identified are: Higher banking charges ensure better quality services, Foreign banks provide better service, Cost of operating in Nationalized bank is cheaper, Brand image of the bank is very important, Computerized branches provide better services, Bank understands Customers Expectations, Customers enjoy banking with our bank, Bank provides personal care to customer needs, Customers find it difficult to interact with bank officials, Bank attempts to maintain Good relationship with Customers and Banks communicate with customers in clear terms. The respondent's perception on these issues are presented and that provides insight into bank-customer relationship.

6.2.8 Variables influencing dissolution of relationship

Among the thirty three variables identified which influences the dissolution of relationship in the case of SCB/ANZ respondents, it is bad location and less number of branches that are the most likely variables leading to dissolution of relationship. In
the case of CITI bank respondents, it is high bank charges that is, the most likely variable influencing dissolution of bank-customer relationship.

6.2.9 Key variables influencing bank-customer relationship

In order to identify the key variables (top five) influencing bank-customer relationship the extraction technique has been used. Application of the technique reveals that, the variables: location, holiday services, parking facility, ATM facility, operational time and societal commitments are the key variables influencing bank-customer relationship.

6.2.10 Key variables influencing satisfaction in bank-customer relationship

By application of the same extraction technique, key variables influencing satisfaction in bank-customer relationship were studied. Among the variables considered, the key variables are variety in service, personal touch and credit card facility that are influencing satisfaction in bank-customer relationship.

6.2.11 Key variables leading to dissolution of bank-customer relationship

Again by the application of extraction technique, key variables leading to dissolution of bank-customer relationship were found. The key variables are lack of parking facility, lack of club membership, lack of societal commitments, poor quality of service and lack of computerized service. These key variables are common to all banks considered for the study.
6.2.12 Personal variables and its relationship with select aspects relating to bank-customer relationship

Satisfaction

Respondents in the age group of 30 to 39 years and 60 plus years are having a high level of satisfaction in COT bank. Respondents in the age group of 40 to 49 years are highly satisfied with SBI and respondents in the age group of 50 to 59 years have a high level of satisfaction with ICICI, and customers in the age group of 30 to 39 years have a high level of satisfaction with HDFC and respondents in the age group of 20 to 29 years are having a high level of satisfaction with SCB/ANZ.

Customer relationship practice

Respondents in the age group of 50 to 59 years perceive customer relationship practices in HDFC, COT bank and ICICI bank as very high. In the case of SBI respondents in the age group of 40 to 45 yearn perceive customer relationship practices as very high. In the case of SCB/ANZ bank-customer relationship is very high in the age group of 30 to 39 years and for IOB respondents in the age group of 20 to 29 years perceive bank-customer relationship as very high.

Service delivery system

In the case of opinion regarding service delivery system, CITI bank respondents having high perception of the service delivery than other banks irrespective of their age.

Bank switch over

Respondents in the age group of 60 and above have a tendency to switch over from CITI bank. Respondents in the age group of 50 to 59 years of HDFC bank
are likely to switch over and many respondents in the age group of 30 to 39 years of IOB are likely to switch over.

**Perception based on sex**

The level of satisfaction in terms of services rendered among the female respondents of CITI bank, SCB/ANZ, SBI, IOB and ICICI are comparatively higher than male respondents. In the case of HDFC bank the level of satisfaction of male respondents is higher than female respondents.

The level of influence of all variables on bank-customer relationship is more with respect to female customers than the male customers irrespective of the banks in which they have accounts.

Irrespective of the bank the level of perception regarding the services delivered for female customers is better than the male customers, as perceived by the female respondents. In contradict to this finding, it is also found that more female respondents are likely to move over from the existing bank to another bank in the case of all the banks taken for the study. This might be due to the search for further satisfaction.

**Perception based on education**

Level of satisfaction among SBI respondents having educational qualification of post graduation and above and non-graduates is significantly higher than the respondents of other banks. In the case of CITI bank, graduates level of satisfaction is higher.

Bank-customer relationship is perceived to be better among the post graduates of HDFC bank, graduates of IOB and non graduates in the case of SBI.
With regard to the opinion regarding the services rendered, in the case of CITI bank irrespective of the educational qualification the perception about the service is better than the other banks.

More respondents having post graduate qualification and above are likely to move from ICICI bank; graduates from IOB and non-graduates from CITI bank are also likely to move to other banks.

**Perception based on occupation**

The level of satisfaction among the self-employed and retired/student segment of CITI bank are having higher level of satisfaction in terms of services rendered. Respondents employed in service industry and respondents employed in government sector of ICICI bank are also having high level of satisfaction in terms of services rendered.

With regard to the influence of occupational status on bank-customer relationship, respondents of IOB who belong to service industry and manufacturing industry have a high level of influence. As regards CITI bank, the self-employed segment has a high level of influence on bank-customer relationship. As regards HDFC bank respondents, the respondents employed in the government sector have a high level of influence on bank-customer relationship. And in the case of SCB/ANZ, respondents belonging to retired/student segment have high level of influence on bank-customer relationship.

All the employment segments in HDFC bank have a higher opinion regarding the service rendered except those employed in service industry. The CITI bank respondents employed in service industry have higher perception regarding services than others.
With regard to respondents likely to move from existing bank to another, CITI bank respondents who were employed in the government, retired/ students and self employed segments are likely to switch over to some other bank. Significant number of HDFC respondents employed in manufacturing sector and IOB respondents employed in service industry are likely to switch over to some other bank.

**Perception based on income**

The level of satisfaction of the respondents of SBI and CITI bank falling in the income group of Rs.10,001/- to 15,000/- is more when compared to the respondents of the other groups. The customers having income of below Rs.10,000/- of SCB/ANZ, Rs.10,001 to Rs.15,000/- of SBI, Rs.15,001 to 20,000/- of HDFC and Rs.35,001 to Rs.40,000/- of IOB have more level of satisfaction for the services rendered.

The customers having income level Rs.35,001 to 40,000/- in IOB, SCB/ANZ and CITI bank have high level of influence on bank-customer relationship. Further the respondents with monthly family income of Rs.45,000/- and above of ICICI bank, Rs.30,001/- to 35,000/- of HDFC bank and Rs.20,001 to 25,000/- of SBI also have reasonably high level of influence on bank-customer relationship.

CITI bank respondents, in the monthly family income of Rs.10,001 to 15,000/-, 15,001/- to 20,000/- and 20,001/- to 25,000/- have higher opinion regarding services of the bank. The customers in the income level of below Rs.10,000/- of HDFC and SCB/ANZ, Rs.10,001/- to 15,000/- of CITI bank, Rs.25,001/- to 30,000/- of ICICI, Rs.35,001/- to 40,000/- of SBI and Rs.40,001/- to 45,000/- of IOB also have high perception regarding the service rendered by their banks.

ICICI bank segments, in the range of Rs.40,001/- to 45,000/- and above Rs.45,001/- are likely to switch over to another bank. Further, the respondents below
Rs.10,000/- of SCB/ANZ, Rs.20,001/- to 25,000/- of SBI, Rs.25,001 to 30,000/- of HDFC and CITI, Rs.35,001/- to 40,000/- of IOB and Rs.45,000/- and above of ICICI are also likely to switch over to other banks.

Perception based on assets owned

Respondents of CITI bank who own a house, a car and a computer have higher level of satisfaction. In the case of credit card possessing respondents of ICICI the level of satisfaction is significantly higher.

ICICI respondents possessing car or credit card have higher bank-customer relationship in the case of HDFC bank respondents possessing computers and respondents owning a house in the case of CITI bank have higher bank-customer relationships.

Customers having car, credit card and computer have significantly higher opinion regarding services along with customers who own a house having an account with ICICI bank.

Customers who own a house, car having account with ICICI bank along with the respondents possessing credit card having account with HDFC bank and respondents owning computer and having account with CITI bank are likely to switch over from CITI bank.

6.2.13 Association between variables that affect bank-customer relationship

Simple correlation using Karl Pearson's coefficient of correlation was obtained between the variables for each bank and presented in the form of matrix. The variables are:
X₁ - Extent of agreement on issues relating to banking transactions
X₂ - Perceived level of satisfaction on bank services
X₃ - Extent of influence on bank-customer relationship
X₄ - Perception on service delivery
X₅ - Extent of satisfaction on method of transaction
Y - Relationship score between the customer and the bank

On the whole, the variable X₅ has significant positive correlation with X₁, X₂, X₃ and X₄. Variable X₂ has got significant positive correlation with X₃, X₄, X₅ and Y. Variable X₁ has got significant positive correlation with X₂, X₃, X₅ and Y. Variable Y has got significant positive correlation with X₁, X₂ and X₅. Variable X₃ has got significant positive correlation with X₁ and X₂. So it can be suggested that in the case of all the banks put together X₅, X₂ and X₁ are most significant variables than other variables considered.

6.2.14 Functional relationship between the variables that determine the bank-customer relationship

In order to study the functional relationship between the variables that determine bank-customer relationship, multiple linear regression is used. Y is the dependent variable and X₁, X₂, X₃, X₄ and X₅ are the independent variables. Estimating equations were obtained for six banks of which the equation for ICICI bank was found to be the best fit among the banks taken for the study.

6.2.15 Demographic variables that influence bank-customer relationship

The technique of analysis of variance is used to test the equality of several means. In other words, this technique is used to test whether there exists significant difference in the mean score of different aspects among the various demographic variables of the respondents.
The hypothesis-There exists no significant difference between the sex of the respondents on the perception of service delivery; has been accepted in all the banks except SCB/ANZ.

The hypothesis-There exists no significant difference between the age of the respondents on their perception of service quality; has been accepted in all the banks except SCB/ANZ.

The hypothesis-There exists no significant difference between the monthly family income of the respondents on the perception of service; has been accepted in all the banks except in SCB/ANZ.

The hypothesis-There exists no significant difference between the educational qualification of their respondents on their level of satisfaction; has been accepted in all the banks except in the case of SBI.

The hypothesis-There exists no significant difference between the employment background of the respondents on their level of satisfaction; has been accepted in all the banks except ICICI bank.

The hypothesis-There exists no significant difference between the educational qualification of the respondents on their attitude of banking transactions; is accepted in all the case except in IOB and SBI.

6.2.16 Bank Official's Perception

The findings of this analysis, are based on the responses collected from the bank officials with the help of a structured interview schedule.
6.2.16.1 Providing information to customers on any new scheme or changes in rules and regulations

HDFC and SCB/ANZ banks provide information to customers on any new scheme or change in rules and regulations to all customers. Whereas ICICI and CITI banks provide information to a select few customers whom they think may require such information. But, IOB and SBI being public sector banks provide such information only to those who enquire about such services.

The methods by which bank communicates new schemes to its customers is by sending periodic Statements, Mailers and Brochures in the case of HDFC, ICICI, CITI and SCB/ANZ banks. Whereas; SBI makes use of advertisements to communicate with the customers.

6.2.16.2 Ways of initiating the relationship with the customer by the bank

Direct marketing by which the bank employee meets the potential customer in their house/office to enroll them as customers plays an important role in ICICI, IOB, SBI and SCB/ANZ. HDFC bank, ICICI bank and CITI bank, make use of word of mouth publicity by, building relationships with the customers in initiating relationship with them. In the case of SBI customers on their own accord enquire and open an account.

6.2.16.3 Bank service variables influencing choice of the bank

In the case of HDFC and SBI bank officials feel that location plays a significant role among the service variables for customers to select the bank. In the case of IOB and SCB/ANZ quality of service plays a significant role among the service variables in selecting the bank. In the case of ICICI, computerized service
plays a significant role and in the case of CITI bank, speed of operation plays a significant role in selecting the bank.

6.2.16.4 Bank product variables influencing choice of bank

Bank officials perceive ATM facility as a significant product variable influencing customers of HDFC, CITI bank and ICICI. Variety in service is a significant product variable influencing customers of SBI and SCB/ANZ in choosing the bank. Bank image is an influential variable among the product variables in the case of IOB.

6.2.16.5 Bank personnel variables influencing choice of bank

In the case of HDFC bank, responsiveness is considered to be personnel variable influencing the customer to choose the bank. In the case of ICICI, assurance is a significant personnel variables influencing the customer to choose the bank. IOB officials feel that personnel touch is a significant personnel variable influencing customer to choose the bank. In the case of SBI, it is trustworthiness, in the case of SCB/ANZ, it is reliability and in the case of CITI bank, it is past experience that, influence the customer to choose the bank.

6.2.16.6 Variables that may have influence on banker-customer relationship

In the case of HDFC bank, the variables which highly influence bank-customer relationships are location, variety in service, operation time, quality of service, ATM facilities, bank’s image, reliability, interest rates, handling complaints, safety, availability of cash, loan facility, simplicity of operation, number of branches and bank charges.
In the case of ICICI bank, the variables which highly influence bank-customer relationships are, variety in service, courtesy, quality of services, personal touch, trustworthiness, transparency, bank’s image, attentiveness, assurance, reliability, responsiveness, handling complaints, safety, availability of cash and preferential treatment.

In the case of IOB, the variables which highly influence bank-customer relationships are, operational time, courtesy, quality of service, personal touch, trustworthiness, attentiveness, reliability, secrecy and availability of cash.

In the case of SBI, the variables which highly influence bank-customer relationships are, location, variety in service, courtesy, quality of services, personal touch, trustworthiness, ATM facility, computerized service, transparency, banks image, attentiveness, parking facility, assurance, reliability, responsiveness, interest rate, secrecy, safety, availability of cash, credit card facility, loan facility, simplicity of operation, number of branches and bank charges.

In the case of SCB/ANZ, the variables which highly influence bank-customer relationships are, variety in service, operational time, courtesy, quality of services, personal touch, trustworthiness, attentiveness, holiday services, reliability, responsiveness, secrecy, safety and availability of cash.

In the case of CITI bank, the variables which somewhat influence bank-customer relationships are, flexible working time, ATM facility, computerized service, door services, assurance, club membership, societal commitments, credit card facility, preferential treatment and loan facility. The rest of the variables highly influence bank-customer relationship.
6.2.16.7 Facilities offered by the bank

In all the banks taken for the study, ATM facility, computerized service, e-banking, phone banking, differential interest rate, door services and DMAT facility are offered to the customers. 24/7 days banking is offered only by SCB/ANZ. Club membership is not offered by any of the banks taken for the study. Debit card facility and credit card facility and 24-hour enquiry facility are not offered by IOB. Drinking water facility and toilet facility are not offered by CITI bank whereas other banks provide these facilities.

6.2.16.8 Strengthening relationship with the customers

HDFC bank makes use of personal attention interacting with customers regularly and by assigning special executives to keep track of the customers to strengthen the relationship. ICICI bank uses greeting cards, personal calls and personal attention. IOB makes use of greeting cards, personal calls, personal attention and interacting with customers regularly. SBI makes use of all the options except special incentives. SCB/ANZ offers special attention to customers and interacts with them regularly. CITI bank makes use of all options except personal calls to strengthen the relationship with the customer.

6.2.16.9 Provision for complaint handling mechanism

All the banks have a complaint handling mechanism to route the complaints.

6.2.16.10 Nature of complaints

Nature of complaints in HDFC bank are, cheques related and transaction related. In the case of ICICI bank, it is mainly non-receipt of statements. In the case
of SBI delay in collections and lack of customer service are the major complaints. In the case of SCB/ANZ credit card charges and interest charges are the nature of complaints.

6.2.16.11 Average time taken to settle customer complaints

All the banks take less than 3 days to settle customer complaints.

6.2.16.12 Average time taken to process a loan request (after filling the application form)

Time taken by ICICI bank, SBI and SCB/ANZ is less than 3 days to process a loan after filling the application form. In the case IOB, HDFC and CITI bank the time taken for processing loan request is less than one week.

6.2.16.13 Likely reasons for a customer moving from one bank to another bank

In the case of HDFC bank, the most likely reasons for the customer moving from one bank to another are bad location, limited variety in service, undue operational time, poor quality of services, lack of ATM facility, poor banks image, unreliable, unresponsive, poor interest rate, poor handling of complaints, safety, bad cash position, lack of loan facility, lack of simplicity of operation, less number of branches and high bank charges.

In the case of ICICI bank, the most likely reasons for the customer moving from one bank to another are discourtesy, poor quality of services, lack of personal touch, lack of trustworthiness, lack of ATM facility, lack of computerized service, not transparent, poor banks image, lack of attentiveness, lack of assurance, unreliable, unresponsive, lack of secrecy, poor handling of complaints, safety and bad cash position.
In the case of IOB, the most likely reasons for the customer moving from one bank to another are bad location, limited variety in service, discourtesy and poor quality of services.

In the case of SBI, the most likely reasons for the customer moving from one bank to another are discourtesy, poor quality of service, lack of personal touch, lack of trustworthiness, fixed working time, lack of computerized service, not transparent, poor banks image, lack of attentiveness, lack of assurance, unreliable, unresponsive, poor interest rate, lack of secrecy, safety, bad cash position, lack of preferential treatment and lack of simplicity of operation.

In the case of SCB/ANZ, the most likely reasons for the customer moving from one bank to another are undue operational time, discourtesy, poor quality of services, lack of trustworthiness, unresponsive, lack of secrecy, poor handling of complaints, safety and high bank charges.

In the case of CITI bank, except poor handling of complaints, all the other variables are the most likely reasons for the customer to move from one bank to another.

6.2.16.14 Extent of agreement on issues pertaining to banking transactions

Bank officials of all the banks, strongly agree to the statement that Brand image in the bank is very important. Bank executives of HDFC, IOB, SBI and CITI strongly agree to the statement that computerized branches provide better services. Except HDFC and ICICI officials, all the other executives strongly agree that bank understands customer’s expectations and banks provide personal care to customers needs. HDFC, SBI and CITI bank officials strongly agree that their bank communicates with customers in clear terms. SBI and CITI bank officials strongly agree that their bank attempts to maintain good relationship with customers. SBI and
SCB/ANZ bank officials strongly agree that the cost of operating in a nationalized bank is cheaper. SCB and CITI bank respondents strongly agree that foreign banks provide better service.

6.2.16.15 Target group of customers the bank is aiming at

The target group of customers HDFC bank aims at is the upwardly mobile, high income groups and middle income segment. ICICI bank and IOB is targeting the middle income groups. SBI is concentrating more on the middle income retail customers. SCB/ANZ is targeting the salaried class. CITI bank is targeting the high net worth customers.

6.2.16.16 Frequency of organizing customers meet

HDFC bank organizes customers meet once in a month; ICICI bank once in a year; IOB, SBI and CITI bank once in three months and SCB/ANZ organizes customers meet once in six months.

6.2.16.17 Percentage of customers leaving the bank in a year

In the case of HDFC and ICICI, percentage of customers leaving the bank in a year is of the order of 2 percent. In the case of IOB, 5 percent of customers leave the bank in a year. In the case of SBI, SCB/ANZ and Citibank, one percent of the customers leave the bank in a year.

6.2.16.18 Major reason for customers to leave the bank

In the case of HDFC bank, the major reason for the customers to leave the bank is either change in location or opening up of other bank branches. In the case of IOB, it is proximity and better facilities, which; makes the customers leave the bank.
In the case of SCB/ANZ, the major reasons for customers to leave the bank are customers leaving the city, charges being levied for lack of minimum balance and non-operational accounts. In the case of CITI bank, major reasons for customers to leave the bank is personal reason.

6.2.16.19 Mechanism to understand the level of customer satisfaction

All the banks have a mechanism to understand the level of customer satisfaction.

6.2.16.20 Awareness and Implementation of Customer Relationship Management Packages

The bank officials of the newly formed private sector banks and the foreign banks completely aware of the customer relationship management packages and they have been implemented. Whereas, the officials of public sector banks are partly aware of the customer relationship management packages and they have not implemented it.

6.2.16.21 Gap analysis

In order to study the customer satisfaction limits and also to ascertain the gaps if any between the actual and expected levels of service t-test has been used. Here, if the difference between the actual value of customers and the expected value of the bankers is large then the variable is said to be a significant variable to be addressed, to reduce the gap so as to increase customer satisfaction. And this study has been performed for each of the six banks taken for the study.