Chapter 3 Literature Review

3.1 Relationship Marketing:

The term relationship marketing was popularized in the 1980s when the focus of marketers started to switch from customer acquisition to customer retention. The concept of relationship marketing was first presented and described by Berry (1983) as “attracting, maintaining, and enhancing customer relationships”. Furthermore, relationship marketing was also described as “establishing relationships with customers and other parties at a profit, by mutual exchange and fulfillment of promises” (Grönroos, 1991). Relationship marketing focuses on creating new and mutual value between banks and their customers on a long-term basis. "Marketing is not a function; it is a way of doing business; marketing has to be all pervasive, part of everyone's job description, from the receptionist to the board of directors" (McKenna). Moriarty suggested the concept of relationship banking based upon the acceptance that the banks can increase their earning by maximizing the profitability of the total customer relationship over time, instead of seeking to get the most profit from any single product or transaction (Moriarty, 1983).

Relationship marketing refers to all marketing activities directed toward establishing, developing, and maintaining successful relationship exchanges (Mishra & Liy, 2008). After a comprehensive review of 26 definitions of relationship marketing, Harker (1999) proposes the following description: An organization engaged in proactively creating, developing, and maintaining committed, interactive, and profitable exchanges with selected customers (partners) over time is engaged in relationship marketing” (Sin et al., 2005). Grönroos (1990), states that the purpose of relationship marketing is to identify and establish, maintain, and enhance relationships with customers and other stakeholders, at a profit, so that the objectives of all parties involved are met” and that this is done by a mutual exchange and fulfillment of promises” Relationship marketing theory suggests that successful relationship marketing results from certain aspects of cooperative relationships that characterize successful relational exchanges (Hunt, Arnett, and Madhavaram, 2005). Arnett and Badrinarayanan (2005) conceptualize a
relationship marketing competence as a firm’s ability to identify, develop, and manage cooperative relationships with key customers characterized by trust, relationship commitment, and communication.

3.2 Brand loyalty

Oliver (1999) has described loyalty as a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behaviour. And “fervently desires to re-buy a product or service and will have no other – pursuing this quest against all odds and at all costs”.

“Brand loyalty as a concept has its origins in the 1920s” (Bennett 2001, p.3). The most commonly used definition of brand loyalty is “The biased (non-random) behavioral response (purchase) expressed over time by some decision-making unit with respect to one or more alternative brands out of a set of brands and is a function of psychological processes” (Jacoby 1971, p.25). Fournier and Yao (1997) described the centre of companies” marketing strategies is the development and maintenance of consumer brand loyalty. The phenomenon is especially seen in markets with tough competition, highly unpredictable and low product differentiation. Carroll and Ahuvia (2006) suggested that Brand love, in turn, is associated to higher levels of brand loyalty and positive word-of-mouth.

3.3 Literature review on brand loyalty and Relationship Marketing from 1977 to 2014

Hunt (1977) Customer satisfaction is a dimension of multiple items evaluated as a satisfaction measurement, which can vary from business to business (1991). Customer satisfaction is very important concept and also has been extremely analyzed subject in the marketing research. (Gronroos, 1994: Sheth &Parvatiyar, 1994) In recent time, customer satisfaction has gained attention within the context of the paradigm shift from transaction marketing to relationship marketing.
Berry Mentions (1983) in his paper on relationship marketing on attracting new customer, but hardly there is any work which had been done on finding the way to retain customers. He suggests about the marketing strategy, which will help the businessmen to develop the relationship marketing plan. Berry mentions about five such strategies,

1. Core Service Strategy,
2. Relationship Customization,
3. Service Augmentation,
4. Relationship Pricing,
5. Internal Marketing.

Nandi (1985) in his article focused on the different marketing techniques adopted by commercial banks for distribution of banking services. He observed that as days go by, customer exceptions are increasing— as a result customer’s dissatisfaction increases to a great extent. He suggested that the banks should concentrate more on the existing marketing strategies, update it and make it more effective for serving the customers better.

Barry Biederman (1986) conducted the study on– Is relationship banking really what you offer banks that are able to pull together all the elements authors have talked about will be well on the road to relationship banking. It’s questionable that celebrity spokesman do anything to enhance a bank’s customer relationships.

Archana Mathur (1988) studied the problems faced by customers with regard to delayed service, lack of proper guidance and customer discrimination made by bank staff. Her given suggestion after the study was that banks can solve all the above problems if banks can go in for automation. If discrepancies are made by bank staff it can reduce customers to a great extent.

Biswa, Bhallachayay and Ghose (1989) in the article focused on the areas of problems and perspectives of marketing of banking services. They highlighted the major challenged Indian banks have to face and the role of banks in relation to customer satisfaction. They concluded that banking in the nineties required new market oriental service with a disciplined, dedicated, professional and committed manpower
specialized bank branches and strong marketing organization

**Coyne (1989)** established that loyalty and customer satisfaction share a weak relationship when customer satisfaction is low, moderate when customer satisfaction is intermediate and strong when customer satisfaction is high.

**Oliver, (1980); Yi (1990)** Customer satisfaction has traditionally been regarded as a fundamental determinant of long – term consumer behavior). Satisfied customers are valuable assets for every organization to gain the customer loyalty and retention.

**Berry and Parasuraman (1991)** believed that the customer retention strategies can be formulated at various levels like establishing financial bonds, social bonds, customization bonds and structural bonds with customers. The level of strategy adopted by the firm will determine the strength of customer relationship and thereby, the competitive advantage to the firm. Customer relationship marketing is one of the best contemporary marketing strategies for all companies to satisfy their customer needs and wants. In customer point of view, trust, commitment, mutuality and long-term relationship with customer which are very essential factors to satisfy their customer needs and wants. Customer relationship marketing concerns attracting, developing, and retaining customer relationship

**Perrien, Filiatrault and Ricard (1992)** in the article analyze and evaluate the competitive pressures as well as the search for fee based incomes, mainly derived from cross-selling, that has forced commercial financial institutions to redefine their marketing strategies and to focus on „relationship marketing”. The analyses of identifying the major problems have been raised by the implementation of an effective relationship approach. The critical analysis concludes that relationship banking is a major corporate issue and not the sole responsibility of front-line people.

quality as one of the main antecedents of customer satisfaction which is also treated as a primary source of loyalty.

**Gotlieb, Grewal,&Brown, 1994; Patterson & Johnson, (1993)** The relation of both constructs is currently subject to a passionate and controversial debate. For the investigation undertaken here, the following aspects for the distinction of satisfaction and quality are of particular importance. Because quality is a dynamic construct, additional consumption experiences influence and modify the existing quality perception and cause changes in this perception (Thompson & Getty, 1994).

**Farrance (1993)** in his article discusses the demand-side changes, stimulated by higher levels of consumer awareness and sophistication, have been combing with supply-side changes, mainly induced by legislation, to create a difficult climate for banks. They find themselves competitively disadvantaged, particularly in cost terms, against the building societies. The article also explains the difference in the way in which consumers perceive banks and what they expect from banks and suggests that relationship banking may offer a way forward but this requires a better understanding of marketing, organizational flexibility and a clear customer focus.

**Ghosh (1993)** in his article focused on the different ways of communicating effectively with bank customers. He made the following suggestions to improve communication.

a) Publication in regional language

b) Use of radios for promoting banking schemes

c) Use of folders, leaflets and posters for giving publicity about new schemes.

**Viswanathan (1993)** in his article observed that in banks a number of business grievances arise every day because of the volume of growth in business, number and varieties of transaction, and the different types of customers who transact with banks every day. The only way to solve the problem as suggested by the author was to use banking ombudsman as a conciliation medium to solve customer complaints.

**Dick and Basu (1994)** brought out the idea of relative attitudes while defining various forms of loyalty depicted. They described loyalty as the strength of the relationship
between a customer's relative attitude and repeat patronage and four dimensions had been identified: true loyalty, latent loyalty, spurious loyalty and no loyalty.

**Morgan and Hunt (1994)** in their article "The Commitment Trust Theory Relationship Marketing" in the Journal of Marketing, July, volume 58 No.3 recognize relationship marketing as a "major shift in marketing theory and practice". In their estimation previous decades have witnessed the inception of a major directional change in both marketing theory and practice.

**Shirley Taylor (1994)** her main objectives for the study were to explore customer reactions to delayed service by assessing the relationship between delays and evaluations of service empirically and examining some variables that mediates the relationships. The author presents a model of the waiting experience. An empirical test of the model with delayed airline passengers showed that anger and uncertainty were affected directly by the length of the delay. The degree to which the service provider takes an action to reduce uncertainty and anger by filling time with the service related activities would reduce the delays" negative impact on customer evaluation of service.

**Adrian J. Palmer (1995)** conducted the study on –Relationship Marketing: Local implementation of a universal concept, this paper discusses the nature of relational exchange and governance within a cross cultural context advises caution in the implementation of western style tactical relationship marketing activity in markets where relationships represent core cultural values.

**Gremler (1995)** stated that the effect of satisfaction, switching costs and Interpersonal Bond service loyalty are positively related to loyalty.

**Jagdish N. Seth, Atul Parvatiyar (1995)** conducted the study on–The evolution of relationship marketing– an alternate paradigm of marketing to be developed that is more process rather outcome oriented, and emphasizes value creation rather that value distribution.

**Kenneth E. Clow, John L. Beisel (1995)** conducted the study on –Managing
consumer expectations of low margin, high volume services any interaction that occurs between a service business and a consumer is initiated and maintained because of the existence of expectations. Service retailers desire 3 acts from customers: prompt payment from the consumer on completion of the service, repeat purchase of the service in future, and positive word of mouth promotions about the service.

Laurids Hedda (1996) conducted the study on —Customer Acquisition In Sticky Markets, based on 75 sales people critical incidence reports on success and failures in establishing new relationships in a sticky business market for industrial components, a classification of 4 contingencies and associated strategies for acquisition for acquisition of new customers are suggested: new or first time users of company products, existing users of the product who are looking for a new supplier because they are unhappy with the existing supplier, existing users who may be open for an additional supplier and existing users who break existing ties with a present supplier, despite of their satisfaction to take up a new supplier.

Claude Singer (1997) conducted the study on —Say It with Tag Lines, choose your focus, three basic categories of tag lines: bank centric, relationship oriented and customer focused. Which approach is best? Judging tag line is like judging the shape of summer clouds. They come and go, with no universal standard to determine their relative worth.

Gengler and leszczyc,1997 Customer satisfaction and its related research is not merely a tool that measures the attitudes of customers but can be used by relationship marketers as a tool to manage the relationships with the customers. (Strandvik & Liljander, 1995)Satisfaction and quality research “have evolved along parallel tracks

Irwin Press, Rochery F. Ganey, (1997) conducted the study on –What is most important to customer satisfaction? customer service professionals generally agree that complaint or problem resolution is key to maintaining client loyalty. Unresolved problems have a particularly negative impact on both continued product use and word of mouth recommendations to others. Dissatisfied customers tell far more people
about their experience than do routinely satisfied customers.

**Sangeetha Aurora, and Minakshi Malhotra (1997)** the main objectives were to study, the factors determine customers satisfaction at the different levels and marketing strategies for increasing the level of customer satisfaction. Factor wise average scores revealed that there is significant difference between the satisfaction level of public and private sector bank customers. The latter are much more satisfied than their counterparts in public sector banks. The most distinguished and outstanding factors responsible for the satisfaction of private bank customers were staff and service factors. It is further evident that public sector banks need to adopt certain specific marketing strategies to survive in the present day world of competition.

**Bloemer et al. (1998)** Satisfaction is the most significant. Image, perceived service quality and satisfaction. Image is indirectly related to bank loyalty via perceived quality. Service quality is both directly and indirectly related to bank loyalty via satisfaction. The latter has a direct effect on bank loyalty. They have presented a model to show how the mental picture, service quality, and customer satisfaction influence customer loyalty. Findings of this research show that the mental picture indirectly and through service quality, influences loyalty. On the other hand, service quality influences loyalty both directly and indirectly (through satisfaction). Besides, this research showed that the reliability and position in the market are relatively important stimulants affecting the loyalty to bank services.

**Seal (1998)** in his research paper analyses the personal, institutional and behavioral bases of trust in banking relations, arguing that banks should pay attention into intra-as well as inter-firm policies for developing trust and assessing trust-worthiness. Trust may derive from person-to-person interaction and or from an impersonal, symbolic presentational base. Marketing strategies can both analyses the trust characteristics of customers as well as proactively pursue those relational forms of marketing that can generate long-term competitive advantage. However, the most relational levels of marketing require a system-delivery approach which must itself derive from internally nurtured forms of trust based on appropriate personnel policies, organizational routines and training.
Castelo (1999) observes Disconfirmation of expectations. Service quality and satisfaction had no statistical significance in determining service loyalty.

Jeremy Galbreath and Tom Rogers (1999) in theirs described that CRM is a new management concept a new approach to managing customers. CRM is about management of technology, processes, information resources and people needed to create an environment a business to take a 360-degree view of its customers. CRM environment, a new way of thinking about customers and about a business. Creating more adequate management of the customer relationship (or) new technologies. He concluded that CRM environment improve business performances, initiatives undertaken in this new management field require sound leadership as well. CRL is recommended approach to bridge the gap between a CRM and its reality.

Tyler and Stanley, 1999) The corporate banking segment deserves attention because it is more valuable and more complex than the more frequently examined retail banking segment, especially in terms of frequency, value of transactions and frequency of multiple banking relationships.

McDougall and Levesque (2000); Chiou, Droge, and Hanvanich (2002) argued that literature provides empirical evidences of satisfaction influencing customer loyalty which is referred to as continuously positive buying behaviour of a customer towards a certain company or brand.

Parimal vyas (2000) this paper attempted to study empirically, customers” satisfaction from the services provided by different banks and also to analyse the response of customers towards the actual time taken by banks to complete the banking transactions. The findings of the study revealed that the nationalized banks and co-operative banks need to improve on reducing the overall time taken to complete banking transaction. Comparatively, the private and foreign banks take much lesser time for completing their transaction. The nationalized banks and co-operative banks need to increase the use of information technology and CRM to deliver standardized customer-specific banking service to its target customers.
**Waltried and Robert (2000)** in their research paper examines the effects of service quality on customer satisfaction from two distinct methodological perspectives, specifically, a study utilizing a sample of international private banking customer is conducted where in service quality is operational via two distinct and well-known measures –SERQUAL and technical/functional quality. These two service quality measures are subsequently compared and contrasted as to their ability to predict customer satisfaction. To further assess the validity of these findings, two moderators of the service-quality/customer-satisfaction relationship are introduced and evaluated. The findings are of importance to service manages as they strive to identify efficient and effective approaches.

**Deepali Singh (2001)** the aim of the study was to examine the status of relationship marketing in India and to elicit the techniques to maintain relationship with customers through information technology and thereby to make a shift from discrete transaction to the enduring relationship. The findings revealed that the development of technology and opening up of the products services and thereby develop value-based long lasting customer relationship. The only strategy that is perceived to make sense in the emerging marketing environment is that the marketers should learn and practice CRM.

**Gupta (2001)** studied a modest attempt to identify the implementation issues associated with CRM, importance of CRM, its technology and how does it drive customer service particularly in the banking sector. The study comprehends that banks are still in the initial phase of CRM implementation. With some foreign and private sector banks are taking a initiative on the technology front, public sector banks still have a long way to go in adopting the new technology. The study further revealed the CRM is gradually picking up and is definitely considered as a viable proposition by banks in improving services to their customers.

**Koushiki Choudhury, Avinandan Mukerjee and Ashish Banerjee (2001)** this paper explores the kind of relationship marketing strategies that the Indian banks are pursuing in today’s high competitive environment and what is the effect of these strategies on service quality as perceived by the customers on a comparative basis the private sector
banks gave a positive result in relation management of demand and supply, customer complaints, customer retention and customizing relationships. This is because public sector banks have not yet forayed into the world of home banking; internal banking and only recently they have attracted using ATM network. In private banks innovative electronic banking has already replaced the traditional banking system.

Ramachandran (2001) made the purpose of the study was to highlights the reasons for the lack of success of the current crop of CRM tools and review the strengths and weaknesses for the current approaches to CRM. The studies stressed on the point customer needs are dynamic, and there should be new methods to capture them. This means, new dimensions have to be added to the set of IT based CRM tools. A mix of quantities and qualities inputs will provide an insight into the requirements of customers. Computers and packages are only tools. The organization should decide the purpose and make use of a mix of CRM tools.

Bennett and Durkin (2002) in their article discusses how the concept of relationship marketing has attracted increasingly the attention of academies and practitioners in the recent years. Issues relating to the practical and context specific implementation of relationship, marketing cultures have been less developed. Indeed, recent literature pinpoints many difficulties associated with the implementation of relationship marketing. This paper addresses a number of key issues associated with the implementation of a relationship culture in the context of a leading and long established retail banking institution. Specifically, the form which such a culture should take is discussed, together with a critical review of how successful the bank has been in its establishment. In light of this analysis, a conceptual model is proposed for the development of relationship cultures within the banking industry.

Caruana (2002) Service quality and customer satisfaction has significant relevance. The results indicate that customer satisfaction does play a mediating role in the effect of service quality on service loyalty. The Study starts by first delineating the concept of service loyalty and proceeds to distinguish between service quality and customer satisfaction. A meditational model that links service quality to service loyalty via customer satisfaction proposed among banking customers. On the relationship between
customer satisfaction, service quality and service loyalty in Malta’s banks, Caruana concluded that customer satisfaction plays a mediator role in the effect of service quality on service loyalty. In fact, service quality affects service loyalty through customer satisfaction.

Deepak Sirdeshmukh, Jagdip Singh and Barry Sabol (2002) the authors developed a framework for understanding the behaviour and practices service providers that creates or depletes consumer trust and the mechanisms that covert such trust into value and loyalty in relational exchanges. The result of the study reveals that the conversion of trust to loyalty involves complex, multiple-loop processes that require an understanding of 1. How specific trust-worthiness dimensions can build greater consumer trust. 2. How increased consumer trust can enhance value for the consumer and 3. How value translates into loyalty. Although there are significant pay offs from building consumer trust in relational exchanges-realizing them is neither the straightforward nor inevitable.

Katherine et. al. (2002) says that the trend in marketing towards building relationships with customers continues to grow and marketers have become increasingly interested in retaining customers over the long run. Many practical and theoretical models of customer retention have explored satisfaction as a key determinant in customers’ decision to keep or drop (discontinue) a given product or service relationship. Indeed, satisfaction measures have been accounted for up to 40% of the variance in models of customer retention. In this research, the authors seek to understand what other factors may influence the customers decision to keep or drop a product or service, over and above satisfaction. Current models of customer retention have not incorporated a customer’s future orientation. To keep or drop decision estimated as a logistic model, in which the decision of whether to remain in the service relationship is modeled as a function of unexpected future use and overall satisfaction with the service. The results reflect the effect of the independent variables on the consumers’decision to continue the service relationship. The study brings out the fact that marketers now need to understand customers in a dynamic changing environment and engage in dynamic customer relationship management understanding that customers take into account the aspects of the past, present and the future, including future expectations, when
determining whether to continue to do business with a firm. If firms fail to take into account this idea that consumers are involved planners and forecasters, as well as evaluators of their services, they will miss a key opportunity to manage customer relationship.

**Katherine lemon, Tiffany Barnett white, Russess and Winer (2002)** study found that dynamic CRM: incorporating future considerations into the service retention decision. The authors achieved the following objectives to establish the basic notion that future considerations affect keep/drop decision. In their study, they examined the relationship between consumers, future expectation of the own behaviour and the consumers keep/drop decision in an actual customer service context. Specifically, they examined the differential impact of expected future use and overall satisfaction on this decision. They also examined the factors that influence the consumers’ perception of expected future use through the expected future use integration model. Study focus to test the individual and interactive effects of satisfaction and anticipated regret on consumers decisions to continue or discontinue exchangers with ongoing as well as transactional service providers. The methodology of this study is the empirical analysis was conducted on data collected from customers of an interactive television entertainment service. They selected a random sample of 490 households from sampling frame of current subscribers. This study forces to suggest that the firms must recognize that consumers are active forecasters, taking future considerations in to account in their current decision making efforts. It”s a result that the firms must begin to develop dynamic CRM strategies. These strategies should take into account not only the actions the firm takes to build and manage the relationship but also in so far as is possible, the future projections of customers.

**Krishnaveni and Divya Praba (2002)** in their article reveal that, managing Customer Relationships. This article has highlighted a suitability of CRM, it will be more suitable for companies having customers and high profit marging, when products/ services and complex and involve a high degree of uncertainty on the part of the buyers, the likelihood of customers seeking a relationship is increased, and CRM can be exercised when the customer would find it costly and rightly to switch to another vendor and the seller would find that loosing this customer would be a major loss, Hence, this article
also concentrated that, How to introduce CRM, there are some keys steps: such as: identifying your customer, differentiating your customers, interacting with customers and customizing your enterprise’s behaviour. Finally, it is forced to conclude that, customers prefer marketers who can sell, deliver, service, repair, solve problems and improve products. So, management, and marketers had to create strong long CRM, because it has become a necessary for survival and success in today’s scenario.

Rajeev Kumar and Mitial (2002) this paper discusses some of the important managerial issues, which are vital for the Indian banking sectors, survival and growth to compete globally. The result of the study reveals that if banking industry needs to be taken to the heights of international excellence, it will require having a combination of new technologies, better processing treasury management, product diversification, better internal control, customer centric approach and improved human resources. The task is mammoth but a beginning has to be made. Ultimately, the challenge should be to build a safe and sound banking system for a vibrant economy.

Ramachandran (2002) the study has stressed on improving customer loyalty and to measure the depth, stages of relationship development in banks. The study proved that the concept of CRM needs to make its impact in the banking scenario, especially, in the nationalized bank, state bank group and old private banks. Being customer centric rather than product centric goes a long way in laying the right foundation for better CRM. Retention of old customer must be given precedence over acquisition of new customer for it to promote cross selling of products and thereby increase profitability.

Talieb (2002) study discussed so many things in his studies of (Management trends in the Jordanian commercial banks to strengthen the relationships with the client). This study aims to discuss the measures to be taken by the commercial bank to retain its customers in order to get their loyalty, and prevent them from switching to other banks. The study concluded that: Jordanian commercial banks reflect a negative relationship with their customers, which makes the customer value for their clients. Jordanian banks are still traditional banks in using the technique which make the customer Disloyal to the services which are provided. The study recommended reinforcing values through training employees to keep their promises and deal with customers honestly.
Yuh Lie and Tang (2002) in their paper e-commerce road-map for success in the banking industry: a Customer Relation-ship Management Approach studied new developmental strategies to create value through the electronic commerce on customer relationship management. It also reviews practices and events in the banking industry to find out the critical activities for every strategy and attempts to provide a roadmap for success to customer effective electronic commerce for the banking industry. The study is a qualitative research done by the authors to highlight the relationship between electronic commerce and customer relationship management including the following parameters: Customer Centric electronic commerce, technology and customer relationship management, customer relationship management for electronic commerce success, impact on banking industry from electronic commerce and customer relationship management. The study then describes the action programs of E Commerce in the banking industry through customer relationship management with parameters like exploration and content of the strategy. It had also listed out some of the best practices on E Commerce and customer relationship management along with its content including channel management, customer data management, and enterprise wise strategy. The study reveals that the strategy of customer relationship oriented E-Commerce is the most important point for banking industries to evaluate whether it is competitive or not. The research study indicates that the variables like channel management, customer data management, enterprise wise strategy. Information Technology has an important relevance in implementing E Commerce oriented customer relationship management.

According to Zeithaml et al. (2002) relationship marketing is a philosophy of doing business, a strategic orientation that focuses on keeping and improving current customers rather than acquiring new ones. This philosophy assumes that consumers prefer to have an ongoing relationship with one organisation than to switch continually among providers in their search for value. Building on this assumption and the fact that it is usually cheaper to keep a current customer than to attract a new one, successful marketers are working on effective.
Alok Mittal, Jayant Sonwalk and Akhilesh (2003) the paper aimed to explore the aspect of CRM orientation among bank employees of both public and private sector banks. The findings of the research highlighted that there is need for improvement on some of the components of CRM such as customer communication, orientation, care and handling complaints in both private and public sector banks. The aged employees in the public and private banking institutions need to improve CRM skills in order to compete with their younger counter parts.

Arvinthan and Prithwiraj (2003) in their article contribute their research finding on how the role of trust encompasses the exchanges and interactions of a retail bank with its customers on various dimensions of online banking. Specifically, they lay stress on the bank-to-customer exchanges that takes place through the technological interface. The study hypothesizes a shared value, communication and opportunistic behaviour ads antecedents to trust on banks. Trust and commitment also have a causal relationship. They observe that shared value is most critical to develop trust as well as relationship commitment. It is also found that higher perceived trust significantly, enhances customers’ commitment in online banking transaction. An important contribution concerns how trust is developed and sustained over different levels of customer relationship in online banking. The future commitment of the customers to online banking depends on perceived trust.

Baron and Harris (2003) summarized the seven key indicators of the customer perception of relationship marketing. Such as high level of trust between both parties, high level of commitment between both parties, long time horizon, open communication channels between both parties with information exchanged between both parties, having the customer’s best interest at heart, a commitment from both parties, an attempt to favorably lock- in or retain the customer. It is clear that the success of customer loyalty in a business organization is the backbone of a successful organization and also customer loyalty is significantly more important than customer satisfaction. Oliver (as cited in das et al.,2009) defined it as a deeply held commitment to re-buy or re-patronize a preferred product or service in the future despite situation influence and marketing efforts having the potential to cause switching behavior.
Ball et al. (2003) observes Customer satisfaction, communication and trust. Loyalty is explained less than expected by trust and more by communication, at least in the banking sector. The Relationship between image and loyalty, although important, is mainly indirect and mediated through satisfaction and trust.

Injazz, Chen and Karen Popuich (2003) in their study provide an integrated by focusing on customer retention and relationship by focusing on customer retention and relationship development. CRM has evolved from advances in IT and organizational changes in customer centric processes. Although a large portion of CRM is technology viewing CRM as a technology-only solution is likely to fail. Managing a successful implementation requires an integrated and balanced approach to technology, process and people.

Monica, Theresa and Wong (2003) Analyzing three perspectives on Customer Relationship Management developed by academics, numerous paradoxes are illustrated, as it can be an integrated corporate approach, a specific strategy to customer behavioral modification or differential customer treatment. The paper highlights that an evolutionary change in the concept of customer relationship management is required. Three key findings have been made. First, Customers should be the major focus, as companies are actually dealing with Customer- Managed Relationships (CMR). Second, it is not just a one-to-one relationship pattern. The linkages with other parties are the cores of the relationships between customers and companies. It should therefore be a one-network-one relationship. Third, a co-creative approach should be used in order to integrate the CRM and CMR concepts to enable customers to participate in corporate strategy formulation and to encourage companies to cooperate with third parties in serving customers. The financial service sector has taken as a major role as an example to illustrate the full concept of CRM and CMR. Managerial implications arising from the implementation of the co-creative approach are explored, which include market share and mind share.

Peru Mohamed and Elgina Sweetline (2003) the study provide an idea as to how call centers has developed customer relationship, its functional advantages and how call centers are useful to acquire new customers and retain the existing customers on making
a cost-benefit analysis the author proves that, the web based call centers are much more cost effective than the „pc“ based system. It was further found that organizations are evolving strategies to attract and retain customers, who desire to be listened to by the organization. Call centers emerge as strategic tools in building such customer relationship.

Sanayei & Karin (2003) in their study on Customer Relationship Management in the third millennium in the banking industry focused mainly on pro-viding a high level insight of the fundamental principles behind customer relationship management and its characteristic along with the pros and cons. It also examines the influence of a customer relationship management on quality of relationship between customers and their main provider of banking ser-vices and makes an attempt to compare the overall relationship quality between those banks who have successfully implemented customer relationship management and those banks who have encountered problems.

Ronald, Shankar Ganesan and Noreen (2003) together presented an article in which the main focus of the study was to understand how customer relationships either buffer or magnify the impact of service failures on customers satisfaction and also to learn about the conditions under which a service organization is more or less vulnerable to the effect of such service failure. The result of the revealed was that customer organization relationships can help to shield a service organization from the negative effects of failures on customer’s satisfaction. Customers who accept the relationship to continue will have however service recovery expectations, which in turn results in greater satisfaction with the service performance after recovery.

Toya Kerko, Chizuru Nishio (2003) conducted the study on –Analysis of customer retention model in retail financing servies‖ –the authors develop a model of the relationship between transaction account and financial investments based on theories of consumer behaviour towards perceived service quality, satisfaction and loyalty. They identified three key factors: product quality, interaction quality and organisation quality, which affect customer satisfaction and loyalty formation in the Japanese retail financial market.
Yongyui (2003) has presented a model for the relationship between service quality and bank’s reputation. According to the findings of this research, the fivefold dimensions of service quality have direct effect on the bank’s reputation. In addition, on the basis of this research’s findings, the bank’s reputation plays an important role in determination of purchase, repeated purchase, and customer loyalty.

Michael Lewis (2004) conducted the study on – The influence of loyalty programs and short term promotions on customer retention – Journal Of Marketing Research, Vol. XLI, No.-3, August, empirical results and policy experiments suggest that the loyalty program under study is successful in increasing annual purchasing for a substantial proportion of customers.

Hamburg C., Koschate N. (2004) conducted the study on –How do consumers react to price increases and this paper explore the role of perceived fairness and consumer satisfaction on the repurchase intention after a price increase. The findings of two experimental studies reveal that perceived fairness has a positive impact on the repurchase intention and that satisfaction moderates this relationship.

Dibb, Sally, Meadows and Maureen (2004) in their research paper consider the shift towards relationship marketing principles and the implementation of CRM in the retail financial services sector. Many players offering personal banking and related products have now „bought in” to the concepts behind relationship marketing, and are investing heavily (particularly in new information technology) to enhance customer relationships and improve retention rates. This trend is considered from the perspective of an organisation that is one of those leading progresses made in recent years towards the company’s goals, focusing especially on their introduction of new systems and moves to enhance customer data. However, the analysis also suggests that major challenges remain if the benefits of CRM are to be fully realized with particular concerns for the implementation of CRM principles.

Velotsou et al. (2004) also found that perceived service quality has a positive association with customer loyalty, being defined as a function of expected quality
(generated from market communication, image, word of mouth and customer needs) and experienced quality (generated from functional and technical quality).

**Arvind Singh (2004)** in his article argues that the truly most productive and desirables assets are not buildings and fixtures but a profitable customer base. He also states that enhanced customer relationship implies taking customer service and associated profitability to new heights by increasingly interactive banking and client links. He also suggests that banks globally must consider themselves as innovative solution providers satisfying the customer rather than just a product driven or a profit driven distribution. He also discusses extensively, now the advancements in technology have changed the face of banking and have compelled banks in UK and the use to rethink their strategies. He also suggests that banks must reassess their strategies and must acquire a mindset in managing customer relationship to be successful in the ever changing markets.

**Sajal (2004)** the author with the main objective to develop and design strategic business models for CRM for retail banking in India, for gaining sustainable competitiveness and ROI in retailing, acquiring and servicing customers in the next generation banking environment has undertaken a qualitative research. Retail banking customers are demanding a different relationship with bankers and the financial suppliers than the traditional sales and transaction model. The study concluded that CRM systems development and implementation are a key priority for the most modern Indian retail banks. The fairly narrow scope of the study inhibits generalisability and there were distortive factors identified in the data. Nevertheless clear signals did emerge, which could be the subject of further enquiry. One possible avenue for further research would be to examine how banking related businesses are measuring the success of their CRM programmes.

**Christian Homburg, Nicole Koschate and Wayne D. Hayer (2005)** conducted the study on –Do satisfied customers really pay more? A study of relationship between customer satisfaction and willingness to pay two experimental studies a lab experiment and a study involving a real usage experience over time reveal the existence of a strong, positive impact of customer satisfaction on willingness to pay, and they provide support for a non linear, functional structure based on disappointment theory.
Ndubisi (2005) This study has demonstrated that measurement of the “underpinnings” of relationship marketing can predict customer loyalty, at least in the Malaysian banking sector. Therefore, researchers and strategists aiming to nurture loyal customers should pay close attention to issues of trust, commitment, communication and conflict handling. The research reported here has not delved into the possible influences of socio-demographic factors on the relationship between relationship marketing initiatives and customer loyalty. Earlier studies have suggested that women tended to be more loyal than men (Ndubisi, 2005), and older people more so than younger age groups. Moreover, there is the tendency for higher-income customers to receive better attention from banks, at least in Malaysia, because of their higher net worth and the larger volume of business they generate for banks. This could make them more loyal than other customers.

Ndubisi and Chan (2005) found a significant relationship between conflict handling and customer loyalty, indirectly through trust and perceived relationship quality. The ability of the product or service provider to handle conflict well will also directly influence customer loyalty. Thus, the research proposition is that: . . . there is a significant positive relationship between customer loyalty and (a) trust, (b) commitment, (c) communication and (d) conflict handling.

The factors affecting customer satisfaction in the Malaysian retail banking sector was conducted by Ndubisi and Wah (2005). A field survey of bank customers in Malaysia was conducted using a structured questionnaire. The data were factor-analyzed to determine the key dimensions of customer satisfaction. The results showed that five key dimensions, namely competence, communication, conflict handling, trust, and relationship quality, were the major determinants of customer satisfaction.

Laren, Juliano A And Espirioza, Francine S. (2005) conducted the study on Satisfied Consumers: Analysing satisfaction as an antecedent of loyalty a field experiment was conducted to test the relationship between consumer satisfaction and loyalty. A sample of college students was used. Results indicated a positive
relationship between the two variables. A considerable amount of the variance of loyalty was explained by satisfaction

Leo and Alan (2005) in their article focused on their practical implications of CRM is a critical success factor for business performance. Firms wishing to improve their relationships with customers need constantly to monitor their behavioral and internal process. The scale in this study could be used as a diagnostic tool to identify areas specific improvements are needed, and to pinpoint aspects of the firm’s CRM that require work. They suggested that four dimensions of CRM: key customer focus, CRM organization, knowledge management and technology based CRM. Future researcher studies should collect time series of data for the testing of the casual relationship between CRM and business performance.

Leo, Alan, Oliver (2005) This paper addresses the conceptual and measurement issues related to the study of relationship marketing orientation (RMO). It first reviews the concept of RMO and its important components. It then reports on the construction and psychometric assessment of a measure of RMO. Six multi item scales are developed showing strong evidence of reliability and validity in samples from firms in Mainland China and Hong Kong This paper reports an exploratory study on the development and validation of a measure of RMO. The RMO scale was found to demonstrate reliability, unidimensionality, and validity, as well as stability across the Mainland China and Hong Kong samples. Despite the increasing research attention paid to the concept of relationship marketing, to date, there has been no valid and comprehensive operational measure of RMO. To our best knowledge, this is the first study to provide a comprehensive, psychometrically sound, and operationally valid measure of a firm’s RMO.

Louis Johannes van Ravesteyn (2005), researcher finds that the effect of relationship banking on customer loyalty in the retail business banking industry is positive. The main research hypothesis states that business customers who receive the relationship banking offering from their retail bankers are more loyal towards their bank than those business customers who do not receive the relationship banking offering. The results and findings from the research and literature review represent a remarkable difference
between the perceived levels of customer loyalty of the two groups. This is an indication that relationship banking affects customer loyalty positively.

Mosad Zineid (2005) he observed in his study that banking has traditionally operated in a relatively stable environment for decades a better understanding of quality and Customer Relationship Management (CRM) impact on, banking competitiveness. A bank has to create customer relationships that deliver value beyond that provided by the core product. This involves added tangible and intangible elements to the core products, creating and enhancing the product surrounding. The author has one necessary condition for the realization of quality and the creation of value added is a quality measurement and control. The important function is to ensure the fulfillment of given customer requirements. The key way to building a strong competitive position is through CRM, product service quality and differentiation.

Ravesteyn (2005) pointed out the two key advantages of customer loyalty the first one is that Once customers become loyal to the company, repeat sales and referrals will increase, which will lead to growth in revenues and market share. Existing customers, who are willing to give enthusiastic references and word of mouth referrals, create free advertising. Customers become advocates. The second one is that Loyalty provides the time to respond to competitive moves – it gives breathing Room to organization. The banks are fighting with each other to gain a great slice of the market share with a globalization effect. Banks use the relationship marketing concept as strategy to build loyal with each customer, which leads to improved financial and market performance, and an increased competitive edge.

Ehigie (2006) suggests that there is a significant positive relationship between customer satisfaction and customer loyalty/retention. As such, customer satisfaction in this research is acting as a mediator between service quality and customer loyalty.

According to Portela & Thanassolis, (2006), not only empirically studies of the relationship between service quality and customer loyalty in banking system are limited, but also the existing studies on bank branches efficiency in general do not account for the changing role of bank branches. Service quality is of utmost importance
in analyzing the performance of bank branches, since their survival depends on their service quality levels they provide (Portela & Thanassolis, 2006). Excellence in service quality is a key to achieve customer loyalty which is the primary goal of business organizations, due to the advantages of customer retention (Ehigie, 2006). Today, the increasing awareness among bank customers of their rights, changing demands and highly competition requires constant progress in service quality from the bank for their customers to stay loyal. The present research intends to test whether the bank customers are happy with the services provided to them, which will eventually lead to customer loyalty.

Sanjay Bhayani (2005) in his article confined to the comparison of the services provided by the private sector banks in the Rajkot city. The study also attempts to know the customer”s awareness about the services provided how often they utilize these services. An attempt is made to know the post purchase behaviour of the customers and customers” awareness. He pointed out that the findings and suggestions of (i) one of the most important reasons for which people are opting for private banks is due to the services and inter connectivity between the branches.(ii) The use of e-banking services has still not been up to the mark as expected by the banks. This requires awareness among the customers about benefits of these services. The customers should be educated about the benefit of these services. This would help the bank in a long run. (iii) The machine, which was earlier used, as a tool for adding customer service is now considered as a revenue earner. The maximum use of ATM has usually been done for the purpose of cash withdrawal and balance inquiry but in Rajkot, it is just a mini bank, where one can access most of its functions, which would help the bank to reduce its burden at the branches. Moreover, there is a need to increase the number of ATMs. (iv) The debit card is used only as a substitute for ATM. The customers do not have faith in this facility. This requires awareness among the customers so that they can make efficient use of the card and the facility. This in turn, will increase the flow of funds in the bank. (v) Moreover, private banks should start the facility of cash credit and overdraft to some of the preferred customer”s base of nationalized banks. They should also provide loans for purchase of premises, machinery etc. (vi) The fundamental thing that banks need to do is to build up an IT savvy customer base. In India due to various factors like illiteracy, the IT awareness of the people is still very low. It is clear that the
disposable income of the people is growing, but many still have a mental block towards using IT selected services, due to various reasons like security apprehensions. Efforts towards educating the customer on this aspect.

**Ashok and Kumar (2006)** in their endeavor to elicit the opinion of the customers on their satisfaction with selected bank branches have carried out this empirical study. Banks are the mart of the world, the nerve centers of economics and barometers of nation’s property. Today, the cost of retaining a customer is one-tenth when compared with the cost of acquiring a new one. Banks do offer tangible services but that cannot satisfy the customers, who need intangible services which could be experienced like behaviour and efficiency of staff, speed of transactions and the ambience. The focus of this study is to bring out by what extent the selected bank branches cater to the needs of the customers. Customer awareness has to be created and their satisfaction should be known to the customers. Quartile deviation has been used to find the customers level of satisfaction with their banks. Chi square test is applied between the personal and the independent variables to study the factors influencing the level of customer satisfaction. The study concludes that the focus of banking business will have to be customer centered. It also further indicates that nationalized banks are attempting its best to attract higher rate of customer satisfaction.

**Benjamin (2006)** his paper seeks to examine how customer expectations, perceived service quality and satisfaction predict loyalty among bank customers in Nigeria. A survey research was conducted that included qualitative technique to explore customers’ expectations from bank services on the basis of which measurement scales were developed to measure the variables of the study. It is implied that management of banks in Nigeria should intermittently conduct market survey to identify the desires of their customers and attempt at satisfying their customers. Management of Nigeria banks could design appropriate marketing strategies towards achieving customer satisfaction and this would of similar in enhanced customer loyalty. The papers improve the external validity of similar findings in the west and demonstrate the generalizability of service quality perception and customer satisfaction as predictors of customer loyalty.

**Bhattacharya and Singh (2006)** studied the Analytical CRM in Indian Retail Banking.
The study (takes a look at the status of analytical Customer relationship management in major banks operating in India. The efforts of the banks have been analyzed in terms of a strategic framework and points out some of the deviations that have occurred in the implementation of the analytical Customer relationship management. Their expectations and strategic objectives in the adoption of the CRM system were discussed. These led to identification of those variables which represented the major capabilities of analytical CRM systems in the banking sector. The findings of the study are that there is strong recognition of analytical CRM systems benefits for the long term organizational survival at both top and middle levels of management amongst Indian banking companies.

**Leverin, and Liljander (2006)** study aimed to investigate the relationship marketing strategy of a retail bank and examine whether customer relationships were strengthened through perceived improvements in the banking relationship and consequent loyalty towards the bank. The research used a survey on two profitability segments, of which the more profitable segment had been directly exposed to a customer oriented relationship strategy, whereas the less profitable segment had been subjected to more sales oriented marketing communications. The research concluded that there are no significant differences between the segments on customers’ evaluations of the service relationship or their loyalty toward the bank. Moreover, analysis revealed that relationship satisfaction was less important as a determinant of loyalty in the more profitable segment.

**Lopez et al., (2006)** study aimed at showing how relationship marketing has recognized the importance of building long-term relationships in increasing firms’ profitability and guaranteeing their future viability. The study also aimed to contribute in this direction by introducing the heterogeneity of customers in their relationship characteristics (depth, length and breadth) into the analysis of customers’ propensity to switch service providers.

**Ndubisi (2006)** proposed the four key virtues that underpin the customer perception of relationship marketing, such as trust, commitment, communication, conflict handling. In this research, we also considered the four dimensions that underpin relationship...
marketing, such as trust, commitment, communication, and conflict handling to determine the customer perception of relationship marketing in the private commercial banks.

**Rich Spitler (2006)** conducted the study on “The survival skills, it is how ever necessary to research customer needs at a detailed level, and identify patterns of demand that lined up with the institution’s capabilities.

**Aihie Osarenkhone (2007)** reveals in an exploratory study on components of Customer Relationship Management (CRM) strategy to its implementation. This study is finding that relationships are not a tactical approach to buyer-seller exchange. CRM strategy requires and commitment from top management, systematic cross-functional communication, and customer loyalty training programmes for all employees. CRM is a strategy business and process is a continuous learning process where information about individual customer is transformed into a customer relationship. Future researcher analysis should be based when conceptualizing CRM should consist of business strategy, business philosophy and a database application.

Investigation of the impact of relational benefits on customer satisfaction in Spanish retail banking was conducted by **Molina, Martín-Consuegra, and Esteban (2007)**. Based on a theoretical framework regarding the relationship between relational benefits and customer satisfaction, an empirical study using a sample of customers was conducted, and the theoretical model was tested. The results showed that confidence benefits have a direct, positive effect on the satisfaction of customers with their bankS

**Helgesen (2007)** study aimed to identify the most influential drivers of customer satisfaction. The data source is a market survey. Items measuring customer satisfaction as well as importance and performance (satisfaction) of drivers of customer satisfaction have been included in a questionnaire answered by 128 customers from approximately 25countries The study found that prices have not been identified as satisfiers; however, according to the item-based importance-performance grid, competitive prices are important and can perhaps be perceived as “hygiene”, focusing more on what is important for customer loyalty.
Norbani che-ha* and shahrizal hashim (2007), explored that there are high in brand equity are organization powerful assets. They can lead to customer satisfaction and customer loyalty. This study is to explore customer perceptions on brand equity dimensions among consumers of bank services in Malaysia. The results show brand meaning is an important factor to create brand equity that will lead to customer satisfaction and loyalty. The findings show that service operation of the bank, bank employees and brand aroused feeling are central for organizations to achieve both customer satisfaction and customer loyalty. Comparing both models, it seems that brand meaning is critical in achieving customer satisfaction and customer loyalty.

Saurbhi Chaturuedi and Rishnu Roy (2007) have focused on Customer Relationship Management provides interactive, personalized and relevant communication with customer to develop and maintain relationships. Customer Relationship Management (CRM) is a strategic orientation which is the most important long-term customers and develops an understanding of these customers whom can be retained. Technologies used by companies to attract successfully and retain customers for the maximum corporate growth and profit. CRM is the goal of meeting customer expectations and needs to value them. CRM includes the breaking down of departmental barriers, improving information flow and work processes. These changes influence effectiveness of an organization. CRM is not a technology thing, though technology is fundamental in making it successful: CRM is a business philosophy.

Srinivasan (2007) says that these are two main categories of loyal customers. The first category is of loyal customers. With in the loyal category there are satisfied and unsatisfied customers. The satisfaction is not an essential requirement for loyalty, so satisfied customers do not have to be loyal but there is a correlation between the satisfied customers and loyal customers. Sometimes unsatisfied customers are also loyal due to attachment and commitment with the supplier. And satisfied customers, if lack the trust commitment and attachment with the suppliers products and services will always deflect once they find a competitor with better quality of products and services.
Guicheng, Yi-zheng, Chan, Wang, 2008 to maintain strong customer relationships is one of the chief aims of relationship marketing. Previous constructs, including customer satisfaction, commitment and relationship quality, are not valid to capture the relationship property of strength, therefore it is necessary to have a new relationship strength construct. ‘Strength’ as a concept has a long family history, from cohesiveness in physics to group cohesiveness in social psychology and tie strength in social networking, all of which can now be extended to relationship strength. This study has formulated a comprehensive definition and a tridimensional measurement model of relationship strength. The proposed dimensions are affective strength, cognitive strength and conative strength. This model is parsimonious, but it combines almost all of the dimensions that are found in previous measurement models of relationship strength.

Sadeeq (2008) concluded in his study about Relationship marketing: the vision of integrative philosophy, concepts and principles. This study aims to provide a conceptual framework and an integrated view of relationship marketing in terms of concept, importance and differentiation from traditional marketing and to understand how this concept began equivalent and achieve competitive advantage for many organizations when adopted (banks and ministries in Syria). Relationship marketing theory offers a conceptual basis for the marketing as it emphasizes improving the customer service through customer knowledge. Relationship marketing requires work from all the departments of the company together with marketing team to serve the customer, and it includes building relationships at multiple levels (economic - social - technical - legal), which result in a loyal customers. There is a positive relationship between relationship marketing and the organization productivity with its ability to solve conflict and problems.

Sudhir Sharma (2008) in his study highlights on this paper is customer relationship, banking industry, development of CRM steps taken by the banks to improve the CRM, customer retention and customer selection. His author’s conclusion is that paper on banking industry is concerned, excelling and managing customer relationships will be the future of this industry as customer focusing is not to be viewed just as a business strategy but it should become a corporate mission. Unless this mission percolates
throughout the organization at all levels, the chances are that the attempts to address customer issues will receive only lip sympathy. Building value for customers and building shareholders value the challenge for banking industry in India should be treated as two faces of the same coin in the area of people (changing their beliefs and attitudes), technology and quick adaptation in CRM.

**Fragata, Gallego (05/09)** develop a model to analyze the relations between perceived service quality, customer satisfaction, loyalty and intention to increase utilization of banking services by medium/large corporate banking customers. Researchers suggest that perceived service quality will have a positive indirect effect on bank loyalty via customer satisfaction; perceived service quality will have a positive effect on bank loyalty; customer satisfaction will have a direct positive effect on bank loyalty; and bank loyalty will have a direct positive effect on intention to increase utilization of banking services.

**Al-Eisa and Alhemoud (2009)** attempted to identify the most salient attributes that influence customer satisfaction with retail banks in Kuwait and to determine the level of the overall satisfaction of the customers of these banks. A multiple-attribute approach proposed by Shin and Elliott (2001) was employed. This approach was applied in the analysis of data collected from a convenient sample of customers of retail banks in Kuwait. The most crucial attributes for predicting customer satisfaction with retail banks in Kuwait were fast service, courtesy and helpfulness of employees and availability of self-banking services.

**Das et al. (2009)** found that customer relationship management deployment might not be a profitable strategy for retail banks, particularly in an Indian context. These results were also supported by Leverin and Liljander (2006) who found that the implementation of a relationship marketing strategy in a retail bank did not result in the increase of loyalty with respect to the most profitable customer segment. Conceptually, loyalty has both an attitudinal and behavioral dimension. Attitudinal loyalty is reviewing the concept of good and favorable attitude towards a service provider like trust or emotional attachment. And behavioral loyalty emphases on customer behavior like repeat purchase, word of mouth
Fatima and Razzaque, (2009) this study is to reveal the antecedent role of key relational constructs such as service quality, commitment, customer involvement and trust on customers-employee relationship and also to find out the co-relationship of the later one with overall satisfaction of the customers of private commercial banks in Bangladesh. Bank managers also hope to receive a clear indication of the motivations of customers’ interactions with bank and the level of their overall satisfaction corresponding to it.

Herinton and Weaven (2009) explored the factors affecting customer satisfaction for e-retail banking in Australia. Results are drawn from a self-completed survey of a convenience sample of Australian respondents who regularly use online banking facilities. Factor analysis and regression analysis were used to ascertain factor structure for customer satisfaction. A four-factor solution represented by personal needs of the customer, website organization, user-friendliness of the websites and efficiency were found, with all factors rated as important.

The predictors of customer satisfaction in the German retail banking sector were studied by Kanning and Bergmann (2009). Field study method was applied to find the factors affecting customer satisfaction. The major factors identified were performance of banks and fulfillment of customer expectations.

Abeysekera, 2010 In most cases in both developed and developing countries the relationship marketing in banking sector is positively related to the customer loyalty. In Sri Lanka, banking sector is considered as main recipient in recent economic downturn. Better formation of strategies in banking sector is the needed one e especially in the recent information technology era. As a result of the continuing movement towards deregulation and the associated increase in competition, Maintaining a long term customer relationship leads to get a moderate or greater share of financial market and of a corporation’s business.

Afsar et al. (2010) concluded that when a customer is committed to a bank, his/her trust is grown up which automatically leads to the loyalty of the customer. The concept
of customer loyalty has received much consideration and attention from both academics and practitioners in different industries. In increasingly competitive markets, being able to build consumer loyalty is seen as the key factor in winning market share and developing a sustainable competitive advantage. Banking industry is no exception as it has high interaction with the customers, so managers must understand the factors which influence the loyalty of the customers towards their respective banks. It is always costly to attract new customers, so the managers always try to find ways to retain their current customers and concentrate on different factors which enhances the customer loyalty among the customers of the organizations. This research attempts to find the factors of customer loyalty and their relationships with the banking industry in one of the developing countries, which is Pakistan.

**Heffernan (2010)** in his study of (Relationship marketing: The impact of emotional intelligence and trust on bank performance) found two aims to explore the development of trust for relationships between staff and customers in the banking sector and to investigate possible links between financial performance of relationship manager and their levels of emotional intelligence (EI) and trust. Trust was found to be made up of three components: dependability; knowledge; and expectations. Further, there were significant strong correlations between both trust and EI, when compared to the financial performance of a relationship manager. The study recommended increasing awareness of relationship managers in dealing with customers, because that will lead to enhance the trust between both parties and in return increasing the effectiveness of the financial performance in the banks.

**Lo Liang Kheng et al. (2010)**, The emergence of new forms of banking channels such as Internet banking, Automated Teller Machines (ATM), phone banking and also maturing financial market and global competition have forced bankers to explore the importance of customer loyalty. Therefore, studies need to focus on the changing role of the banking system and its dynamic financial market. The underlying model of SERVQUAL (Parasuraman et al., 1988) with five dimensions was used by this research to evaluate the impact of service quality on customer loyalty among bank customers in Penang, Malaysia with customer satisfaction mediating these variables. The findings show that improvement in service quality can enhance customer loyalty. The service
quality dimensions that play a significant role in this equation are reliability, empathy, and assurance. The findings indicate that the overall respondents evaluate the bank positively, but still there are rooms for improvements. clearer understanding as to the sequence of relationship between service quality, customer satisfaction and customer loyalty can help to ensure better targeting of customer using limited marketing resources.

Omar, Mohd Ali (2010) This study shows the influence of relationship marketing through Bank Islam employees in Malaysia on Brand Loyalty. The study tries to determine how relationship marketing which is measured through three dimensions, that is Customer trust on Bank Islam staff, Bank Islam Staff commitment during the service delivery, and the communication skills among Bank Islam Staff can have an influence on Brand Loyalty among Bank Islam customers. To ensure success, it is recommended that Bank Islam follows the suggested model above to ensure that they significantly improved their overall brand management particularly building up Brand loyalty among their customers, without losing a large part of their uniqueness, independence and management control. The essence of Bank Islam management is to be able to relate relationship marketing through their employee, customer overall satisfaction, and Brand loyalty as part of their property management.

Kantsperger, Kunz (2010) has insisted on (Consumer trust in service companies: mediating analysis in United Kingdom banks) the concept of “trust” has gained co marketing during the last decades and is seen as a key mediator of customer relationship marketing. But upon a closer look at the literature, the construct “trust” is conceptualized and measure review and theoretical work, the purpose of this study is to develop a conceptual model of consumer trust in a service company, which may help in detecting different mediating effects of trust in the customer relationship to the service company. Antecedents and consequences of trust are studied in a business-to-consumer services context in the banking industry. The study concluded that banks can create customer loyalty by exhibiting trustworthy behavior, showing credibility in the transactions and enhancing the overall level of performance.
Sadeghi and Hanzaei (2010) validated a measurement model for customer satisfaction evaluation in e-banking service quality based on different service quality models and theories such as technology acceptance model, theory of reasoned action and theory of planned behavior. The paper provides a model of seven factors for customer satisfaction on the following dimensions - convenience, accessibility, accuracy, security, usefulness, bank image, and web site design.

Halimi, Chavosh and Choshali (2011) Relationship marketing develops marketing productivity and generates mutual values for both customer and company through growing marketing effectiveness. This study proposes a model to link key relationship marketing tactics to the customers’ relationship satisfaction and customer loyalty. This framework is evaluated from the customer perspective in a business-to-consumer (B2C) setting across the tour and travel industry in Singapore. The Model demonstrates that the customer’s loyalty is basically formed by the variables of communication and personalization. This study intends to evaluate the impact of personalization and communication on customer’s relationship satisfaction and then determines the impact of customer’s relationship satisfaction on customers’ loyalty. Consequently, as customers’ relationship satisfaction increases, customers’ loyalty also enhances. Ultimately, personalization and communication increases the customer’s loyalty by enhancing customer’s relationship satisfaction.

C. Rootman, M. Tait & G. Sharp (2011) in Relationship marketing and customer retention lessons for South African banks : this article addresses the need for further understanding of relationship marketing and customer retention of banks, and related lessons that can be learned from banks in Canada and the United Kingdom (UK). The findings revealed that six banking service delivery variables influence banks’ relationship marketing and customer retention. Fee structures and the ethical behaviour of banks are regarded as the most important focus areas for banks. Canada was identified as the country with the most highly regarded banks in terms of relationship marketing, customer retention, empowerment of bank employees and personalisation of banking services. UK banks were highlighted as superior in setting fee structures, communication strategies and ethical behaviour. The study also resulted in the development of a conceptual model that could be used in future relationship marketing.
Ganguli and Roy (2011) studied the factors affecting customer satisfaction in the Indian retail banking sector. Online structured questionnaire developed to determine the factors for customer satisfaction was distributed among the respondents. The dimensions were identified using an exploratory factor analysis (EFA). Next the reliability and validity of the factors for customer satisfaction were established through confirmatory factor analysis (CFA). The paper identifies four generic dimensions in the technology-based banking services – customer service, technology security and information quality, technology convenience, and technology usage easiness and reliability. It was found that customer service and technology usage easiness and reliability have positive and significant impact on customer satisfaction.

Estiri, Hosseini, Yazdani, and Nejad (2011) performed a review of the set of attributes which are capable of being incorporated in the measure of customer satisfaction for Islamic banks. Later, the possibility was posed of grouping these attributes into dimensions of quality, proceeding to value various alternative structures by means of confirmatory factor analysis methodology and testing their reliability and validity. The findings from this study reveal that customer satisfaction in Islamic retail banking depends on two major factors, value proposition quality and service delivery quality.

Petruzellis, Romanazzi, and Gurrieri (2011), In the modern customer centric competitive arena, satisfaction, quality and loyalty prove to be key factors reciprocally interrelated in a causal, cyclical relationship. The higher the (perceived) service quality, the more satisfied and loyal are the customers. In particular, financial institutions (i.e. banks) realised the strategic importance of customer value and seem to be continuously seeking innovative ways to enhance customer relationships. In fact, as the offers of many financial services are very similar and slightly differentiable, loyal customers have a huge value, since they are likely to spend and buy more, spread positive word-of-mouth, resist competitors’ offers, wait for a product to become available and recommend the service provider to other potential customers. This paper focuses on those dimensions that were reported in the marketing literature. The major contribution
of this paper lies in the simultaneous consideration of the perceptions of both financial service providers and their clients to construct a model for the management of long term marketing relationships, in which social bonds play a very important role, especially in the area considered. Firstly, the paper will try to investigate which dimensions are important in customer relationship with the banks. Then, the paper tries to study the effect of social network in establishing long lasting relationships, that will minimise the customers’switching costs, according to the perceptions of both relationship bankers and their clients.

**Singh and Kaur (2011)** determined the factors that have an impact on customer satisfaction as regards the working of select Indian universal banks. The study was conducted using the survey method. Data were collected through a well-structured questionnaire from a sample of respondents. The study show that customer satisfaction is influenced by seven factors – employee responsiveness, appearance of tangibles, social responsibility, services innovation, positive word-of-mouth, competence, and reliability. The results of multiple regression showed that three variables: social responsibility, positive word-of-mouth, and reliability have major influences on the overall satisfaction of the customer.

**Taleghani (2011)** Sri Lanka. Nowadays, the term “customer loyalty is long-familiar as a significant factor in a business of a successful organization. So many research evidences have shown that just having satisfied customers is not sufficient for organization. Because there is no guarantee that customers are satisfied with the purchase of the company Reason is that it is relatively easy to imitate many services, and consequently easy for customers to switch loyalties. It may take only one bad „moment of truth” in a service encounter to persuade a customer to go to a competitor

**Niraj, Ankita (2011)** The purpose of this study is to find out the effectiveness of customer retention strategies from the perspectives of the existing customers of a bank in Dehradun (India). The study emphasizes that more integral conception and a structural framework is needed to implement subsequent research on relationship marketing in banks. The relationship practices are yet to make a significant mark in the banking industry.
Laith Alrubaiee (2012), In today's high competitive and globalize banking context, increasing Customer loyalty emerges as the most important challenges faced by marketers. Cultivating loyal customers is frequently argued to be the single most important driver of organizations’ long-term financial performance, which can lead to increased sales and customer share, lower costs, and higher prices. Therefore marketing scholars emphasize the influence of relationship marketing as a strategically important tool from which customer loyalty can be secured and, as a result, the attainment of higher competitiveness and enhanced customer satisfaction can be achieved. The purpose of this study is to empirically investigate the impact of relationship marketing orientation on customer loyalty. The study also aims to test the impact of demographic variables, in association with relationship marketing dimensions, on customer loyalty. The study was carried out in 2008 on a convenience sample of 450 respondents through the distribution of structured questionnaires to bank customers within the area of Amman, Jordan. The data were factor analyzed to determine the key dimensions of relationship marketing orientation measurement scale. Results confirm that the five dimensions scale (Bonding, trust, communication, satisfaction and commitment) possess adequate reliability and internal consistency as well as convergent validity. Results of regression analysis show that relationship marketing orientation is significant in explaining the variation in customer loyalty. In addition, sex and income displayed a significant impact on the relationship marketing-customer loyalty relationship.

Ankit (APR-2012) This empirical research study focuses on exploring the major factors that lead to customer satisfaction in retail banking in India. It also leads to developing a conceptual framework of relationship marketing practices in Indian banks by capturing the perspectives of consumers with respect to their satisfaction with various services. The findings revealed that customer satisfaction, a transaction-specific attribute, is dependent on nine different factors. It is hoped that this research paper would help the bank management not only in improving the overall level of customer satisfaction but also strengthening the bond between the banks and their customers, thereby helping the banks to retain and/or expand their overall customer base.
Jumaev, Dileep Kumar, Jalal (2012) The purpose of this study is to discuss the impact of customer loyalty in banking sector. The customer loyalty in banking has seen a major concern to practitioners due to severe competition and higher customer expectations. Further to that, one way to enhance customer loyalty in banking is by focusing on offering excellent services and meeting the needs of customer. Banks need to have a good understanding of their customer behavior so that appropriate marketing strategies directed towards relationship building and customer retention can be developed. The objective of this study is to examine the causal relationships of several antecedents of customer loyalty in the context of retail banking in Northern Malaysia.

Rai, Shrivastava (2012), The purpose of this paper is to discuss customer loyalty and its significance in the modern business arena through a comprehensive survey of literature. Further, it seeks to explore various factors that serve as antecedents to customer loyalty development. In other words, investigating the customers' checklist that they refer before deciding to sustain and develop their relationship with the company and its offerings is the key issue that this paper aims to address. The study intends to provide a framework for development of a scale for assessing customer loyalty and identifying what a particular class of loyalty would result into in terms of its contribution to the organization. The above identified framework would prove to be of great significance for service organizations in appraising different loyalty programs and also in segmenting customers depending upon organizational requirements.

Sanjay Kanti Das (2012) It is observed that the approach of CRM by SBI and other nationalized are to some extent same and one but the reach is quiet distinguishable. It is due to the profile, their capability and the strategy of CRM in making it and reaching down to customers. On the contrary, it can also be asserted that the background of both banks also found as a big cause for reaching the top CRM. Hence, CRM is an inevitable tool of marketing that can be considered as critical Responsibility of Market with regard to Banks in present context. The general discussion can be said that the bank is yet to develop an integrative approach which focuses on the customer needs and to deliver to it. As shown by the study, the bank is far from developing a customer centric approach both for the customer as well as for the employees. Thus, for customer relationship
management to deliver to its expectations, it should play an integrative role within the bank and ensure that all processes are integrated in the bank global strategy, which is far from reality in the study above.

**S.Sivesan*; S.Achchuthan (August 2012)** Relationship marketing is emerging as a new phenomenon however; relationship oriented marketing practices date back to the pre – Industrial era. This study expressed that how relationship marketing helps to build the customer loyalty. Relationship marketing has been measured through following indicators such as trust, communication, commitment, and conflict handling. Hundred and fifty questionnaire was administered to customers of banks but hundred and two questionnaire has been taken to evaluation. Relationship marketing contributes significantly to customer loyalty and predicts thirty percent of the variation found. Trust and communication in the relationship marketing contribute significantly to customer loyalty and customer loyalty is not contributed significantly by commitment and conflict handling in the relationship marketing. And also there is a significant mean different in customer loyalty among different age groups. This research focuses on banking services in one particular district of the country; therefore further research in other sectors may be necessary before generalization can be made on the entire service industry. Based on the finding of the study, there are a few key points that can be used to conclude this research paper. It is very important that the relationship marketing in the private commercial banks in Jaffna peninsula contributes to the customer loyalty. Mainly trust and communication dimensions in the relationship marketing contribute to the customer loyalty.

**T.Velnampy & S.Sivesan , 2012** The major goals of customer relationship marketing can be expressed simply as understanding and treating customers better for increased loyalty and profit. Main purpose of the study is examining the relationship between customer relationship marketing and customer satisfaction. Customer relationship marketing can be measured through following ten variables trust, commitment, empathy and equity.

**Jumaev, Dileep Kumar, Jalal (2012)** The purpose of this study is to discuss the impact of customer loyalty in banking sector. The customer loyalty in banking has seen a major
concern to practitioners due to severe competition and higher customer expectations. Further to that, one way to enhance customer loyalty in banking is by focusing on offering excellent services and meeting the needs of customer. Banks need to have a good understanding of their customer behavior so that appropriate marketing strategies directed towards relationship building and customer retention can be developed. The objective of this study is to examine the causal relationships of several antecedents of customer loyalty in the context of retail banking in Northern Malaysia.

Keshvari and Zare (2012), Regarding to the more and more fierce competition in today’s business, many companies are required to build long-term profitable relationship with customers and to achieve customer loyalty. It is considered vital to maintain customer loyalty and attract new ones. Therefore, relationship marketing has become more and more important nowadays, especially in banking industry. In recent years, Relationship marketing develops marketing productivity and generates mutual values for both customer and company through growing marketing effectiveness. This study attempts to look and see if the marketing strategy of product, price, and service quality, perception, values offers and upon promotion will effect on customer satisfaction and trust, which is turn increase customer loyalty by focusing on Iranian banking system.

Aggarwall and Arora (2013), In today’s changing landscape and contour of global marketing with wide range of social media tools available at our disposal the modern age marketers are shifting their focus from transactional marketing to relationship marketing. It is the expectations of the global customers and modern marketers’ instant reaction to them that lays the foundation of developing and nurturing long term cordial relationships with customers. With all spotlight on building everlasting associations, retention and loyalty, the appropriately named notion of “relationship marketing” is planned and drafted around strong global relations with customers by making them available tailored information as per their aspirations, needs and interests. Its essence being, selling by winning customers instead of selling by yelling. Given the fact that satisfied customers are more committed and less likely to switch, they also tend to be less price conscious and do not mind paying more if they feel they are taken care off. Around this background, the main objective of this paper is to examine the relation
between relationship marketing (RM) and customer loyalty with regard to few global brands. An attempt has been made to investigate the impact of relationship marketing strategy on enhanced customer loyalty by studying the cases of famous five global smart phone brands. marketing literature by providing evidences of the impact of RM activates on customer loyalty and relationship perception.

Bain & company, inc. (2013) stated in his report of customer loyalty in retail banking how exactly does customer loyalty translate into better financial results for a retail bank? And how much value is at stake? For many bankers, the link between loyalty and financial results is somewhat unclear. This year’s report, based on bain’s proprietary research with 190,200 consumers in 27 countries, sheds light on how banks are using (or failing to use) loyalty to improve the economics of the business. In some countries, banks made progress in earning customers’ loyalty during 2013, as indicated by a rising net promoter scoresm (nps®). But bain analysis shows that they are far from exploiting the full potential of that loyalty. In all 27 countries surveyed, banks formed new relationships—customers switching their primary bank plus customers altogether new to banking—at an average rate of about 3% in developed markets and 6% in developing ones over the past year.

MISTRY (2013), With the economic growth of country is on accelerating mode, role of banking industry is also important in this growth. With the expansion of banking services to peoples excluded from banking services to large corporate searching fund for their activities, makes the importance of banking services. New technologies are being introduced and there is always a fear of economic uncertainties. Fierce competition, more demanding customers and the changing climate have presented an unparalleled set of challenges (Lovelock, 2001) for banks in the country. Therefore, customer satisfaction is the key for many banks to survive in competition. The purpose of this paper is to identify the factors affecting customer satisfaction in Banks and analyze their effects on the level of customer satisfaction

Mandal, Bhattacharya (2013), Customer satisfaction is imperative for the long-term success of any organization. More the competition, higher is the necessity to keep the customers satisfied. After liberalization in 1990 and economic reforms and the entry of
new service providers in the Indian market, Indian banks – both public sector and private sector are facing enormous competition. In this competitive atmosphere, it becomes essential to understand the factors which might affect customer satisfaction in the Indian retail banking sector. In this study the researchers studied the construct of customer satisfaction with respect to Indian retail banking from a qualitative perspective. Researchers studied the dimensions of customer satisfaction. The participants were persons who have availed Indian retail banking services. The analysis included open coding of the data and writing memos, concept generation from the phenomena, index card sorting to identify categories and sub-categories, axial coding to relate the categories and sub-categories, and selective coding to identify the core category. Customer satisfaction is one of the major parameters for the service providers in the Indian retail banking sector. Indian retail banks would be able to face the competition better if the requirements and the expectations of the customers are known. This necessitates the understanding of the factors contributing to customer satisfaction. Although existing studies have tried to understand the factors, the determination of the factors has been done based on existing models of customer satisfaction. This required an exploratory study to find the factors contributing to customer satisfaction in retail banking. From the existing literature, none of the previous researchers seem to have done it for the retail banking sector.

Sandip, prasanth and tapan (Apr, 2013) observes that customer loyalty serves as a significant source of competitive benefits in banking sector. The objectives of the study are to examine the effect of demographic characteristics of customers. The results reveal that there are significant differences in public and private sector banks with regard to willingness to pay, and loyalty to company.

Dewan, Mahajan (2014). The purpose of conducting this research was to explore the customer satisfaction in the public sector banks. The moderating effect of various demographic and situational factors was taken into consideration. This research showed that the customer satisfaction varies from person to person and, bank managers need to conduct more researches in order to evaluate it more strongly. Present research concluded that customer satisfaction is one of the most important factors in the public sector banks. The finding reinforces the need for banks managers to place an emphasis
on satisfying the customers and take into account the moderating effect of demographics and situational factors. The managers should periodically assess and monitor customer satisfaction levels in their banks and recognize its importance in developing and maintaining enduring relationship with their customers as crucial parameters leading to increased performance.

Sharma, chaubey (2014) paper summarized the customer experience has emerged as the single most important aspect in achieving success for companies across all industries. Customer experience management (CEM or CXM) is a strategy that focuses the operations and processes of a business around the needs of the individual customer. Companies are focusing on the importance of the experience. In simple term Customer Experience Management’ represents the discipline, methodology and/or process used to comprehensively manage a customer’s cross-channel exposure, interaction and transaction with a company, product, brand or service.

3.4 Literature review on six determinants of Relationship Marketing
<table>
<thead>
<tr>
<th>Sr. no</th>
<th>Determinant</th>
<th>Contributing Authors</th>
<th>Consequential Behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Satisfaction</td>
<td>• Cronin and Taylor (1992); McAlexander et al. (1994)</td>
<td>Future Purchase Intentions (Repeat purchases)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Liang and Wang (2007)</td>
<td>Customers' active participation in terms of buying additional services and spreading favorable word-of-mouth communication</td>
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<tr>
<td></td>
<td></td>
<td>• Fornell (1992)</td>
<td>Decrease in customers' sensitivity towards competitive offers</td>
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<td></td>
<td></td>
<td>• Barsky (1992)</td>
<td>Increased market share from repeat business and referrals</td>
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<tr>
<td></td>
<td></td>
<td>Bontis et al. (2007)</td>
<td>Improves reputation in the services markets</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Jirawattananukool (2001)</td>
<td>Retaining existing consumers are easier than finding new consumers</td>
</tr>
<tr>
<td>2</td>
<td>Trust</td>
<td>• Doney and Cannon (1997)</td>
<td>Repurchase intentions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Spreng et al., 1996</td>
<td>Dominant factor of purchase intentions with reference to brand loyalty</td>
</tr>
<tr>
<td>Author(s) and Year</td>
<td>Summary</td>
<td></td>
<td></td>
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<td>--------------------</td>
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<td></td>
<td></td>
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<tr>
<td>Bendapudi and Berry (1997)</td>
<td>Reduction in the cost of negotiations and removal of the customer’s fear of opportunistic behavior by the service provider</td>
<td></td>
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<tr>
<td>Morgan and Hunt (1994)</td>
<td>Formation of highly valued exchange relationships</td>
<td></td>
<td></td>
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<tr>
<td>Ballester and Aleman (2001)</td>
<td>Trust and satisfaction are conceptually connected</td>
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<tr>
<td>Dwyer, Schurr, and Oh (1987)</td>
<td>Provides a basis for future collaborations</td>
<td></td>
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<tr>
<td>Kramer (1999)</td>
<td>Has both thinking and feeling aspects to it and that trust is socially oriented</td>
<td></td>
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<tr>
<td>Mishra (1996)</td>
<td>There are four dimensions of trust (i.e., reliability, openness, competence, and concern)</td>
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</table>

3. **Commitment**

<table>
<thead>
<tr>
<th>Author(s) and Year</th>
<th>Summary</th>
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<tbody>
<tr>
<td>Beatty et al. (1998); Morgan &amp; Hunt (1994)</td>
<td>Liking and emotional attachment to the firm</td>
</tr>
<tr>
<td>Pritchard, Havitz and Howard (1999)</td>
<td>Resistance to switching behavior</td>
</tr>
<tr>
<td>Kelley et al. (1990)</td>
<td>Indicative of the organization's likelihood of developing or maintaining customer identification</td>
</tr>
<tr>
<td>Srinivasan SS, 2007</td>
<td>Sometimes unsatisfied customers are...</td>
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<td>Switching cost</td>
<td>Kon (2004)</td>
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<td></td>
<td>Fornell (1992)</td>
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<td></td>
<td>Aydin &amp; Ozer (2005)</td>
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<td>Communication</td>
<td>Ndubisi and Chan (2005)</td>
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<td>6</td>
<td>Loyalty</td>
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<td></td>
<td>Jaisbankar, Arnold and Kristy (2000)</td>
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<td></td>
<td>Dwyer, Schurr, and Oh (1987); Fornell (1992)</td>
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<td></td>
<td>Zeithaml et al. 1996; Sirdeshmukh et al. 2002</td>
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<td></td>
<td>(István Szüts, 2008)</td>
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</table>

Anderson and Narus (1990) formal as well as informal sharing of meaningful and timely information between firms”

Anderson and Narus, 1990; Anderson and Weitz, 1992; Morgan and Hunt, 1994 communication increases the level of trust between partners

Hutt et al. (2000) communication among boundary-spanning personnel produces a shared interpretation of expectations and goals

Anderson and Norus (1990) An interactive dialogue between the company and its customers, which takes place during pre-selling, consuming and part-consuming stages
<table>
<thead>
<tr>
<th>7. Conflict handling</th>
<th>Carroll and Ahuvia (2006)</th>
<th>Brand love, in turn, is associated to higher levels of brand loyalty and positive word-of-mouth</th>
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<tbody>
<tr>
<td></td>
<td>Anderson et al. (2004)</td>
<td>bargaining power</td>
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<td></td>
<td>Spreng (1995); Zeithaml et al. (1996); Tax and Brown (1998); Miller et al. (2000)</td>
<td>satisfaction with service recovery not only resolves the problem but also increases customer loyalty</td>
</tr>
<tr>
<td></td>
<td>(Fisher 2000)</td>
<td>facilitate constructive social change towards a responsive and equitable system</td>
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<td></td>
<td>Adler and Towne (1990)</td>
<td>identified three possible courses of actions when faced with a conflict:</td>
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<td></td>
<td></td>
<td>- accepting the status quo</td>
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<td></td>
<td></td>
<td>- using force and mandating change;</td>
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<td></td>
<td></td>
<td>- reaching an agreement by negotiating</td>
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<td></td>
<td>The Thomas-Kilman (five-step model)</td>
<td>- Competing</td>
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<td></td>
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<td>- Collaborating</td>
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<td></td>
<td>- Compromising</td>
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<td></td>
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<td>- Accommodating</td>
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<td>- Avoiding</td>
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</table>
Table 3.1 Determinants of Relationship marketing

3.5 GAP IN LITERATURE/ LIMITATIONS OF THE PRESENT INVESTIGATIONS

The literature review clearly shows that there are plenty of such studies done abroad. However, there are few such studies done in India. Thus, this research aims at conducting such study in Western part of India i.e. in Gujarat. This study will provide basis for this kind of future studies in knowing attitude and preferences of Indian customers towards banks. Since Indian market in these days is flooded with various products and consumerism is on roll, this approach in knowing Indian consumer mindset will allow managers to make their decision more impactful and will also guide policy-makers in shaping and modifying more customer friendly regulations and maintain relations with them.
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