

Chapter-5

CHAPTER V

Analysis and Interpretation of Data Collected from Customers

INTRODUCTION

In this chapter the researcher tries to reveal the demographic profile of the respondents and evaluate the role of CRM practices of banks in client retention. In order to study the views of bank customers towards the customer relationship management practices adopted by the banks customers; 780 respondents were analyzed by using the self structured questionnaire.

Sample Profile of the Respondents

The profile of the respondents differ according to age, gender, marital status, educational qualification, occupation, level of income and so on. In the subsequent sections, the researcher has taken an intense interest for the diverse factors that inclined socio-economic profile of the sample respondents.

Table 1: Demographic Profile of the Respondents

Demographic Variables	Categories	Frequency	Percentage
Name of the Bank	SBI	198	25.4
	PNB	192	24.6
	HDFC	194	24.9
	ICICI	196	25.1

Gender	Male	423	54.2
	Female	357	48.8
Age	Below 25 Years	187	24.0
	25-40 Years	345	44.2
	40 -60 Years	115	14.7
	More than 60 Years	133	17.1
Marital Status	Single	297	38.1
	Married	441	56.5
	Widowed	17	2.2
	Divorced/ Separated	25	3.2
Highest Educational Qualification	Illiterate	42	5.4
	Graduate	347	44.5
	Postgraduate	274	35.1
	Professional	86	11.0
	Any Others	31	4.0

Family Size	2	30	3.8
	3	77	9.9
	4	271	34.7
	5	231	29.6
	6	76	9.7
	7	20	2.6
	8	19	2.4
	9	9	1.2
	10	29	3.7
	12	9	1.2
	15	9	1.2
Occupation	Agriculture	77	9.9
	Business	175	22.4
	Salaried Employee	146	18.7
	Profession	115	14.7
	Pensioner	30	3.8

	House Wife	58	7.4
	Student	142	18.2
	Any Other	37	4.7
Monthly Family Income	Below 10000	231	29.6
	10000-25000	290	37.2
	25000-50000	107	13.7
	More than 50000	152	19.5

Source: Primary Survey Data

1.1 Preference wise Classification

Preference is one of the essential factors which determine the opinion of the customers. Hence, an effort was made to categorize the sample respondents based upon their preference.

It shows that out of 780 respondents, 198 (25.4%) respondents preferred the services of SBI Bank, 196 (25.1%) respondents preferred the services of ICICI Bank, 194(24.9%) respondents preferred the services of HDFC Bank, and 192(24.6%) respondents preferred the services of PNB Bank.

1.2 Gender wise Classification

Gender is one of the essential factors which determine the opinion of the customers. Therefore, an effort was made to categorize the sample respondents based upon their gender.

It shows that out of 780 respondents, majority 423(54.2%) of the respondents were male, while 357(48.8%) respondents were female.

1.3 Age wise Classification

Age is another important factor that may decide the attitude of the respondents. Age of bank customers was classified into four categories by the researcher and the detailed interpretation is furnished.

It is noted from the above table that more than half of the respondents 345 (44.2 percent) were belonging to the age group 25 to 40 years. Almost one fourth of the respondents 187(24 percent) of the respondents are very young belonging to the age group of less than 25 years. While 133 (17.1 percent) of the respondents were more than 70 years. It is noted from the above table that 115 (14.7 percent) of the respondents were from 40-60 years.

1.4 Marital Status wise Classification

Marital status also determines the view point of bank customers. Therefore an attempt was made to classify the sample respondents based upon their marital status and is classified into four categories as depicted in the above table.

It reveals that more than half 441 (56.5percent) of the respondents were married, followed by 297 (38.1 percent) of the respondents were single. While 25 (3.2 percent) of the respondents were divorced or separated. It is followed by 17 (2.2 percent) of the respondents who are belonging to the category of widowed.

1.5 Highest Educational Qualification wise Classification of the Respondents

Education is also one of the important factors which affect the view point of the bank customers. Generally, the awareness about inventive services and the factors influencing the opinion of the customers fluctuate from one person to another. The educated people have more knowledge in comparison to other about the inventive services of the banking industry and their consumption.

It is highlighted from the above table that 347 (44.5 per cent) of the respondents were graduate. It is followed by 274 (35.1 per cent) of the respondents were post graduate and 86 (11percent) of the respondents were professional. While 42 (5.4 per cent) of the

respondents were illiterate and 31 (4 per cent) of the respondents were belonging to others category others. Others category include the diploma holder.

1.6 Family Size wise Classification

Family members also determining the view point of the customers. The transaction regarding banking services changes from person to person according to their family.

It shows that out of 780 respondents, 271 (34.7 percent) respondents having 4 members in their family. 231 (29.6 percent) respondents have the family size of 5 members and 77 (9.9 percent) respondents having the family size of 3 members. While 76 (9.7 percent) respondents having the family size of 6 members and 30 (3.8 percent) respondents having the family size of 2 members. It is followed by 29 (3.7 percent) respondents having the family size of 10 members, 20 (2.6 percent) respondents having the family size of 7 members, 19 (2.4 percent) respondents having the family size of 8 members, and 9 (1.2 percent) respondents having the family size of 9 (1.2 percent) members, 12 members and 15 members.

1.7 Occupation wise Classification

Occupation also plays important role in determine the opinion of customers.

The above table shows that 175 respondents were running their own business, 146 respondents were salaried employees.142 respondents were students and 115 respondents were having profession.77 respondents were agriculturist while 58 respondents were house wives, 37 respondents were belonged to any other category and 30 respondents were pensioner.

1.8 Monthly Family Income wise Classification

The above table shows that 290 (37.7 percent) respondents are having salary in range of Rs.10000 to 25000, while 231(29.6 percent) respondents were having a salary below Rs. 10000. 152(19 percent) respondents are having a salary more than Rs.50, 000 and 107 respondents were having salary in range of Rs. 25000 to 50000 per month.

It is concluded from the above analysis that maximum of the respondents 25.4 per cent respondents preferred SBI Bank out of this 54.2 per cent respondents were male and maximum of the respondents were belonging to 25 to 40 years of age group. From this it analyze 66 percent respondents were married. Out of total respondents majority of the respondents 44.5 percent were qualified with graduate level and maximum respondents having four family members in the family. From 780 respondents 22.4 percent were running their own business and 46 per cent respondents were earning below Rs.30000-70000 per month.

Table 2: Type of Bank Account you have

Particulars		Gender		Age				Monthly Income			
Nature of Account		Male	Female	Below 25 years	25-40 years	40-60 years	More than 60 years	Below 10000	10000 - 25000	25000 - 50000	More than 50000
Savings Account	Yes	314 (40.3%)	253 (32.4%)	127 (16.3%)	261 (33.5%)	79 (10.1%)	100 (12.8%)	144 (18.5%)	220 (28.2%)	85 (10.9%)	118 (15.1%)
	No	109 (14.0%)	104 (13.3%)	60 (7.7%)	84 (10.8%)	36 (4.6%)	33 (4.2%)	87 (11.2%)	70 (9.0%)	22 (2.8%)	34 (4.4%)
Current Account	Yes	247 (31.7%)	287 (24%)	103 (13.2%)	192 (24.6%)	69 (8.8%)	70 (9.0%)	127 (16.3%)	153 (19.6%)	62 (7.9%)	92 (11.8%)
	No	176 (22.6%)	170 (21.8%)	84 (10.8%)	15 (19.6%)	46 (5.9%)	63 (8.1%)	104 (13.3%)	137 (17.6%)	45 (5.8%)	60 (7.7%)
Fixed deposit Account	Yes	308 (39.5%)	256 (32.8%)	129 (16.5%)	262 (33.6%)	79 (10.1%)	94 (12.1%)	142 (18.2%)	217 (27.8%)	89 (11.4%)	116 (14.9%)

	No	115 (14.7%)	101 (12.9%)	58 (7.4%)	83 (10.6%)	36 (4.6%)	39 (5.0%)	89 (11.4%)	73 (9.4%)	18 (2.3%)	36 (4.6%)
Recurring Deposit Account	Yes	232 (29.8%)	182 (23.4%)	103 (13.2%)	175 (22.5%)	68 (8.7%)	68 (8.7%)	126 (16.2%)	143 (18.4%)	57 (7.3%)	88 (11.3%)
	No	191 (24.5%)	174 (22.3%)	84 (10.8%)	170 (21.8%)	46 (5.9%)	65 (8.3%)	104 (13.4%)	147 (18.9%)	50 (6.4%)	64 (8.2%)
Cash Credit/Overdraft	Yes	299 (38.4%)	249 (32.0%)	125 (16.0%)	253 (32.5%)	77 (9.9%)	93 (11.9%)	132 (16.9%)	217 (27.9%)	84 (10.8%)	115 (14.8%)
	No	123 (15.8%)	108 (13.9%)	62 (8.0%)	92 (11.8%)	38 (4.9%)	39 (5.0%)	99 (12.7%)	72 (9.2%)	23 (3.0%)	37 (4.7%)
Loan Account	Yes	236 (30.3%)	187 (24.0%)	100 (12.8%)	182 (23.4%)	68 (8.7%)	73 (9.4%)	32 (16.9%)	144 (18.5%)	60 (7.7%)	87 (11.2%)
	No	187 (24.0%)	169 (21.7%)	87 (11.2%)	163 (20.9%)	46 (5.9%)	60 (7.7%)	99 (12.7%)	145 (18.6%)	47 (6.0%)	65 (8.3%)

Source: Primary Survey Data

A. Gender wise classification

1. Saving Account

Table 2 shows that from 780 respondents, 314 (40.3%) male, while 253 (32.4%) female respondents are having saving account. On the other hand, 109 (14.0%) males and 104 (13.3%) female respondents does not have saving account.

2. Current Account

Table revealed that 247 (31.7%) male, and 287 (24%) female respondents having current account. While 176 (22.6%) males, and 170 (21.8%) female respondents do not have current account.

3. Fixed Deposit Account

Table depicts that out of total respondents 308(39.5%) male, while 256 (32.8%) males having fixed deposit account. And 115 (14.7%) males, 101 (12.9%) females does not have fixed deposit account.

4. Recurring Deposit Account

Table shows that 232 (29.8%) male, while 182(23.4%) female respondents having recurring deposit account. 191 (24.5%) male and 174 (22.3%) female respondents do not have recurring deposit account.

5. Cash Credit/Overdraft

The table revealed that out of total respondents, 299 (38.4%) male and 249 (32.0%) female are having cash credit/overdraft account while 123(15.86%) male and 108 (13.9%) female does not have any cash credit or overdraft account.

6. Loan Account

This table showed that out of 780 respondents, 236 (30.3%) male and 187 (24.0%) female are having loan account while 187 (24.0%) male and 169 (21.7%) female does not have loan account.

B. Age wise Classification

1. Saving Account

Above table shows that from 780 respondent's 127 (16.3%) are below 25 years, 261 (33.5%) are 25-40 years, 79 (10.1%), are 40-60 years, and 100 (12.8%) are more than 60 years respondents having saving account. On the other hand 60 (7.7%) are below 25 years, 84 (10.8%) are 25-40 years, 36 (4.6%), are 40-60 years, and 33 (4.2%) are more than 60 years respondents does not have saving account.

2. Current Account

Table shows that from 780 respondent's 103 (13.2%) are below 25 years, 192 (24.6%) are 25-40 years, 69 (8.8%), are 40-60 years, and 70 (9.0%) are more than 60 years respondents having current account. Whereas 84 (10.8%) are below 25

years, 153 (19.6%) are 25-40 years, 46 (5.9%), are 40-60 years, and 63 (8.1%) are more than 60 years respondents does not have current account.

3. Fixed Deposit Account

Table revealed that from total respondent's 129 (16.5%) are below 25 years, 262 (33.6%) are 25-40 years, 79 (10.1%), are 40-60 years, and 94 (12.1%) are more than 60 years respondents having fixed deposit account. While 58 (7.4%) are below 25 years, 83 (10.6%) are 25-40 years, 36 (4.6%), are 40-60 years, and 39 (5.0%) are more than 60 years respondents does not have fixed deposit account.

4. Recurring Deposit Account

Table depicts that from 780 respondent's 103 (13.2%) are below 25 years, 175 (22.5%) are 25-40 years, 68 (8.7%) are 40-60 years, and 68 (8.7%) are more than 60 years respondents having recurring deposit account. On the other hand 84 (10.8%) are below 25 years, 170 (21.8%) are 25-40 years, 46 (5.9%), are 40-60 years, and 65 (8.3%) are more than 60 years respondents does not have recurring deposit account.

5. Cash Credit/Overdraft

Table shows that from 780 respondent's 125 (16.0%) are below 25 years, 253 (32.5%) are 25-40 years, 77 (9.9%), are 40-60 years, and 93 (11.9%) are more than 60 years respondents having cash credit/overdraft account. While 62 (8.0%) are below 25 years, 92 (11.8%) are 25-40 years, 38 (4.9%), are 40-60 years, and 39 (5.0%) are more than 60 years respondents does not have saving account.

6. Loan Account

Table shows that from 780 respondent's 100 (12.8%) are below 25 years, 182 (23.4%) are 25-40 years, 68 (8.7%), are 40-60 years, and 73 (9.4%) are more than 60 years respondents having loan account. On the other hand 87 (11.2%) are below 25 years, 163 (20.9%) are 25-40 years, 46 (5.9%), are 40-60 years, and 60 (7.7%) are more than 60 years respondents does not have saving account.

C. Monthly Income wise Classification

1. Saving Account

Above table showed that 144 (18.5%) respondents earn below 10000 Rs., 220 (28.2%) respondents earn 10000-25000 Rs., 85(10.9%) respondents earn 25000-50000, and 118(15.1%) respondents earn more than 50000 having saving account. While 87 (11.2%) respondents earn below 10000 Rs.,70 (9.0%) respondents earn 10000-25000 Rs., 22(2.8%) respondents earn 25000-50000, and 34(4.4%) respondents earn more than 50000 having saving account does not have saving account.

2. Current Account

From above table it revealed that 127 (16.3%) respondents earn below 10000 Rs., 153(19.6%) respondents earn 10000-25000 Rs., 62(7.9%) respondents earn 25000-50000, and 92(11.8%) respondents earn more than 50000 having current account. Whereas 104 (13.3%) respondents earn below 10000 Rs., 137(17.6%) respondents earn 10000-25000 Rs., 45(5.8%) respondents earn 25000-50000, and 60(7.7%) respondents earn more than 50000 having saving account does not have current account.

3. Fixed deposit Account

From above table it depicted that 142 (18.2%) respondents earn below 10000 Rs., 217(27.8%) respondents earn 10000-25000 Rs., 89 (11.4%) respondents earn 25000-50000, and 116(14.9%) respondents earn more than 50000 having fixed deposit account. While 89 (11.4%) respondents earn below 10000 Rs., 73 (9.4%) respondents earn 10000-25000 Rs., 18(2.3%) respondents earn 25000-50000, and 36(4.6%) respondents earn more than 50000 having saving account does not have fixed deposit account.

4. Recurring deposit Account

From above table it revealed that 126 (16.2%) respondents earn below 10000 Rs., 143(18.4%) respondents earn 10000-25000 Rs., 57(7.3%) respondents earn 25000-50000, and 88(11.3%) respondents earn more than 50000 having

recurring deposit account. On the other hand 104 (13.4%) respondents earn below 10000 Rs., 147 (18.9%) respondents earn 10000-25000 Rs., 50(6.4%) respondents earn 25000-50000, and 64(8.2%) respondents earn more than 50000 having saving account does not have recurring deposit account.

5. Cash Credit/ Overdraft Account

From above table it shows that 132 (16.9%) respondents earn below 10000 Rs., 217(27.9%) respondents earn 10000-25000 Rs., 84(10.8%) respondents earn 25000-50000, and 115(14.8%) respondents earn more than 50000 having cash credit/ overdraft account. On the other hand 99 (12.7%) respondents earn below 10000 Rs., 72 (9.2%) respondents earn 10000-25000 Rs., 23 (3.0%) respondents earn 25000-50000, and 37(4.7%) respondents earn more than 50000 having saving account does not have cash credit overdraft account.

6. Loan Account

From this table it shows that 32 (16.9%) respondents earn below 10000 Rs., 144(18.5%) respondents earn 10000-25000 Rs., 60 (7.7%) respondents earn 25000-50000, and 87 (11.2%) respondents earn more than 50000 having loan account. While 99 (12.7%) respondents earn below 10000 Rs., 145 (18.6%) respondents earn 10000-25000 Rs., 47(6.0%) respondents earn 25000-50000, and 65(8.3%) respondents earn more than 50000 having saving account does not have any loan account.

Table 3: Reasons for contacting with bank

Descriptive Statistics				
Reasons	N	Std. Deviation	Mean	Rank
Account Balance	780	2.875	5.14	5
Loans /Credit balance	780	2.689	5.32	6
Business Purpose	780	2.640	4.37	1
Complaints	780	2.701	5.00	3

Online fund transfer	780	2.515	4.93	2
Credit card inquiry	780	2.800	5.10	4
Demat account	780	2.657	6.63	9
Insurance	780	3.081	6.25	8
Locker facility	780	3.031	5.92	7

Source: Primary Survey Data

The table 3 interpreted that there were a numerous reasons for contacting the bank. Here ‘Business purpose’ is most important reason for contact in the bank so it placed at the top with 4.37 mean values. It is followed by ‘Online fund transfer’ that many transactions dealing for transfer the fund with mean value 4.93. Third rank goes to ‘complaints’ because most of the times customers face the problems regarding transaction with mean value 5.00. This is also followed by ‘credit card inquiry’ with mean value of 5.10 and SD of 2.800. After that ‘account balance’ is placed with mean value of 5.14. Sixth rank is given to ‘loans or credit balance’ with mean value of 5.32. It is followed by ‘locker facility’ with mean value of 5.92, ‘Insurance Facility’ is placed at second last with mean value of 6.25 and ‘demat account’ is given the last rank with mean value of 6.63 and SD of 2.657.

Table 4: You are using bank services

Years	Respondents	Name of the Bank				Total
		SBI	PNB	HDFC	ICICI	
Less than 1 year	No. of Respondents	15	12	11	11	49
	% of Respondents	1.9%	1.5%	1.4%	1.4%	6.3%
1-3 years	No. of Respondents	84	88	84	90	346
	% of Respondents	10.8%	11.3%	10.8%	11.5%	44.4%
3-5 years	No. of Respondents	71	65	69	68	273
	% of Respondents	9.1%	8.3%	8.8%	8.7%	35.0%
5-10 years	No. of Respondents	21	20	20	20	81
	% of Respondents	2.7%	2.6%	2.6%	2.6%	10.4%
more than 10 years	No. of Respondents	7	7	10	7	31
	% of Respondents	0.9%	0.9%	1.3%	0.9%	4.0%

Source: Primary Survey Data

The Table 4 shows that how long respondents are the customers of the bank from this it is analyzed that 346 (44.4%) respondents are the customers from 1-3 years, 273 (35.0%)

respondents are from 3- 5 years, 81 (10.4%) respondents are from 5-10 years, while 49 (6.3%) respondents are from less than one year and 31(4.0%) respondents are the customers from more than 10 years.

1. **SBI Bank** From the table it revealed that respondents having bank account in SBI 84 (10.8%) respondents have been customers from last 1-3 years, 71 (9.1%) respondents from 3-5 years, 21(2.7%) respondents from 5-10 years, and 15 (1.9%) respondents are less than one year and 7 (0.9%) respondents are the customers from more than 10 years.
2. **PNB Bank** From the table it shows that the respondents 88(11.3%) have been customers from 1-3 years, 65 (8.3%) from 3-5 years, 20(2.6%) from 5-10 years, 12(1.5%) from less than one year and 7(0.9%) respondents are the customers from more than 10 years.
3. **HDFC Bank** From table it depict that the respondents 84 (10.8%) have been customers from 1-3 years, 69 (8.8%) from 3-5 years, 20 (2.6%) from 5-10 years, 11 (1.4%) from less than one year and 10 (1.3%) respondents are the customers from more than 10 years.
4. **ICICI Bank** From the table it shows that the respondents 90 (11.5%) have been customers from 1-3 years, 68 (8.7%) from 3-5 years, 20 (2.6%) from 5-10 years, 11 (1.4%) from less than one year and 7 (0.9%) respondents are the customers from more than 10 years.

Table 5: Analysis by Chi- Square

Ho1: There is no significant difference between banking services used by customers.

Chi-Square Tests			
Tests	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.263 ^a	12	.999
Likelihood Ratio	2.190	12	.999
Linear-by-Linear Association	.057	1	.812

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.63.

Source : Primary Survey Data

Table 5 shows that significant value of chi-square test is more than 0.5 at 95 percent of significant level which indicate that there is significant relationship between the customers and the banking services used by them. So that null hypothesis will be accepted.

Table 6: Frequency of visit in the Bank

Time	Respondents	Name of the Bank				Total
		SBI	PNB	HDFC	ICICI	
One time	No. of Respondents	51	17	15	15	98
	% of Respondents	6.5%	2.2%	1.9%	1.9%	12.6%
2-4 times	No. of Respondents	75	87	83	87	332
	% of Respondents	9.6%	11.2%	10.6%	11.2%	42.6%
4-8 times	No. of Respondents	50	59	69	68	246
	% of Respondents	6.4%	7.6%	8.8%	8.7%	31.5%
More than 8 times	No. of Respondents	22	29	27	26	104
	% of Respondents	2.8%	3.7%	3.5%	3.3%	13.3%

Source: Primary Survey Data

The Table 6 shows that customers visits in the bank within month and it is analyzed that 332 (42.6%) respondents visits in bank 2-4 times in a month and 246 (31.5%) respondents visits 4-8 times in a month whereas 104 (13.3%) respondents visits more than 8 times in a month, while 98 (12.6%) respondents visits once in a month.

Bank wise analysis

- 1. SBI Bank** From the table it is revealed that respondents having bank account in SBI; 75 (9.6%) respondents visit 2-4 times in a month, 51 (6.5%) respondents visits once in a month, 50 (6.4%) respondents visits 4 to 8 times and 22 (2.8%) respondents visits more than 8 times in the month.
- 2. PNB Bank** From the table it shows that respondents having bank account in PNB; 87 (11.2%) respondents visit 2 to 4 times in a month. While 59 (7.6%) respondents' visits 4 to 8 times in a month, 29 (3.7%) respondents visits more than 8 times and 17 (2.2%) respondents visits once in the month.
- 3. HDFC Bank** From the table, it depict that respondents having bank account in HDFC;

83(10.6%) respondents visit 2-4 times in a month, 69 (8.8%) respondents visit 4-8 times in a month, 27 (3.5%) respondents visits more than 8 times and 15 (1.9%) respondents visits once in the month.

4. **ICICI Bank** From the table, it revealed that respondents having bank account in ICICI; 87 (11.2%) respondents visit 2-4 times in a month, 68 (8.7%) respondents visits 4-8 times in a month, 26(6.4%) respondents visits more than 8 times and 15 (1.9%) respondents visits once in the month.

Table 7: Chi-Square Tests

Ho1: There is no significant difference between the customers and their visit frequency.

Test	Value	Df	Sig. (2-sided)
Pearson Chi-Square	43.793 ^a	9	.000
Likelihood Ratio	38.959	9	.000
Linear-by-Linear Association	12.715	1	.000
N of Valid Cases	780		

Source: Primary Survey Data
0 cells (.0%) have expected count less than 5. The minimum expected count is 24.12.

Table 7 analyzes pearson chi-square value that is 43.793 with 9 percent degree of freedom. The calculated value is more than 0.5 which indicates that there is significant relationship between the customers and the frequency level of visit in the bank level of respondents. So that null hypothesis will be accepted.

Table 8: Influenced by whom the most to deal with this bank

Reasons	N	Std. Deviation	Mean	Rank
Own decision	780	2.197	4.51	4
Friends	780	2.181	4.74	6
Family Members	780	2.427	4.58	5
Business Partner	780	2.365	4.05	2
Advertisement	780	2.390	4.18	3
Employer	780	2.211	3.92	1

Banks Marketing Executive	780	2.235	5.28	7
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Source: Primary Survey Data

Table 8 shows that this employer influenced the customers most with mean 3.92 and business partner also influenced respondents with mean 4.05 whereas Advertisements affect the decision power of customers with 4.18 mean and SD of 2.390. own decision also effects the decision power with mean value of 4.51 and family members also affects with mean value 4.58, friends play important role in this with 4.74 mean, and banks marketing executives also affects the decision of the respondents with mean value 5.28.

Table 9: Preferred mode of contacting to branch

Particulars	Gender		Age				Occupation							
	Male	Female	Below 25 years	25-40 years	40-60 years	More than 60 years	Agriculture	Business	Salaried Employee	Profession	pensioner	House wife	Student	Any other
Telephone/ Mobile	26 (3.3%)	22 (2.8%)	17 (2.2%)	9 (1.2%)	18 (2.3%)	4 (0.5%)	10 (1.3%)	33 (4.2%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	5 (0.6%)	0 (0.0%)	0 (0.0%)
Internet	178 (22.8%)	169 (21.7%)	105 (13.5%)	105 (13.5%)	59 (7.6%)	78 (10.0%)	44 (5.6%)	68 (8.7%)	5 (0.6%)	25 (3.2%)	20 (2.6%)	44 (5.6%)	132 (16.9%)	347 (44.5%)
ATM	148 (19.0%)	125 (16.0%)	46 (5.9%)	163 (20.9%)	28 (3.6%)	36 (4.6%)	19 (2.4%)	65 (8.3%)	106 (13.6%)	273 (35%)	10 (1.3%)	9 (1.2%)	10 (1.3%)	44 (5.6%)
Going to branch physically	47 (6.0%)	34 (4.4%)	8 (1.0%)	54 (6.9%)	8 (1.0%)	11 (1.4%)	0 (0.0%)	0 (0.0%)	35 (4.5%)	46 (5.9%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	81 (10.4%)
Others	24 (3.1%)	7 (0.9%)	11 (1.4%)	14 (1.8%)	2 (0.3%)	4 (0.5%)	4 (0.5%)	9 (1.2%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	18 (2.3%)	31 (4.0%)

Source: Primary Survey Data

1. Gender wise Classification

- a. Telephone/ Mobile** - Table depicts that out of total respondents 26 (3.3%) male whereas 22 (2.8%) females use telephones/ mobiles for contacting in the bank.
- b. Internet** - It analyzes that from 780 respondents, 178 (22.8%) male and 169 (21.7%) females use internet services for connections.
- c. ATM-** From this, it shows that 148 (19.0%) male, on the other hand 125 (16.0%) females use ATM services.
- d. Going to Branch Physically-** Table revealed that 47 (6.0%) males and 34 (4.4%) females regularly visit the branch.
- e. Others-** It shows that 24 (3.1%) males and 7 (0.9%) females use other modes of interacting in the bank.

2. Age wise Classification

- a. Telephone/ Mobile** - Table shows that out of total respondents, 17 (2.2%) below 25 years, 9 (1.2%) 25-40 years and 18(2.3%) 40-60 years and 4(0.5%) more than 60 years respondents use telephones/mobiles for contacting in the bank.
- b. Internet** - It analyzes that from 780 respondents, 105 (13.5%) below 25 years, 105 (13.5%) 25-40 years and 59 (7.6%) 40-60 years and 78 (10.0%) more than 60 years respondents use internet services for contacting in the bank.
- c. ATM-** From this, it shows that 46 (5.9%) below 25 years, 163 (20.9%) 25-40 years and 28 (3.6%) 40-60 years and 36 (4.6%) more than 60 years respondents use ATM services for contacting in the bank.
- d. Going to Branch Physically-** Table revealed that 8 (1%) below 25 years, 54 (6.9%) 25-40 years and 8 (1%) 40-60 years and 11 (1.4%) more than 60 years respondents directly go to branch for contacting in the bank.

e. **Others-** 11 (1.4%) below 25 years, 14 (1.8%) 25-40 years and 14 (1.8%) 40-60 years and 2 (0.3%) more than 60 years respondents use other methods for contacting in the bank.

3. Occupation wise Classification

- a. **Telephone/ Mobile** - Table shows that out of total respondents, 10 (1.3%) agriculturists, 33 (4.2%) businessman, 5 (0.6%) housewives use telephones/mobiles for contacting in the bank. On the other hand, salaried employees, professionals, pensioners, and students are not using telephone/mobile.
- b. **Internet** - It analyzes that from 780 respondents, 44 (5.6%) agriculturists, 68 (8.7%) businessman, 5 (0.6%) salaried employees, 25 (3.2%) professionals, 20 (2.6%) pensioners, 44 (5.6%) housewives, 132 (16.9%) students and 347 (44.5%) others use internet services for contacting in the bank.
- c. **ATM-** From this, it shows 19 (2.4%) agriculturists, 65 (8.3%) businessman, 106 (13.6%) salaried employees, 44 (5.6%) professionals, 10 (1.3%) pensioners, 9 (1.2%) housewives, 10 (1.3%) students and 273 (35%) others use ATM services for contacting in the bank.
- d. **Going to Branch Physically-** Table revealed 35 (4.5%) salaried employees, 46 (5.9%) professionals, 81 (10.4%) others going to branch directly for contacting in the bank.
- e. **Others-** 4 (0.5%) agriculturists, 9 (1.2%) businessman, 18(2.3%) students and 31 (4%) others use other modes for contacting in the bank.

Table 10: Chi- Square Test

H01: There is no significant difference in different gender about their mode of contacting in the bank.

Chi-Square Tests			
Tests	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.389 ^a	4	.078

Likelihood Ratio	8.869	4	.064
Linear-by-Linear Association	4.909	1	.027
N of Valid Cases	780		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 14.19.			

Source: Primary Survey Data

The chi square tests the hypothesis between bank customers and their preferred mode of contacting the respondents. The significant value is more than 0.5 which indicates that there is significant relationship between the customers and the preferred mode of contacting level of respondents. So that null hypothesis will be accepted.

Table 11: Chi- Square Tests

Ho2: There is no significant difference in different age groups about their mode of contacting in the bank.

Tests	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	104.860 ^a	12	.000
Likelihood Ratio	103.718	12	.000
Linear-by-Linear Association	1.758	1	.185
N of Valid Cases	780		

a. 1 cells (5.0%) have expected count less than 5. The minimum expected count is 4.57.

Source: Primary Survey Data

Table 11 analyzes pearson chi-square value 104.860 with 12 percent degree of freedom. The calculated value is more than 0.5 which indicates that there is significant relationship between the customers and the frequency level of visit in the bank level of respondents. So that null hypothesis will be accepted.

Table 12: Chi- Square Tests

Ho2: There is no significant difference in different occupation wise about their mode of contacting in the bank.

Tests	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	732.277 ^a	28	.000
Likelihood Ratio	664.926	28	.000
Linear-by-Linear Association	.800	1	.371

N of Valid Cases	780		
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a. 11 cells (27.5%) have expected count less than 5. The minimum expected count is 1.19.

Source: Primary Survey Data

The chi square tests the hypothesis between bank customer and their preferred mode of contacting the respondents. The significant value is more than 0.5 which indicates that there is significant relationship between the customers and the preferred mode of contacting level of respondents. So that null hypothesis will be accepted.

Table 13: Services Offered and Availed by Respondents

Services Offered	Name of the bank								Total	
	SBI		PNB		HDFC		ICICI		Availed	Unavail ed
	Availed	Unavailed	Availed	Unavail ed	Availed	Unavailed	Availed	Unavailed		
Information and Customer enquiry	145 (18.6%)	53 (6.8%)	143 (18.3%)	49 (6.3%)	140 (17.9%)	54 (6.9%)	146 (18.7%)	50 (6.4%)	574 (73.6%)	206 (26.4)
ATM Withdrawal	137 (17.6%)	61 (7.8%)	135 (17.3%)	57 (7.3%)	137 (17.6%)	57 (7.3%)	139 (17.8%)	57 (7.3%)	548 (70.3%)	232 (29.7%)
Cashier Withdrawal	132 (16.9%)	66 (8.5%)	128 (16.4%)	64 (8.5%)	128 (16.4%)	66 (8.5%)	131 (16.8%)	65 (8.3%)	519 (66.5%)	261 (33.5%)
Credit Card	128 (16.4%)	70 (9.0%)	125 (16.0%)	67 (8.6%)	126 (16.2%)	68 (8.7%)	128 (16.4%)	68 (8.7%)	507 (65.0%)	273 (35.0%)
Demand Draft/Mail Transfer	113 (14.5%)	85 (10.9%)	113 (14.5%)	79 (10.1%)	113 (14.5%)	81 (10.4%)	116 (14.9%)	80 (10.3%)	455 (58.3%)	325 (41.7%)
Bill of Payment	116 (14.9%)	82 (10.5%)	110 (14.1%)	82 (10.5%)	115 (14.7%)	79 (10.1%)	114 (14.6%)	82 (10.5%)	455 (58.3%)	325 (41.7%)
Loan Services	115 (14.7%)	83 (10.6%)	111 (14.2%)	81 (10.4%)	114 (14.6%)	80 (10.3%)	115 (14.7%)	81 (10.4%)	455 (58.3%)	325 (41.7%)
Complaints Desk	118 (15.1%)	80 (10.3%)	114 (14.6%)	78 (10.0%)	117 (15.0%)	77 (9.9%)	118 (15.1%)	78 (10.0%)	467 (59.9%)	313 (40.1%)

Internet Banking	121 (15.5%)	77 (9.9%)	117 (15.0%)	77 (9.9%)	121 (15.5%)	73 (9.4%)	121 (15.5%)	75 (9.4%)	480 (61.5%)	300 (38.5%)
Safety Locker System	114 (14.6%)	84 (10.8%)	111 (14.2%)	81 (10.4%)	113 (14.5%)	81 (10.4%)	115 (14.7%)	81 (10.4%)	453 (58.1%)	327 (41.9%)
Mobile Banking	130 (16.7%)	68 (8.7%)	127 (16.3%)	65 (8.3%)	131 (16.8%)	63 (8.1%)	133 (17.1%)	63 (8.1%)	521 (66.8%)	259 (33.2%)
Various Account	124 (15.9%)	74 (9.5%)	120 (15.4%)	72 (9.2%)	124 (15.9%)	70 (9.0%)	126 (16.2%)	70 (9.0%)	494 (63.3%)	286 (36.7%)

Source: Primary Survey Data

Table 13 depicts that in SBI bank, out of total 780 respondents, 145 (18.6%) respondents availed and 53 (6.8%) not availed the information and customer enquiry services. 137 (17.6%) respondents availed and 61 (7.8%) respondents did not avail the ATM withdrawal services. 132 (16.9%) respondents availed while 66 (8.5%) respondents did not avail the cash withdrawal services. 128 (16.4%) respondents availed and 70 (9%) respondents did not avail the credit card services. On the other hand 113 (14.5%) respondents availed and 85 (10.9%) did not avail the demand draft /mail transfer services. 116 (14.9%) respondents availed and 82 (10.5%) respondents did not avail the bill of payment services. 115 (14.7%) respondents availed and 83 (10.6%) respondents did not avail loan services. 118 (15.1%) respondents availed and 80 (10.3%) respondents did not avail the complaints desk. 121 (15.5%) respondents availed and 77 (9.9%) respondents did not avail the internet banking services. 114 (14.6%) respondents availed and 84 (10.8%) respondents did not avail the locker facilities. 130 (16.7%) respondents availed and 68 (8.7%) respondents did not avail the mobile banking services. 124 (15.9%) respondents availed and 74 (9.5%) respondents did not avail the various account services.

It also shows that in PNB bank, out of total respondents, 143 (18.3%) respondents availed and 49 (6.3%) not availed the information and customer enquiry services. 135 (17.3%) respondents availed and 57 (7.3%) respondents did not avail the ATM withdrawal services. 128 (16.4%) respondents availed while 64 (8.5%) respondents did not avail the cash withdrawal services. 125 (16%) respondents availed and 67 (8.6%) respondents did not avail the credit card services. On the other hand, 113 (14.5%) respondents availed and 79 (10.1%) did not avail the demand draft

/mail transfer services. 110 (14.1%) respondents availed and 82 (10.5%) respondents did not avail the bill of payment services. 111 (14.2%) respondents availed and 81 (10.4%) respondents did not avail loan services. 114 (14.6%) respondents availed and 78 (10%) respondents did not avail the complaints desk. 117 (15%) respondents availed and 77 (9.9%) respondents did not avail the internet banking services. 111 (14.2%) respondents availed and 81 (10.4%) respondents did not avail the locker facilities. 127 (16.3%) respondents availed and 65 (8.3%) respondents did not avail the mobile banking services. 120 (15.4%) respondents availed and 72 (9.2%) respondents did not avail the various account services.

It revealed that in HDFC bank, out of total respondents, 140 (17.9%) respondents availed and 54 (6.9%) not availed the information and customer enquiry services. 137 (17.6%) respondents availed and 57 (7.3%) respondents did not avail the ATM withdrawal services. 128 (16.4%) respondents availed while 64 (8.5%) respondents did not avail the cash withdrawal services. 126 (16.2%) respondents availed and 68 (8.7%) respondents did not avail the credit card services. On the other hand 113(14.5%) respondents availed and 81 (10.4%) did not avail the demand draft /mail transfer services. 115 (14.7%) respondents availed and 79 (10.1%) respondents did not avail the bill of payment services. 114 (14.6%) respondents availed and 80 (10.3%) respondents did not avail loan services. 117 (15%) respondents availed and 77 (9.9%) respondents did not avail the complaints desk. 121 (15.5%) respondents availed and 73 (9.4%) respondents did not avail the internet banking services. 113 (14.5%) respondents availed and 81 (10.4%) respondents did not avail the locker facilities. 131 (16.8%) respondents availed and 63 (8.1%) respondents did not avail the mobile banking services. 124 (15.9%) respondents availed and 70 (9%) respondents did not avail the various account services.

On the other hand, it also shows that in ICICI bank, out of total 780 respondents, 146 (18.7%) respondents availed and 50 (6.4%) not availed the information and customer enquiry services. 139 (17.8%) respondents availed and 57 (7.3%) respondents did not avail the ATM withdrawal services. 131 (16.8%) respondents availed while 65 (8.3%) respondents did not avail the cash withdrawal services. 128 (16.4%) respondents availed and 68 (8.7%) respondents did not avail the credit card services. On the other hand, 116 (14.9%) respondents availed and 80 (10.3%) did not avail the demand draft /mail transfer services. 114 (14.6%) respondents availed and 82 (10.5%) respondents did not avail the bill of payment services. 115 (14.7%) respondents availed

and 81 (10.4%) respondents does not availed loan services. 118 (15.1%) respondents availed and 78 (10%) respondents did not avail the complaints desk. 121 (15.5%) respondents availed and 75 (9.4%) respondents did not avail the internet banking services. 115 (14.7%) respondents availed and 81 (10.4%) respondents did not avail the locker facilities. 133 (17.1%) respondents availed and 63 (8.1%) respondents did not avail the mobile banking services. 126 (16.2%) respondents availed and 70 (9%) respondents did not avail the various account services.

It is concluded that from 780 respondents 574 (73.6%) respondents availed and 206 (26.4%) respondents did not avail the information and customer enquiry services. 548 (70.3%) respondents availed and 232 (29.7%) respondents did not avail the ATM withdrawal services. 519 (66.5%) respondents availed while 261 (33.5%) respondents did not avail the cash withdrawal services. 507 (65%) respondents availed and 273 (35%) respondents did not avail the credit card services. On the other hand, 455 (58.3%) respondents availed and 325 (41.7%) did not avail the demand draft /mail transfer services. 455 (58.3%) respondents availed and 325 (41.7%) respondents did not avail the bill of payment services. 455 (58.3%) respondents availed and 325 (41.7%) respondents did not avail loan services. 467 (59.9%) respondents availed and 313 (40.1%) respondents did not avail the complaints desk. 480 (61.5%) respondents availed and 300 (38.5%) respondents did not avail the internet banking services. 453 (58.1%) respondents availed and 327 (41.9%) respondents did not avail the locker facilities. 521 (66.8%) respondents availed and 259 (33.2%) respondents did not avail the mobile banking services. 494 (63.3%) respondents availed and 286 (36.7%) respondents did not avail the various account services.

Table 14: Considering the below mentioned factors which bank do you consider for the said factors? (Tick the appropriate answer.)

SR. No.	Factors	Public Sector Banks	Private Sector Banks
1	Safety of Money in Fixed Deposits	574 (73.6%)	206 (26.4%)
2	Less Hidden Charges	548 (70.3%)	232 (29.7%)
3	Minimum Deposits	519 (66.5%)	261 (33.5%)

4	Employees Job Security	507 (65.0%)	273 (35.0%)
5	Technologically Advance	455 (58.3%)	325 (41.7%)
6	Procurement of Loan	455 (58.3%)	325 (41.7%)
7	Higher ROI	455 (58.3%)	325 (41.7%)
8	Consumer Friendly Approach	467 (59.9%)	313 (40.1%)
9	Door to Door Services	480 (61.5%)	300 (38.5%)
10	Efficient Online Transactions	453 (58.1%)	327 (41.9%)
11	Locker facility	521 (66.8%)	259 (33.2%)
12	More Number of Branches	494 (63.3%)	286 (36.7%)

Source: Primary Survey Data

Table 14 shows that out of 780 respondents regarding safety of money in fixed deposits 574 (73.6%) respondents are from public banks and 206 (26.4%) respondents are from private banks.

Regarding less hidden charges 548 (70.3%) respondents are from public banks and 232 (29.7%) respondents are from private banks. While minimum deposit 519 (66.5%) respondents are from public banks and 261 (33.5%) respondents are from private banks. About employees job security 273 (35%) respondents are from private banks and 507 (65%) respondents are from public banks. According to technologically advancement, majority of the respondents i.e. 455 (58.3%) respondents from public banks while 325 (41.7%) respondents are from private banks. Regarding procurement of loans, 455 (58.3%) respondents are from public banks and 325 (41.7%)

respondents are from private banks. For higher ROI, 455 (58.3%) respondents are from public banks and 325 (41.7%) respondents are from private banks. About consumer friendly approach, 467 (59.9%) respondents are from public banks and 313 (40.1%) respondents are from private banks. Facility of door to door services provides 480 (61.5%) respondents are from public banks and 300 (38.5%) respondents are from private banks. Regarding efficient online transactions, 453 (58.1%) respondents are from public banks and 327 (41.9%) respondents are from private banks. Regarding locker facility, 521 (66.8%) respondents are from public banks and 259 (33.2%) respondents are from private banks. According to more number of branches, 494 (63.3%) respondents are from public banks and 286 (36.7%) respondents are from private banks.

Table 15: Rank the best services provided by the Public bank

Descriptive Statistics				
Services	N	Mean	Std. Deviation	Rank
Information and customer enquiry	390	4.50	2.193	6
ATM withdrawal	390	4.73	2.189	9
Cashier withdrawal	390	4.56	2.436	7
Credit card	390	4.06	2.361	4
Demand draft /Mail transfer	390	4.21	2.390	5
Bill of payment	390	3.91	2.217	3
loan services desk	390	5.28	2.237	10
complaints desk	390	4.71	2.033	8
Internet banking	390	5.63	1.111	12
Safety locker system	390	3.37	1.111	1
mobile banking	390	5.53	1.119	11
various accounts	390	3.53	1.089	2

Source: Primary Survey Data

Table 15 reveals that for the provision of the safety locker system with mean value of 3.37 for customer satisfaction is given the first rank. According to various account with mean value of 3.53 ranked second. It is followed by bill of payment with mean value of 3.91. Credit card facility with mean value of 4.06 is given forth rank. This is also followed by demand draft/mail transfer with mean value of 4.21 ranked fifth. Information and customer enquiry with mean value of 4.50 is placed at sixth rank. 4.56 mean value is given to cashier withdrawal with seventh rank.

It is followed by complaints desk with mean value of 4.71 is at eighth rank. ATM withdrawal with mean value of 4.73 ranked ninth and is followed by loan services desk with mean value of 5.28 ranked tenth. Mobile banking with mean values of 5.53, ranked 11 while internet banking with means value of 5.63, ranked 12.

Table 16: Rank the best services provided by the Private bank

Descriptive Statistics				Rank
Services	N	Mean	Std. Deviation	
Information and customer enquiry	390	4.52	2.209	6
ATM withdrawal	390	4.73	2.174	8
Cashier withdrawal	390	4.58	2.430	7
Credit card	390	4.05	2.355	4
Demand draft /Mail transfer	390	4.18	2.403	5
Bill of payment	390	3.88	2.192	3
loan services desk	390	5.29	2.242	10
complaints desk	390	4.75	2.025	9
Internet banking	390	3.64	1.113	2
Safety locker system	390	5.37	1.109	11
mobile banking	390	5.53	1.119	12
various accounts	390	3.53	1.089	1

Source: Primary Survey Data

Table 16 reveals that in the various account system with mean value 3.53 for customer satisfaction ranked first, is followed by internet banking with mean value 3.64 ranked second, is followed by bill of payment with mean value of 3.88 ranked third, is followed by credit card with mean value of 4.05 ranked forth, is followed by demand draft/ mail transfer with mean value of 4.18 ranked fifth, is followed by information and customer enquiry with mean value of 4.52 ranked sixth, is followed by cashier withdrawal with mean value of 4.58 ranked seventh, is followed by ATM withdrawal with mean value of 4.83 ranked eight, is followed by complaints desk withdrawal with mean value of 4.75 ranked ninth, is followed by loan services desk with mean value of 5.29 ranked tenth, is followed by safety locker system with mean value of 5.53 ranked 11, is followed by mobile banking with mean value of 5.53 ranked 12.

Reliability of Scales

In order to achieve the objectives of the study, CRM Practices were categorized on the basis of five factors viz., Effective Behaviour and Dealing of Employees which has 14 statements. Second factor i.e. Quality of Product and Services offered by banks with 25 statements, Third factor is Customer Retention provided by bank with the 14 statements, fourth factor is Focus on Customers Satisfaction and Customers Loyalty with 14 statements. Fifth factor is Effective Grievance Redressed system with eighteen variables adopted by bank out of these eight factors considered and last one is Problems faced by Banks in Customer Retention with seventeen variables out of this sixteen factors have factor loading values.

Factor Affecting Effective Behaviour of Employees

Behaviour of Employees has been viewed throughout fourteen statements and each statement focuses on a specific aspect. Table 17 dwells upon the employee behaviour and it can be gauged that employee is highly satisfied with company flexible benefit program registering the highest mean scores.

Table 17: Statement-wise analysis of Behaviour and Dealing of Employees

N=780

Sr. No.	Statements	Response of the Respondents					Value		
		SA	A	N	D	SD	Mean	StD. Dev.	Rank
B	Behavior and Dealing of Employees								
B-1	Employees show sincere interest in solving customers Problems, very helpful and serve beyond their Expectations.	79 (10.1%)	178 (22.8%)	224 (28.7%)	190 (24.4%)	109 (14%)	3.09	1.195	11
B-2	Bank plays attention to the individual customer.	78 (10%)	159 (20.4%)	213 (27.3%)	169 (21.7%)	161 (20.6%)	3.23	1.264	4
B-3	Front desk employees have adequate knowledge about the banking services.	40	235	194	188	123	3.15	1.165	9.5

		(5.1%)	(30.1%)	(24.9%)	(24.1%)	(15.8%)			
B-4	Front desk employees are courteous with the customers.	17 (2.2%)	159 (20.4%)	238 (30.5%)	245 (31.4%)	121 (15.5%)	3.38	1.042	1
B-5	The Executives in the bank are ready to solve out the queries of customers.	65 (8.3%)	180 (23.1%)	248 (31.8%)	94 (12.1%)	193 (24.7%)	3.22	1.276	5
B-6	Bank employees understand the specific needs of the customers and offer services accordingly.	60 (7.7%)	245 (31.4%)	175 (22.4%)	176 (22.6%)	124 (15.9%)	3.08	1.216	12
B-7	The bank Executives try to respond customer request timely.	60 (7.7%)	198 (25.4%)	219 (28.1%)	157 (20.1%)	146 (18.7%)	3.17	1.219	7
B-8	Employees maintaining personal relations with customers to deliver their products/services.	35 (4.5%)	220 (28.2%)	245 (31.4%)	149 (19.1%)	131 (16.8%)	3.16	1.141	8
B-9	Bank operator is consistent in providing services.	49 (6.3%)	126 (16.2%)	314 (40.3%)	154 (19.7%)	137 (17.6%)	3.26	1.116	3
B-10	Employees' trustworthiness is appreciated.	100 (12.8%)	148 (19%)	209 (26.8%)	184 (23.6%)	139 (17.8%)	3.15	1.278	9.5
B-11	Customers feeling safe in transacting with the bank.	72 (9.2%)	111 (14.2%)	273 (35%)	178 (22.8%)	146 (18.7%)	3.28	1.189	2
B-12	Bank employees explain terms and conditions to the customers before delivering about a product.	73 (9.4%)	210 (26.9%)	256 (32.8%)	109 (14%)	132 (16.9%)	3.02	1.209	13
B-13	Employees provide the services as per the promises scheduled.	75 (9.6%)	111 (14.2%)	300 (38.5%)	169 (21.7%)	125 (16%)	3.20	1.160	6
B-14	Employees of the bank are very Patience.	110 (14.1%)	179 (22.9%)	216 (27.7%)	150 (19.2%)	125 (16%)	3.00	1.276	14

Source: Primary Survey Data

As explained by the table 17, “Front desk employees are courteous with the customers” is given the first rank having the highest mean scores of 3.38. 17 (2.2 percent) of the respondents are strongly agree with the statement while 121 i.e. 15.5 percent of the respondents strongly disagree with the statement. It is followed by “Customers feeling safe in transacting with the bank” which is given the second rank having mean score of 3.28 with the strongly agreeing percentage of 72 and strongly disagreeing percentage of 18.7, which is followed by “Bank operator is consistent in providing services” which is given the third rank having mean score of 3.26 and Standard deviation (SD) of 1.116. 6.3 percent of the respondents strongly agree to this statement and 17.6 percent strongly disagree with this statement. The fourth rank goes to B-2 statement having mean score of 3.23 and SD of 1.264. “The Executives in the bank are ready to solve out the queries of customers” is given the fifth rank having mean score of 3.22. The respondents are strongly agree with the percentage of 8.3 and strongly disagree percentage of respondents is 24.7 for this statement. The sixth rank is given to the statement “Employees provide the services as per the promises scheduled” with mean score of 3.20. Overall 9.6 percent respondents are strongly agree while 16 percent of respondents are strongly disagree with this statement. It is followed by “The bank Executives try to respond customer request timely” with the seventh rank having the mean score of 3.17 with the strongly agreeing percentage of 7.7 and strongly disagreeing percentage of 18.7. The eighth rank goes to B-8 statement i.e. “Employees maintaining personal relations with customers to deliver their products or services” with the mean score of 3.16 and Standard Deviation of 1.141. The respondents are strongly agree with the statement is 35 (4.5 percent) while strongly disagree percentage of 131 (16.8 percent). The statement “Front desk employees have adequate knowledge about the banking services” and Employees’ trustworthiness is appreciated is given ninth and tenth rank having the mean score of 3.15. The respondents who strongly agree with this statement are 5.1 and 12.8 percent while 24.9 and 26.8 percent respondents are neutral to this statement. This statement is followed by “Employees show sincere interest in solving customers Problems, very helpful and serve beyond their Expectations” which is given the eleventh rank with the mean score of 3.09 and Standard Deviation of 1.195 with the strongly agreeing percentage of 10.1 and strongly disagreeing percentage of 14. The twelfth rank is given to the statements “Bank employees understand the specific needs of the customers and offer services accordingly” having the mean score of 3.08. The respondents who strongly agree with this statement are 7.7 percent while 15.9 percent

respondents are strongly disagree with this. It is also followed by “Bank employees explain terms and conditions to the customers before delivering about a product” is given thirteen rank with the mean score of 3.02 and SD of 1.209. 9.4 percent respondents strongly agree to this statement while 16.9 percent of the respondents strongly disagree to the statement. The statement B-14 got the fourteen ranks with mean value of 3 and SD of 1.276. Total 110 (14.1 percent) respondents strongly agree while 125(16 percent) respondents strongly disagree to this “Employees of the bank are very Patience” statement.

Table 18: KMO and Bartlett’s Test

Test Statistics		Value
Kaiser-Meyer-Oklin Measure of Sampling Adequacy		0.902
Bartlett’s Test of Sphericity	Approx. Chi- Square	7705.197
Degrees of Freedom	DF	91
P Value	Sig.	0.000

Source: Primary Survey Data

With the intention to test the suitability of factor analysis technique, Kaiser-Meyer-Olkin (KMO) is used to measure the sample adequacy which is revealed in table 18. The Bartlett’s test of sphericity is based on a Chi-square transformation of the determinants of the correlation matrix. The null hypothesis may be rejected if the value of a test statistic is on the higher side. To add to it, KMO assess the extent of the observed correlation coefficients with the magnitude of partial correlation coefficients. The lower statistic of KMO value points towards the correlation among the 14 statements which cannot be measured and because of it factor analysis is also not appropriate to apply. It is pertinent to mention here that in case to apply factor analysis the desired value of KMO and Bartlett’s test should be more than 0.50. The above table 18 represents the rejection of null hypothesis specifically, the population correlation matrix is an identity matrix, and is rejected by Bartlett's Test of Sphericity. The calculated value of Chi-square is 7705.197 with 91 degree of freedom, at 5 percent level of

significance. The above table also indicates the value of KMO is 0.902 which is greater than 0.5. Therefore, it is suitable to use factor analysis to measure the correlation matrix.

Table 19: Behaviour and Dealing of Employees and its Total Variance

The method used for performing factor analysis was Principal Component Analysis and Varimax Rotation Extracted method. In this method total variance of the data was considered.

Factor Symbol	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
B-1	7.791	55.648	55.648	7.791	55.648	55.648	5.007	35.768	35.768
B-2	1.324	9.459	65.107	1.324	9.459	65.107	4.107	29.339	65.107
B-3	.781	5.575	70.682						
B-4	.678	4.842	75.524						
B-5	.593	4.237	79.761						
B-6	.510	3.641	83.403						
B-7	.492	3.512	86.915						
B-8	.389	2.779	89.694						
B-9	.332	2.371	92.065						
B-10	.280	2.002	94.067						
B-11	.265	1.894	95.961						
B-12	.244	1.742	97.704						
B-13	.193	1.375	99.079						
B-14	.129	.921	100.000						

Extraction Method: Principal Component Analysis.

Source: Primary Survey Data

The above table 5 has been divided into four major sub-sections, i.e. Factors with symbol, Initial Eigen Values, Extracted Sums of Squared Loadings, and Rotation Sums of Squared Loadings. The first panel gives values based on initial values. For the initial solution, there are as many factors as there are variables. The "Total" column gives the amount of variance in the observed variables accounted for by each factor. The "% of Variance" column gives the percentage of variance accounted for by each specific factor, relative to the total variance in all the variables. The "Cumulative %" column gives the percentage of variance accounted for by all factors up to and including the current one. For instance, the cumulative percent for the second factor is the sum of the percentage of variance for the first and second factors. In the above table, there are a few factors that explain a lot of the variance which is a sign of good factor analysis and the rest of the factors explain relatively small amounts of variance. Factors are the number of variables used in the factor analysis. In this study only the first two variables will be retained due to Eigen values greater than one but the other factors will not be retained. For the purpose of analysis and interpretation we are concerned with Extraction Sums of Squared Loadings. It gives information regarding the extracted factors or components. This table shows that the first factor accounts for 35.768 of the variance and second factor accounted for 9.459 of the variance. This means that the first two factors together accounted for 29.339 percent of the variance. The Extraction Sum of Squared Loadings columns shows the numbers of rows in this table correspond to the number of factors retained. In the "Rotation Sums of Squared Loadings" group, the variance accounted for by rotating factors or components may be different from those reported for the extraction, but the Cumulative Percent of the set of factors or components will always be the same. Together they are capable of explaining roughly 65.107 percent of all the variable variances. In this study two rows corresponded to two factors be retained. All the remaining factors are not significant.

Table 20: Behaviour and Dealing of Employees and Factor Loadings

Rotated Component Matrix^a		
Factor symbol	Statement	Factor loadings
B-5	The Executives in the bank are ready	0.695

	to solve out the queries of customers	
B-2	Bank plays attention to individual customer.	0.902

Source: Primary Survey Data

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.a. Rotation converged in 8 iterations.

Table 20 clearly indicates that all the fourteen statements loaded significantly on this factor with factor loadings of more than 0.5. This appears to be quite good bargain, because all the fourteen items are extracted in an economical way. This factor has been named as “Behaviour and Dealings of Bank Employees” as it includes the various statements. In order to interpret the factor more effectively; rotation was performed through orthogonal rotation with varimax procedure applied, that maximized the number of variables with higher factor loadings on factor, therefore enhancing the interpretability of the factors.

The highest factor loading is 0.902 for B-2 statement i.e. “Bank plays attention to individual customer”. Attention is a powerful weapon to win the hearts of any customer and this is the most significant statement which will eventually contribute to the effective behaviour of the bank employees. The least contributing variable is “The Executives in the bank are ready to solve out the queries of customers” with 0.695 factor loading. No doubt, intentions play a very important role in doing a particular task. ‘Where there is a will, there is a way’. If the bank executives are ready to solve the queries of their customers, it will definitely help in retaining the clients.

Table 21: Statement Wise Analysis for Quality of Product and Services offered by Banks

N=780

Sr. No.	Statements	Response of the Respondents					Value		
		SA	A	N	D	SD	Mean	StD. Dev.	Rank
Q	Quality of Products and Services Offered								

Q-1	Bank offers free credit card with Savings/Current Accounts.	59 (7.6%)	149 (19.1%)	282 (36.2%)	161 (20.6%)	129 (16.5%)	3.19	1.1 51	11.2 5
Q-2	Bank provides free Demat account with various other accounts.	43 (5.5%)	146 (18.7%)	284 (36.4%)	230 (29.5%)	77 (9.9%)	3.19	1.0 30	11.2 5
Q-3	Bank provides locker facility on discounted rates to its existing customers.	64 (8.2%)	149 (19.1%)	266 (34.1%)	157 (20.1%)	144 (18.5%)	3.22	1.1 89	7
Q-4	Bank offers Zero (0) balance facility on customers family accounts.	92 (11.8%)	182 (23.3%)	191 (24.5%)	207 (26.5%)	108 (13.8%)	3.07	1.2 33	14
Q-5	Bank provides overdraft facility to its existing customers.	48 (6.2%)	151 (19.4%)	280 (35.9%)	176 (22.6%)	125 (16%)	3.23	1.1 20	5
Q-6	Bank providing cheque collection facility from customer's place of residence/work.	136 (17.4%)	133 (17.1%)	212 (27.2%)	179 (22.9%)	120 (15.4%)	3.02	1.3 09	25
Q-7	Bank providing the facility of cash deposit or withdrawal from customer's place of residence/work.	64 (8.2%)	147 (18.8%)	253 (32.4%)	167 (21.4%)	149 (19.1%)	3.24	1.1 99	4
Q-8	Service counters are well labelled by bank.	71 (9.1%)	157 (20.1%)	181 (23.2%)	222 (28.5%)	149 (19.1%)	3.28	1.2 39	1
Q-9	Banks provide different insurance schemes to its customers.	66 (8.5%)	160 (20.5%)	232 (29.7%)	201 (25.8%)	121 (15.5%)	3.19	1.1 77	11.2 5
Q-10	Electronic Clearing services (RTGS)	71 (9.1%)	197 (25.3%)	232 (29.7%)	187 (24%)	93 (11.9%)	3.04	1.1 55	23.5
Q-11	Bank provide daily investment scheme.	66 (8.5%)	163 (20.9%)	240 (30.8%)	196 (25.1%)	115 (14.7%)	3.17	1.1 67	9
Q-12	Bank insists on error-free transactions and records.	82 (10.5%)	148 (19%)	250 (32.1%)	174 (22.3%)	126 (16.2%)	3.15	1.2 08	16.5
Q-13	Bank offers prompt services for their facilities.	60 (7.7%)	189 (24.2%)	194 (24.9%)	155 (19.9%)	182 (23.3%)	3.27	1.2 70	2

Q-14	The cash transaction system of the bank is trustworthy.	76 (9.7%)	143 (18.3%)	206 (26.4%)	245 (31.4%)	110 (14.1%)	3.22	1.1 86	7
Q-15	The Bank has sound and attractive return policies for investors.	104 (13.3%)	142 (18.2%)	229 (29.4%)	86 (11%)	219 (28.1%)	3.22	1.3 79	7
Q-16	Bank's flexible rate of return for various products or services that meet services.	43 (5.5%)	165 (21.2%)	248 (31.8%)	200 (25.6%)	124 (15.9%)	3.25	1.1 23	3
Q-17	Availability of easy loan facilities.	66 (8.5%)	189 (24.2%)	239 (30.6%)	99 (12.7%)	187 (24%)	3.19	1.2 77	11.2 5
Q-18	ATM of the bank provides Bill payment, money transfer facility with ease.	58 (7.4%)	160 (20.5%)	270 (34.6%)	231 (29.6%)	61 (7.8%)	3.10	1.0 50	20
Q-19	Bank provides the parking facility of its customers.	48 (6.2%)	213 (27.3%)	219 (28.1%)	131 (16.8%)	169 (21.7%)	3.21	1.2 30	9
Q-20	Guidance signs in the bank indicating as to which counters are offering which services.	89 (11.4%)	188 (24.1%)	144 (18.5%)	225 (28.8%)	134 (17.2%)	3.16	1.2 84	15
Q-21	Clear departmentation is done to understand customer needs.	67 (8.6%)	185 (23.7%)	230 (29.5%)	201 (25.8%)	97 (12.4%)	3.10	1.1 52	20
Q-22	Decor/layout of the bank is up to the mark.	108 (13.8%)	117 (15%)	251 (32.2%)	173 (22.2%)	131 (16.8%)	3.13	1.2 58	18
Q-23	Bank provides proper drinking water, sitting arrangement & infrastructure facilities to its customers.	73 (9.4%)	175 (22.4%)	238 (30.5%)	153 (19.6%)	141 (18.1%)	3.15	1.2 24	16.5
Q-24	Banks' updates associated with the services (such as pamphlets and statements) providing sufficient information about latest developments in the bank.	53 (6.8%)	193 (24.7%)	283 (36.3%)	173 (22.2%)	78 (10%)	3.04	1.0 68	23.5

Q-25	Bank provides quality service to all Customers.	96 (12.3%)	147 (18.8%)	264 (33.8%)	131 (16.8%)	142 (18.2%)	3.10	1.2 53	20
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Source: Primary Survey Data

As revealed by the table 21, “Service counters are well labelled by bank” is given the first rank having the highest mean scores of 3.28. The respondents are strongly agreed with 9.1 percent and strongly disagree with 19.1 percent. This is followed by “Bank offers prompt services for their facilities” given the second rank with mean score of 3.27 and Standard Deviation of 1.270 with the strongly agree percentage of 7.7 and strongly disagree percentage of 23.3. The third rank goes to P14 “Bank’s flexible rate of return for various products or services that meet services” with mean score of 3.25. The 5.5 percent of respondents are strongly agree and 31.8 percent of the respondents are neutral while 15.9 percent of the responds are strongly disagree with this statement, the statement is followed by “Bank providing the facility of cash deposit or withdrawal from customer’s place of residence/work” which is given forth rank having mean score of 3.24 with strongly agree percentage of 8.2 and strongly disagree percentage of 19.1. It is followed by “Bank provides overdraft facility to its existing customers” given fifth rank having mean score of 3.23 with 6.2 percent of the respondents strongly agree and 16 percent of the respondents are strongly disagree. The seventh rank is given to the “Bank provides locker facility on discounted rates to its existing customers” and “The cash transaction system of the bank is trustworthy” and “The Bank has sound and attractive return policies for investors” having the mean score of 3.22 with the strongly agree percentage of 8.2, 9.7 and 13.3 and strongly disagree percentage of 18.5, 14.1 and 28.1 respectively. This is followed by the statement “Bank provides the parking facility of its customers” given ninth rank having the mean score of 3.21. The respondents strongly agree with 6.2 percent and the respondents strongly disagree with 17.2 percent. “Bank offers free credit card with Savings/Current Accounts” “Bank provides free Demat account with various other accounts” “Banks provide different insurance schemes to its customers” and “Availability of easy loan facilities” is given 11.25th rank with the mean score of 3.19 and Standard Deviation of 1.151, 1.030, 1.177 and 1.277 respectively. This is followed by “Bank provide daily investment scheme” given fourteenth rank having the mean score of 3.17 with the strongly agree percentage of 8.5 and strongly disagree percentage of 14.7. Fifteenth rank

goes to “Guidance signs in the bank indicating as to which counters are offering which services” with the mean score of 3.16 and Standard Deviation 1.284. The respondent strongly agree with 89 (11.4 percent) and the respondents strongly disagree with 134 (17.2 percent). This is followed by “Bank insists on error-free transactions and records” and “Bank provides proper drinking water, sitting arrangement & infrastructure facilities to its customers” given seventeenth and half rank having the mean score of 3.15 and Standard Deviation of 1.208 and 1.224 with the strongly agree percentage of 10.5, 9.4 and strongly disagree percentage of 16.2 and 18.1 respectively. Eighteenth rank goes to “Decor/layout of the bank is up to the mark” with the mean score of 3.13. Respondents strongly agree with 13.8 percent and strongly disagree with 16.8 percent. This is also followed by “Clear departmentation is done to understand customer needs” given nineteenth rank having the mean score of 3.10 with the strongly agree percentage of 8.6 and strongly disagree percentage of 12.4. Twentieth rank goes to “Bank provides quality service to all Customers” with mean value of 3.10 and Standard Deviation of 1.253. 96 (12.3 percent) respondents strongly agree and 142 (18.2 percent) respondents strongly disagree to this statement “ATM of the bank provides Bill payment, money transfer facility with ease” is given twenty first rank with mean value of 3.10 and Standard Deviation of 1.050. 58 (7.4 percent) respondents strongly agree and 61 (7.8 percent) respondents strongly disagree to this statement. “Bank offers Zero (0) balance facility on customers family accounts” got twenty second rank with mean score of 3.07 and Standard Deviation of 1.233. Majority of respondents 207 (26.5 percent) disagree to the statement where as 92 (11.8 percent) respondents agree with this statement. Twenty fourth rank is given to “Banks’ updates associated with the services (such as pamphlets and statements) providing sufficient information about latest developments in the bank” with 3.04 mean value and 1.068 of Standard Deviation. Out of total respondents 53 (6.8 percent) respondents strongly agree and 78 (10 percent) respondents strongly disagree to the statement. “Electronic Clearing services (RTGS)” is given the twenty fourth rank with 3.04 mean value and Standard Deviation of 1.155. 71 (9.1 percent) respondents strongly agree to this statement while 93 (11.9 percent) respondents strongly disagree to this statement. Twenty fifth ranks goes to the statement “Bank providing cheque collection facility from customer’s place of residence or work” with 3.02 mean values and 1.309 of Standard Deviation 136 (17.4 percent) respondents strongly agree and 120 (15.4 percent) respondents strongly disagree to this statement.

Table 22: KMO and Bartlett’s Test for Quality of products and Services Offered

Test Statistics		Value
Kaiser-Meyer-Oklin Measure of Sampling Adequacy		0.901
Bartlett’s Test of Sphericity	Approx. Chi- Square	17413.391
Degrees of Freedom	DF	300
P Value	Sig.	0.000

Source: Primary Survey Data

Based on the test results shown in Table 22, researcher rejects the null hypothesis that presents all the correlation coefficients in an identity matrix. Given the Chi-square value of 17413.391 and with 300 degree of freedom in the above table, we reject the null hypothesis at a 0.05 level of significance because this is not an unexpected result from a random distribution. Moreover, the value of KMO test is 0.901 which is also acceptable as it is more than 0.5. Therefore, researcher applied factor analysis to evaluate the significant factors contributing the data.

Table 23: Quality of products and Services Offered and its Total Variance

The method used for performing factor analysis was Principal Component Analysis and Varimax Rotation Extracted method. In this method total variance of the data was considered.

Total Variance Explained									
Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.347	53.388	53.388	13.347	53.388	53.388	4.888	19.552	19.552
2	1.579	6.316	59.704	1.579	6.316	59.704	4.260	17.039	36.591
3	1.251	5.002	64.706	1.251	5.002	64.706	4.080	16.318	52.910
4	1.117	4.467	69.173	1.117	4.467	69.173	4.066	16.263	69.173
5	.831	3.323	72.496						
6	.777	3.109	75.604						
7	.704	2.816	78.421						
8	.636	2.545	80.966						
9	.580	2.321	83.287						
10	.564	2.255	85.541						
11	.502	2.007	87.548						
12	.411	1.644	89.192						

13	.383	1.531	90.723						
14	.338	1.351	92.074						
15	.299	1.197	93.271						
16	.279	1.116	94.387						
17	.250	1.002	95.389						
18	.237	.948	96.337						
19	.201	.806	97.143						
20	.182	.729	97.872						
21	.146	.584	98.457						
22	.121	.486	98.942						
23	.109	.436	99.378						
24	.095	.379	99.758						
25	.061	.242	100.000						
Source: Primary Survey Data Extraction Method: Principal Component Analysis.									

Table 23 gave an idea about that the Eigen value which is greater than 1.0 (default option) and that results in the extraction of four factors. Finally, from the cumulative percentage of variance accounted for, it is found that four factors account for 69.173 percent of the total variance, contributed by first component is 53.388 percent with Eigen value of 13.347, followed by second factor cumulative percentage of variance 6.316 percent with Eigen value of 1.579, third factor variance 5.002 percent with Eigen value of 1.251, and followed by fourth factor cumulative percentage of variance 4.467 percent with Eigen value of 1.117.

Table 24: Quality of products and Services and its Factor Loadings

Rotated Component Matrix^a		
Factor symbol	Statement	Factor loadings
Q-13	Availability of easy loan facilities.	0.779
Q-5	Bank provides overdraft facility to its existing customers.	0.786
Q-4,Q-6	Bank offers zero (0) balance facility on customers family accounts, Bank providing cheque collection facilities from customers place of	0.730

	residence/work.	
Q-16	Banks flexible rate of return for various products or services that meet services.	0.729

Source: Primary Survey Data

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser

Normalization.a. Rotation converged in 8 iterations.

From the table 24, it is revealed that all the statements computed through factor analysis have high position factor loadings. With respect to the factor loading, the factor “Product and Services offered by banks” in which the statement Bank provides overdraft facility to its existing customers is having the uppermost factor loading value i.e. 0.786 because it is beneficial for the customers during recession period. This is followed by Q-13 statement with factor loading value of 0.779. After this, the statement Bank offers zero (0) balance facility on customers family accounts, Bank providing cheque collection facilities from customers place of residence or work is placed with 0.730 values. 0.729 factor loading value considered the lowest value for statement Banks flexible rate of return for various products or services that meet services.

Table 25: Statement Wise Analysis Customer Satisfaction and Customer Loyalty provided by Banks

Sr. No.	Statements	Response of the Respondents					Value		
		SA	A	N	D	SD	Mean	StD. Dev.	Rank
CS.	Customer Satisfaction								
CS-1	Customers’ loyalty programs are established.	71 (9.1%)	233 (29.9%)	198 (25.4%)	154 (19.7%)	124 (15.9%)	3.03	1.223	12
CS-2	Bank planning to establish customer redresser cell.	79 (10.1%)	163 (20.9%)	233 (29.9%)	129 (16.5%)	176 (22.6%)	3.21	1.281	4
CS-3	Bank/Branch holds monthly meeting with its customers.	51 (6.5%)	236 (30.3%)	269 (34.5%)	126 (16.2%)	98 (12.6%)	2.98	1.109	14
CS-4	Customer feedback procedure helps to maintain long-term relations with the customers.	89 (11.4%)	153 (19.6%)	302 (38.7%)	140 (17.9%)	96 (12.3%)	3	1.152	13
CS-5	Do you feel that your bank really cares about you as customer?	120 (15.4%)	97 (12.4%)	221 (28.3%)	220 (28.2%)	122 (15.6%)	3.16	1.274	8
CS-6	Bank provides Home delivery of Cash or Cheque Pickup (door to door banking) for strengthening customer relationships.	70 (9%)	213 (27.3%)	205 (26.3%)	186 (23.8%)	106 (13.6%)	3.06	1.189	11
CS-7	The promotional offers from the Bank provide a good value for money.	102 (13.1%)	119 (15.3%)	277 (35.5%)	179 (22.9%)	103 (13.2%)	3.08	1.195	10
CS-8	Bank is reliable because it is mainly concerned with the investor’s interest.	47 (6%)	191 (24.5%)	204 (26.2%)	235 (30.1%)	103 (13.2%)	3.20	1.130	5.5
CS-9	Bank has accuracy in performing financial	51	99	341	178	111	3.26	1.059	2

	transactions.	(6.5%)	(12.7%)	(43.7%)	(22.8%)	(14.2%)			
CS-10	Bank's publications adequately explanatory regarding performance & profitability.	42 (5.4%)	158 (20.3%)	316 (40.5%)	176 (22.6%)	88 (11.3%)	3.14	1.037	9
CS-11	All forms, slips and brochures kept at proper place in bank.	26 (3.3%)	182 (23.3%)	256 (32.8%)	229 (29.4%)	87 (11.2%)	3.22	1.030	3
CS-12	The bank employees give customers individual attention.	41 (5.3%)	130 (16.7%)	254 (32.6%)	223 (28.6%)	132 (16.9%)	3.35	1.103	1
CS-13	Employees in the bank are consistently courteous with customers.	77 (9.9%)	108 (13.8%)	337 (43.2%)	116 (14.9%)	142 (18.2%)	3.18	1.175	7
CS-14	Customers are free to take their own time in decision making related to their financial transactions.	41 (5.3%)	165 (21.2%)	241 (30.9%)	262 (33.6%)	71 (9.1%)	3.20	1.041	5.5

Source: Primary Survey Data

The mean scores and standard deviation revealing the respondents view point towards Customer Satisfaction provided by Banks are displayed in table 25. Among the various statements of the facility and infrastructure of the banks, the highest mean score of 3.35 has been observed for "The bank employees give customers individual attention". The mean scores of 3.26, 3.22, 3.21, 3.20, 3.18, 3.16, 3.14, 3.08, 3.06, 3 and 3.03 are obtained on The bank employees give customers individual attention, Bank has accuracy in performing financial transactions, All forms, slips and brochures kept at proper place in bank, Bank planning to establish customer redresser cell, Bank is reliable because it is mainly concerned with the investor's interest, Customers are free to take their own time in decision making related to their financial transactions, Employees in the bank are consistently courteous with customers, Do you feel that your bank really cares about you as customer? Bank's publications adequately explanatory regarding performance & profitability, Bank provides Home delivery of Cash or Cheque Pickup (door to door banking) for strengthening customer relationships, Customers' loyalty programs are established, Customer feedback procedure helps to maintain long-term relations with the customers, and Customer feedback procedure helps to maintain long-term relations with the customers. The lowest mean score of 2.98 has been recorded on the statement, Bank/Branch organizes monthly meeting with its customers.

Table 26: KMO and Bartlett's Test

Test Statistics	Value
Kaiser-Meyer-Oklin Measure of Sampling Adequacy	0.827

Bartlett's Test of Sphericity	Approx. Chi- Square	6121.676
Degrees of Freedom	DF	91
P Value	Sig.	0.000

Source: Primary Survey Data

Based on the test results shown in Table 26, researcher can reject the null hypothesis that presents all of the correlation coefficients in an identity matrix. Given the Chi-square value of 6121.676 with 91 degree of freedom in the above table, we can reject the null hypothesis at a 0.05 level of significance because this is not an unexpected result from a random distribution. Moreover, the value of KMO test is 0.827 which is also acceptable as it is more than 0.5. Therefore, researcher can apply factor analysis to evaluate the significant factors contributing towards Customer Satisfaction provided by banks in western southern region of Haryana.

Table 27: Customer Satisfaction and Customer Loyalty and its Total Variance

The method used for performing factor analysis was Principal Component Analysis and Varimax Rotation Extracted method. In this method total variance of the data was considered.

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	CS-1	6.332	45.227	45.227	6.332	45.227	45.227	3.410	24.359
CS-2	1.417	10.121	55.349	1.417	10.121	55.349	2.849	20.350	44.709
CS-3	1.230	8.788	64.137	1.230	8.788	64.137	2.720	19.428	64.137
CS-4	.948	6.770	70.906						
CS-5	.734	5.244	76.150						
CS-6	.633	4.524	80.675						
CS-7	.580	4.140	84.814						
CS-8	.510	3.644	88.458						

CS-9	.453	3.238	91.696						
CS-10	.327	2.338	94.034						
CS-11	.277	1.978	96.011						
CS-12	.228	1.626	97.638						
CS-13	.179	1.276	98.913						
CS-14	.152	1.087	100.000						

Source: Primary Survey Data

Extraction Method: Principal Component Analysis.

Table 27 exhibits the Eigen value more than one which is a default option and results in a total of three factors being extracted from the analysis. The cumulative percentage of variance extracted from the analysis is found that the three factors account for 64.137 percent of the total variance. The Eigen value and the percentage of variance is discussed further which represents the most crucial factors contributing towards facilities and infrastructure provided by banks. The percentage of variance of the first factor is 45.227 with Eigen value of 6.332, followed by second factor cumulative percentage of variance 10.121 percent with Eigen value of 1.417, and followed by third factor cumulative percentage of variance 8.788 percent with Eigen value of 1.230.

Table 28: Customer Satisfaction and Customer Loyalty its Factor Loadings

Rotated Component Matrix^a		
Factor symbol	Statement	Factor loadings
CS -11	All forms, slips and brochures kept at proper place in bank.	0.825
CS -4	Customer feedback procedure helps to maintain long term relations with the customers.	0.774
CS -14	Customers are free to take their own time in decision making related to their financial transactions.	0.792

Source: Primary Survey Data

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.a. Rotation converged in 8 iterations.

Table 28 shows that all the fourteen statements loaded significantly on this factor with factor loading more than 0.5. All the fourteen items are extracted in an economical way. This factor has been named as “Customer Satisfaction provided by Banks” as it includes the various statements. In order to interpret the factor more effectively Rotation was performed orthogonal rotation with varimax procedure that maximized the number of variables with high loadings on factor, therefore enhancing the interpretability of the factors. There are only three statements that have the factor loading values which concluded the above statements i.e. All forms, slips and brochures kept at proper place in bank with factor loading 0.825, Customers are free to take their own time in decision making related to their financial transactions with factor loading value 0.792 and Customer feedback procedure helps to maintain long term relations with the customers with factor loading value 0.774.

Table 29: Statement Wise Analysis for Services of banks regarding Customer Retention Management

Sr. No.	Statements	Response of the Respondents					Value		
		SA	A	N	D	SD	Mean	SD	Rank
CR	Services of banks regarding Customer Retention Management								
CR-1	CRM leads to improve the customer base and satisfaction among the investors.	124 (15.9%)	119 (15.3%)	279 (35.8%)	142 (18.2%)	116 (14.9%)	3.01	1.252	9
CR-2	Customers are provided personal attention.	58 (7.4%)	171 (21.9%)	255 (28.8%)	168 (21.5%)	158 (20.3%)	3.25	1.217	1
CR-3	Relationships with customers are given great value.	71 (9.1%)	165 (21.2%)	288 (36.9%)	154 (19.7%)	102 (13.1%)	3.07	1.137	6
CR-4	Bank understands customer expectations.	91 (11.7%)	166 (21.3%)	265 (34%)	119 (15.3%)	139 (17.8%)	3.06	1.242	7
CR-5	Promotional activities of attracting new customers and retaining old ones are effective.	124 (15.9%)	119 (15.3%)	279 (35.8%)	142 (18.2%)	116 (14.9%)	3.19	1.030	5
CR-6	Bank provides emotional support to Customers.	58 (7.4%)	171 (21.9%)	225 (28.8%)	168 (21.5%)	158 (20.3%)	3.22	1.189	4
CR-7	Bank commits for safety and security of customers	71 (9.1%)	165 (21.2%)	288 (36.9%)	154 (19.7%)	102 (13.1%)	3.19	1.030	5
CR-8	Online payment, discounts, and other services are efficiently provided by bank.	47 (6%)	191 (24.5%)	204 (26.2%)	235 (30.1%)	103 (13.2%)	3.19	1.151	5
CR-9	Loans, FD's, Gold loan, and other services are provided instantly with clear terms and conditions.	51 (6.5%)	99 (12.7%)	341 (43.7%)	178 (22.8%)	111 (14.2%)	3.19	1.030	5
CR-10	Bank provides different schemes and discounts.	79 (10.1%)	178 (22.8%)	224 (28.7%)	190 (24.4%)	109 (14%)	3.22	1.189	4
CR-11	Minimum time is consumed by bank for completing a transaction.	78 (10%)	159 (20.4%)	213 (27.3%)	169 (21.7%)	161 (20.6%)	3.07	1.233	6
CR-12	Bank helps to increase customization for	47 (6%)	191 (24.5%)	204 (26.2%)	235 (30.1%)	103 (13.2%)	3.23	1.120	3

	services rendered.								
CR-13	Bank provides customer centric and customer segment approach.	51 (6.5%)	99 (12.7%)	341 (43.7%)	178 (22.8%)	111 (14.2%)	3.02	1.309	8
CR-14	Individual customer care programs organized by banks.	65 (8.3%)	180 (23.1%)	248 (31.8%)	94 (12.1%)	193 (24.7%)	3.24	1.199	2

Source: Primary Survey Data

As elucidated by the table 29, “Bank planning to establish customer redresser cell” is given the first rank having the highest mean scores of 2.96. 42 (21 percent) respondents strongly agree and 48 (24 percent) respondents strongly disagree to this statement. The statement “Bank employees serve customer’s best interest at heart” got the second rank with mean score of 2.90 and SD of 1.394. The strongly agree percentage of respondents is 20 percent and strongly disagree percentage of respondents is 17.5 percent. It is followed by “Complaint management procedure helps to build long-term relations with the customers” given third rank having mean score of 2.81 with the strongly agree percentage of respondents is 21, agree percentage is 25.5 and strongly disagree percentage of respondent is 14.5. The fourth rank goes to the statement “We have formal complaint Redressed system which cover both written and verbal complaints and inform customers about the progress of the complaints” with mean score of 2.71 and SD of 1.352. 48(24 percent) respondents strongly agree and 26 (13 percent) respondents strongly disagree to the statement, is followed by “Bank/Branch holds Monthly meeting with its customer” given fifth rank having mean score of 2.66 with strongly agree percentage of 28 and strongly disagree percentage of 15.5. This is also followed by “Complaints of employees are redressed properly, Customer’s complaints are easily and immediately handled, Bank operator gives follow up to customer requests well in time and Customer feedback procedure helps to maintain long-term relations with the customers” given sixth rank with mean score of 2.64 and SD of 1.368, 1.432, 1.393 and 1.372 respectively. Out of this 27.5, 29.5, 27.5, 27.5 percent respondents strongly agree and 11.5, 15.5, 14, 12.5 percent respondents strongly disagree with this statement. Tenth rank goes to G-6 statement having the mean score of 2.54 with the strongly agreeing percentage of 30.5 and strongly disagreeing percentage of 11.5.

Table 30: KMO and Bartlett’s Test

Test Statistics	Value
Kaiser-Meyer-Oklin Measure of Sampling Adequacy	0.780

Bartlett's Test of Sphericity	Approx. Chi- Square	4123.963
Degrees of Freedom	DF	91
P Value	Sig.	0.000

Source: Primary Survey Data

The table 30 reveals the reliability of the data by the Kaiser – Meyer – Olkin measure of sampling adequacy of 0.780 which represents the sample size 780 for the scale is largely adequate and Bartlett's test of Sphericity with the approximation of chi-square value of 4123.963 with 91 degree of freedom and the P value is 0.000 (less than 0.05) indicates that the factor model is significant.

Table 31: Services of banks regarding Customer Retention Management and its Total Variance

The method used for performing factor analysis was Principal Component Analysis and Varimax Rotation Extracted method. In this method total variance of the data was considered.

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	CR-1	5.445	38.896	38.896	5.445	38.896	38.896	3.027	21.623
CR-2	2.774	19.814	58.710	2.774	19.814	58.710	2.998	21.417	43.040
CR-3	1.696	12.114	70.824	1.696	12.114	70.824	2.703	19.308	62.348
CR-4	1.344	9.599	80.422	1.344	9.599	80.422	2.530	18.074	80.422
CR-5	.899	6.425	86.847						
CR-6	.667	4.767	91.614						
CR-7	.484	3.455	95.069						
CR-8	.412	2.946	98.015						
CR-9	.278	1.985	100.000						

CR-10	0.000	0.000	100.000						
CR-11	0.000	0.000	100.000						
CR-12	0.000	0.000	100.000						
CR-13	0.000	0.000	100.000						
CR-14	0.000	0.000	100.000						

Source: Primary Survey Data

Extraction Method: Principal Component Analysis.

In the table 31, there are a few factors that explain a lot of the variance which is a sign of good factor analysis and the rest of the factors explain relatively small amounts of variance. Factors are the number of variables used in the factor analysis. In this study, four factors will be retained due to Eigen values greater than 1. All the other factors will not be retained. For analysis and interpretation purpose, we are concerned with Extraction Sums of Squared Loadings. It gives information regarding the extracted factors or components. The percentage of variance of the first factor is 38.896 with Eigen value of 5.445, variance of second factor is 19.814 with Eigen value of 2.774, variance of third factor is 12.114 with Eigen value of 1.696 and last factor is 9.599 of variance with Eigen value of 1.344.

Table 32: Services of banks regarding Customer Retention Management and its Factor Loadings

Rotated Component Matrix^a		
Factor symbol	Statement	Factor loadings
CR-1,CR-5	CRM leads to improve the customer base and satisfaction among the investors. Promotional activities of attracting new customers and retaining old ones are effective.	0.862
CR-2, CR-6	Customers are provided personal attention. Bank provides emotional support to Customers.	0.928
CR-8,CR-12	Online payment, discounts and other services are efficiently provided by banks. Bank helps to increase customization for services rendered.	0.945
CR-9,CR-13	Loans, FD's, Gold loans and other services are provided instantly with clear terms and conditions. Bank provides customer centric and customer segment approach.	0.922

From table 32 it shows that all the fourteen statements loaded significantly on this factor with factor loading more than 0.5. This appears to be quite good bargain, because all the fourteen

items are extracted in an economical way. This factor has been named as “Services of banks regarding Customer Retention Management” as it includes the various statements. In order to interpret the factor more effectively, Rotation was performed orthogonal rotation and varimax procedure was applied that maximized the number of variables with high loadings on factor, therefore enhancing the interpretability of the factors. A review of the initial factor loadings suggests that the proper solution was attainable through maximum employees.

Table 33: Services of banks regarding Grievance Management System: Statement Wise Analysis

Sr. No.	Statements	Response of the Respondents					Value		
		SA	A	N	D	SD	Mean	StD. Dev.	Rank
G	Grievance Management System								
G-1	Customers’ complaints are met immediately.	79 (10.1%)	178 (22.8%)	224 (28.7%)	109 (24.4%)	109 (14%)	3.09	1.195	5
G-2	Customer’s advisory board is established.	78 (10%)	159 (20.4%)	213 (27.3%)	169 (21.7%)	161 (20.6%)	3.23	1.264	2
G-3	Behavior of the officials is fair while dealing with Customer’s complaints.	47 (6%)	191 (24.5%)	204 (26.2%)	235 (30.1%)	103 (13.2%)	3.20	1.130	4
G-4	The customers are given a unique complaint number which they can use for tracking the status of the complaints.	51 (6.5%)	99 (12.7%)	341 (43.7%)	178 (22.8%)	111 (14.2%)	3.26	1.059	1
G-5	Online fraud related complaints are dealt with courtesy and on time.	79 (10.1%)	178 (22.8%)	224 (28.7%)	190 (24.4%)	109 (14%)	3.09	1.195	5
G-6	Bank is following the guidelines issued by RBI.	78 (10%)	159 (20.4%)	213 (27.3%)	169 (21.7%)	161 (20.6%)	3.23	1.264	2
G-7	Bank takes the ownership of complaints.	65 (8.3%)	180 (23.1%)	248 (31.8%)	94 (12.1%)	193 (24.7%)	3.22	1.276	3
G-8	Bank use total employee involvement in bank.	47 (6%)	191 (24.5%)	204 (26.2%)	235 (30.1%)	103 (13.2%)	3.20	1.130	4
G-9	Every query of customer is considered to provide better service.	51 (6.5%)	99 (12.7%)	341 (43.7%)	178 (22.8%)	111 (14.2%)	3.26	1.059	1
G-10	Convenient to approach bank manager related to complaints.	65 (8.3%)	180 (23.1%)	248 (31.8%)	94 (12.1%)	193 (24.7%)	3.22	1.276	3

Source: Primary Survey Data

The descriptive statistics of the bank focuses on Customers Satisfaction & Customers Loyalty as follows:

The mean scores and standard deviation revealing the respondents view point towards Focus on Customers Satisfaction & Customers by banks are displayed in table 18. Among the various statements, the highest mean score of 3.28 has been observed for Bank does not care for its existing customers. The mean scores of 3.13, 2.37, 2.31, 2.30, 2.25, 2.20, 2.16, 2.13, 2.12, 2.10, 2.07, 2.03, 2.02, 1.94, are obtained on the statements *i.e.* “Bank does not care for its existing customers “To facilitate its customers bank organize

seminar/customer meet” “Employees in the bank are consistently courteous with customers” “The bank employees give customers individual attention” “Bank helps the customers to work with technology driven banking” “CRM leads to improve the customer base and satisfaction among the investors and Customer’s advisory boards are established by the bank” “Do you think your customers feel that their bank really cares about them?” “Employees treating their customers with empathy “Bank helps the customers to work with Phone Banking “Bank maintaining priority list of its premium Customers” “Bank provides information to the customers about its new schemes” “Customer’s loyalty programs are initiated by bank” “Proper information about usage and benefits of the product or services are communicated to customers” “Customers are free to take their own time in decision making related to their financial transactions” “The customers are sincerely entertained by the bank employees” and “Bank offers flexible timing/convenient banking hours to the customers”. The lowest mean score of 1.82 has been recorded on the Bank that wishes his customers on different occasions.

Table 34: KMO and Bartlett’s Test

Test Statistics		Value
Kaiser-Meyer-Oklin Measure of Sampling Adequacy		0.857
Bartlett’s Test of Sphericity	Approx. Chi- Square	7125.635
Degrees of Freedom	DF	91
P Value	Sig.	0.000

Source: Primary Survey Data.

Here, it can be seen from Table 34 that the null hypothesis *i.e.* the population correlation matrix is an identity matrix, is rejected by Bartlett's Test of Sphericity. The approximate value of Chi-square statistic value is 7125.635 with 91 degree of freedom, which is significant at 5 percent level of significance. The value of KMO statistic (0.744) is also large (greater than 0.5). Thus, factor analysis may be considered as appropriate technique for analyzing the correlation matrix (Table 34). The matrix is constructed from the data

obtained from the employees responses about the factors that evaluate the bank Focus on Customers Satisfaction & Customers Loyalty .

Table 35: Grievance Management System and its Total Variance

The method used for performing factor analysis was Principal Component Analysis and Varimax Rotation Extracted method. In this method total variance of the data was considered.

Total Variance Explained									
Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	G-1	4.234	42.343	42.343	4.234	42.343	42.343	2.980	29.797
G-2	2.520	25.203	67.546	2.520	25.203	67.546	2.245	22.454	52.251
G-3	1.563	15.630	83.177	1.563	15.630	83.177	2.075	20.752	73.003
G-4	1.036	10.364	93.540	1.036	10.364	93.540	2.054	20.537	93.540
G-5	.646	6.460	100.000						
G-6	0.000	0.000	100.000						
G-7	0.000	0.000	100.000						
G-8	0.000	0.000	100.000						
G-9	0.000	0.000	100.000						
G-10	0.000	0.000	100.000						

Source: Primary Survey Data

Extraction Method: Principal Component Analysis.

To measure the view point of employees regarding the customer loyalty, the factor analysis has been used with the help of principal component method as it's a great technique of identifying, latent or underlying factor from an array of seemingly important variable (Nargundkar, 2004). For extracting components, Eigen value was kept at 1, i.e. only those factors were extracted which have Eigen value observed to be 1 or equal to 1. Following this method, four factors are extracted from 10 statements. These factors were further rotated to orthogonal rotation by using quartimax with Kaiser Normalization approach. For this first factor accounts for 42.343 of the

variance with 4.234 Eigen value, the second 25.203 with Eigen value is 2.520, the third factor accounted for 15.630 and Eigen value is 1.563 and the fourth factor accounted for 10.364 with 1.036. The Extraction Sum of Squared Loadings columns shows the numbers of rows in this table corresponding to the number of factors retained. In the "Rotation Sums of Squared Loadings" group, the variance accounted for by rotating factors or components may be different from those reported for the extraction, but the Cumulative Percent of the set of factors or components will always be the same. Together they are capable of explaining roughly 93.540 Percent of all the variable variances. In this study, four rows corresponded to four factors will be retained. All the remaining factors are not significant.

Table 36: Grievance Management System and showing its Factor Loadings

Rotated Component Matrix^a		
Factor symbol	Statement	Factor loadings
G-7	Bank takes the ownership of complaints.	0.923
G-10	Convenient to approach bank manager related to complaints.	
G-2	Customer's advisory board is established.	0.693
G-6	Bank is following the guidelines issued by RBI.	
G-4	The customers are given a unique complaint number which they can use for tracking the status of the complaints.	0.960
G-9	Every query of customer is considered to provide better service.	
G-3	Behavior of the officials is fair while dealing with Customer's complaints.	0.962
G-8	Bank use total employee involvement in bank.	

Source: Primary Survey Data

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 8 iterations.

For interpreting the better results of factors, the factor loading of 0.50 or above are considered to be significant and rotated matrix are taken into consideration. Table 36 shows that all the eighteen statements loaded significantly on this factor with factor loading more than 0.5. The highest factor loading is 0.962 for G3 and G9 statement i.e. “Behavior of the officials is fair while dealing with Customer’s complaints, Bank use total employee involvement in bank” Because by this customer feel themselves important for the banks and banks can get the more attention and loyalty of the customers. On the other hand, other factor loading statements are explained. The customers are given a unique complaint number which they can use for tracking the status of the complaints and every query of customer is considered to provide better service (0.960). Bank takes the ownership of complaints and Convenient to approach bank manager related to complaints (0.923) and Customer’s advisory board is established and Bank is following the guidelines issued by RBI (0.693).

Table 37: Statement Wise Analysis of Services provided banks regarding Problems faced by Bank Customers

Sr. No.	Statements	Response of the Respondents					Value		
		SA	A	N	D	SD	Mean	SD	Rank
P	Problems faced by Bank Customers								
P-1	Bank does not update itself with the changing environment due to inflexibility to change.	47 (6%)	191 (24.5%)	204 (26.2%)	235 (30.1%)	103 (13.2%)	3.20	1.130	4
P-2	Bank does not adopt effective Market leader strategies and practices for customers.	51 (6.5%)	99 (12.7%)	341 (43.7%)	178 (22.8%)	111 (14.2%)	3.26	1.059	1
P-3	Do not use online banking facilities properly.	79 (10.1%)	178 (22.8%)	224 (28.7%)	190 (24.4%)	109 (14%)	3.09	1.195	5
P-4	Banks don't provide off Shore Branches phone banking facilities.	78 (10%)	159 (20.4%)	213 (27.5%)	169 (21.7%)	161 (20.6%)	3.23	1.264	2
P-5	The competitors provide better services than your bank.	47 (6%)	191 (24.5%)	204 (26.2%)	235 (30.1%)	103 (13.2%)	3.20	1.130	4
P-6	Bank cannot use advanced computer/information technology to serve the clients.	51 (6.5%)	99 (12.7%)	341 (43.7%)	178 (22.8%)	111 (14.2%)	3.26	1.059	1
P-7	Relationship Managers cannot make effort to build long-term relations with the customers.	79 (10.1%)	178 (22.8%)	224 (28.7%)	190 (24.4%)	109 (14%)	3.09	1.195	5
P-8	Insupportable technology.	78 (10%)	159 (20.4%)	213 (27.3%)	169 (21.7%)	161 (20.6%)	3.23	1.264	2
P-9	Delayed responsiveness across the organisation.	47 (6%)	191 (24.5%)	204 (26.2%)	235 (30.1%)	103 (13.2%)	3.20	1.130	4
P-10	Manager does not pay attention to my complaints, if any.	51 (6.5%)	99 (12.7%)	341 (43.7%)	178 (22.8%)	111 (14.2%)	3.26	1.059	1
P-11	Today, it is more difficult and complicated to do banking.	79 (10.1%)	178 (22.8%)	224 (28.7%)	190 (24.4%)	109 (14%)	3.09	1.195	5
P-12	Bank does not offer concessional rate of interest on term loan.	78 (10%)	159 (20.4%)	213 (27.3%)	169 (21.7%)	161 (20.6%)	3.23	1.264	2

P-13	Bank does not offer free Demat Account.	47 (6%)	191 (24.5%)	204 (26.2%)	235 (30.1%)	103 (13.2%)	3.20	1.130	4
P-14	Bank does not offer flexible timing/convenient banking hours.	51 (6.5%)	99 (12.7%)	341 (43.7%)	178 (22.8%)	111 (14.2%)	3.26	1.059	1
P-15	Bank does not provide locker facility on concessional rates.	65 (8.3%)	180 (23.1%)	248 (31.8%)	94 (12.1%)	193 (24.7%)	3.22	1.276	3
P-16	Bank does not provide overdraft facility with savings/current account.	47 (6%)	191 (24.5%)	204 (26.2%)	235 (30.1%)	103 (13.2%)	3.20	1.130	4
P-17	Non-compliance of standing instructions	51 (6.5%)	99 (12.7%)	341 (43.7%)	178 (22.8%)	111 (14.2%)	3.26	1.059	1

Source: Primary Survey Data

Table 22 indicates that the statement “There is lack of co-operation from fellow colleagues” got the first rank with the highest mean scores of 2.37 and the respondents strongly agree having percentage of 26.5 and strongly disagree percentage of 7.5. It is followed by “The old employees are not high tech” given the second rank with mean score of 2.36. 49 (24.5 percent) respondents strongly agree, where 61 (30.5 percent) respondents are neutral and 7 (3.5 percent) respondents strongly disagree to this statement. The 3rd rank goes to “Bank is not fully prepared to face the competition” with mean score of 2.33 and the strongly agree percentage of respondents is 28.5 and strongly disagree percentage of respondents is 5.5. “It is very difficult for bank to provide phone banking facilities” and “The customers are illiterate and less responsive & high demanding” both were given four and half rank with mean score of 2.32 and 1.069, 1.068 respectively. Majority of the respondents 65 (32.5 percent) are neutral to this statement. The sixth rank goes to R9 statement with mean score of 2.29. Where strongly agree percentage of respondents is 26.5 and strongly disagree percentage of respondents is only 3.5. This statement is followed by “The newly appointed staff is not well trained to handle its customers” got seventh rank having the mean score of 2.28 and Standard Deviation of 1.076. Most of the respondents i.e. 58 (29.5 percent) strongly agree and least of the respondents i.e. 4 (2 percent) strongly disagree to this statement. “Relationship Managers cannot make effort to build long-term relations with the customers” got the eighth rank having the mean score of 2.26. 58 (29.5) of the respondents strongly agree with this statement and 5 (2.5 percent) of the respondents disagree with the statement. This statement is followed by “It is very difficult for bank to provide online banking facilities” and “The competitors provide better services than your bank” which is given nine and half rank with mean score of 2.25 and Standard Deviation of 1.069, 1.087 respectively. Here strongly agree percentage of respondents is 29, 30.5 and strongly disagree percentage of respondents is 4.5,5 for both the statements. It is followed by “Customers suffer due to delayed responsiveness across the organization” and “The resources of banks are underutilization” got

eleven and half rank having the mean score of 2.24 with the strongly agree percentage of 27, 28.5 and strongly disagree percentage of 3, 3.5. Thirteenth rank goes to “Bank has the insufficient staff to serve its customers” having the mean score of 2.18. The 68 respondents (34 percent) strongly agree with this statement and 8 respondents (4 percent) strongly disagree to this statement. The statement “Bank cannot use advanced computer/information technology to serve the clients” got fourteenth rank with the mean score of 2.13 and strongly agree percentage of 31 and strongly disagree percentage of 1. It is followed by “It is not easy for bank to use Customer centric approach” which is given the fifteenth rank with mean score of 2.04 and SD of 0.974. The 35 percent of the respondents strongly agree and 2 percent of the respondents strongly disagree to the statement. “Bank does not update itself with the changing environment due to resistance to change” got sixteenth rank having the mean score of 2.01 with the strongly agree percentage of 38.5 and strongly disagree percentage of 2. It is followed by “Bank does not adopt effective Market leader strategies and practices” which is given seventeenth rank with mean score of 1.99. 74(37 percent) of the respondents strongly agree with this statement, while only 2 (1 percent) of the respondents strongly disagree with this statement.

Table 38: KMO and Bartlett’s Test

Test Statistics		Value
Kaiser-Meyer-Oklin Measure of Sampling Adequacy		0.901
Bartlett’s Test of Sphericity	Approx. Chi- Square	7563.125
Degrees of Freedom	DF	91
P Value	Sig.	0.000

Source: Primary Survey Data

To check whether factor analysis would be appropriate or not, the Kaiser – Meyer – Olkin and Bartlett’s test for sampling is to be used. This was done in order to examine the hypothesis that the variables are uncorrelated in the population. The chi- square value which is a measure of Bartlett’s test of sphericity was 7563.125 and degree of freedom 91 at significance level of 0.000 (Table 38). The value above obtained was highly significant at 0.05 levels and as a result, null hypothesis of uncorrelated matrix was rejected.

Table 39: Problems faced by Bank Customers and its Total Variance

The method used for performing factor analysis was Principal Component Analysis and Varimax Rotation Extracted method. In this method total variance of the data was considered.

Total Variance Explained									
Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	P-1	7.367	43.337	43.337	7.367	43.337	43.337	5.049	29.700
P-2	4.731	27.829	71.166	4.731	27.829	71.166	5.015	29.498	59.198
P-3	2.917	17.158	88.324	2.917	17.158	88.324	3.444	20.261	79.460
P-4	1.454	8.551	96.875	1.454	8.551	96.875	2.961	17.415	96.875
P-5	0.000	0.000	100.000						
P-6	0.000	0.000	100.000						
P-7	0.000	0.000	100.000						
P-8	0.000	0.000	100.000						
P-9	0.000	0.000	100.000						
P-10	0.000	0.000	100.000						
P-11	0.000	0.000	100.000						
P-12	0.000	0.000	100.000						
P-13	0.000	0.000	100.000						
P-14	0.000	0.000	100.000						
P-15	0.000	0.000	100.000						
P-16	0.000	0.000	100.000						
P-17	0.000	0.000	100.000						

Source: Primary Survey Data

Extraction Method: Principal Component Analysis.

The analysis has been made by using factor analysis techniques. Factor analysis is basically a data reduction and summarization technique applied in behavioral studies to discover variables which form coherent clusters independent of one another. To identify the factors that explain the Problems faced by Banks in Customer Retention, data collected from the respondents on 17 variables have been analyzed. The process of extraction have stopped where the size of Eigen

value has gone less than 1.0 and 80.422 of total variance. The method of Principal component Analysis has been applied to draw the result of factor analysis. Four factors were extracted which accounted for 96.875 percent of variance. It shows that total variance is explained by information contained in the factor matrix. The percentages of variance explained by factors 1 to 4 are 43.337, 27.829, 17.158 and 8.551 percent respectively.

Table 40: Problems faced by Bank Customers and its factor loadings

Rotated Component Matrix^a		
Factor symbol	Statement	Factor loadings
P-2,P-6,P-10,P-14,P-17	Bank does not adopt effective Market leader strategies and practices for customers. Bank cannot use advanced computer/information technology to serve the clients. Manager does not pay attention to my complaints, if any. Bank does not offer flexible timing/convenient banking hours. Non-compliance of standing instructions.	0.979
P-1,P-5,P-9,P-13,P-16	Bank does not update itself with the changing environment due to inflexibility to change. The competitors provide better services than your bank. Delayed responsiveness across the organization. Bank does not offer free Demat Account. Bank does not provide overdraft facility with savings/current account.	0.973
P-3,P-7,P-11	Do not use online banking facilities properly. Relationship Managers cannot make effort to build long-term relations with the customers. Today, it is more difficult and complicated to do banking.	0.940

P-4,P-8,P-12	Banks don't provide off Shore Branches phone banking facilities. Insupportable technology. Bank does not offer concessional rate of interest on term loan.	0.948
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Source: Primary Survey Data

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser

Normalization.a. Rotation converged in 8 iterations.

Factor loading represents a correlation between an original variable and its factors. Factor loading is nothing but coefficient of correlation. In order to interpret the factors more effectively, Rotation was performed orthogonal rotation with varimax procedure was applied that maximized the number of variables with high loadings on a factor, thereby enhancing the interpretability of the factors. The name of the factor statement and factor loadings have been summarized in Table 40. The variables included in this factor are Bank does not adopt effective Market leader strategies and practices for customers, Bank cannot use advanced computer/information technology to serve the clients, and Manager does not pay attention to my complaints, if any. Bank does not offer flexible timing/convenient banking hours, Non-compliance of standing instructions (0.979), Bank does not update itself with the changing environment due to inflexibility to change, and the competitors provide better services than your bank, Delayed responsiveness across the organization, Bank does not offer free Demat Account, Bank does not provide overdraft facility with savings/current account (0.973), Banks don't provide off Shore Branches phone banking facilities, Insupportable technology, Bank does not offer concessional rate of interest on term loan (0.948), Do not use online banking facilities properly, Relationship Managers cannot make effort to build long-term relations with the customers. Today, it is more difficult and complicated to do banking (0.940).

From the above analysis it is revealed that there are total six factors that are analyzed by the factor analysis method from which forty two variables have factor loading values for the customer relationship management practices. From these factors, one factor i.e. effective behaviour and dealing of employees which has 14 statements and only two variables have factor loading values. Second factor i.e. Quality of Product and Services offered by banks with twenty

five variables. Out of these five factors extracted from the loading values, third factor is customer retention provided by bank with the fourteen variables out of these three variables have the factor loading values, fourth factor is Focus on Customers Satisfaction and Customers Loyalty with variables out of which eight variables have factor loading value, Fifth factor is Effective Grievance Redressed system with eighteen variables adopted by bank out of these eight factors considered and last one is Problems faced by Banks in Customer Retention with seventeen variables out of this sixteen factors have factor loading values.

Table 41: Factors Influencing of CRM Practices Adopted by Banks

Factor	Factor Interpretation (Percentage of Variance Explained)	Factor Loadings	Factor Code	Variables included in the Factor
F1	Effective Behaviour of Employees	0.695	B-5	The Executives in the bank are ready to solve out the queries of customers.
		0.902	B-2	Bank plays attention to individual customer.
F2	Product and Services offered by Bank	0.779	Q-13	Availability of easy loan facilities.
		0.786	Q-5	Bank provides overdraft facility to its existing customers.
		0.730	Q-6 Q-4	Bank offers zero (0) balance facility on customers family accounts, Bank providing cheque collection facilities from customers place of residence/work.
		0.729	Q-16	Availability of easy loan facilities.
F3	Focus on Customers Satisfaction and Customers Loyalty	0.825	CS-11	All forms, slips and brochures kept at proper place in bank.
		0.774	CS-4	Customer feedback procedure helps to maintain long term relations with the customers.

		0.792	CS-14	Customers are free to take their own time in decision making related to their financial transactions.
F4	Services Provided by banks for client retention	0.862	CR-1 CR-5	Bank helps the customers to work with Phone Banking.
		0.928	CR-2 CR-6	To facilitate its customers bank organize seminar customer meet.
		0.945	CR-8 CR-12	Proper information about usage and benefits of the product or services are communicated to customers.
		0.922	CR-9 CR-13	Do you think your customers feel that their bank really cares about them?
F5	Grevience Reddressal System	0.923	G-7 G-10	Bank takes the ownership of complaints. Convenient to approach bank manager related to complaints.
		0.693	G-2 G-6	Customer's advisory board is established. Bank is following the guidelines issued by RBI.
		0.960	G-4 G-9	The customers are given a unique complaint number which they can use for tracking the status of the complaints. Every query of customer is considered to provide better service.
		0.962	G-3 G-8	Behavior of the officials is fair while dealing with Customer's complaints. Bank use total employee involvement in bank.

F6	Problems faced by Bank Customers	0.779	P-2 P-6 P-10 P-14 P-17	Bank does not adopt effective Market leader strategies and practices for customers. Bank cannot use advanced computer/information technology to serve the clients. Manager does not pay attention to my complaints, if any. Bank does not offer flexible timing/convenient banking hours. Non-compliance of standing instructions.
		0.973	P-1 P-5 P-13 P-16	Bank does not update itself with the changing environment due to inflexibility to change. The competitors provide better services than your bank. Delayed responsiveness across the organization. Bank does not offer free Demat Account. Bank does not provide overdraft facility with savings/current account.
		0.940	P-3 P-7 P-11	Do not use online banking facilities properly. Relationship Managers cannot make effort to build long-term relations with the customers. Today, it is more difficult and complicated to do banking.
		0.948	P-4 P-8 P-12	Banks don't provide off Shore Branches phone banking facilities. Insupportable technology. Bank does not offer concessional rate of interest on term loan.

Source: Primary Survey Data

As shown in table 26, all the factor loadings which emerged from 24 statements of CRM Practices adopted by banks are discovered as per the highest value. After computation of factor loading, following factors are named viz., Effective Behaviour of Employees (F1), Product and Services offered by Banks (F2), Facilities and Infrastructure provided by Banks (F3), Focus on Customer Satisfaction and Customer Loyalty (F4). The factor wise explanation is given below:

Factor 1 – Effective Behavior of Employees is derived from 2 statements out of total 14 statements of employees' behavior regarding CRM practices adopted by banks in western southern region of Haryana. In this section the factor loadings of these 2 statements are explained, The Executives in the bank are ready to solve out the queries of customers (0.695), Bank pays attention to individual customer (0.902). Hence, Behavior of employees is the first factor that evaluates the CRM practices adopted by Banks.

Factor 2- Product and Services offered by Bank covers Availability of easy loan facilities (0.779), Bank provides overdraft facility to its existing customers (0.786), Bank offers zero (0) balance facility on customers family accounts, Bank providing cheque collection facilities from customers place of residence/work (0.730) and Availability of easy loan facilities (0.729). Product and Services offered by banks is the second factor that evaluates the CRM practices in Banking Sector.

Factor 3 – Focus on Customers Satisfaction and Customers Loyalty covers all forms, slips and brochures kept at proper place in bank (0.825), Customer feedback procedure helps to maintain long term relations with the customers (0.774), and Customers are free to take their own time in decision making related to their financial transactions (0.792). This is the third factor that evaluates the CRM practices in Banking Sector.

Factor 4 – Services Provided by Banks for Client Retention includes Bank helps the customers to work with Phone Banking (0.862), To facilitate its customers bank organize seminar customer meet (0.928), Proper information about usage and benefits of the product or services are communicated to customers (0.945) and Do you think your customers feel that their bank really cares about them? (0.922). This is the fourth factor that evaluates the CRM practices in Banking Sector.

Factor 5 –Grievance Redressal System includes Bank takes the ownership of complaints. Convenient to approach bank manager related to complaints (0.923), Customer's advisory board

is established, Bank is following the guidelines issued by RBI (0.693), The customers are given a unique complaint number which they can use for tracking the status of the complaints, Every query of customer is considered to provide better service (0.960) and Behavior of the officials is fair while dealing with Customer's complaints, Bank use total employee involvement in bank (0.962). This is the fifth factor that evaluates the CRM practices in Banking Sector.

Factor 6 –Problems faced by Banks Customer includes Bank does not adopt effective Market leader strategies and practices for customers, Bank cannot use advanced computer/information technology to serve the clients, Manager does not pay attention to my complaints, if any, Bank does not offer flexible timing/convenient banking hours, Non-compliance of standing instructions (0.979), Bank does not update itself with the changing environment due to inflexibility to change, The competitors provide better services than your bank, Delayed responsiveness across the organization, Bank does not offer free Demat Account, Bank does not provide overdraft facility with savings/current account (0.973), Do not use online banking facilities properly, Relationship Managers cannot make effort to build long-term relations with the customers, Today, it is more difficult and complicated to do banking (0.940), and Banks don't provide off Shore Branches phone banking facilities, Insupportable technology, Bank does not offer concessional rate of interest on term loan (0.948). This is the fifth factor that evaluates the CRM practices in Banking Sector.

Table 41: Overall Satisfaction Level with the CRM Practices Adopted by the Banks for client Retention

			Name of the Bank				Total
			SBI	PNB	HDFC	ICICI	
Overall satisfied with bank	Yes	No. of Respondents	119	115	116	120	470
		% of Respondents	15.3%	14.7%	14.9%	15.4%	60.3%
	no	No. of Respondents	79	77	78	76	310
		% of Respondents	10.1%	9.9%	10.0%	9.7%	39.7%
Total		No. of Respondents	198	192	194	196	780
		% of Respondents	25.4%	24.6%	24.9%	25.1%	100.0%

Source: Primary Survey Data

Table 41 depicted that 470 (60.3 percent) i.e. more than half of the respondents are satisfied with the CRM practices adopted by their banks for client retention and 310 (39.7 percent) respondents are dissatisfied by CRM practices. The bank employees of private sector banks were more satisfied in comparison to the employees of public sector banks. It may be because of the reason that the private sector banks provide special attention to their customers, provide better services, get support from top management, and time and efforts savings in private banks. Respondents of public sector banks were dissatisfied as compared to private sector banks. It may be the reason that because in public banks special type of attention may not be given to the customers. It may decline the morale of the customers and there would be no coordination between top management and bank employees.

Table 42: Chi- Square Tests Analysis

Hypothesis1: There is no significant difference between the banking services and satisfaction level of customers of Public and Private Sector Banks.

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	0.106 ^a	3	.991
Likelihood Ratio	0.107	3	.991
Linear-by-Linear Association	.044	1	.835
N of Valid Cases	780		
<i>Source: Primary Survey Data</i>			
a. 0 cells (.0%) have expected No. of Respondents less than 5.			

Chi-square test was used to know the association between each independent variable with dependent variable. The calculated value of Chi-square (0.106) is less than the tabulated value for 3 degrees of freedom at 5% level of significance. Hence, the hypothesis was accepted. Therefore, it was proved that there is a significant association between the banking services and satisfaction level of customers of Public and Private Sector Banks.

Table 43: Reasons of Satisfaction

Sr. No.	Statements	Mean	SD	Rank
A	Effective Behavior of employees	2.45	1.098	1
B	High Security	3.59	1.895	4
C	Efficient client servicing teller operations	3.19	.821	2
D	Relevant infrastructure	3.40	1.571	3
E	High returns on investment	4.32	1.861	5
F	Efficient service delivery	4.64	1.824	6
G	Reasonable cost of services	5.20	2.102	7

Source: Primary Survey Data

Table 43 indicates the reasons for the satisfaction of the bank customers regarding the CRM practices adopted by their banks in client retention. The first rank goes to the statement ‘Effective Behavior of employees’ with the lowest mean value of 2.45 and Standard Deviation of 1.098. It may be because of the reason that in the present times due to the competition, the banks focus on each and every customer with curtsey so that they can understand the whole aspects of the customers. ‘Efficient client servicing teller operations’ got the 2nd rank with mean value 3.19 because banks provide all types of communication services to their customers, ‘Relevant infrastructure’ got the 3rd rank with mean value 3.40 because infrastructure facilities are also important in client retention ‘High Security’ got the 4th rank with mean value 3.59 as top management held time to time security programme, ‘High returns on investment’ got 5th rank with mean value 4.32 as employer always respect the feelings of customers and ‘Efficient service delivery’ got 6th rank with mean value 4.64 because CRM helps in improving the services of the bank as it enhance the satisfaction level of the respondents while ‘Reasonable cost of services’ got 7th rank with mean value of 5.20 and SD of 21.02.

Table 44: Reasons of dissatisfaction

Sr. No.	Statements	Mean	SD	Rank
A	Lack of Personal Attention	2.73	1.125	1
B	Delayed Financial Transactions	3.63	1.910	3
C	More waiting time in Queue	3.35	1.038	2
D	Poor availability of branches	3.92	1.580	4
E	Lack of Security and Trust	4.20	1.989	5
F	Poor Quality of Services offered	4.93	1.547	6
G	Lack of Proper Grievance Redressel System	5.10	1.698	7

Source: Primary Survey Data

This table depicts the dissatisfaction level of the employees in which ‘Reasonable cost of services’ is at 1st rank with the mean value of 2.73. It may be because of the reason that banks offer services to their clients at low rate for retention. ‘More waiting time in Queue’ is at 2nd rank with mean value of 3.35 as top management does not support the customers, ‘Delayed Financial Transactions’ is at 3rd rank with mean value of 3.63, ‘Poor availability of branches’ is at 4th rank with mean value of 3.92 as there are some limits for every bank according to banking policies, ‘Lack of Security and Trust’ is at 5th rank with mean value of 4.20 as there is no coordination between the management and employees, ‘Poor Quality of Services offered’ is at 6th rank with mean value of 4.93, Lack of Proper Grievance Redressel System got 7th rank with mean value of 5.10.