Chapter No. 07

Conclusions and Suggestions.

- Introduction.
- Conclusions.
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Introduction:

‘A customer is a life cycle of the bank’. A bank exists because customer exists. In case of banking business, if customer is absent, then everything is absent. Customer is a king of modern business. Banking business is mostly customer centered. The success of banking industry at present era depends largely on its strong customer base. The customer base can be strengthened by providing with better quality of customer service. The favourable relations with customers are necessary for smooth and efficient running of a banking business. The relationship between the bank and its customer is not a one time, transitory relationship, but a relatively permanent and enduring one. The customer having favourable relations with the bank, assist in bank’s progress.

Quality customer service is indispensable for the service providers to attract prospective customers and also for retaining the existing ones. There is not much variation in the types of services provided by different banks. Some banks are dedicated to provide with better quality services
consistently while others are reluctant or weak and inconsistent in providing with quality service. Thus, quality and consistency in the provision of services are the yardsticks that can be used to measure and evaluate the concern of the service providers over the issue. However, ignorance of these factors creates a chance of losing customers for the service provider in the present turbulent business environment. Several factors either singly or jointly are responsible for quality consciousness and satisfaction provided by the service providers. This chapter is purported to recapitulate the main findings and conclusions emerging from the study. In addition, some suitable suggestions have been made for improving the quality of customer service and thereby achieving customer satisfaction in the Osmanabad Janta Sahakari Bank Ltd. Osmanabad.
Conclusions:

The evaluation of various services of the Osmanabad Janta Sahakari Bank Ltd. Osmanabad under the study reveals so many following facts:

- The time required for depositing and withdrawal the cash in bank is considered normally 10 minutes but some time it required 10 to 30 minutes or more than 30 minutes for depositing cash or withdrawal. *It is revealed that such delay is inevitable due to small size of staff for meeting demand at rush hours. Hence there is a need to employ an additional hand at rush hours to assist.*

- The Osmanabad Janata Cooperative Bank required longer duration for encashment of fixed deposit receipts. The reason behind this delay or difference in time from each FDR because of presence of number of large number of customers in the bank at the same time.

- The bank purchases bank draft by charging reasonable amount of commission. At an average, as it is seen from
the field survey Bank drafts was purchased by the Bank offices within 30 minutes. In the matter of above purchasing, Osmanabad Janata Cooperative Bank was found efficient as within less than 30 minutes.

- As pertaining to duration of cheque collection there was no significant efficiency. Normally the cheques for collection are sent by Registered Post and hence the delay is caused. If the various branches are linked by the computerized tele-printers, the period of collection may be reduced. However, this needs trained personnel and investment.

- The customers need assistance from the Bank for various purposes. Right from filling up of an application while opening account to utilization of loans or savings, there is a need of some sort of counseling. The customers by and large in this respect are trying to seek advice from others.

- The further enquiries about dismal attitude of the bank employees towards customers revealed out the following factors which cause the employees to remain indifferent-
Employees are completely engrossed in their work. They are unable to spend the time to look the queries of the customers which are outside their preview.

Employees have not been granted any incentives for such tasks.

Most of the customers are borrowers of the bank and employees view them in the relations who are often kept as between lender and needy borrower.

The bank employees are source in the process of mopping up of the savings of people. They should guide the potential savers and initiate them to save in suitable saving plans. The bank has numerous saving schemes tailored for meeting the requirements of the concerned. Among these schemes, the saver has to select the appropriate one. If the bank employees undertake consulting task, the potential savers would be in comfortable position.
• The bank provides finance for the agricultural purposes, advances to salary earners’, non-agricultural purposes etc., the overdue loans are also tried to recover by providing re-scheduling or conversion facilities. All the details of advances are, however, not known to the borrowers. They, hence, have to make enquiries on their own. The field survey shows that most of the borrowers were not given information about the borrowing facilities by bank.

• The borrowings are assumed as routine business by the bank employees because the borrowers are more or less same and hence they do not envisage a need to assist them. However, the borrowers need to know the information on the various matters like subsidies, interest rebate etc. for securing benefits. This information is difficult to ascertain without assistance from the bank staff.

• The bank employees do not extend any special encouragement to particular depositor on the basis of his
occupation. In other words the initiation of employees for depositing by depositors and their occupation carry no relation.

- The customers, while operating their account need the various types of information. They have, hence, to approach the employees and get their difficulties solved.

- Under technical aspect, timely and appropriate communication of information by bank to customers occupies pivot place. The customers will only be satisfied, if the benefits which they are entitled to get from the bank are timely informed. It is, however, noticed that the bank customers normally do not invariably get the following information automatically but they have to institute special queries for that-
  - Amount of interest accrued on their account and remitted by the bank.
  - Value of cheques deposited on their names by others.
  - Amount of dividend due on their shares.
o Opportunities of getting loans from the different sources.

o New rules pertaining to subsidies grantable to borrowers. Schemes of loan/interest holidays.

o Amount of loan or information of the loans sanctioned.

- The above information is informed to the concern after much laps of time. Sometimes the information is provided too late to be made use for some meaningful work. As the matter of this, it was decided to detect the time exhausted in getting the news from the bank about deposit maturity. There is a practice by a bank to provide information about maturity of deposits and transactions effected by the bank on customer accounts. The former is intimated by post office whereas the latter is intimated through pass-book.

- The customers of banks are eager to get precise and correct communication of the information about their transactions on their bank accounts. In what ways such
information was communicated by the bank is learnt from the field survey.

- Granting loans is an important primary function of banking activities and it is a key input of banking operations. It also plays a significant role in the gross income and net profit of the banks and also helps in promoting the economic development of the country. As compared to other forms of lending, sanctioning of loans involves much procedure. Time taken for the sanctioning of loans varies from bank to bank. Timeliness in the sanctioning of loans influences customer satisfaction and helps the banks to maintain healthy relations with their customers.

- The services extended to the borrower were reported as unsatisfactory by respondents. Some of the factors annoying the borrowers are:-
  - The bank has set an exhaustive and cumbersome procedure of sanctioning loans
o Application for loan and other forms concerning to borrowing are too difficult to understand without help of others.

o The bank do not provide timely information about subsides, rebate etc. to the borrowers.

o The information about the various loan schemes and the government role in such schemes are inadequately informed. The Government policy about the loan relief declared time to time is inadequately informed and benefits of the said policy are percolated to the borrowers after many laps to time.

o The loans may be sanctioned to one person and may be informed to other due to similarity of name.

o The Osmanabad Janta Sahakari bank believes in oral rather than written communication to customers.

o Borrowers were not provided the information of repayment schedule, or the conversion scheme or overdue recovery schedule.

- Standing instructions refer to an authority given by the customer to the bank to deposit in or credit to his
account periodically for certain specified purposes. In this age of consumerism the customer is the king. Apart from their primary function of accepting deposits and advancing loans, the banks perform a number of subsidiary services in order to attract more and more customers and to retain them. Banks perform several subsidiary services by way of execution of several standing instruction from their customer either to make periodic payment, collect money or effect transfer of money on stipulated dates on their behalf. Executions of standing instructions greatly affect customer satisfaction. Non compliance of these instructions leads to sever consequences.

- In the modern context communication plays a significant role. It is very essential for sharing ideas, opinions, suggestions etc. between the parties involved in transactions. It is a two way process. In any industry communication is inevitable for its success. In the modern competitive environment the main aim of every bank is the retention of its customers. Interaction with
customer is, thus, an important aspect in providing better service to the customer to their utmost satisfaction. Now-a-days banking is becoming more and more innovative with new products and schemes. Hence it has become necessary for every bank to have regular interaction or communication with its customers to meet the expectation about them. In order to achieve better result about the regularity in the dealing of Osmanabad Janta Sahakari Bank the above narrated variables have been considered.

- The customer services extended by any bank are of varying nature and characteristics. Normally at the outset it would be difficult for anybody to speak on this. The people by and large are so accustom to Banker’s services that they could not visualize them as services discharged by the bank as the part of its responsibility. Very few are aware they are customers of the bank and bank should treat them with care and respect. On this background, whenever one talks about customer services, one normally has vague notions.
• The customers expect efficient, speedy and prompt handling of their transaction and not any out of way treatment or favors. The efficiency, speed and promptness are subjective and relative terms and their interpretation may vary from persons to persons. Therefore, it would be fair on the part of any customer to expect, transactions to be completed within a ‘reasonable time’ and every customer would be willing to wait for reasonable time, but not beyond that. The efficiency of transactions may go up with the mechanization and computerization of branches.

• All customers do not know all the things about banking and many of them look to their banker for their advice on issues confronting them. They expect professional advice from the banker which will serve their interest in the best possible manner. This expectation of the customers puts the branch managers in a predicament, for the best advice may conflict with their own business goals.
Osmanabad Janata Cooperative Bank sells its service through their employees and, therefore, the dealings of the bank employees with their customers are of capital importance. The minimum expectation of a customer is that he should be extended normal courtesies, treated well by the staff and heard. Perhaps, the single most significant factor having a vital bearing on the quality of customer service in bank is employee motivation, which is influenced by and in turn, itself influences employee’s attitude. The behaviour of the staff becomes an important determinant of the customers’ feeling and opinion about the bank. A feeling response, once aroused, lasts long time and it has an inertial effect. An unpleasant experience makes the customer forget the earlier pleasant experiences and unpleasant experiences persist. This fact is often lost sight of by the staff while treating the customers.

Out of total respondents highest number of respondents i.e. 67 (44.67) respondents opened saving accounts in the bank followed by 46 (30.67%) respondents opened current account, 12 (8%) respondents were open only
deposits accounts and 7 (%) respondents are selected from miscellaneous categories.

- 15 (10%) respondents were attached with the bank from just one year, 19 (12.66%) respondents connected with the bank from 1-2 years, 32 (21.33%) respondents opened the bank account from 2-3 years, 25 (16.67%) respondents operates their account from 3-4 years, 27 (18%) respondents attached with the bank from 4-5 years and 32 (21.34%) respondents connected with the bank from a long duration i.e. more than from 5 years.

- Out of the total respondents 123 (82%) respondents avails various types of loans from the bank while 27 (18%) respondents were not interested in loans of the bank.

- Out of the total respondents 27 (18%) respondents not availing the loan facility, another 27 (18%) respondents took personal loan, 9 (6%) respondents avail term loan, 28 (18.67%) respondents avails Cash Credit facilities, 21
(14%) respondents taken consumer loan, 29 (19.33%) respondents purchases vehicles out of bank loans, 5 (3.33%) respondents taken housing loans, while 4 (2.67%) are from other category.

- Highest number of respondents i.e. 41 (27.33%) were came to the bank for cash withdrawal purpose, followed by 38 (25.33%) visited to the bank for their loans operations, 28 (18.67%) each category respondent were came to the bank for deposit purpose and for demand draft purpose and remaining 15 (10%) respondents were visited for different objectives.

- Out of the total respondents 43 (28.67%) respondents visited bank counters daily, 31 respondents (20.67%) respondents came to the bank at least once in a week, 36 (24%) respondents visit to the bank twice in week, a single visit done by the 28 (18.66%) respondents in a month and 12 (8%) respondents visited very rarely i.e. twice in a month to the bank for their banking works.
- Highest number of respondents i.e. 42 (28%) respondents told that rate of interest factors influenced them for open an account with the bank, followed by 26 (17.33%) respondents thinking about safety measures, 23 (15.33%) respondents gives the priority to easy banking facility available in the bank, relation factors influenced to 21 (14%) respondents to open the account with the bank, 20 (13.34%) respondents are motivated by the bank staff to open the account and 18 (12%) respondents considered that safety measures was the important factors which influenced them to open the account.

- Out of total respondents 97 (64.67%) respondents told that the working banking hours of the bank are most suitable to them while another 53 (35.33%) told that the banking hours is inconvenient to them and the bank should change it in future as per their convenience.

- The banking customers expect courtesy of banking counter officials while transacting. Highest number of respondents’ i. e. 54 (36%) were ranked first to
‘satisfied’, followed by 44 (29.33%) respondents told that they are ‘highly satisfied’ from bank officials, 29 (19.33%) respondents are ‘not satisfied’ from the bank counter officers and 23 (15.345) respondents ranked ‘highly dissatisfied’ from banking officers.

- Out of the total respondents 107 (71.33%) respondents told that the banks is technologically updated while another 43 (28.67%) are not agreed with this statements.

- Out of the selected respondents 19 (12.67%) respondents told that the work done by bank officials in promised time, 36 (24%) respondents told that appropriate time taken by bank officers for transactions while 95 (63.33 %) respondents told that excess time was taken by the bank officers for completing the banking transactions.

- It is very interesting to note that Osmanabad Janata Sahakari bank are not providing ATM facility to its customers. Out of the total respondents selected for the study 142 (64.67%) respondents told that the bank has
not provided such important facilities to them while another 8 (5.33%) respondents don’t know about the ATM service.

- Out of the total respondents selected for the study 75 (50%) respondents having ATM card of other banks while 67 (44.67%) respondents don’t have any type of ATM cards of other banks, another 8 (5.33%) respondents don’t have knowledge About ATM services.

- A number of times bank officers’ contact to its customers for its new products or services or any other occasions. Out of the selected respondents highest number of respondents i.e. 63 (42%) told that no any bank employee call them for any banking activities, followed by 28 (18.67%) respondents expressed that bank officials contact them for new products and services of the bank, 24 (16%) respondents gives the information of services of the bank, 19 (12.67) are told that bank officers are provided them financial advice while they required, 9 (6%) respondents were told that the bank employees contact
them for best wishes of festival greetings and 7 (4.66%) told that they received best wished from the bankers on their birthday.

- Highest number of respondents i.e. 67 (44.67%) respondents told that the bank officers are not sincere about the solving the problems, followed by 42 (28%) respondents comments that the officers are sincere about the respondents problems, 29 (19.33%) respondents expressed that the bank officers were neglected their problems or don’t care, only 12 (8%) respondents were told that the officers of the bank are most sincere about their banking problems.

- Out of the 150 respondents; 141 (94%) respondents told no any modern service provided by their bank to them. Now in the modern age number of new modern services implemented by the commercial banks but in this matter the Osmanabad Janata Sahakari Bank are lagging behind to provided modern services to its customer.
• Out of the total respondents 61 (40.67%) respondents knows the various services provided by the bank while 89 (59.33%) respondents don’t have sufficient information about total banking services.

• 79 (52.67%) respondents told that good sitting arrangement made in the bank branches. 81 (54%) respondents told that adequate drinking water facilities provided in the branch offices, 89 (59.33%) respondent told to the researcher that bank provides Fan, Coolers, etc. in the bank premises, sanitary services available in the branch told by 57 (38%) respondents, 32 (21.58%) respondents told that reading material are available during the mean time of banking transaction in the banks.

• Out of the total respondents 56 (37.33%) feels that their investment is safe in the bank while 72 (48%) respondents is doubtful or not sure about their amount which was deposited into the bank. 22 (14.67%)
respondent don’t have any knowledge about the safety matter.

- Highest number of respondents i.e. 69 (46%) told that they came to know the information about the banking services by banner displayed in bank branches, followed by 51 (34%) respondents get the information from outdoors hording and banner displayed by the bank, 34 (22.67%) respondents knows the services of the bank through the contact by bank officers, 27 (18%) respondents told that they known about the services from advertisement and news published in the local newspapers, 21 (14%) respondents respectively told that they came to know about the services through mobile, Telephone or E-mail and friends or relatives.

- Quality of customer services is determined by different factors. For studying the satisfaction level of customers in the Osmanabad Janta Sahakari Bank Ltd. Osmanabad four variables namely fully satisfied, satisfied, dissatisfied and highly dissatisfied are selected for in-depth analysis
of services provided by the bank. Out of the total respondents 36 (245) respondents ranked fully satisfied, 43 (28.67%) respondents ranked satisfied, 39 (26%) respondents ranked dissatisfied and 32 (21.33%) respondents were ranked highly dissatisfied from the services from the banks.

- Out of the total respondents 38 (25.33%) respondents told that the attitude of bank officials are best, 42 (28%) respondents rated the good attitudes of bank officials, 36 (26%) respondents were disappointed from banks services and rated ‘bad’ attitude of bank officers while 31 (20.37%) respondents experiences ‘very bad’ attitude of bank officers.

- Provision of complaints and Suggestions box helps customers to deposit their complaint letter safely. This will also help the bankers in prompt receipt of the customer’s complaints and thus help in the timely redress of the grievances. Therefore, every bank should provide a complaint and suggestions box in its office.
(29.33%) respondents say ‘yes’, 65 (43.33%) respondents say ‘no’ while 41 (27.33) respondents have no knowledge about complains and suggestions box.

- The feedback collection from customers in another important criterion to evaluate the quality of banking services. The following are the variables used for calculating an index for customer feedback system.
  - Customer feedback mechanism.
  - Redressal of grievances mechanism.
  - Suggestion schemes.
  - Customer committees.
  - Customer meets.
  - Effectiveness of customer meets.

  The above factors have either yes or no answers. 32 (21.33%) respondents gives the answer in ‘yes’, 68 (45.33%) respondents say ‘no’ while 50 (33.34%) respondents told that they don’t know about customer feedback survey.

- 49 (32.67%) respondents told that it the bank are not provided them good services in future they can change
their banker, while 45 (30%) respondents not interested to change the bank in future. 56 (37.33%) respondents not decided for changing the bank.

- 47 (31.33%) respondents told the bank charges are reasonable, 52 (34.67%) respondents told the charges bank on services is ranging high, 39 (26%) respondent expressed very high amount of charges charged by the bank on its services, and 12 (8%) respondents told that they have not compared with other banks.

**Suggestions:**

- The professional success of any bank whether it is commercial or Cooperative has direct concern to good public relations and customer services. In modern customer oriented market it has become every much essential for banking institutions to build up a strategy for rendering good services to their customers. The image of a bank is mirrored in the customer service, it renders to the society.
• It was suggested that an effective practical method of insuring that new directors are elected would be to insert a clause in the bye-laws to prevent a person from contesting the election for more than one two consecutive terms.

• The Osmanabad Janata Sahakari Bank has to devise innovations in counter services. It may introduce teller system. Similarly the bank may extend its counter in remote village by trusting the work to the Secretary of the Village Co-operative Society or to the teacher in Primary School. An account of illiterate may be encouraged by giving those photographs.

• Complaints of poor customers’ services are generally heard in large branch. Clients in these branches are very particular to get their jobs done fast as they do not have the time to wait in bank premises. In contrast, the clientele of smaller rural branches are not so much in hurry. They would like to be sealed for some time and take rest on arrival at the branch after walking a few
miles. They have time to wait at the branch. What of the staff to make the customers feel at home. The bank staff in the rural areas should emulate the example of the post master in the local post office who establishes homely relations with the people in the area. Measures should be initiated by the bank for improving the staff attitude towards ruler people. Employees should also be encouraged to participate in local activities and integrate themselves with local community. This is likely to excuse them to the people and improve their responsibility and responsiveness.

- Due to recent technical, social & political development, bank has to take precautionary measures to equip its activities keeping in mind, Right to Information Act, Consumer Protection Act, Information Technology Act, Money laundering & Foreign Exchange legislations. Bank need to equip the system to avoid financial frauds, more particularly technology based.
• Bank will also need to collaborate with other banking institutes for availing ATM & credit card facilities, money transfer through international & national systems.

• There is a room to improve in improving financial indicators, cooperative indicators & social indicators. The bank can still consolidate its position on financial & cooperative front by using concept of ‘kaizan’.

• Regularity in dealings is an important aspect of customer services, the absence of which leads to failure in providing regular service and thus creates dissatisfaction among the customers. Regularity is essential for attracting and sustaining customers and their patronage.

• In order to maintain long term relationship with customers, regularity in dealing is an important determinant. It is also powerful weapon to maintaining and enhancing the competitive advantage of a bank. It also helps to maintain a better image of the bank in the minds of the customers. To possess an in-depth
knowledge of the regularity in the dealings of the cooperative banks, the following variables have been suggested.

- Updating bank pass book.
- Legibility and accuracy of pass book.
- Intimation of maturity date of fixed deposits.
- Execution of standing instructions.
- Timely-ness in getting loans.
- Communication with customers.

- Fixed deposits are made for a fixed or definite period. A deposit will mature after the expiry of the fixed period. As a measure of good customer service, the banks may intimate the depositors in advance about the time and date of the maturity of their fixed deposits. It will also help to create a positive image about the banks in the minds of the customers. Hence to build a better and healthy relationship with their customers, it is necessary for the banks to inform their customers about the maturity of their fixed deposits.
• The Quality of customer service in banks is the real manifestation of the attitude of the work force towards their work and customers. Building a long term mutually beneficial relationship with the customer is the motto of every bank. For this banks try to establish a solid relationship with their respective customers. The behavior, attitude and approach of the staff in the banks differentiate one bank from the other.

• The dealing of the staff with their customers have a direct bearing on the customers perception of the bank and their choice of the bank is based, to great extent, on the behavior of the staff. This, customer’s attitude towards a bank and the bank staff’s attitude towards their customers are interrelated.

• To make customers aware of the various facilities available as well as interest rates and service charges, notice boards and posters should be put up. Bank should promote such awareness through advertisement, literature and seminars. In order to achieve a better
insight into the awareness programmes available in the bank the following variables are suggested:

- Advice with regard to choice of a deposit scheme;
- Advice with regard to operating of an account;
- Advice with regard to borrowing facilities.
- Advice with regard to other schemes.

- The Osmanabad Janta Sahakari Bank is not providing services such as ATM, Core banking, Anywhere banking, etc. This is a serious lapse on their part. It is suggested that the bank must have provide these services to their customers in future.

- Professionalism is very rare instance in the cooperative banks. This leads to too much havoc such as poor and faulty product development, initiation of ill-conceived strategies in various vital areas etc. which hamper the growth of the banks. Hence the bank should be more proactive in this area. They should organize leadership training and executive coaching programmes.
• It is suggested that computerized all the branches and provided the staff with better and more effective computer education and awareness programmes on continues basis. For this the bank seek the help of an outside professional agency to train the staff on a regular basis or organize an internal departmental consisting of expert staff members to provide training to their co-staff on an ongoing basis.

• Customer awareness and education is another area which requires more focus of attention from the part of the banks, since this is a crucial area which has the capacity to increase customer satisfaction in the banks. For sustaining this regular and frequent customer meets should be organized with the object of imparting knowledge to customer regarding new products, achievements attained by the organization. This will create, impose and reaffirm a feeling of closeness and togetherness among the customers which would make them more loyal towards the banks.
• The existence of a better feedback system can raise the level of satisfaction among the customers. For making the feedback system further effective the banks should concentrate more on customer grievance solving mechanism.

• The bank should render the services and banking facilities up to the creamy as well as grass root level of the society in their area of operation.

• The business success of any bank has direct concern to customer services. In view of this it felt that banks should extend the speedy and useful services to their customers.

• The survival of any bank depends on the customers and the existence of customers in the bank depends upon the standard of service provided by the bank to them. The customers receiving the standard services get the satisfaction. Psychological tactics called as status and recognition is very important with the customers. There
are various measures which can increase the quality of the customer services.

- For making the customers feel good and less agitated by shedding their stress, the strengthening of customer grievance mechanism is a pre requisite. Solving grievances amicably makes the customer to come and stay further closer with the banks.

- It was found that urban branches of the banks are gaining reputation by providing qualitative service to their customers in certain services. This trend should not be confined to them only. It should be spread to all other branches of the banks, irrespective of the area of location.

- Certain innovative and new products and services may be introduced for the rural branches.

- Adherence to time norms in the performance of various banking transactions provides a disciplined look for the
organization and invites customer’s attention. However; in the rural branches this is not seriously observed.

- Display boards containing time norms in local language are essential to create a better awareness and understanding among the customers about the time stipulation of various banking transactions.

- The bank managers of every branch should make sure that the staff members are performing each and every banking transaction within its time limit. This not only pleases the customers but also ensure a discipline in the routine activities of the bank.

- In many branches, especially in rural areas many facilities and amenities such as drinking water, seating, sanitary facilities should provided to the customers who visited the bank and waiting some time for completing the transactions. ‘May I help you’ counter must have the every branch for convince to the customers. The study disclosed that the provision of these facilities is essential
for raising the satisfaction level of the customers much higher.

- While designing the layout of the bank building proper care should be exercised by the authorities to include facilities and amenities to the customers.

- For bringing the customers closer to the bank with it for a long period they may be allowed to possess a thorough awareness and understanding of the profiles of the bank’s various offering. For this many customer education initiative may be taken up by the bank.

- A well designed websites should be prepared by the banks. It can also serve as the first source of interface for prospective customers. The visitors of the website can explore, evaluate and express their views regarding various services offered by the banks. It can also be used for making announcements of the various arrivals of products and services.
• For making the products and services more customer friendly and acceptable to the customers continuous efforts on the part of the bank is required in the form of assessment of customers needs and requirements, their changing need and behavior of their various offerings.

• The involvement of customers in various committees is must for to know the needs, views, ideas of customers for the improvement of products and services of the bank.

• ATM is customer friendly and convenient arrangements offered by almost all banks functioning in the state to their customers. However, in the Osmanabad Janta Sahakari Bank no ATM services are available to its customers. For overcoming the challenges offered by the competitors in the field of banking it is advisable for the bank to set up more number of ATM in different parts of the cities in order to unsure their customer to perform a hassle free banking.

• Now a day many banking organization offer technologically driven products and services to their
customers on a regular basis. This helps them to get a better and safer place in their field of operation. However; in the Osmanabad Janta Sahakari Bank, these efforts are lacking. So it is advisable for the banks to initiate moves to provide technologically driven services to their customers. This will equip them to face the stiff competition posed by the rivals in the field.

- The Osmanabad Janta Sahakari Bank should take necessary steps to conduct customer satisfaction audit regularly. This will help the banks to identify the deficiencies in the area of customer satisfaction and take appropriate steps to enhance the customer satisfaction levels towards various services of the banks.

- The establishment of quality cell in all branches is a welcome step that can be taken to improve the quality of products and services and also to create an awareness of new schemes inaugurations. The cell ensures harmony in the organization, team spirit in the organization; enhance
productivity etc. and consequently, organization effectiveness.

- Suggestions from the customers regarding the products and services are a valuable aid for the bank management to make new introduction of products and services a successful exercise. However; in the bank even though there is a provision in the form of prevalence of suggestion boxes for inviting customers attention and receiving suggestions from them, only a few customers are resorting to it for registering their views. The customer may be encouraged by the bank managers to give their suggestions regarding new products and services required and desired by them.

- The bank manager can attract the attention of the customers by resorting various ways such as holding customer meet once or twice in a year or by sending a questionnaire intended to elicit information regarding this.
• Banking is a service industry and therefore, the bank employees must also make massive efforts in adapting themselves to new technology which helps in providing a better service.

• The installation of new modern technology seems to be rather expensive, the benefit derived from it are innumerable. The working capacity of new technology is many more times higher than that of man. Due to increased competition, each branch has to install new modern technology and bring automations in its daily work.

• Providing guidance does not increase the expenditure of the banks but increases the number of customers and ultimately the profit. Guidance given by the bank to their customers creates a feeling of affection in their mind about the banks.

• There are different matters in which banks can guide to their customers or expected customers. The rural
customers do not know the procedure about the banking transactions. The bank employees can guide them about banking transaction in simple language.

- A depositor having a huge amount may have puzzle in this mind about where and how much amount should be deposited. The branch manager can explain the various deposits schemes and their benefits to the inventors. Thus; giving guidance is not only beneficial to the customer, but it is more profitable to the bank also.

- The banks are the custodians of the society’s economic resources. The banking system has to be used as an important instrument for the attainment of socio economic objectives. In the modern age, the responsibility of the banker goes beyond the pure realms of commercial principles and involves a certain degree of social significance.

- Banks are run on the full-fledged support of the society. So every bank should recognize its accountability towards
the society. While keeping the profit motive in mind, banks should not neglect their social accountabilities.

- Every branch should try to convert expected customers into the direct customers. More the number of customers more are the turnover and ultimately the income of the bank. Hence, bank should try to reach towards every section of the society.

- The banks should pay special attention to convenience by providing the customers with electronic banking service which can easily be accessible. For instance ATMs facilities should be installed on immediate basis.

- The banks’ management should minimize waiting time in the queue. This will improve the efficiency in the service delivery hence boosts customer confidence.

- Banks should also provide customers with a toll free number. This could handle customers with complaints and general feedback about the banking
services. This would not only provide a service to a customer that is free, but also provide the bank with valuable information for future development in banking service.

- The researcher asked to respondents that they have to suggest some suggestions for improving the services quality of bank. They freely suggest the following important ten suggestions.
  - 138 (92%) respondents told that the bank should provide ATM services to them.
  - 94 (62.67%) respondents suggested that the bank employee provides timely / prompt services to the bank counter.
  - Technological up-dation is very important factors for fast and efficient services; 87 (58%) respondents told that bank should update its banking technology.
  - 79 (52.67%) respondents expressed that the development in attitude among the employees of the bank is necessary.
- 75 (50%) respondents told that the bank should provide modern banking facility to them.
- 68 (45.33%) respondents’ expects healthy environment facilities in bank branches.
- 65 (43.33%) respondents suggested that the banking hours must be change for their convenience.
- 61 (40.67%) respondents reported that the bank should update them about the banking services.
- 58 (38.33%) respondents have facing vehicle parking problems in the bank area; they should request to the bank manager that the bank will arrange the parking space for their vehicle.
- 51 (34%) respondents told that the arrangement of notice board in the branches is must; that’s why they will came to know that new banking service and products which will be displayed by the bank on notice board.