

Chapter -4

CHAPTER IV

Analysis and Interpretation of Data Collected from Bank Employees

Introduction

In this chapter an effort has been made to reveal the demographic and socio economic profile of the respondents and evaluate the role of CRM practices of banks in client retention. In order to study the views of bank employees towards the customer relationship management practices adopted by the 200 respondents were analyzed by using the self structured questionnaire.

Demographic 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

Sr. No.	Demographic Variables	Categories	No. of Respondents	Percentage of Respondents
1.1	Gender	Male	113	56.5
		Female	87	43.5
1.2	Age Years wise	Below 25 Years	21	10.5
		25-40 Years	119	59.5
		More than 40 Years	60	30.0
1.3	Marital Status	Single	45	22.5
		Married	132	66.0

		Widowed	13	6.5
		Divorced/ Separated	10	5.0
1.4	Educational Qualification	Graduate	87	43.5
		Postgraduate	73	36.5
		Professional	23	11.5
		Others	17	8.5
1.5	Monthly Family Income	Below Rs.30000	38	19.0
		Rs.30000-70000	92	46.0
		More than 70000	70	35.0
1.6	Work Experience	Less than 1 Years	21	10.5
		1-5 Years	86	43.0
		5-10 Years	36	18.0
		More than 10 Years	57	28.5

Source: Primary Survey Data

1.1 Gender wise Classification

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

It shows that out of 200 respondents, majority of the respondents were male 113 (56.5 percent), while 87 (43.5 percent) respondents were female.

1.2 Age wise Classification

Age is another important factor that may decide the attitude of the

respondents. Age of the bank employees was classified into three categories by the researcher and the detailed interpretation is given below.

It is noted from the above table that 21 (10.5 percent) of the respondents are very young belonging to the age group of less than 25 years. More than half of the respondents 119 (59.5 percent) were belonging to the age group of 25 to 40 years. While almost one third 60 (30 percent) of the respondents were more than 40 years. It shows that maximum bank employees are of the middle age group.

1.3 Marital Status wise Classification

Marital status also determines the view point of bank employees. 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 almost two third 132 (66.0 percent) of the respondents were married, followed by 45 (22.5 percent) of the respondents were single. While 13 (6.5 percent) of the respondents were widowed, followed by 10 (5.0 percent) of the respondents who are belonging to the category of divorced or separated.

1.4 Education wise Classification of the Respondents

Education is also one of the important factors which affect the view point of the bank employees. Generally, the awareness level about inventive services and the factors influencing the opinion of the employees fluctuate from one person to another. Today is the fast changing time and in the present digital era the educated people have more knowledge in comparison to others about incentives services of the banking industry and their consumption.

It is highlighted from the above table that 87 (43.5 percent) of the respondents were graduate. On the other hand 23 (11.5 percent) of the respondents were

professional, and 17 (8.5 percent) of the respondents were belonging to others category. This includes the diploma holders.

1.5 Monthly Income wise Classification

200 bank employees differ in their designation level and as such their income level also differs. The above table shows that 92 (46 percent) respondents are having a salary in the range of Rs.30000 to 70000. On the other hand 70 (35 percent) respondents were having salary of more than Rs. 70000. Similarly 38 (19 percent) respondents were earning below Rs. 30000 per month.

1.6 Work Experience wise Classification

Banking experience of the respondents expresses exact opinion, more reliability and more contentment of the banking services.

Table shows that out of the 200 respondents, 86 (43 percent) respondents were having bank experience of 1 to 5 years while 57 (28.5 percent) respondents were having more than 10 years of banking experience. 36 (18 percent) respondents were having 5 to 10 years of banking experience while 21 (10.5 percent) respondents were having less than one year of banking experience.

From the above analysis, it is concluded that maximum of the respondents 56.5 per cent were male. Majority of the bank employees are belonging to the middle age group of 25 to 40 years. Maximum number of respondents (66 percent) was married. Large number of respondents' i.e. 3.5 percent were qualified up to graduate level. It is also concluded that major part of the respondents (46.0 percent) are having a salary of Rs. 30000 to Rs. 70000 per month.

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 of Employees, Products and Services offered by Banks, Facilities & Infrastructure, Effective Grievance Redressal System and Focus on Customers Satisfaction and Customers Loyalty. There were total 14 statements included in the first and second factor each. The third factor i.e. “Facilities & Infrastructure” was having the 12 statements to be analyzed. Total 10 statements were included in the fourth factor “Effective Grievance Redressed System” and fifth factor “Focus on Customers Satisfaction and Customers Loyalty” includes 18 statements.

The fourth objective of the study is to analyze the “Problems faced by Banks in Client Retention”. For achieving these objectives, total 17 statements were taken in the self structured questionnaire and were analyzed.

Table 2: Cronbach’s Alpha test for Reliability of the Scales

Sr. No.	Statements	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
1	Effective Behaviour of Employees	0.501	0.523	14
2	Products and Services offered by Banks	0.608	0.612	14
3	Facilities & Infrastructure	0.760	0.714	12
4	Effective Grievance Redressed System	0.929	0.930	10
5	Focus on Customers Satisfaction and Customers Loyalty	0.733	0.729	18
6	Problems faced by Banks in Client Retention	0.839	0.839	17

Source: Primary Survey Data

Therefore, the reliability coefficient called Cronbach's Alpha is used to evaluate the internal uniformity of the scale. An alpha value of 0.50 or above is considered to be the standard value for representing internal consistency of scales. The values of Cronbach's Alpha Coefficients of scales used for data collection in the present study is shown in table 2, which clearly depicts that all the values are more than 0.60, therefore the scales may be considered reliable and appropriate (pallant, 2011).

Factor Affecting Effective Behaviour of Employees

Effective behaviour of employees is considered to be one of the important components of CRM Practices and will contribute in client Retention. So, the behaviour of employees is observed and analyzed through the 14 statements and each statement focus on a specific aspect. The response of 14 statements was collected by applying the five point likert scale *i.e.* SA- Strongly Agree, A- Agree, N- Neutral, D-Disagree, SD- Strongly Disagree.

Table 3: Statement-wise Analysis of Behaviour of Employees

N=200

Sr. No.	Statements	Response of the Respondents					Values		
		SA	A	N	D	SD	Mean	StD Dev.	Rank
E	Effective Behavior of Employees								
E-1	Employees show sincere interest in solving customers' problems, very helpful and serve beyond their expectations.	109 (54.5%)	72 (36%)	10 (5%)	5 (2.5%)	4 (2%)	1.62	.855	14
E-2	Employees have sufficient information about the banking services.	97 (48.5%)	67 (33.5%)	26 (13%)	7 (3.5%)	3 (1.5%)	1.76	.915	10
E-3	Front counter employees are well-mannered with the customers.	99 (49.5%)	70 (35%)	21 (10.5%)	7 (3.5%)	3 (1.5%)	1.73	.896	11
E-4	Executives in bank are ready to solve out the queries of customers.	91 (45.5%)	56 (28%)	28 (14%)	16 (8%)	9 (4.5%)	1.98	1.152	2
E-5	Bank employees understand the specific needs of the customers and offer services accordingly.	80 (40%)	73 (36.5%)	29 (14.5%)	13 (6.5%)	5 (2.5%)	1.95	1.018	4
E-6	Bank executives try to respond customer request timely.	89 (44.5%)	75 (37.5%)	20 (10%)	13 (6.5%)	3 (1.5%)	1.83	.967	6

E-7	Bank operator is consistent in providing services.	90 (45%)	59 (29.5%)	20 (10%)	24 (12%)	7 (3.5%)	2.00	1.163	1
E-8	Employees' trustworthiness is appreciated.	106 (53%)	54 (27%)	19 (9.5%)	13 (6.5%)	8 (4%)	1.82	1.103	7
E-9	Employees of the bank are well dressed and appear neat.	83 (41.5%)	70 (35%)	27 (13.5%)	10 (5%)	10 (5%)	1.97	1.098	3
E-10	Bank pays attention to the individual customer.	105 (52.5%)	60 (30%)	24 (12%)	8 (4%)	3 (1.5%)	1.72	.931	12.5
E-11	Your Subordinates are ready to adopt of new services introduced by the bank.	91 (45.5%)	78 (39%)	20 (10%)	7 3.5%	4 (2%)	1.78	.910	8.5
E-12	For deliver their products/services, bank employees are maintaining delicate relations with customers	93 (46.5%)	77 (38.5%)	17 (8.5%)	7 (3.5%)	6 (3%)	1.78	.957	8.5
E-13	All the terms and conditions are clarified to the customers about a product before delivering by the bank employees.	91 (45.5%)	67 (33.5%)	21 (10.5%)	14 (7%)	7 (3.5%)	1.90	1.072	5
E-14	Employees of bank are very patient.	97 (48.5%)	75 (37.5%)	17 (8.5%)	9 (4.5%)	2 (1%)	1.72	.875	12.5

Source: Primary Survey Data

As explained in the table 3, “Bank operator is consistent in providing services” is given the first rank having the highest mean score of 2.00. 90 respondents (45 percent) strongly agree with the statement; while only 7 respondents (3.5 percent) strongly disagree with the statement. It is followed by “Executives in bank are ready to solve out the queries of customers” which is given the second rank having mean score of 1.98 with the strongly agree percentage of 45.5 and strongly disagree percentage of 4.5, which is followed by “Employees of the bank are well dressed and appear neat” is given the third rank having mean score of 1.97 and Standard deviation (SD) of 1.098. Where 41.5 percent of the respondents strongly agree to this statement and 5 percent strongly disagree with this statement. The fourth rank goes to E-5 statement having mean score of 1.95 and Standard deviation of 1.152. “All the terms and conditions clarify to the customers about a product before delivering by Bank employees” is given the fifth rank having mean score of 1.90. The respondents strongly agree with the percentage of 45.5 and strongly disagree percentage of respondents is 3.5 for this statement. The sixth rank is given to the statement “Bank executives try to respond customer request timely” with mean score of 1.83. Overall 44.5 percent respondents strongly agree while 1.5 percent of respondents strongly disagree with this statement. It is followed by “Employees’ trustworthiness is appreciated” with the seventh rank having the mean score of 1.82 and strongly agree percentage of 53 and strongly disagree percentage of 4 only. The eighth and ninth rank goes to E-11 statement i.e. “Your subordinates is ready to adopt new services introduced by the bank” and “for deliver their products or services Bank employees are maintaining delicate relations with customers” with the mean score of 1.78 and Standard Deviation of .910 and .957. The respondents strongly agree with the statement 91 (45.5 percent) and 93 (46.5 percent) respectively while strongly disagree percentage of 2 and 3 respectively. The statement “Employees have sufficient information about the banking services” is given tenth rank having the mean score of 1.76. The respondents who are strongly agreed with the statement are 48.5 percent while 13 percent respondents are neutral to this statement. This statement is followed by “Front counter employees are well-mannered with the customers” which is given the eleventh rank with the mean score of 1.78 and Standard Deviation .915 with the strongly agreeing percentage of 49.5 and strongly disagreeing percentage of 1.5. The twelfth and thirteenth rank is given to the statements “Bank pays attention to the individual customer” and “Employees of bank are very patient” having the mean score of 1.72. The respondents who are strongly agreed with this statement are 52.5 and 48.5 percent while 1.5 and 1 percent respondents are strongly disagreed with this. It is also followed by “Employees show sincere interest in solving customers Problems, very helpful and serve beyond their expectation” is given fourteen rank with the mean score of 1.62 and SD of 0.855. Total 54.5 percent respondents are strongly agreed to this statement while 2 percent of the respondents are strongly disagreed to the statement.

Table 4: KMO and Bartlett's Test

Test Statistics		Value
Kaiser-Meyer-Oklin Measure of Sampling Adequacy		0.608
Bartlett's Test of Sphericity	Approx. Chi- Square	155.217
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 4. 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 0.5. The above table 4 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 155.217 with 91 degree of freedom, at 5 percent level of significance. The above table also indicates the value of KMO is 0.608 which is greater than 0.5. Therefore, it is suitable to use factor analysis to measure the correlation matrix.

Table 5: Behaviour of Bank 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 %
E-1	2.103	15.025	15.025	2.103	15.025	15.025	1.635	11.675	11.675
E-2	1.262	9.012	24.037	1.262	9.012	24.037	1.358	9.701	21.377
E-3	1.223	8.735	32.772	1.223	8.735	32.772	1.315	9.396	30.772
E-4	1.179	8.422	41.194	1.179	8.422	41.194	1.266	9.045	39.818
E-5	1.104	7.887	49.081	1.104	7.887	49.081	1.171	8.365	48.182
E-6	1.014	7.244	56.325	1.014	7.244	56.325	1.140	8.143	56.325
E-7	0.902	6.446	62.771						
E-8	0.896	6.401	69.172						
E-9	0.878	6.268	75.440						
E-10	0.832	5.941	81.381						
E-11	0.742	5.297	86.678						
E-12	0.664	4.741	91.419						
E-13	0.627	4.476	95.895						
E-14	0.575	4.105	100.000						
Source: Primary Survey Data									
Extraction Method: Principal Component Analysis.									

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 each factor. The “% of

Variance" column gives the percentage of variance accounted for each specific factor, relative to the total variance in all the variables. The "Cumulative %" column gives the percentage of variance accounted for 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 six 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 15.025 of the variance, the second 9.012, the third 8.735, the fourth 8.422, the fifth 7.887 and sixth factor accounted for 7.244 of the variance. This means that the first six factors together accounted for 56.325 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 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 56.325 percent of all the variable variances. In this study six rows corresponded to six factors be retained. All the remaining factors are not significant.

Table 6: Behaviour of Bank Employees and showing its Factor Loadings

Rotated Component Matrix^a		
Factor Symbol	Statements	Factor Loading
E-5	Bank employees understand the specific needs of the customers and offer services accordingly.	0.662
E-4	Executives in bank are ready to solve out the queries of customers.	0.662
E-14	Employees of bank are very patient.	0.807

E-8	Employees' trustworthiness is appreciated.	0.778
E-10	Bank pays attention to the individual customer.	0.809
E-2	Front desk employees have adequate knowledge about the banking services.	0.875

Source: Primary Survey Data

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 6 iterations.

Table 6 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 “Effective Behaviour 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 that maximized the number of variables with higher factor loadings on factor, therefore enhancing the interpretability of the factors. The highest factor loading is 0.875 for E-2 statement i.e. “Front desk employees have adequate knowledge about the banking services”. No doubt Knowledge 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 “Bank employees understand the specific needs of the customers and offer services accordingly” and “Executives in bank are ready to solve out the queries of customers” with 0.662 factor loading. No doubt, intentions play a very important role in doing a particular task. If the bank executives are ready to solve the queries of their customers, it will definitely help in retaining the clients.

Factors Affecting Products and Services offered by Banks

Products and services offered by banks to their customers are also important components of CRM Practices and will contribute in client Retention because it attracts customers the most. So, the products and services offered by banks is observed and analyzed through the 14 statements and each statement focus on a particular aspect. The response of 14

statements was collected by applying the five point likert scale i.e. SA- Strongly Agree, A- Agree, N- Neutral, D-Disagree, SD- Strongly Disagree.

Table 7: Statement Wise Analysis of Product and Services offered by Banks

N=200

Sr. No.	Statements	Response of the Respondents					Value		
		SA	A	N	D	SD	Mean	StD Dev.	Rank
P	Product and Services offered by Banks								
P-1	Bank provides higher rates of interest than its competitors on deposits.	37 (18.5%)	21 (10.5%)	47 (23.5%)	54 (27%)	41 (20.5%)	3.20	1.379	1
P-2	Bank offers free credit card with Savings/Current Accounts.	85 (42.5%)	59 (29.5%)	42 (21%)	12 (6%)	2 (1%)	1.94	.983	10
P-3	Bank provides free Demat account with various other accounts.	87 (43.5%)	62 (31%)	44 (22%)	5 (2.5%)	2 (1%)	1.86	.912	11
P-4	Bank provides locker facility on discounted rates to its existing customers.	77 (38.5%)	59 (29.5%)	35 (17.5%)	21 (10.5%)	8 (4%)	2.12	1.154	4
P-5	Performance of financial transactions is better with CRM rather than without CRM.	75 (37.5%)	69 (34.5%)	47 (23.5%)	6 (3%)	3 (1.5%)	1.96	.932	9
P-6	Bank provides overdraft facility to its existing customers.	74 (27%)	64 (32%)	34 (17%)	14 (7%)	14 (7%)	2.15	1.198	2
P-7	Bank provides cheque collection facility from customer's place of residence/work.	104 (52%)	56 (28%)	26 (13%)	9 (4.5%)	5 (2.5%)	1.78	1.005	12
P-8	Bank provides the facility of cash deposit or withdrawal from customer's place of residence/work.	108 (54%)	65 (32.5%)	16 (8%)	7 (3.5%)	4 (2%)	1.67	.914	13
P-9	Banks provide different insurance schemes to its customers.	79 (39.5%)	61 (30.5%)	37 (18.5%)	17 (8.5%)	6 (3%)	2.05	1.092	5
P-10	Electronic Clearing services (RTGS) are provided by banks.	87 (43.5%)	59 (29.5%)	31 (15.5%)	16 (8%)	7 (3.5%)	1.98	1.109	7
P-11	Bank provide daily investment scheme.	83 (41.5%)	65 (32.5%)	34 (17%)	11 (5.5%)	7 (3.5%)	1.97	1.061	8
P-12	The Bank insists on error-free transactions and records.	84 (42%)	59 (29.5%)	33 (16.5%)	13 (6.5%)	11 (5.5%)	2.04	1.160	6
P-13	Bank provides flexible rate of return for various products and services.	75 (37.5%)	67 (33.5%)	49 (24.5%)	5 (2.5%)	4 (2%)	1.98	.951	7
P-14	Availability of easy credit facilities.	72 (36%)	73 (36.5%)	25 (12.5%)	15 (7.5%)	5 (2.5%)	2.14	1.203	3

As revealed by the table 7, “Bank provides higher rates of interest than its competitors on deposits” is given the first rank having the highest mean scores of 3.20. The respondents are strongly agreed with 18.5 percent and strongly disagree with 20.5 percent. This is followed by “Bank provides overdraft facility to its existing customers” which is given the second rank with mean score of 2.15 and SD of 1.198 with the strongly agreeing percentage of 27 and strongly disagreeing percentage of 7. The third rank goes to P-14 “Availability of easy credit facilities” with mean score of 2.14. 36 percent of respondents strongly agree and 25 percent of the respondents are neutral while 2.5 percent of the responds strongly disagree with this statement, The statement is followed by “Bank provides locker facility on discounted rates to its existing customers” is given forth rank having mean score of 2.12 with strongly agree percentage of 38.5 and strongly disagree percentage of 4. It is followed by “Banks provide different insurance schemes to its customers” given fifth rank having mean score of 2.05 with 39.5 percent of the respondents strongly agree and 3 percent of the respondents strongly disagree. The sixth rank is given to the “The Bank insists on error-free transactions and records” having the mean score of 2.04 with the strongly agree percentage of 42 and strongly disagree percentage of 5.5. This is followed by the statement “Bank provides flexible rate of return for various products and services” and “Electronic Clearing services (RTGS) are provided by banks” given seventh and eight rank having the mean score of 1.98. The respondents strongly agree with 37.5 and 43.5 percent and the respondents strongly disagree with 2 and 3.5 percent. “Bank provide daily investment scheme” is given ninth rank with the mean score of 1.97 and SD of 1.061. 83 (41.5 percent) respondents strongly agree and 34 (17 percent) respondents are neutral while 7 (3.5 percent) respondents strongly disagree with this statement. This is followed by “Performance of financial transactions is better with CRM rather than without CRM” given tenth rank having the mean score of 1.96 with the strongly agreeing percentage of 37.5 and strongly disagree percentage of 3. Eleventh rank goes to “Bank offers free credit card with Savings/Current Accounts” with the mean score of 1.94 and SD .983. The respondents strongly agree with 85 (42.5 percent) and the respondents strongly disagree with 2 (1 percent). This is followed by “Bank provides free Demat account with various other accounts” given twelfth rank having the mean score of 1.86 and SD of 0.912 with the strongly agree

percentage of 43.5 and strongly disagree percentage of 1. Thirteenth rank goes to “Bank provides cheque collection facility from customer’s place of residence/work” with the mean score of 1.78. Respondents strongly agree with 52 percent and strongly disagree with 2.5 percent. This is also followed by “Bank provides the facility of cash deposit or withdrawal from customer’s place of residence/work” given fourteenth rank having the mean score of 1.67 with the strongly agree percentage of 54 and strongly disagree percentage of 2.

Table 8: Reliability of Analysis by KMO and Bartlett’s Test

Test Statistics		Value
Kaiser-Meyer-Oklin Measure of Sampling Adequacy		0.649
Bartlett’s Test of Sphericity	Approx. Chi- Square	255.251
Degrees of Freedom	DF	91
P Value	Sig.	0.000

Source: Primary Survey Data

Based on the test results shown in Table 8, researcher can reject the null hypothesis that presents all the correlation coefficients in an identity matrix. Given the Chi-square value of 255.251 and 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 0.649 which is also acceptable as it is more than 0.5. Therefore, researcher can apply factor analysis to evaluate the significant factors contributing the data.

Table 9: Products and Services Offered by Banks 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									
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	2.413	17.234	17.234	2.413	17.234	17.234	1.743	12.450	12.450
P-2	1.639	11.706	28.940	1.639	11.706	28.940	1.700	12.146	24.596
P-3	1.257	8.978	37.919	1.257	8.978	37.919	1.508	10.769	35.365
P-4	1.101	7.865	45.784	1.101	7.865	45.784	1.320	9.431	44.797
P-5	1.055	7.539	53.323	1.055	7.539	53.323	1.194	8.526	53.323
P-6	0.941	6.720	60.043						
P-7	0.902	6.443	66.486						
P-8	0.803	5.733	72.219						
P-9	0.773	5.519	77.738						
P-10	0.752	5.373	83.110						
P-11	0.709	5.061	88.172						
P-12	0.605	4.321	92.492						
P-13	0.584	4.169	96.661						
P-14	0.467	3.339	100.000						

Source: Primary Survey Data

Extraction Method: Principal Component Analysis.

Table 9 gave an idea about the Eigen value which is greater than 1.0 (default option) and that results in the extraction of five factors. Finally, from the cumulative percentage of variance accounted for, it is found that five factors account for 53.232 percent of the total variance, contributed by first component is 12.450

percent with Eigen value of 1.743, followed by second factor cumulative percentage of variance 12.146 percent with Eigen value of 1.700, third factor variance 10.769 percent with Eigen value of 1.508, fourth factor variance 9.431 percent with Eigen value of 1.320, and followed by fifth factor cumulative percentage of variance 8.526 percent with Eigen value of 1.194.

Table 10: Product and Services Offered by Banks and its Factor Loadings

Rotated Component Matrix^a		
Factor Symbol	Statements	Factor Loading
P-6	Bank provides overdraft facility to its existing customers.	0.708
P-11	Bank provide daily investment scheme.	0.704
P-8	Bank provides the facility of cash deposit or withdrawal from customer's place of residence work.	0.736
P-4	Bank provides locker facility on discounted rates to its existing customers.	0.703
P-13	Bank provides flexible rate of return for various products and services.	0.790

Source: Primary Survey Data

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

Normalization a. Rotation converged in 6 iterations.

From the table 10, 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 flexible rate of return for various products and services" have the uppermost factor loading value i.e. 0.790 because it is beneficial for the customers during peak period and they can get maximum return on their investments. This is followed by P-8 statement with factor loading value of 0.736. After this the statement "Bank provides overdraft facility to its existing customers" is placed with 0.708 values. 0.703 factor loading value considered

the lowest value for statement “Bank provides locker facility on discounted rates to its existing customers” because its contribution is less for this factor.

**Table 11: Statement wise Analysis of Facility and Infrastructure provided by Bank
N=200**

Sr. No.	Statements	No. of Response					Value		
		SA	A	N	D	SD	Mean	StD Dev.	Rank
F	Facilities& Infrastructure								
F-1	Bank provides parking facility to customers.	89 (44.5%)	67 (33.5%)	25 (12.5%)	13 (6.5%)	6 (3%)	1.90	1.047	4
F-2	Decor/layout of the bank is up to the mark.	89 (44.5%)	66 (33%)	31 (15.5%)	9 (4.5%)	5 (2.5%)	1.88	0.997	5
F-3	Bank provides proper drinking water, sitting arrangement and infrastructure facilities to its customers.	89 (44.5%)	65 (32.5%)	37 (18.5%)	6 (3%)	3 (1.5%)	1.84	0.930	9.5
F-4	Banks updates its customers about the associated services (such as pamphlets and statements) providing sufficient information about latest developments in the bank.	87 (43.5%)	75 (37.5%)	29 (14.5%)	5 (2.5%)	4 (2%)	1.82	0.912	11
F-5	Bank provides Modern Banking Techniques like ATMs, E-banking, Net banking, Tele-banking \Mobile banking.	75 (37.5%)	70 (35%)	43 (21.5%)	7 (3.5%)	5 (2.5%)	1.99	0.980	1
F-6	Separate departments are available in banks with proper Counters to understand the needs of the customers.	92 (46.5%)	67 (33.5%)	34 (17%)	6 (3%)	1 (0.5%)	1.79	0.867	12
F-7	The ATMs are conveniently located in various areas.	85 (42.5%)	73 (36.5%)	32 (16%)	4 (2%)	6 (3%)	1.87	0.960	6.5
F-8	The promotional offers from the Bank provide a good value for money to its customers.	77 (38.5%)	59 (29.54%)	60 (30%)	4 (2%)	0 (0%)	1.96	0.876	2
F-9	The Bank is reliable because it is mainly concerned with the investor’s interest.	84 (42%)	70 (35%)	41 (20.5%)	3 (1.5%)	2 (1%)	1.85	0.869	8
F-10	Bank has accuracy in performing financial transactions.	74 (37%)	72 (36%)	46 (23%)	8 (4%)	0 (0%)	1.94	0.872	3
F-11	Bank’s publications are adequately explanatory regarding performance & profitability.	78 (39%)	85 (42.5%)	31 (15.5%)	4 (2%)	2 (1%)	1.84	0.831	9.5
F-12	All forms, slips and brochures are kept at proper place in the bank.	76 (38%)	78 (39%)	42 (21%)	4 (2%)	0 (0%)	1.87	0.810	6.5

Source: Primary Survey Data

Extraction Method: Principal Component Analysis

The mean scores and standard deviation revealing the respondents view point towards facility and infrastructure provided by banks are displayed in table 11. Among the various statements of the facility and infrastructure of the banks, the highest mean score of 1.99 has been observed for Bank provides Modern Banking Techniques like ATMs, E-banking, Net banking, Tele-banking \Mobile banking.. The mean scores of 1.96, 1.94, 1.90, 1.88, 1.87,1.87,1.85, 1.84,1.84 and 1.82, are obtained on Bank provides Modern Banking Techniques like ATMs, E-banking, Net banking, Tele-banking or Mobile banking , The promotional offers from the Bank provide a good value for money to its customers Bank has accuracy in performing financial transactions, Bank provides parking facility to customers, Decor/layout of the bank is up to the mark, The ATMs are conveniently located in various areas, All forms, slips and brochures are kept at proper place in the bank, The Bank is reliable because it is mainly concerned with the investor's interest, Bank's publications are adequately explanatory regarding performance & profitability, Bank provides proper drinking water, sitting arrangement and infrastructure facilities to its customers, and Banks updates its customers about the associated services (such as pamphlets and statements) providing sufficient information about latest developments in the bank. The lowest mean score of 1.79 has been accorded on the statement; Separate departments are available in banks with proper Counters to understand the needs of the customers.

Table 12: KMO and Bartlett's Test

Test Statistics		Value
Kaiser-Meyer-Oklin Measure of Sampling Adequacy		0.813
Bartlett's Test of Sphericity	Approx. Chi- Square	365.487
Degrees of Freedom	DF	66
P Value	Sig.	0.000

Source: Primary Survey Data

Based on the test results shown in Table 12, researcher can reject the null hypothesis that presents all of the correlation coefficients in an identity matrix. Given the Chi-square value of 365.487 with 66 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 0.813 which is also acceptable as it is more than 0.5. Therefore, researcher can apply factor analysis to evaluate the significant factors contributing towards facility and infrastructure of the banks in western southern region of Haryana.

Table 13: Facility and Infrastructure provided by Bank and its Total Variance

Total Variance									
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 %
F-1	3.377	28.143	28.143	3.377	28.143	28.143	2.016	16.801	16.801
F-2	1.157	9.641	37.783	1.157	9.641	37.783	1.904	15.869	32.670
F-3	1.056	8.801	46.584	1.056	8.801	46.584	1.670	13.914	46.584
F-4	0.978	8.153	54.737						
F-5	0.948	7.902	62.639						
F-6	0.838	6.982	69.621						
F-7	0.729	6.077	75.698						
F-8	0.680	5.667	81.365						
F-9	0.647	5.390	86.755						
F-10	0.562	4.682	91.437						
F-11	0.538	4.480	95.917						
F-12	0.490	4.083	100.000						

Source: Primary Survey Data

Extraction Method: Principal Component Analysis.

Table 13 exhibits that 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 46.584 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 16.801 with Eigen value of 2.016, followed by second factor's cumulative percentage of variance 32.670 percent with Eigen value of 1.904, and followed by third factor cumulative percentage of variance 46.584 percent with Eigen value of 1.670.

Table 14: Facilities and Infrastructure provided by Banks and its Factor Loadings

Rotated Component Matrix^a		
Factor Symbol	Statements	Factor Loading
F-6	Separate departments are available in banks with proper Counters to understand the needs of the customers.	0.745
F-10	Bank has accuracy in performing financial transactions	0.707

Source: Primary Survey Data

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 6 iterations

Table 14 shows that all the twelve statements loaded significantly on this factor with factor loading more than 0.5. All the twelve items are extracted in an economical way. This factor has been named as “Facilities and Infrastructure provided” 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 two statements that have the factor loading values which concluded all of the above statements i.e. Separate departments are available in banks with proper Counters to understand the needs of the customers with factor loading 0.745 and Bank has accuracy in performing financial transactions with factor loading value 0.707.

Effective Grievance Redressed adopted by Bank System

In order to analyze these 10 statements Varimax rotation method which is an important component of factor analysis has been applied to identify the correlated variables. For this purpose, Five point Likert scale stretching from ‘Strongly Agree’ to ‘Strongly Disagree’ was utilized to evaluate the Effective Grievance Redressed adopted by Bank System. Different weights were allotted to these elements where ‘1’ value is given to ‘Strongly Agree’, ‘2’ for ‘Agree’, ‘3’ for ‘Neutral’, ‘4’ for ‘Disagree’ and ‘5’ was assigned for ‘Strongly Disagree’.

Table 15: Statement wise Analysis of Effective Grievance Redressed adopted by Bank System

N=200

Sr. No.	Statements	No. of Respondents					Value		
		SA	A	N	D	SD	Mean	StD Dev.	Rank
G	Effective Grievance Redressed System								
G-1	Complaints of employees are redressed properly.	55 (27.5%)	48 (24%)	35 (17.5%)	39 (19.5%)	23 (11.5%)	2.64	1.368	7.5
G-2	Customer's complaints are easily and immediately handled.	58 (29.5%)	49 (24.5%)	32 (16%)	30 (15%)	31 (15.5%)	2.64	1.432	7.5
G-3	Bank operator gives follow up to customer requests well in time.	55 (27.5%)	50 (25%)	36 (18%)	31 (15.5%)	28 (14%)	2.64	1.393	7.5
G-4	We have formal complaint Redressed system which cover both written and verbal complaints and inform customers about the progress of the complaints.	48 (24%)	50 (25%)	41 (20.5%)	35 (17.5%)	26 (13%)	2.71	1.352	4
G-5	Bank employees serve customer's best interest at heart.	40 (20%)	50 (25%)	36 (18%)	39 (19.5%)	35 (17.5%)	2.90	1.394	2
G-6	The bank provides hassle free and error free processing of all transactions to the utmost satisfaction of customers.	61 (30.5%)	48 (24%)	36 (18%)	32 (16%)	23 (11.5%)	2.54	1.370	10
G-7	Complaint management procedure helps to build long-term relations with the customers.	42 (21%)	51 (25.5%)	40 (20%)	38 (19%)	29 (14.5%)	2.81	1.355	3
G-8	Bank planning to establish customer redresser cell.	42 (21%)	47 (23.5%)	36 (18%)	27 (13.5%)	48 (24%)	2.96	1.476	1
G-9	Bank/Branch holds Monthly meeting with its customers.	56 (28%)	50 (25%)	31 (15.5%)	32 (16%)	31 (15.5%)	2.66	1.430	5
G-10	Customer feedback procedure helps to maintain long-term relations with the customers.	55 (27.5%)	47 (23.5%)	39 (19.5%)	34 (17%)	25 (12.5%)	2.64	1.372	7.5

Source: Primary Survey Data

As elucidated by the table 15, “Bank planning to establish customer redresser cell” is given the first rank having the highest mean scores of 2.96. 42 (21 percent) respondents are strongly agreed and 48 (24 percent) respondents are strongly disagreed 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 disagreeing 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 agreed percentage of respondents is 21, agreed percentage is 25.5 and strongly disagreeing 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, followed by “Bank/Branch holds Monthly meeting with its customer” given fifth rank having mean score of 2.66 with strongly agreeing percentage of 28 and strongly disagreeing 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 16: KMO and Bartlett’s Test

Test Statistics		Value
Kaiser-Meyer-Oklin Measure of Sampling Adequacy		0.933
Bartlett’s Test of Sphericity	Approx. Chi- Square	1336.58
Degrees of Freedom	DF	45
P Value	Sig.	0.000

Source: Primary Survey Data

The table 16 reveals the reliability of the data by the Kaiser – Meyer – Olkin measure of sampling adequacy of 0.933 which represents the sample size 200 for the scale that is largely adequate and Bartlett’s test of Sphericity with the approximation of chi-square value of 1336.58 with 45 degree of freedom and the P value is 0.0001 (less than 0.05) which indicates that the factor model is significant.

Table 17: Effective Grievance Redressed System provided by Bank 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		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
G-1	6.192	61.921	61.921	6.192	61.921	61.921
G-2	.931	9.311	71.232			
G-3	.572	5.719	76.951			
G-4	.507	5.073	82.024			
G-5	.374	3.741	85.764			
G-6	.364	3.643	89.407			
G-7	.322	3.224	92.631			
G-8	.297	2.966	95.597			
G-9	.239	2.387	97.984			
G-10	.202	2.016	100.000			

Source: Primary Survey Data

Extraction Method: Principal Component Analysis.

In the table 17, 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 one factor 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 61.921 with Eigen value of 6.192.

Table 18: Effective Grievance Redressed System adopted by Bank System and its Factor Loadings

Rotated Component Matrix^a		
Factor Symbol	Statements	Factor Loading
G-1	Complaints of employees are redressed properly.	0.791

Source: Primary Survey Data

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 6 iterations

Table 18 shows that all the ten statements loaded significantly on this factor with factor loading more than 0.5. All the ten items are extracted in an economical way. This factor has been named as “Effective Grievance Redressed Adopted 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 is only one statement has the factor loading values which concluded all of the above statements i.e. Complaints of employees are redressed properly with factor loading 0.791.

Table 19: Statement Analysis of bank Focus on Customers Satisfaction & Customers Loyalty

N=200

Sr. No.	Statements	No. of Respondents					Value		
		SA	A	N	D	SD	Mean	StD Dev.	Rank
L	Focus on Customers Satisfaction & Customers Loyalty								
L-1	To facilitate its customers bank organize seminar/customer meet.	37 (18.5%)	29 (14.5%)	43 (21.5%)	54 (27.5%)	37 (18.5%)	3.13	1.374	2
L-2	Bank does not care for its existing customers.	28 (14%)	35 (17.5%)	29 (14.5%)	68 (34%)	40 (20%)	3.28	1.343	1
L-3	Bank wishes his customers on different occasions.	82 (41%)	78 (39%)	35 (17.5%)	4 (2%)	1 (0.5%)	1.82	.825	18
L-4	Bank offers flexible timing/convenient banking hours to the customers.	77 (38.5%)	79 (39.5%)	29 (14.5%)	9 (4.5%)	6 (3%)	1.94	.991	17
L-5	Bank maintaining priority list of its premium Customers.	71 (35.5%)	66 (33%)	42 (21%)	11 (5.5%)	10 (5%)	2.12	1.108	11
L-6	Do you think your customers feel that their bank really cares about them?	69 (34.5%)	65 (32.5%)	32 (16%)	24 (12%)	10 (5%)	2.20	1.183	8
L-7	Employees treating their customers with empathy.	61 (30.5%)	70 (35%)	51 (25.5%)	12 (6%)	6 (3%)	2.16	1.025	9
L-8	Bank helps the customers to work with technology driven banking.	59 (29.5%)	67 (33.5%)	40 (20%)	23 (11.5%)	11 (5.5%)	2.30	1.169	5
L-9	Bank helps the customers to work with Phone Banking.	69 (34.5%)	68 (34%)	42 (21%)	11 (5.5%)	10 (5%)	2.13	1.102	10
L-10	Bank provides information to the customers about its new schemes.	74 (37%)	61 (30.5%)	44 (22%)	13 (6.5%)	8 (4%)	2.10	1.098	12.5
L-11	The customers are sincerely entertained by the bank employees.	77 (38.5%)	66 (33%)	38 (19%)	14 (7%)	5 (2.5%)	2.02	1.042	16

L-12	Customer's loyalty programs are initiated by bank.	80 (40%)	60 (30%)	34 (17%)	13 (6.5%)	13 (6.5%)	2.10	1.189	12.5
L-13	The bank employees give customers individual attention.	61 (30.5%)	62 (31%)	45 (22.5%)	18 (9%)	14 (7%)	2.31	1.196	4
L-14	Employees in the bank are consistently courteous with customers.	54 (27%)	53 (26.5%)	69 (34.5%)	13 (6.5%)	11 (5.5%)	2.37	1.113	3
L-15	Customers are free to take their own time in decision making related to their financial transactions.	65 (32.5%)	76 (38%)	51 (25.5%)	4 (2%)	4 (2%)	2.03	.918	15
L-16	Proper information about usage and benefits of the product/services are communicated to customers.	65 (32.5%)	70 (35%)	55 (27.5%)	5 (2.5%)	5 (2.5%)	2.07	.961	14
L-17	CRM leads to improve the customer base and satisfaction among the investors.	58 (29.5%)	66 (33%)	55 (27.5%)	11 (5.5%)	10 (5%)	2.25	1.087	6.5
L-18	Customer's advisory boards are established by the bank.	61 (30.5%)	63 (31.5%)	52 (26%)	13 (6.5%)	11 (5.5%)	2.25	1.124	6.5

Source: Primary Survey Data

The descriptive statistics of the bank Focus on Customers Satisfaction & Customers Loyalty are 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 accorded on the Bank wishes his customers on different occasions”.

Table 20: KMO and Bartlett’s Test

Test Statistics		Value
Kaiser-Meyer-Oklin Measure of Sampling Adequacy		0.744
Bartlett’s Test of Sphericity	Approx. Chi- Square	561.959
Degrees of Freedom	DF	153
P Value	Sig.	0.000

Source: Primary Survey Data.

Here, it can be seen from Table 20 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 561.959 with 153 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 20). 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 21: Focus on Customers Satisfaction & Customers loyalty by Banks 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									
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 %
L-1	3.563	19.797	19.797	3.563	19.797	19.797	2.025	11.251	11.251
L-2	1.843	10.237	30.034	1.843	10.237	30.034	1.805	10.029	21.280
L-3	1.293	7.184	37.218	1.293	7.184	37.218	1.653	9.181	30.461
L-4	1.129	6.272	43.490	1.129	6.272	43.490	1.622	9.010	39.471
L-5	1.056	5.868	49.358	1.056	5.868	49.358	1.446	8.033	47.503
L-6	1.026	5.700	55.058	1.026	5.700	55.058	1.360	7.555	55.058
L-7	.943	5.239	60.297						
L-8	.888	4.935	65.233						
L-9	.870	4.835	70.068						
L-10	.803	4.462	74.529						
L-11	.786	4.365	78.895						
L-12	.711	3.950	82.844						
L-13	.651	3.619	86.463						

L-14	.609	3.384	89.847						
L-15	.572	3.179	93.026						
L-16	.492	2.732	95.758						
L-17	.447	2.482	98.239						
L-18	.317	1.761	100.000						

Source: Primary Survey Data

Extraction Method: Principal Component Analysis.

To measure the view point of employees regarding the customer satisfaction and customer loyalty, the researchers has used the factor analysis that 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, six factors are extracted from 18 statements. These factors were further rotated to orthogonal rotation by using quartimax with Kaiser Normalization approach. For this first factor accounts for 19.797 of the variance with 3.563 Eigen value, the second 10.237 with Eigen value is 1.843, the third factor accounted for 7.184 and Eigen value is 1.293, the forth factor accounted for 6.272 with 1.129, the fifth factor accounted for 5.868 and Eigen value is 1.056 and the sixth factor accounted for 5.700 of the variance with Eigen value of 1.026. This means that the first six factors together accounted for 55.058 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 55.058 Percent of all the variable variances. In this study six rows corresponded to six factors be retained. All the remaining factors are not significant.

Table 22: Focus on Customers Satisfaction & Customers Loyalty by Bank and its Factor Loadings

Rotated Component Matrix^a		
Factor Symbol	Statements	Factor Loading
L-6	Bank helps the customers to work with Phone Banking.	0.721
L-1	To facilitate its customers bank organize seminar customer meet.	0.814
L-16	Proper information about usage and benefits of the product or services are communicated to customers.	0.750
L-6	Do you think your customers feel that their bank really cares about them?	0.728
L-15	Customers are free to take their own time in decision making related to their financial transactions.	0.640

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 22 shows that all the eighteen statements loaded significantly on this factor with factor loading more than 0.5. The highest factor loading is 0.814 for L1 statement i.e. “To facilitate its customers bank organize seminar is customer meet” because by this customer feels themselves important for the banks and banks can get more attention and loyalty of the customers. On the other hand, other factor loading statements are explained, Bank helps the customers to work with Phone Banking (0.721), Proper information about usage and benefits of the product or services are communicated to customers (0.750), do you think your customers feel that their bank really cares about them? (0.728), Customers are free to take their own time in decision making related to their financial transactions (0.640).

Table 23: Statement wise Analysis of Problems faced by Banks in Customer Retention

N=200

Sr. No.	Statements	Response of the Respondents					Value		
		SA	A	N	D	SD	Mean	StD Dev.	Rank
R	Problems faced by Banks in Customer Retention								
R-1	It is not easy for bank to use Customer centric approach.	70 (35%)	67 (38.5%)	51 (25.5%)	8 (4%)	4 (2%)	2.04	.974	15
R-2	Bank does not adopt effective Market leader strategies and practices.	74 (37%)	68 (34%)	46 (23%)	10 (5%)	2 (1%)	1.99	.946	17
R-3	It is very difficult for bank to provide online banking facilities.	58 (29%)	62 (31%)	61 (30.5%)	10 (5%)	9 (4.5%)	2.25	1.069	9.5
R-4	It is very difficult for bank to provide phone banking facilities.	51 (25.5%)	65 (32.5%)	61 (30.5%)	16 (8%)	7 (3.5%)	2.32	1.049	4.5
R-5	Bank does not update itself with the changing environment due to resistance to change.	77 (38.5%)	59 (29.5%)	54 (27%)	6 (3%)	4 (2%)	2.01	.980	16
R-6	The competitors provide better services than your bank.	61 (30.5%)	57 (28.5%)	64 (32%)	8 (4%)	10 (5%)	2.25	1.087	9.5
R-7	Bank cannot use advanced computer/information technology to serve the clients.	62 (31%)	63 (31.5%)	65 (32.5%)	8 (4%)	2 (1%)	2.13	.935	14
R-8	Relationship Managers cannot make effort to build long-term relations with the customers.	59 (29.5%)	56 (28%)	64 (32%)	16 (8%)	5 (2.5%)	2.26	1.048	8
R-9	Bank suffers from Insupportable technology.	53 (26.5%)	64 (32%)	62 (31%)	14 (7%)	7 (3.5%)	2.29	1.045	6
R-10	Customers suffer due to delayed responsiveness across the organization.	54 (27%)	67 (38.5%)	61 (30.5%)	12 (6%)	6 (3%)	2.24	1.015	11.5
R-11	Bank has the insufficient staff to serve its customers.	68 (34%)	56 (28%)	55 (27.5%)	13 (6.5%)	8 (4%)	2.18	1.099	13

R-12	Bank is not fully prepared to face the competition	57 (28.5%)	55 (27.5%)	63 (31.5%)	14 (7%)	11 (5.5%)	2.33	1.127	3
R-13	The resources of banks are underutilization.	57 (28.5%)	62 (31%)	65 (32.5%)	9 (4.5%)	7 (3.5%)	2.24	1.027	11.5
R-14	The newly appointed staff is not well trained to handle its customers.	58 (29.5%)	57 (28.5%)	64 (32%)	13 (6.5%)	8 (4%)	2.28	1.076	7
R-15	The old employees are not high tech.	49 (24.5%)	64 (32%)	61 (30.5%)	19 (9.5%)	7 (3.5%)	2.36	1.060	2
R-16	There is lack of co-operation from fellow colleagues.	53 (26.5%)	66 (33%)	49 (24.5%)	17 (8.5%)	15 (7.5%)	2.37	1.180	1
R-17	The customers are illiterate and less responsive & high demanding.	56 (28%)	55 (27.5%)	65 (32.5%)	18 (9%)	6 (3%)	2.32	1.068	4.5

Source: Primary Survey Data

Table 23 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 are strongly agreed percent 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 are strongly agreed, where 61 (30.5 percent) respondents are neutral and 7 (3.5 percent) respondents are strongly disagreeing 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 agreeing percentage of respondents is 28.5 and strongly disagreeing 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 agreeing percentage of respondents is 26.5 and strongly disagreeing 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 SD of 1.076. Most of the respondents 58 (29.5 percent) are strongly agree and least of the respondents 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 are strongly agree with this statement and 5 (2.5 percent) of the respondents are 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 SD of 1.069, 1.087 respectively. Here strongly agreeing percentage of respondents is 29, 30.5 and strongly disagreeing 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” given different rank having the mean score of 2.24 with the strongly agreeing percentage of 27,28.5 and strongly disagreeing 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 respondents 68 (34 percent) are strongly agree with this statement and respondents 8(4 percent) are 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 agreeing percentage of 31 and strongly disagree Percentage is 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 are strongly agreed and 2 percent of the respondents are strongly disagreeing 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 agreeing percentage of 38.5 and strongly disagreeing 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 are strongly agree with this statement, while only 2 (1 percent) of the respondents are strongly disagree with this statement.

Table 24: KMO and Bartlett's Test

Test Statistics		Value
Kaiser-Meyer-Oklin Measure of Sampling Adequacy		0.825
Bartlett's Test of Sphericity	Approx. Chi- Square	794.034
Degrees of Freedom	DF	136
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, whether the variables are uncorrelated in the population. The chi- square value which is a measure of Bartlett's test of sphericity was 794.034 and degree of freedom 136 at significance level of 0.000 (Table 24). The value above obtained was highly significant at 0.05 levels as a result null hypothesis of uncorrelated matrix was rejected.

Table 25: Problems faced by Banks in Client Retention 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 %

R-1	4.810	28.295	28.295	4.810	28.295	28.295	2.373	13.956	13.956
R-2	1.369	8.054	36.349	1.369	8.054	36.349	2.343	13.783	27.739
R-3	1.257	7.393	43.742	1.257	7.393	43.742	1.910	11.235	38.974
R-4	1.092	6.426	50.168	1.092	6.426	50.168	1.490	8.766	47.740
R-5	1.030	6.061	56.229	1.030	6.061	56.229	1.443	8.489	56.229
R-6	.976	5.744	61.973						
R-7	.874	5.139	67.112						
R-8	.823	4.839	71.951						
R-9	.754	4.438	76.389						
R-10	.724	4.262	80.651						
R-11	.609	3.585	84.236						
R-12	.564	3.317	87.553						
R-13	.504	2.964	90.516						
R-14	.445	2.616	93.133						
R-15	.408	2.403	95.535						
R-16	.394	2.317	97.852						
R-17	.365	2.148	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 client 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 that level it explained 56.229 of total variance. The method of Principal Component Analysis has been applied to draw the result of factor analysis. Five factors were extracted which accounted for 56.229 percent of variance. It shows that 56.229 percent of the total variance is explained by information contained in the factor matrix. The percentages of variance explained by factors 1 to 5 are 28.295, 8.054, 7.393, 6.426 and 6.061 percent respectively.

Table 26: Problems Faced by Banks in Client Retention and its Factor Loadings

Rotated Component Matrix^a		
Factor Symbol	Statement	Factor Loading
R-12	Bank is not fully prepared to face the competition.	0.684
R-11	Bank has the insufficient staff to serve its customers.	0.663
R-10	Customers suffer due to delayed responsiveness across the organization.	0.784
R-2	Bank does not adopt effective Market leader strategies and practices.	0.712
R-9	Bank suffers from Insupportable technology.	0.773

Source: Primary Source Data

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.a. Rotation converged in 9 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 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 26. The variables include in this factor are Bank is not fully prepared to face the competition (0.684), Bank has the insufficient staff to serve its customers (0.663), Customers suffer due to delayed responsiveness across the organization (0.784), Bank does not adopt effective Market leader strategies and practices (0.712), and Bank suffers from insupportable technology (0.773).

From the above analysis, it is revealed that there are total six factors that are analyzed by the factor analysis method from which twenty six variables have factor loadings values for the customer relationship management practices. From these factors, one factor i.e. effective behaviour of employees which has the fourteen statements. Out of this only six factors have factor loading value. From the Second factor i.e. Product and Services offered by banks has fourteen variables out of these only five factors extracted the

loading values. Likewise, in the third factor i.e. Facilities and infrastructure provided by bank has twelve variables, out of these only three variables have the factor loading values. On the other hand, fourth factor i.e. Effective Grievance Redressed system has not any factor loading value. In the Fifth factor i.e. Focus on Customers Satisfaction and Customers Loyalty programmes was eighteen variables adopted by bank out of these only six factors has factor loading value and Problems faced by Banks in Customer Retention, has seventeen variables out of these only five factors have factor loading values.

Table 27: 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	0.662	E-5	Bank employees understand the specific needs of the customers and offer services accordingly.
		0.662	E-4	Executives in bank are ready to solve out the queries of customers.
		0.807	E-14	Employees of bank are very patient.
		0.778	E-8	Employees' trustworthiness is appreciated.
		0.809	E-10	Bank pays attention to the individual customer.
		0.875	E-2	Front desk employees have adequate knowledge about the banking services.
F2	Product and Services offered by Bank	0.708	P-6	Bank provides overdraft facility to its existing customers.
		0.704	P-11	Bank provide daily investment scheme.

		0.736	P-8	Bank provides the facility of cash deposit or withdrawal from customer's place of residence work.
		0.703	P-4	Bank provides locker facility on discounted rates to its existing customers.
		0.713	P-13	Bank provides flexible rate of return for various products and services.
		0.708	P-6	Bank provides overdraft facility to its existing customers.
F ₃	Facilities and Infrastructure provided by Banks	0.745	F-6	Separate departments are available in banks with proper Counters to understand the needs of the customers.
		0.707	F-10	Bank has accuracy in performing financial transactions
F ₅	Focus on Customers Satisfaction and Customer Loyalty	0.721	L-6	Bank helps the customers to work with Phone Banking.
		0.814	L-1	To facilitate its customers bank organize seminar customer meet.
		0.714	L-16	Proper information about usage and benefits of the product or services are communicated to customers.
		0.728	L-6	Do you think your customers feel that their bank really cares about them?

		0.640	L-15	Customers are free to take their own time in decision making related to their financial transactions.
F ₆	Problems faced by banks in customer retention	0.684	R-12	Bank is not fully prepared to face the competition.
		0.663	R-11	Bank has the insufficient staff to serve its customers.
		0.784	R-10	Customers suffer due to delayed responsiveness across the organization.
		0.712	R-2	Bank does not adopt effective Market leader strategies and practices.
		0.773	R-9	Bank suffers from Insupportable technology.

Source: Primary Survey Data

As shown in Table 27 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 (F5) and Problems faced by banks in customer retention (F6).

Factor 1 – Effective Behaviour of Employees is derived from 6 statements out of total 14 statements of employees’ behaviour regarding CRM practices adopted by banks in western southern region of Haryana. In this section the factor loadings of these 6 statements are explained, Bank employees understand the specific needs of the customers and offer services accordingly (0.662), Executives in bank are ready to solve out the queries of customers (0.662), Employees of bank are very patient (0.807), Employees’

trustworthiness is appreciated (0.778), Bank pays attention to the individual customer (0.809) and Front desk employees have adequate knowledge about the banking services (0.875). Hence, Behaviour of employees is the first factor that evaluates the CRM practices adopted by Banks.

Factor 2- Product and Services offered by Banks covers; Bank provides overdraft facility to its existing customers (0.708), Bank provide daily investment scheme (0.704), Bank provides the facility of cash deposit or withdrawal from customer's place of residence work (0.736), Bank provides locker facility on discounted rates to its existing customers (0.703), Bank provides locker facility on discounted rates to its existing customers (0.713) and Bank provides overdraft facility to its existing customers (0.708). Product and Services offered by banks is the second factor that evaluates the CRM practices in Banking Sector.

Factor 3 –Facilities and Infrastructure covers; Separate departments are available in banks with proper Counters to understand the needs of the customers (0.745) and Bank has accuracy in performing financial transactions (0.707). This is the third factor that evaluates the CRM practices in Banking Sector.

Factor 4 – Focus on Customer Satisfaction and Customer Loyalty includes; Bank helps the customers to work with Phone Banking (0.721), To facilitate its customers bank organize seminar customer meet (0.814), Proper information about usage and benefits of the product or services are communicated to customers (0.714), Do you think your customers feel that their bank really cares about them? (0.728) and Customers are free to take their own time in decision making related to their financial transactions (0.640). This is the forth factor that evaluates the CRM practices in Banking Sector.

Factor 5 –Problems faced by Banks in Customer Retention includes; Bank is not fully prepared to face the competition (0.684), Bank has the insufficient staff to serve its customers (0.663), Customers suffer due to delayed responsiveness across the organization (0.784), Bank does not adopt effective Market leader strategies and practices

(0.712) and Bank suffers from Insupportable technology (0.773). This is the fifth factor that evaluates the CRM practices in Banking Sector.

Table 28: Comparative Analysis of Initiatives taken by the Bank for Client Retention.

Programmes	Respondents	Name of Bank				Total
		SBI	PNB	HDFC	ICICI	
Loyalty Programmes	No. of Respondents	8	15	12	14	49
	Percent of Respondents	4.0%	7.5%	6.0%	7.0%	24.5%
Special Recognition	No. of Respondents	18	15	18	14	65
	Percent of Respondents	9.0%	7.5%	9.0%	7.0%	32.5%
Community Building Programs	No. of Respondents	9	3	4	4	20
	Percent of Respondents	4.5%	1.5%	2.0%	2.0%	10.0%
Knowledge Building Programs	No. of Respondents	3	6	5	5	19
	Percent of Respondents	1.5%	3.0%	2.5%	2.5%	9.5%
All the Above	No. of Respondents	12	11	11	13	47
	Percent of Respondents	6.0%	5.5%	5.5%	6.5%	23.5%
Total	No. of Respondents	50	50	50	50	200
	Percent of Respondents	25.0%	25.0%	25.0%	25.0%	100.0%

Source: Primary Survey Data

Table 28 explains the comparative analysis of the initiatives taken by banks for client retention. Out of the 200 respondents, 65 (32.5 percent) i.e. almost one third of the bank employees say that they give special recognition to their customers. It may be possible that the high profile customers may get special attention and privileged services of the banks. 24.5 percent that is almost one fourth of the respondents organize loyalty

programmes to retain their customers. They provide loyalty bonus, loyalty Scheme to their old clients and the old clients need not to submit their KYC documents over and over again to the banks which provides a hassle free services to the customers. 20 (10 percent) of the respondents are in favour of organizing community building programmes and 47 (23.5 perc If a bank wise comparison is made, then in case of State Bank of India (SBI), the largest bank of India 18 (9 percent) respondents give the special recognition to their high profile customers. Same is in the case of case of HDFC bank. Out of total respondents, 15 (7.5 percent) are in case of PNB and 14 (7 percent) are in case of ICICI Bank and respondents says that they give special recognition to their customers. Whereas 9 (4.5 percent) in case of SBI 3 (1.5 percent) in case of PNB, 4 (2 percent) in case of HDFC and ICICI each adopt Knowledge Building Programmes to retain their customers.

If we talk about SBI Bank it provide the 'special recognition' 18 (9.0Percent) to its customers is placed at top. It is followed by 'all of the above' 12 (6.0Percent), is followed by 'community building programs' 9 (4.5Percent), 'loyalty programs' 8 (4.0Percent), and is followed by 'knowledge building programs' 3 (1.5Percent). On the other hand PNB Bank provide the 'loyalty programmes', 'special recognition' 15 (7.5Percent) is placed at peak, 'all of the above' 11 (5.5Percent), by 'knowledge building programs' 6 (3.0Percent), and by 'community building programs' 3 (1.5Percent).

There is also; HDFC Bank provide the 'special recognition' 18(9.0Percent), followed by 'loyalty programmes' 12(6.0Percent), 'all of the above' 11(5.5Percent), 'knowledge building programs' 5(2.5Percent), and 'community building programs' 4(2.0Percent). While ICICI Bank provide the 'loyalty programmes', 'special recognition' 14(7.0Percent) is placed at peak, followed by 'all of the above' 13(6.5Percent), 'knowledge building programs' 5(2.5Percent), and 'community building programs' 4(2Percent).

Table 29: Comparative Study of CRM Practices related to Client Retention adopted by Selected Banks

Factors	Banks											
	SBI			PNB			HDFC			ICICI		
	Mean	SD	Rank	Mean	SD	Rank	Mean	SD	Rank	Mean	SD	Rank
Effective behaviour of Employees	3.12	2.209	3	5.10	2.013	5	3.21	1.265	1	3.56	2.586	3
Product and Services offered by Banks	2.35	1.603	1	4.36	1.026	3	4.21	3.251	4	3.25	1.267	2
Facilities and Infrastructure	4.58	2.174	4	4.17	3.156	2	4.89	2.158	5	2.36	2.387	1
Grievance Redressal System	4.73	2.430	5	3.25	4.259	1	3.56	3.569	2	3.87	1.583	4
Customer Satisfaction and Customer Loyalty	2.96	3.120	2	4.78	2.561	4	3.96	4.231	3	4.24	2.498	5

Source: Primary Survey Data

Table 29 revealed that SBI bank provides better products and services at concessional rate to their customers in which SBI got top rank with 2.35 mean values as compared to other banks. Where ICICI bank got 2nd rank having 3.25 mean values regarding this and third rank goes to PNB bank with 4.36 mean value. While HDFC bank is having 4.21 mean values and are at 4th rank. Customers of SBI bank are more satisfied and loyal to the banking services and hence bank got 2nd rank having mean value of 2.96 and standard

deviation of 3.120. In case of HDFC bank customers are neutral i.e. they do not get any extra benefits from bank with 3.96 mean values. Respondents say that customers of PNB bank are less satisfied with banking services having mean value of 4.78. About the satisfaction level of the customers of ICICI bank got 5th rank by the respondents with 4.24 mean values. Behaviour of employees of the SBI bank and ICICI bank both are not very good to their customer having mean value of 3.12, 3.56 and SD of 2.209, 2586 respectively. Regarding employees of HDFC bank they provide friendly environment to their customers with 3.21 mean values and got 5th rank. Facilities and Infrastructure provided by ICICI bank is very good. They give all the facilities to their customers and having mean value of 2.36 and got 1st rank, after that PNB bank provides facilities to the customers with 4.17 mean values is at 2nd rank. Forth rank goes to SBI bank with mean value of 4.58 while ICICI bank is at 5th rank regarding facilities having mean value is 4.89. Regarding Effective grievance redressal system, an employee of PNB is always ready to hear the customer's complaints and solve their problems with curtsey and is given the 1st rank with 3.25. HDFC bank employees are always ready to solve their problems with mean value of 3.56 and got 2nd rank. Fourth rank goes to ICICI bank with mean values of 4.87. Any type of attention is not given by SBI bank to their customers having mean value of 4.73 regarding Greivence Redressal System.

In a bank wise comparison SBI is given the 1st rank in offering the better products and services to their customers. PNB bank has effective redressal system to solve the customer's complaints as compared to other banks. Behaviour of the employees of HDFC bank is much effective and they treat their customers in a good manner with greater empathy and the customers are feeling free to talk to the employees. All type of facilities is providing to the customers by ICICI bank.

**Table 30: Overall Satisfaction Level with the CRM Practices Adopted by the Banks
for Client Retention**

Satisfaction Level		Name of Bank				Total
		SBI	PNB	HDFC	ICICI	
Yes	No. of Respondents	31	28	33	33	125
	Percent of Respondents	15.5%	14.0%	16.5%	16.5%	62.5%
No	No. of Respondents	19	22	17	17	75
	Percent of Respondents	9.5%	11.0%	8.5%	8.5%	37.5%
Total	No. of Respondents	50	50	50	50	200
	Percent of Respondents	25.0%	25.0%	25.0%	25.0%	100.0%

Source: Primary Survey Data

Table 30 depicted that 125 (62.5 percent) almost two third of the respondents are satisfied with the CRM practices adopted by their banks for client retention and 75 (37.5 percent) respondents are dissatisfied by CRM practices. The bank employees of private sector banks were more satisfied in comparison 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 because in public banks special type of attention may not be given to the employees, decline the morale of the employees and there would be no coordination between top management and bank employees.

Table 31: Chi- Square Tests Analysis

Hypothesis1. There is no significant difference between the satisfaction level of employees of Public and Private Sector Banks

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.429 ^a	3	.699
Likelihood Ratio	1.419	3	.701
Linear-by-Linear Association	.514	1	.474
N of Valid Cases	200		
<i>Source: Primary Survey Data</i>			
a. 0 cells (.0%) have expected No. of Respondents less than 5.			

For the purpose of this analysis, only the pearson Chi-Square statistics is needed. It was used to know the association between each independent variable with dependent variable. The p- value for the chi-square statistic is .000, which is smaller than the alpha level of 0.05. The value of the test statistics is 1.429. The calculated value of Chi-square (1.429) 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 satisfaction level of employees of Public and Private Sector Banks.

Table 32: Reasons of Satisfaction

Sr. No.	Statements	Mean	SD	Rank
A	Leverage 360 ⁰ view of Every Customer.	2.43	1.098	1
B	Regular investment in employees' CRM skills.	3.54	1.895	4
C	Bank provides material and non-material incentives to employees who use the CRM practices.	3.11	.821	2
D	Top management motivates the employees to live with the CRM vision and customer orientation.	3.28	1.571	3
E	Feels a sense of belongingness and loyalty.	4.22	1.861	5
F	CRM leads to customer satisfaction.	4.41	1.824	6

Source: Primary Survey Data

Table 32 indicates the reasons for the satisfaction of the bank employees regarding the CRM practices adopted by their banks in client retention. The first rank goes to the statement 'Leverage 360⁰ view of Every Customer' with the lowest mean value of 2.43 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 360⁰ appraisal so as to understand the whole aspects of the customers. 'Bank provides material and non-material incentives to employees who use the CRM practices' got the 2nd rank with mean value 3.11 because banks provide all types of incentives to their hardworking employees, 'Top management motives the employees to live with the CRM vision and customer orientation' got the 3rd rank with mean value 3.28 due to the reason that management always support the employees for the implementation of decision making policies regarding the implementation of CRM practices, 'Regular investment in employees' CRM skills' got the 4th rank with mean value of 4.22 as top management held seminars or workshops for improving the skills of employees. 'Feels a sense of belongingness and loyalty' got 5th rank with mean value of 4.22 as employer always respect the feelings of employees and 'CRM leads to customer satisfaction' got the 6th rank with mean value of

4.41 because CRM helps in the improving the services of the bank. It helps in enhancing the satisfaction level of the respondents.

Table 33: Reasons of Dissatisfaction

Sr. No.	Statements	Mean	SD	Rank
A	Bank does not provide proper training to implement CRM practices.	2.53	1.125	1
B	Resistance to change.	3.32	1.910	3
C	Lack of top management commitment.	3.14	1.038	2
D	Functional boundaries.	3.43	1.580	4
E	Non coordination between business and Tech team.	3.82	1.989	5
F	Not putting the customer at the centre.	4.73	1.547	6

This table depicts the dissatisfaction level of the employees in which ‘Bank does not provide proper training to implement CRM practices’ is at 1st rank with the mean value of 2.53. It may be because of the reason that banks do not bother about any training programs for employees and the employees are not aware how to use the CRM practices for retaining their clients. ‘Lack of top management commitments’ is at 2nd rank with mean value of 3.14 as top management does not support the employees, ‘Resistance to change’ is at 3rd rank with mean value of 3.32 because it is human nature that the employees do not want to come out of their comfort zone. The change is must in every type of organization. ‘Functional boundaries’ is at 4th rank with mean value of 3.43 as there are some limits for every employee according to banking policies. ‘Non coordination between business and Tech teams’ is at 5th rank with mean value of 3.82 as there is no coordination between the management and employees. ‘Not putting the customer at the centre’ is at 6th rank with mean value of 4.73.

