

Chapter-2

Review of Literature

2.1 Introduction

In this chapter, preceding studies associated to customer relationship management and customer retention in banking sector are reviewed by the researcher. A study on customer relationship management and customer retention was concluded in the past in diverse extent. In this area, the researcher has recognized some universal proportions which offer some theoretical transparency of relationship management and customer retention. In the current study, the researcher identified and reviewed the mainly influencing aspects of relationship management and customer retention. The relationship management scope is based on faith, dedication, compassion, divergence handling, communication, personalization, moral values and skills. The customer retention magnitudes are customer belief, customer loyalty, customer services and company image. By this literature review, customer relationship management and customer retention visions, suppositions and duration have been recognized and pre-arranged in a logical order which provides vital inputs in carrying out this research in a comprehensive manner. In this chapter, the researcher reviewed previous studies associated with customer relationship management and customer retention in banking sector. A study on customer relationship management and customer retention was administered within the past in several magnitudes. The researchers in this field have identified some common dimensions which provide some conceptual clarity of relationship management and customer retention. Within the present study, the foremost influencing factors of relationship management and customer retention have been identified and reviewed. The association management dimensions are supported with trust, commitment, empathy, conflict handling, communication, personalization, ethics and technology. The customer retention dimensions are customer

trust, customer commitment, customer services and corporate image. Through this literature review, customer-based relationship management and customer retention views, assumptions and dimensions have been identified and arranged during a systematic order which provides imperative inputs in completing this research during an inclusive manner.

2.2 Review of Literature

- Parvatiyar & Sheth (2000)¹ explored the literature on relationship marketing as well as other disciplines who add to the knowledge of CRM. For the relationship development process models, a CRM course structure was proposed. Research-related issues, also as CRM implementation challenges, were discussed in this paper.

- Zhang Dixit and Friedmann (2001)² examined the financial effects of customer loyalty using the framework of customer lifetime value (CLV). This analysis revealed that within the area of consumer grocery, customer loyalty is positively related to customer revenue and customer retention, both of which drive CLV. Therefore, customer loyalty is really a forecaster of long-term customer profitability to a firm. Customer consistency continues to be a justifiable end goal to pursue in marketing management for marketers. During this study, the author defined customer loyalty as a customer's likelihood to settle on a specific brand with regard to his or her past purchases.

- Payne & Pennie (2002)³ investigated Customer Relationship Management or CRM, from the angle of strategy implementation and evaluation. It was started by surveying the beginnings and other parts of CRM and featuring the significance of embracing a cross-utilitarian way to deal with CRM system plan. There have been elective ways to deal with CRM methodology improvement and, utilizing a 'communication research' approach, propose a model that addresses both CRM system and execution. This recognizes four basic execution parts of a fruitful CRM

customized and inspect these inside the setting of 5 key cross-utilitarian CRM measures.

- Shiboli (2006)⁴ formulated CRM interventions as solutions to a stochastic dynamic programming problem under demand uncertainty during which the corporate learns about the evolution of customer demand also because the dynamic effect of its marketing interventions, and make optimal CRM decisions to balance off the value of interventions and therefore the long-term payoff with the goal of maximizing each customer's "long term" profit. The framework allows us to integrate all the inter and state-dependent factors that drive the CRM decisions and solutions that were according to customer-centric CRM.
- Ndubisi (2007)⁵ derived results from earlier studies and thus the significant literature was accomplished by 220 bank customers in Malaysia. Multiple regression analyses assessed the effect on customer loyalty of four key components of relationship marketing (belief, assurance, communication and argument handling). Outcome – The four factors have a major impact and anticipate a legitimate extent of the change in client devotion. Moreover, they are extensively related with one another. Exploration restrictions/suggestions – The connections examined during this investigation were used for further examination. Since the data was gathered from one area of the business in one nation, more investigations are needed before broad ends. Realistic implications – It is rational to secure, on this proof, that client reliability is regularly made, supported and held by showcasing plans pointed towards building trust, exhibiting obligation to customers. Inventiveness/esteem – Reinforces and refines the assortment of information concerning client unwaveringness in commission businesses.
- John Mylonakis (2009)⁶ examined the Greek bank customers' satisfaction level supported their own banks experiences and perceptions, also as their buying behavior and attitudes towards banking products and services offered. The research was administered on a random sample of 182 bank customers with the utilization of structured questionnaires. Research showed that the bulk of bank customers are

satisfied with the bank they cooperate with. Many Banking industries had been managed to the investment and savings combinations in different ways that is by converting their money from banking to business and vend banking. Banks' resources still play a big role in attracting and maintaining its customers. Banking branches and private contact with employees play a really important role for prospective customers, despite alternative techniques offered by technology. Banking institutions got to re-examine their customer-approach methods and apply the marketing of relationships to make sure loyalty.

- George K. Amoako, Emmanuel Arthur, Christiana Bando and Rachel Kafui Katah (2011)⁷ determined the effect of Customer Relationship Management (CRM) on customer reliability in the hotel industry. The study was done at the Golden Tulip hotel, Accra. The objectives of the study were to determine if CRM has an impact on customer loyalty, to determine the practice of effective CRM in organizations that may lead to a long or short term financial impact, to seek out the extent degree and results in customer satisfaction and to assess if the services provided by the hotel meets the requirements of consumers. Questionnaires were administered to both individual and company clients of the hotel and therefore the results of this were analyzed. Most of the respondents had heard about the hotel from newspaper advertisements (40%) and referrals from folks that had used the hotel (30%). 80% of the respondents were willing to ask the services of the hotel to people whilst 90% of them were satisfied with the services at the hotel. The accommodation and catering facilities were mostly patronized. The respondents from the hotel were good as they gave a positive review of the services. Most of the respondents agreed that they might come to the hotel. The corporate sector customers were also satisfied with the services provided at the hotel with 20% having used the hotel for up to 4 years. The corporate clients said they might use the power again, thus, customer loyalty existed among these clients also as the individual clients. It is recommended that the hotel improves the cooling system within the room and supply better business centre facilities to draw in more customers.

- Hisham Sayed Soliman (2011)⁸ explored the academic fundamentals of customer relationship management and also its relationship for the marketing presentation from the several perspectives. Design/methodology/approach: CRM was derived from systematic comparative analysis of the relevant relationship marketing literature, there have been additional elements concerning the importance especially of main customers, the organizational efficiency and customer knowledge management elements and their influence on the marketing performance. It concluded the positive relationship between CRM and marketing performance. The study treated the question of CRM and its relationship marketing performance for marketing academicians and professionals by investigating structural relationship especially of main customers, the organizational efficiency and customer knowledge management, and marketing management.

- Hillebrand, Nijholt and Nijssen (2011)⁹ identified the potential contribution of institutional understanding to the success of marketing practices. However, aligning the practice with a company's marketing strategy can mitigate these negative effects. Customer relationship management is seen as an important way to increase customer loyalty and business performance, but has also been criticized for its high cost. Anecdotal evidence from 107 organizations confirms that, in general, the adoption of customer relationship management is likely to result in less customer information through the use of this practice. The study suggested that institutional theory had a lot to offer in researching the effectiveness of marketing practices.

- Mornay Roberts-Lombard (2011)¹⁰ investigated the impact of chosen autonomous variables, two-way contact and conflict handling on deliberate patron reliability using CRM as the prevailing variable at a South African short-term insurance association. The data was collected through primary sources which were related to CRM, client devotion, two-way correspondence and taking care of struggle. A sample of 254 customers was used. An analysis was done with the help of factor analysis technique. One test variable collide taking care of applied a measurably

huge positive impact on the mediating variable (CRM), while two-way correspondence applied a genuinely negative effect on the interceding variable (CRM). The mediating variable (CRM) emphatically affected the variable Customer Loyalty. In the event that insurance organizations converse timidly and precisely and are capable in conflict handling, better reliability is going to be formed among customers.

- T Satya Narayana Chary & R Ramesh (2011-2012)¹¹ viewed that CRM wasn't an item or administration; it's anything that a general business procedure that grants organizations to adequately oversee associations with their customers. It offers an incorporated view to each business and to every employee inside the institute, that they need to approach their customers with deference. Customers have a lot of choices and that they should be faithful to any organization generally, so organizations are currently trying to work out approaches to administer customer relationship adequately. Therefore, CRM has become a genuine corporate system for few organizations. It had been apprehensive with the creation, expansion and development of individual customer relationship with cautiously embattled customer groups foremost to boosting the entire customer life esteem.

- Ashok Sharma, Tapasya Julka & Sonali Bhardwaj (2012)¹² explored the role of CRM in enhancing organizational growth in regard to the banking system (HDFC bank) by analysis method. Hence, CRM is that tool which helps the organization to create long lasting brand image in customer's mind. This paper analyzed the particular impact of CRM in enhancing the organizational performance. This study was undertaken through the utilization of analysis method of banking sector specifically taking HDFC bank as per the universe of study. Descriptive approaches are going to be followed during this paper for analysis. Some key parameters affecting the organizational growth of the HDFC bank are going to be identified and studied in reference to CRM. Supporting the analysis of these relations of CRM and these key parameters of growth are going to be established. This paper concluded

with the suggestions to adopt specific measures to reinforce the impact of CRM in organizational growth of Banks.

- Das (2012)¹³ studied the comparative perception of SBI clients and other clients of nationalized banks with respect to CRM practices. It was observed that the approach of the CRM is based on a certain extent, identical and unique, but its scope is quite distinct. This was their profile, capabilities and CRM strategy to make it reachable to customers. On the converse, it can also be said that the previous circumstances of these two banks have been measured as an important source for availing the best CRM. Through the analysis, it was found that CRM is a fundamental promotion tool that can be measured as a key market responsibility for banks in today's environment.
- Kunal Gaurav (2013)¹⁴ offered a wide selection of choices across the industry, which made today's market more competitive than ever before. Fueled with globalization & liberalization, the entry of multinationals encouraged the firms to maneuver from sellers' driven marketing to buyers' driven marketing approach. At this backdrop, Relationship Marketing has emerged as one of the foremost powerful marketing tools to cultivate customer loyalty, interaction and long-term engagement. At same time, research has also revealed that the purchasers always desire for top quality service regardless of the type of the service. The focus of this study was to present a conceptual model for empirical investigation to know the impact of relationship marketing and perceived service quality on customer loyalty.
- Maher Fadhil Mohammed (2013)¹⁵ explored the telecom specialist co-ops are relied upon and to fight with complex issues of new advances, and worth added administrations through constant developments. Despite the fact that many service enterprises were experiencing the excite marvel, the matter was very intense inside the telecom business with clients joining and stopping temporarily periods. As per a study, with beat of two percent a month an administrator is losing 24% of its clients per annum, the very truth stays that the telecom businesses main concern is getting

influenced essentially because of the high rate. Consumers switch over for different reasons. The possible objective of CRM in telecom area was to supply a comprehensive group of programming applications that empower them to extend returns, efficiency and consumer loyalty by overseeing, synchronizing and planning client interchanges across all touch focuses including web, client contact centre's, field association and circulation stations. This research investigated the sort of relationship promoting systems that Indian telecom ventures is seeking after in the present quickly changing and profoundly aggressive climate, and to consider their impact on the quality and fulfillment of buyers , which signify during this research by comparison between the Indian telecom sector at Airtel and therefore, the Iraqi telecom sector at Zain.

- Putney and Puney (2013)¹⁶ described the role of customer relationship management (CRM) in the Indian banking sector. To survive in the competitive world, the Indian banking sector is becoming aware of the importance of customer relationship and adopts CRM, that is, the management of the customer relationship. Thus, every interaction with the customer can give the opportunity to build a relationship for life. In this article, we discussed the role of CRM in the Indian banking sector.
- L Sampath & S Narender (2014)¹⁷ described the competitive marketplace where businesses compete for customers; CRM is seen as a key differentiator and increasingly has become a key element of business strategy. Organizations are more and more interested in retaining present customers even as targeting non-customers; measuring customer satisfaction level presents a suggestion of how booming the organization is at providing the products and/or services to the marketplace. This paper discovered the conventional aspects to implementing CRM projects in the banking or financial industry. It also highlighted the major issues faced by the industry in implementing such solutions. Additionally, the paper described the SAS Banking Intelligence Solutions, and how these solutions can be used to lower CRM costs and to provide a better understanding of an organization's customer base.

- Love Patwa & Kush Patwa (2014)¹⁸ presented research is an underlying endeavor at the financial area level featuring the general Customer Relationship Management (CRM) execution and assesses its impact on customer maintenance between the Private and Public Banks of Uttar Pradesh. CRM means edifice an interdependent relationship with the customer relies on the other for business solutions and successes. It came into the force when banking industry were getting more and more aggressive which needs to safeguard its market share and elevate development. From the Bank's point of view, it is the management process or approach of acquiring, retaining and growing. SPSS Package was applied to compile and analyze the data. Major Factors taken from various researches to analyze their importance and stratified random sampling technique was used for administrating the questionnaire. Results carry out that the Private Banks has option to execute the CRM practices more efficiently. However, a micro analysis revealed that the Public Banks have most worthy scores in terms of consistency and reassurance. The investigation of the outcomes recommended that the banks (regardless of whether public or private) are similarly influenced by the sort of CRM drives they attempt.

- Mayur Kumar (2014)¹⁹ defined marketing comprises of all the movements related to promotion of goods or services directly to ultimate consumers for individual and non-business use. In India, retailing is found in extensive shopping plaza, multistoried shopping centers and immense building offer shopping, amusement and food all under one rooftop. In India, shopping centers are developing considerably more shopping malls offers clients the likelihood to be anything or anyone they need to be, it offers them chance to be free and autonomous regardless of whether it's anything a passing second. CRM is possibly a helpful idea in the promotion and client administrations spaces of a retail area. CRM stands to be the endurance mantra. Managing client relationship adequately and viably boots customer loyalty and consistency standards. CRM includes shopping centers empowered business measures that recognize, create, incorporate and center a business' capabilities on manufacturing important long term associations that

express better worth than its clients. This examination is attempted to distinguish the CRM rehearses on the consumer loyalty and maintenance in coordinated retail shopping hubs in Bangalore city in India. The mandatory data of study would be gathered from both primary as well as secondary sources. Likert scale was utilized in planning the questionnaire; data of 142 respondents were taken from various malls situated in Bengaluru city. The ANOVA test has been used for hypothesis testing and results were concluded as per CRM practices.

- Navneet Kaur & Ravi Kiran (2014)²⁰ focused on the key determinants of customer reliability and customer liking in e-banking. The key factors of customer reliability are customer maintenance; safety and Virtual Banking; and technology assault. Customer Retention emerges as a crucial factor influencing customer Loyalty with highest Eigen value, and it explains maximum variation. This was followed by Security and Virtual Banking; and Technology invasion. Customer satisfaction was comprised of ten items. The study moved further to determine the relationship between the two. Customer Satisfaction was the dependent variable. Customer reliability was connected positively asserting with Technology Acceptance, Technical Expertise of Staff, Personal Services, Account Information, Channel Activity and simple use from the construct of customer satisfaction. The model explains 85.8 percent of the variation. Thus, a satisfied online customer is often retained by enhancing customer satisfaction.

- Archi Dubey (2015)²¹ discussed world banking system as the core of all financial activities including lending and depositing money, providing loans to institutions and private players and institutions. Banks are integral part of the service sector in India which went many transformational changes in last few decades due to privatization, technological up gradation, and changing in financial policies and procedures, increased competition etc. All these factors are putting tremendous pressure on the banks to perform better in order to survive in cut throat competition. This paper tried to identify the factors influencing the Customer Relationship Management practices (CRM) in Axis Bank in Raipur city. Total 150 samples were

taken and correlation and mean scores were calculated to analyze the data. Study reveals that knowledge and experience of the staff, customer satisfaction, and customer service have positive relationship with the customer loyalty. Suggestions are offered to improve relationship and maintain loyalty with the bank customers.

- J Priya (2015)²² supported the concept of customer delight which will be possible only by customer relationship marketing. In the banking industry an exclusive relationship subsisted between the bank and its customers. Because of different reasons like monetary weights, hazard of disappointment, advertising dormancy and so on, numerous banks were all the while following the typical methods of selling and just couple of banks were making endeavors to adjust client relationship promoting. The function of customer relationship marketing was very essential in directing the banks towards significant level and volume of benefits. Hence there was a requirement to evaluate the function of customer relationship marketing in enlargement and encouragement of banking sector during the marginal of the practices, issues and effect of CRM on banking sector constantly.

- Jasmina Lumanaj (2015)²³ developed a far better understanding of the theoretical and practical impact of the standard of service in customer loyalty. This study examined the perception of service quality by clients of economic banks operating in Albania and therefore the effect it's on customer loyalty. Measuring the perception of service quality supported SERVQUAL model proposed by Parasuraman, Zeithaml & Berry (1988), while the measurement of consumer loyalty was done consistent with the model proposed by Benjamin Osayawe Ehigie (2006). Results of this analysis showed that the standard of service is a crucial prerequisite of customer's choices. From this study it had been clear that managers and decision-makers in commercial banks in Albania seeking to improve the standard of service elements, which constitute the foremost significant contribution to customer loyalty.

- Pankaj.K.Trivedi (2015)²⁴ expounded CRM has become a wide conversation in present aggressive market. With the equipping of CRM movements, factors like item for consumption, cost and advancement have assumed a lower priority. Global organizations are continually watching out for manners by which they can upgrade the customer encounter and along these it make a speciality for themselves in the profoundly cutthroat market. The paper represented the importance of CRM concept, its advantages to the organizations, legends encompassing the idea of CRM, guidance to effective CRM and the advantages of building relationship utilizing CRM.
- P.Sopna & R. Saravanan (2015)²⁵ adhered to the requirements of automated workflow and personalized and consistent client experience through various methods. A few service industries have felt the impact of technology quite similar to the banking branch of the financial services industry. This poses the main challenge to banks to make sure effective and efficient technological systems. In addition, banks were challenged to make sure client satisfaction and loyalty, despite the decreasing personal interaction with clients. The efficiency of a banking sector depends upon how best it are often provided to the customer and differentiated by the service provider from the remainder of the service providers if it poses some unique selling offer. In the changing world of business, Customer Relationship Management, Practices may have several changes to make sure better functionality data, creating a unique and consistent approach to affect customers. The objective of Customer Relationship Management is to maintain and enhance customer relationship with the prevailing and potential customers. This study helps to debate various aspects of Customer Relationship Management and their adoption of technology and its benefits in banker's perspective from the perspective of public sector banks.
- Rashmi (2015)²⁶ estimated that the financial area is perhaps the most unique and inventive areas of financial development in India. The financial area is viewed as

the primary mainstay of the economy. All pointers of development and extension are along the essential components of the demonstrating of anticipated economic growth. This article means to investigate the relationship with the Indian banking industry. In detail our focus on the customer's point of view with respect to customer relationship management frameworks in the banking system. The reason of this paper is to evaluate the banking environment plan and execution of customer relationship management in the bank, to recognize the assistances and confronts of the implementation. The impact of customer relationship management on competitive edge carrying out and improving the understanding level of banking sector.

- Rajeswor Neupa, (2015)²⁷ studied the opinions of the respondents regarding relationship marketing practices on customer loyalty in Nepali commercial banks by semi-structured questionnaires. The study has focused on effect of relationship marketing practices variables within the customer loyalty of Nepali commercial banks. The study has used various factors like: trust, communication, conflict handling, and commitment towards customer loyalty. This study has found that the connections of marketing dimensions are liable for creating customer loyalty. It had also drawn the conclusion that customers tend to believe on the immediate response and therefore the act of describing offers properly to the purchasers is significant in sustaining customer loyalty.
- Yuzi, Kadri Cemil, Nadir Ersen & Muhammet Beker (2016)²⁸ defined Customer relationship magement can be elaborated as reconstruction to increase the competitiveness of businesses on the basis of customer needs. Customer relationship management systems such as other systems can only be beneficial when used correctly. In this study, it was investigated that pre-sales, during sales and after-sales practices which are an important part of customer relationship management in furniture and other forest products industry business in the province of Istanbul. In addition, it was investigated that whether average of points of

customer relationship management implementation levels according to demographic characteristics of employees are different or no differences. Survey which was used in this research had been implemented to a total of 344 company employees with face to face survey method. 225 of employees were in furniture sector and 119 were other forest products sector. The survey questions were prepared by 5 point –likert scale. Respondents to the survey are the lower, middle and senior level managers. SPSS statistical software package was used for the evaluation of study data and some descriptive statistics, T-Test and One-way ANOVA analysis were given in study. As a result, it was found that customer relationship management is given in accordance with the budget and facilities in the furniture and other forest products businesses and increased the emphasis on modern marketing concept for institutionalization and the growth of businesses.

- Al-Azzam (2016)²⁹ in his research assessed the relationship between CRM dimensions and hotel services in Jordan. The study surveyed a sample of 50 hotels in Jordan and used correlation and regression for analysis and testing. Based on these results, this study showed a significant correlation between the CRM dimensions and hotel performance.
- M. Jagadeesh & K. R. Mahalakshmi (2016)³⁰ represented an organization approach towards growing full-knowledge about customer behaviour and preferences. Customer Relationship Management is that the entire process that focuses on the interface between the organization and its customers. The aim of CRM was to enhance marketing productivity by increasing marketing efficiency and enhancing marketing effectiveness. The goals of CRM were used in existing relationship to grow revenue, use integrated information for excellent service, introduce more repeatable sales process and procedures, create new value and in still loyalty, implement a more proactive solution strategy. Therefore, this study attempted to review the effective relationship between CRM and customer fulfillment and trust with regard to retail industry.

- N. Jisha & C. R. Karpagam (2016)³¹ elucidated that the CRM approach tries to analyze data about customers' history with a company, to improve business relationships with customers, specifically focusing on customer retention, and ultimately to drive sales growth. The main objective of the study is to learn about the customer relationship Management practice that is implemented at customer level and to know the satisfaction level of the customers towards CRM practices. For this purpose a sample of 150 respondents were collected from the respondents and the conclusion is that the study report can be used as a supplementary factor to know about the perception of customers about software and many of the customers are not aware of the software if the company arranges for a work shop on software usage then it can be used by every customers where the client database can be maintained easily.
- Pratap Chandra Mandal (2016)³² discussed the importance of customer retention within the present competitive business scenario. It focuses on the varied retention strategies adopted by different organizations. The paper described a number of the retention strategies. Customer retention strategies have their own advantages and drawbacks. The paper discussed them at length and also addressed what could be done by companies in future for retaining their customers. Customer is the most vital person in any sort of business. No business will exist without customers. Every business should attempt to give importance to the purchasers and check out to create interdependent relationships with the purchasers. This relationship will build only those organizations which are ready to retain their customers.
- Abdullah and Siddique (2017)³³ extracted the model relationship between the dimensions of customer relationship management practices. The researcher used an exploratory factor analysis (EFA). In addition, factor scores were used to segment respondents using cluster analysis. As part of this study, the researcher also used a configuration factor analysis technique to validate the scale of customer relationship management practices followed by Virudhu nagar district banks. At the conclusion

of the RTD, the researcher used the 192 selected respondents. A set of 42 scale elements that measure respondents' views on customer relationship management methods. Based on the results of the K-Means classification, the researcher classified respondents into three segments: informative and value-based customers, receiving customers, and winning customers.

- Aggarwal (2017)³⁴ explained that globalization and improved technology have exposed banks to fierce competition. In this new era, banks are focused on maximizing revenue. Today, marketing is not just about development, delivery, and sales, it's now developing and maintaining long-term relationships with customers. Relationship marketing is important in financial services. This study was focused to analyses the importance of CRM practices.
- Bashir (2017)³⁵ stated that CRM is beneficial to the banking sector, regardless of its economic situation, and that customer's benefit from high quality services. The study was sampled among (330) selected private banking clients (Habib Bank Limited, Faysal Bank Limited, and United Bank Limited) used 316 prearranged questionnaires. Measurable answers affirmed the positive connection between Customer Relationship Management (CRM) and consumer loyalty. This investigation found that there was a considerable positive association among the variables. This study revealed that the number of customers can be increased by the proper execution of CRM.
- Dalayeen (2017)³⁶ scrutinized that customer relationship management (CRM) as a mixture of personage, procedure, and tools that look for to clasp a company's customers. The triple-crown implementation of client relationship management has tried to make client loyalty and generate semi permanent profitableness. It had been supposed to take care of harmonious relations with customers. A sample of 119 purchasers was elite for the study. Likert scale was used as an applied math tool to live the variation of client relationship management on

variable responsibility, responsiveness, and assurance, fellow feeling and client relationship.

- Elmubasher (2017)³⁷ described the CRM dimensions with the help of customer focus, CRM organization, customer management, knowledge and CRM based on technology. Quantitative methods were used for data collection. Total of 286 Questionnaires were distributed to customers Multiple regression analysis was used to analyze the collected data. The result of this study has shown that implementing the dimensions of CRM is more likely to improve customer satisfaction: Three independent variables, namely knowledge management , Customer relationship management organization and customer focus, have been significantly associated with customer satisfaction in telecom companies in Sudan, while technology-based customer relationship management played no part H1: There is a significant fictitious significance Statistical relationship between customer focus and customer satisfaction, H2: There is a significant positive statistical relationship between CRM organization and customer satisfaction and H3: There is a significant statistical relationship between knowledge management and customers. Satisfaction was accepted, while H4: A significant statistical relationship between technology-based CRM and customer satisfaction was rejected. Customer satisfaction was influenced by the CRM dimensions. The study's findings add significant value to the knowledge base by providing a template for explaining the impact of the four dimensions of customer relationship management on customer satisfaction.

- G. Krishnamohan (2017)³⁸ scrutinized a singular 'Relationship' exists between the managers and employees surrounded by the banking field. However owing to different reasons and concern like financial trouble, hazard of collapse, showcasing latency etc., numerous banks were following the typical methods of selling and a small number of banks were making efforts to adjust CRM. Banks believed that CRM is the best instrument to execute the work of delivering good services because it is prime responsibility of the Banks. To manage their relationships with the

consumers' banks adopted their own principles. Though, the opinion of consumers on CRM practices among banks ought to be taken into deliberation.

- Gayathry S (2017)³⁹ targeted using CRM as a tool to classify the purchasers of the bank. The banks were facing lot of difficulties in acquiring new customers and in retaining the prevailing customers. As a results of the advancement of banking technology and computerization and networking of bank branches, the purchasers were becoming more and more dynamic and fewer loyal in their behaviour. This study has made an earnest plan to explore the usage of CRM for classification of consumers the essence of the knowledge technology revolution and, especially , the planet Wide Web (www) is that the opportunity to create better relationships with customers than has been previously possible within the offline world. CRM may be a fundamental business of each enterprise and it requires a holistic strategy and process to form it successful. Relationship building with customers is now accepted as over-riding goal of selling and of the business as an entire.

- Kumar (2017)⁴⁰ studied a comparative study of public and private sector banks on relationship marketing strategies and the impact of customer retention, with special reference to the city of Hyderabad. Marketing has changed paradigms, from a transaction approach to a relational approach. While market was divided into heterogeneous segments, a more targeted marketing technique was needed that allowed for dialogue with smaller groups of customers and identification of individual needs. This situation combined with the pressure CRM dimensions and hotel services in Jordan. The study surveyed a sample of 50 hotels in Jordan and used correlation and regression for analysis and testing. Based on these results, this study showed a significant correlation between the CRM dimensions and hotel performance.

- K. Balaji Mathiraman (2017)⁴¹ observed the different realities of CRM (Customer Relationship Management) rehearses embraced by Manatec in Puducherry. The

descriptive research was used in this research. This study examined the customer attentiveness regarding CRM strategies, customer observation on CRM practices, factors affecting CRM practices and role of E-CRM determinants in customer contentment. The data was collected from 52 respondents through pre structured questionnaire. In this study sampling techniques like chi-square, simple percentage, correlation and factor analysis were used. This study exposed that the customer relationship management practices pursued in Manatec were adequate to the customers.

- Nashwan & Hassan (2017)⁴² focused on the effect of the CRM on customer reliability and customer dependability. CRM might be a bunch of practices that organizations accept to deal with carefully and increase their customer base. A logical survey of pragmatic researches from different sources of journals and conference papers was managed. The outcomes found were assorted in terms of the periodical style, CRM categorization, enterprises, and nations that were examined. There are a lot of measurements that are often used in previous studies that concentrate on the effect of CRM on customer contentment and customer dependability are service value, service admittance, and complaints handlings. These variables were found to have consequences for customer contentment and customer reliability. The investigation supports both educational and specialists inside the framework of adding to the existing literature on CRM.

- R. mathangi, O. T. V. Lata Sri & Dr. L. J. Charlas (2017)⁴³ aimed to highlight the tribulations faced by the banking customers in providing contended customer service. Also this addressed the customer prospect and the way the banks are adopting new technology and inventive solutions that could pleasure the purchasers and get rate within the growth path. In this works from different perspectives including disconfirmation theory, the requirements literature and therefore the emotions literature and customer studies are discussed. In this century, services occupy a big role in everyone's life. In India, banking sector is one among the

prime service sectors. The new developments in banking sector have opened avenues in customer service. For the banks to take care of their position, they ought to have their customer base intact and develop that delighting the customer is more important.

- Syed, Upadhay (2017)⁴⁴ revealed that the Indian banking sector is booming every day. It is very clear in a competitive environment that the banking sector needs to be customer centric. CRM in this context is an appropriate methodology and an organized way to develop customer understanding. CRM is basically a thorough analysis of consumer behavior. The target audience is expanding day by day. The traders maintain their presence. The booming Indian banking sector is expected to continue to pay attention. The change of attitude of the Indian consumer and the emergence of ICT has changed the face of the banking sector in India. This has been seen as a key area of opportunity. This study provides detailed information on the growth of the banking sector in India. Socio-economic classes in India, urban and semi-urban retail markets are growing significantly.

- Andy Fred Wali1 (2018)⁴⁵ examined a comparative consumer study into the influence of firms' customer relationship management (CRM) practices on their marketing effectiveness (ME) in the Nigeria and UK mobile telecommunication (MT) sectors. The qualitative multi-methods (focus groups [FGs] and secondary documents) were employed for data collection. The study involved six consumer FGs, three in Port Harcourt, Nigeria, and three in Huddersfield, UK. The author employed thematic and content analysis techniques to analyze the data using nvivo 10 software. As per Nigerian study, it was revealed that firms' CRM practices were not customer-friendly and had negative impacts on their ME, and these were motivated by external factors. Six themes showed support for improving consumers' experiences. The UK study revealed that firms' CRM practices were consumer-friendly and had positive influence on their ME and these were motivated by internal factors. Seven themes found support for service improvement

continuously. The study contributes to institutional theory and consumer utility theory.

- Bin Ali and Aldaihani (2018)⁴⁶ investigated the impact of CRM practices on customer satisfaction. In this, the descriptive method was used for data collection. Total 700 questionnaires were distributed and 613 filled questionnaires were returned by customers. From these, 557 questionnaires were used for the statistical valuation. On the basis of the previous studies, it is concluded that banks were recommended to focus on customer support, customer contentment and social perspective of customer relationship management.

- Barnes Sookdeo (2018)⁴⁷ explored the factors, which bank customers consider in their decision of current bank for a competitor. Semi-structured interviews were conducted to spot the factors, which prompt customers to modify banks. A thematic analysis of knowledge identified four themes concerning retention. The empirical findings suggested that customers sought an experience that made them feel special and valued. The results also showed that Customer retention is a crucial component of banking strategy in today's increasingly competitive environment. Worldwide, banks were struggling to sustain their competitiveness, which hindered their traditional income streams.

- Dasari & Pawar (2018)⁴⁸ presented a study on the customer relationship management in the banking sector in Hyderabad. This study was a comparative and analytical study of the most popular consumer banks, including the Oriental Bank of Commerce (OBC) (from Public Sector) and HDFC as a private bank. Qualitative questionnaire was used for collection of primary data. A sample of 100 customers from selected banks (50 each) from Hyderabad and Telangana City was selected for the study. The collected data was processed, tabulated, and analyzed using simple percentages, and a chi-square (non-parametric) test was used to validate the results.

- Khan and Sharma (2018)⁴⁹ identified that the factors of customer relationship management are numerous. Three aspects of customer relationship management - technology adoption, trust and complaint handling - were fully focused on customer retention in this study. The study was conducted on private and public banks in Bangladesh with a count of 210 respondents. The mutual dependency of dimensions as well as their cumulative effect on customer loyalty was demonstrated. The analysis used SPSS 16.0 for descriptive analysis and AMOS 16.0 to measure the impact of exogenous variables such as trust, claims handling and technology takeover, as well as endogenous customer loyalty. The study highlighted the significant relationship between the three independent variables and the dependent variable i.e. customer loyalty. The inclusion of research contributes to the existing CRM theory by making its special contribution to customer loyalty. In addition, practitioners can apply the implications of the study to improve their management strategies and maintain a more loyal customer base.

- Panchal, Shah (2018)⁵⁰ explained that commercial banks are competing for market share during periods of intense competition. In such competition, the survival and growth of banks depended solely on customer satisfaction. In this context, this paper focused on the importance of Customer Relationship Management (CRM) in the banking sector. This study has shown how important customer relationship management is in all the areas of banking industry to maintain long-term customer relationships, to retain them and thus reduce sales. The study also gave us an idea of how private bank client relationship management activities have helped the growth. This study also compared the performance of customer relationship management between public and private banks. The study was conducted in the commercial banks of the city of Mumbai.

- Saxena and Taneja (2018)⁵¹ explained the importance of CRM in acquiring existing customers, acquiring new customers and maximizing value over the long term. The objective of this study was to assess the efficiency of CRM practices in banks and to identify the antecedents that were to compare the effectiveness of CRM in public

and private sector banks in Delhi. There were 24 different statements about the customer management practices adopted by different banks. These were CRM, customer experience, technology orientation, organizational commitment, process-oriented approach and reliability.

- S. Sivesan (2018)⁵² investigated the determinants of customer relationship marketing in banking system with 502 respondents. For this paper a quantitative approach had been used. Primary and secondary data were used to conduct the study. To draw the valid conclusion and test them empirically, sophisticated statistical model as exploratory correlational analysis (EFA) has been used. To further determine the reliability of the info, Kaiser-Meyer_Olkin (KMO) and Bartlett Test of sphericity were determined. The study revealed that four factors had been extracted from the analysis that together accounted 54.893% of the total variance. These factors were categorized as well-situated opportunism, information sharing, fullness and aspiration.

- S. Sharmila, & N. Jamunarani (2018)⁵³ elaborated the outstanding customer relationship management in the new generation private banks that can improve their ability to lure affluent prospects, elevate the banks' profitability, lower operation costs, and create greater customer loyalty. At this juncture, the present study is undertaken to study how the managers differ from staff of the banks in the terms of their point of getting towards sensible utility of customer relationship management practices of the new generation private banks in Puducherry. For collecting primary data from the customers, multi-stage sampling technique was adopted. The data was collected from 66 employees through scheduled questionnaire. The secondary data was collected from journals, magazines, government reports, books and unpublished dissertations. The results showed that 'attracts new customer' is the maximum discriminating variable ($R^2=24.11\%$) between managers and staff, followed by 'creates friendly environment' (12.53%), 'growth in banking service' (9.36%) and 'boosts customer confidence' (6.20%). The contribution of all other items discriminating between managers and staff is less than 5%.

- A. Shanmugasundaram & K.S. Srilekha (2019)⁵⁴ identified the foremost important customers and providing them with highest level of service. Customer Relationship Management was a planned and sustained interaction with customers to assess their needs through technological platforms. It involved use of technology to determine the extent of customers' satisfaction and organize a corporation response to sales, marketing and customer service. To enhance the customer procurement, customer Maintenance, customer reliability, and customer effectiveness; CRM was effective approach. CRM is frequently seen as a utilization of one-to-one and relationship marketing. It had been a management approach that permits enterprises to mark, draw in, and enhance protection of lucrative customers by establishing relationships with them.

- Dwi Ratnasari & Tatang Ary Gumanti (2019)⁵⁵ examined the association between marketing relationship and service quality satisfaction and loyalty of Bank Syariah Mandiri's customer in the Banyuwangi district. The samples consist of 150 customers of independent Islamic banks in Banyuwangi district. Samples were chosen by accidental sampling, which means that any BSM customer who happens to meet with a researcher can be selected as a sample. Data was analyzed using path analysis. The research findings reveal that relationship marketing has an effect on customer satisfaction and loyalty. Quality of service affected customer satisfaction and loyalty. Customer satisfaction did not fully mediate the influence of relationship marketing and service quality on customer loyalty.

- Gupta (2019)⁵⁶ elaborated the CRM with which marketers can maintain their presence. It was expected that the booming Indian banking sector will last forever and receive tremendous attention. The changing attitude of the Indian consumer and the emergence of ICT have changed the face of the banking sector in India. This was seen as a key area of opportunity. This study provides detailed information on the growth of the banking sector in India. The study selected 100 customers for

their assessment of customer loyalty strategies in the private and public banking sector in Indore City. This study was a comparison rather than different CRM attributes.

- Megha Y. Patil (2019)⁵⁷ specified that the CRM as a business policy goes away from raising the operation volume. Today's business environment is extremely dynamic and experience rapid changes as a result of technological improvement, increased awareness and demands to serve their customers electronically. CRM is a strategy used to learn more about customer's needs and their behavior in order to develop stronger relationship with them. Social media is the outline content created by people using highly accessible and scalable publishing technologies. Social media fundamentally alter the state of online communication towards a dialogue among web-users as well as organizations and their target groups. The combination of social media and CRM creates an enormous opportunity to enrich customer interactions and give businesses a way to manage and measure how they use social networking while successfully engaging social customers. This research paper indicated the integration of social media with customer relationship management (CRM) strategies, and defined the benefits of this integration for business.

- N Tamilarasi & M Praveen (2019)⁵⁸ identified the qualities of the advanced way to deal with customer relationship with the executives and elements that impact its effective execution, to accomplish long haul and commonly useful relations among banks and banking items and administrative clients. There are various factors which require an application of CRM in banking industry i.e. customer inclinations, behavior and greater appliances of innovative technologies. CRM empowers division of customers as per various rules, which empowers customization of banking items and administrations the development of product portfolio. CRM gives the likelihood to make dynamic, "amicable" relationship with customers, which positively adds to their trustworthiness to banks and the arrangement of long and secure incomes in the long terms. Today, when requirements and assumptions

for customers are quickly changing and turning out to be more complex, the genuine business achievement can be accomplished uniquely.

- Poorani. R, Arulselvi. T & Junojasmine. J (2019)⁵⁹ focused on customer relationship management in two wheeler industry. The first and foremost necessity is to satisfy the existing customers and make them come back for a repurchase of their products. This means Yamaha should concentrate on its customers. The aim of the study is to find the customer relationship management and brand loyalty at Yamaha Srinivasa Motors, Puducherry. The relation between CRM and Brand Loyalty is also assessed. Primary and secondary data was used for the study. CRM questionnaire was used to collect primary data. Eighty samples were selected at random from a population of 100 customers. The data was analyzed using the spearman coefficient of correlation and ANOVA. Suitable suggestions and conclusions were made from the findings of the study.

- Kishore Meghani (2020)⁶⁰ checked the effect of customer relationship management exercises on bank's customer maintenance inside the Nainital Bank Ltd., Vikasnagar. For the point of view of this study, a sample of 400 customers was collected with the help of well structured questionnaire. Out of these 370 questionnaires were used. Statistical answers gave support on the high optimistic association between customer relationship management (CRM) and customer approval. Thus, this paper aims to spot the explanations for the purchasers to prefer The Nainital Bank Ltd. at Vikasnagar. Further, this paper focused the service provided by the staff in the bank. This paper was an effort to seek out CRM role within the Nainital bank Ltd. Few recommendations were suggested from this study that were to make an awareness of loan facility, internet banking and locker service.

- Raghavendra & Ramesh (2020)⁶¹ emphasized on Customer relationship management (CRM) as a commonly used strategy for acquiring and retaining the customers to create superior value for the company. CRM is a regular practice of most of the retail stores. In a modern retail markets many organized retail industries

have integrated different customer relationship management strategies in their business. Customers' visit to the specific store on a regular base would demand effective CRM practices by the retail stores. Hence, study made an attempt to develop this paper on CRM practices of retail store. The primary objective of this paper was to study the CRM practices of Vishal Mega Mart Shivamogga and to understand the customer response towards CRM practices of the store, along with the study that made an exertion to analyze and discuss the results of customer response towards CRM practices. The study adopted both primary and secondary data for the completion of this research work and also incorporated convenience sampling technique to gather relevant information of the questionnaire. In this paper, study has considered various CRM practices like addressing the customers, understanding their needs and offered facilities to draw ultimate conclusion. The study finally analyzed and discussed the results and concluded with some of the customer retaining strategies to maintain long term relationship.