

An Analytical Study of CRM Practices in Public and Private Sector Banks in the State of Uttar Pradesh

Love Kumar Patwa*
Kush Kr. Patwa**

*Research Scholar
Faculty of Art Science And Commerce
M.I.T.S. University, Lakshamangarh
Sikar, Rajasthan, India

**Research Scholar
Faculty of Art Science And Commerce
M.I.T.S. University, Lakshamangarh
Sikar, Rajasthan, India

Abstract

Present research is an initial attempt at the banking sector level highlighting the relative Customer Relationship Management (CRM) performance & evaluates its collision on customer retention between the Private and Public Banks of Uttar Pradesh. CRM means, edifice an interdependent relationship with the customer in whom each relies on the other for business solutions and successes. It came into the power when banking industry were getting more, more competitive and shield its market share and boost growth. 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 analysis their importance and Stratified random sampling technique used for administrating the questionnaire. Results bring out that the Private Banks have been able to implement the CRM practices more effectively. However, a micro analysis reveals that the Public Banks have highest scores in terms of reliability and assurance. The analysis of the results suggests that the banks (whether Public or Private) are equally affected by the kind of CRM initiatives they undertake.

Keywords:

CRM, Private (AXIS & ING VVSYA) & Public (UBI & OBC) Sector Banks, CRM factors, Chi-Square test & p-value.

Introduction

CRM: The Concept

Customer Relationship Management (CRM) is the establishment, development, maintenance and optimization of long-term mutually valuable relationships between consumers and the organizations. Successful customer relationship management focuses on understanding the needs and desires of the customers and is achieved by placing these needs at the heart of the business by integrating them with the organization's strategy, people, technology and business processes.

CRM is a comprehensive approach for creating; maintaining and expanding customer relationship it provides seamless co-ordination between customer service, marketing, information technology and other customer related functions. It integrates people, process and technology to maximize relationships with all the customers. It does not aim to build closer relationship with all customers, but it recommends that organizations take initiative to identify the most valuable customers by looking for their life time value.

Conceptual Framework

Banking and CRM

Banks have traditionally viewed themselves as exceedingly 'Customer Centric' offering what they believe to be highly personalized services to the High Net-Worth Customers (HNW). However, changes in the customer behavior and accumulation of wealth are resulting in the needs of HNW customers becoming more diverse and complex in terms of the sorts of products they want, the channels through which they want to access them and the associated range of advice. The wealthier the customers, the more demanding they are - and the clients expect more and more from their banks. Competition for "Supremely elite" is increasing.

Review of Literature

Hiroshi F. (1997) In his study "Electronic commerce for new management and information system infrastructure", he had given stress on electronic information provided to customer in various banking sectors to make the system more efficient to fulfill the needs of customer using banking services and help in CRM.

Berker and Nasr (1998), Mulhern (1999), and Jain and Singh (2002) found out that managers expect customer relationship relationships to be enduring, he anticipated that the seller will capture as much of the buyer's business as possible for as long a time as possible. This research on CLV suggests that many companies are using these concepts to determine those customers to select for their CRM programs and how much to spend on these programs for each customer.

Campbell (2003); Rowley (2004); Minna and Aino (2005) They studied that an analytical CRM system requires Knowledge Management (KM) applications in CRM systems to improve the strategic efficiency of CRM through acquiring and sharing knowledge about customers. The importance of interface between KM and CRM systems in banks has been highlighted. They found out the criticality of this interface to understand and operationally this interface in parallel contexts of systems, people and processes. The same author further suggests that customer data may be used as a platform for CRM systems for communicating, creating loyalty, customer service, trust cultivation and relationship maintenance in banks.

Buttle (2009) proposed a CRM value chain model. The idea of this model was taken from Michael Porter's value chain model (Porter, 1985). It consists of five primary stages and four supporting conditions leading towards the end goal of enhanced customer profitability. The primary stages of model are: customer portfolio analysis, customer intimacy, network development, value proposition development, and managing the customer life cycle.

Researchers have evolved satisfaction indices (SI) to suit various requirements but almost all have agreed on communication being a central aspect to any customer relationship strategy **Ali and Ahmad, (2010)**. Though many model have been used to explain the relationship between a customer and a service provider.

Methodology and Model Building

Objectives of the study

1. To understand and evaluate the effectiveness of CRM in banking sector.

2. To compare the structure, objectives and working styles between various Public Banks and Privet Banks.
3. To identify the level of computerization and level of automation by banks to provide better services to customers.
4. To assess the customer satisfaction level.
5. To study the various barriers of effective CRM.

Sampling technique: Stratified random sampling technique used for present study for administrating the questionnaire. **Research Design:** The research is descriptive nature because previous researchers have not studied the indicators, which the researcher has chosen, and it has explained the attributes, which are related with Customer Relation management aspect in banking sector in Uttar Pradesh. The data are collected through questionnaire cum interview from the officers and the customers of selected public sector banks, private sector banks and was evaluated by various methods. **Sample Area:** The sample had been collected from the 04 Banks situated in Uttar Pradesh, We have considered two Public (UBI & OBC) and two Private (AXIS & ING VYSYA) Sector banks for this study. **Sample Size:** The sample size of study 328 respondents, we have distributed 328 questionnaires among the managers and customers of Four banks.

Data Analysis Techniques: To compile and analyze the data collected from the field survey SPSS Package was applied. Frequency distributions were studied to gather the first hand information on various variables.

Further the data was analyzed for

- a) Major Factors were taken from various researches & put to respondents to analysis their importance.
- b) Mean and other related statistics was analyzed on various responses from banks.
- c) Frequency distribution was calculated of various responses.
- d) Chi-Square & p-value was calculated through SPSS software to understand the significance.

Hypotheses

1. Ho- There is no significant impact of different parameters on the efficiency of CRM.
2. Ho- There is no significant difference between performance of private & public sector banks.
3. Ho- There is no significant impact on customer satisfaction.

Limitations of Study

The present study has the following limitations:

1. The expectations of the customers in Uttar Pradesh may vary from those of the rest of India.
2. The secondary data information collected carries all the limitations inherent in such data.
3. Only four (public and private) banks were selected for compare the service quality.

Analysis and Interpretation

In these analysis (**From UBI & OBC BANK = 69 respondents**

and from AXIS & ING VYSYA BANK = 68 respondent) Total respondent from Staff = 69+68 = 137 respondents has given the response from Top Management, Middle Management & Lower Management.

Various rating has been marked from 1 to 5 for questions to conclude facts:-

Rating - (1) Highly dissatisfied or the parameter is not necessary

Rating - (2) Moderately dissatisfied or impact of this parameter is minimal.

Rating - (3) Neutral or impact of this parameter is marginal.

Rating - (4) Moderately satisfied or impact of this parameter is significant

Rating - (5) Highly satisfied or impact of this parameter is critical

The lowest value and highest value of all observations (range).The lowest value used in the analysis 1 and the highest value is 5.

Analyses have been done to understand the basic statistical tools and results Table Shows the results of various questions asked to Staff of Public and Private Banks. Sample size used is the actual responses received from various respondents

Table no. 1

Question	Banks	1	2	3	4	5	Count	Chi Square	p-value
SPEEDY SERVICE	Public	0	0	7	36	26	69	2.659	.265
	Private	0	0	3	32	33	68		
SPEED OF ATM AND RELATED SERVICES	Public	4	29	33	3	0	69	3.941	.268
	Private	11	27	28	2	0	68		
STAFF COOPERATION AND BEHAVIOUR	Public	0	0	7	39	23	69	4.069	.131
	Private	0	0	3	32	33	68		
LOAN RELATED FACILITIES CLEAR TERMS & CONDITIONS	Public	0	24	39	6	0	69	21.255	.000
	Private	13	32	20	3	0	68		
PROBLEM SOLVING ATTITUDE/SPECIFIC STAFF	Public	10	35	21	3	0	69	5.076	.166
	Private	5	39	24	0	0	68		
VARIETY OF SERVICE	Public	0	0	7	35	27	69	9.738	.008
	Private	0	0	0	29	39	68		
BETTER RATE OF INTEREST	Public	10	32	26	1	0	69	2.694	.441
	Private	5	33	27	3	0	68		
ONLINE SERVICE.PAYMENT AND OTHER FACILITY	Public	0	0	6	39	24	69	13.785	.001
	Private	0	0	2	21	45	68		
HOME SERVICE LIKE DELIVERY OF CASH	Public	0	12	27	25	5	69	3.776	.287
	Private	0	18	30	18	2	68		
FREQUENCY OF RESPONSE	Public	0	27	33	7	2	69	7.492	.058
	Private	0	16	38	14	0	68		
NEW PRODUCT AND SERVICES	Public	0	21	34	14	0	69	.600	.741
	Private	0	18	38	12	0	68		
RELATIONSHIP WITH CUSTOMER	Public	0	0	0	24	45	69	3.179	.204
	Private	0	0	3	24	41	68		
CUSTOMER PROSPECTING	Public	6	19	33	9	2	69	8.548	.073
	Private	3	33	23	9	0	68		
EMPOWERMENT TO CUSTOMER	Public	0	28	38	3	0	69	26.649	.000
	Private	18	30	20	0	0	68		
INTERACTIVE MANAGEMENT	Public	0	0	8	36	25	69	11.221	.004
	Private	0	0	0	30	38	68		
PARTNERSHIP	Public	13	42	14	0	0	69	1.688	.430
	Private	13	35	20	0	0	68		
PERSONALZATION	Public	0	0	4	44	21	69	3.244	.197
	Private	0	0	6	33	29	68		
PRESENCE OF INTERNET FACILITY WITHOUT RISK	Public	1	26	39	3	0	69	19.001	.000
	Private	15	31	20	2	0	68		
UNDERSTANDING CUSTOMER EXPECTATION	Public	12	36	21	0	0	69	6.995	.030
	Private	3	35	30	0	0	68		
INTERACTING ON INTERNET	Public	9	39	21	0	0	69	.204	.903
	Private	9	36	23	0	0	68		
24X7 TELEPHONIC SUPPORT	Public	4	15	29	21	0	69	10.073	.039
	Private	0	9	25	32	2	68		
DATA PROTECTION AND PRIVACY OF INDIVIDUAL	Public	0	1	24	30	14	69	5.523	.238
	Private	3	3	20	24	18	68		
BETTER COMPETITOR OFFERINGS	Public	10	26	15	9	9	69	7.051	.133
	Private	21	18	9	9	11	68		
WELL TRAINED AND MATURES STAFF TO HANDLE ERRORS	Public	0	7	29	33	0	69	12.927	.012
	Private	3	16	29	18	2	68		
QUALITY OF SERVICE AND STAFF	Public	4	13	29	23	0	69	1.982	.576
	Private	6	18	23	21	0	68		
PRESENCE GEOGRAPHICALLY	Public	3	9	28	29	0	69	6.081	.193
	Private	6	15	24	21	2	68		

To understand the response of staff on each question Valid Response, Mean, Std. Error, Median, Std. Deviation, and Variance is calculated and shown in the Table2.

Questions asked	N		Statistics										
	Valid	Missing	Std. Error of Mean	Median	Mode	Std. Deviation	Variance	Skewness	Std. Error of Skewness	Range	Minimum	Maximum	
SPEEDY SERVICE	137	0	4.4	.05	4	4	.62	.38	-.40	.21	2	3	5
ATM SPEED & RELATED SERVICES	137	0	2.4	.06	2	3	.73	.54	-.25	.21	3	1	4
STAFF COOPERATION AND BEHAVIOUR	137	0	4.3	.05	4	4	.61	.37	-.33	.21	2	3	5
LOAN FACILITIES WITH CLEAR TERMS AND CONDITIONS	137	0	2.5	.07	2	3	.76	.58	-.09	.21	3	1	4
PROBLEM SOLVING ATTITUDE/SPECIFIC STAFF	137	0	2.3	.06	2	2	.68	.46	.05	.21	3	1	4
VARIETY OF SERVICE	137	0	4.4	.05	4	5	.59	.35	-.48	.21	2	3	5
BETTER RATE OF INTEREST	137	0	2.3	.06	2	2	.71	.50	-.09	.21	3	1	4
ONLINE SERVICE, PAYMENT AND OTHER FACILITY	137	0	4.5	.05	5	5	.61	.37	-.59	.21	2	3	5
HOME SERVICE LIKE DELIVERY OF CASH	137	0	3.2	.07	3	3	.84	.70	.14	.21	3	2	5
FREQUENCY OF RESPONSE	137	0	2.9	.06	3	3	.72	.51	.44	.21	3	2	5
NEW PRODUCT AND SERVICES	137	0	2.9	.06	3	3	.64	.47	.12	.21	2	2	4
RELATIONSHIP WITH CUSTOMER	137	0	4.6	.05	5	5	.53	.29	-.88	.21	2	3	5
CUSTOMER PROSPECTING	137	0	2.7	.07	3	3	.85	.72	.22	.21	4	1	5
EMPOWERMENT TO CUSTOMER	137	0	2.3	.06	2	2	.73	.53	-.27	.21	3	1	4
INTERACTIVE MANAGEMENT	137	0	4.4	.05	4	4	.60	.36	-.44	.21	2	3	5
PARTNERSHIP	137	0	2.1	.06	2	2	.66	.44	-.06	.21	2	1	3
PERSONALIZATION	137	0	4.3	.05	4	4	.6	.36	-.20	.21	2	3	5
PRESENCE OF INTERNET FACILITY WITHOUT RISK	137	0	2.4	.06	2	3	.74	.55	-.21	.21	3	1	4
UNDERSTANDING CUSTOMER EXPECTATION	137	0	2.3	.06	2	2	.65	.42	-.31	.21	2	1	3
INTERACTING ON INTERNET	137	0	2.2	.06	2	2	.65	.42	-.21	.21	2	1	3
24X7 TELEPHONIC SUPPORT	137	0	3.2	.07	3	3	.84	.71	-.51	.21	4	1	5
DATA PROTECTION AND PRIVACY OF INDIVIDUAL DETAILS	137	0	3.8	.08	4	4	.91	.83	-.51	.21	4	1	5
BETTER COMPETITOR OFFERINGS	137	0	2.7	.12	2	2	1.4	1.8	.46	.21	4	1	5
WELL TRAINED AND MATURES STAFF TO HANDLE ERRORS	137	0	3.2	.07	3	3	.81	.66	-.45	.21	4	1	5
QUALITY OF SERVICE AND STAFF PRESENCE GEOGRAPHICALLY	137	0	3	.08	3	3	.92	.84	-.48	.21	3	1	4
	137	0	3.1	.08	3	3	.93	.86	-.57	.21	4	1	5

Important Factors Analyzed

During the research various factors (26) extracted from various existing researchers and articles related to CRM was summarized and put to respondents to rate each Factor satisfaction. After having responses on **26 factors** it was analyzed that **11 factors are**

more significant and they play important role in Banking Sector. For each factor frequency response is taken from both Public and Private Bank respondents. There Chi Square and p value is calculated to understand the significant factors. Below table show the details.

1. LOAN AND RELATED FACILITIES (CLEAR TERMS AND CONDITIONS)

(Chi-Square Tests)	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.255 ^a	3	.000
Likelihood Ratio	26.410	3	.000
Linear-by-Linear Association	17.906	1	.000
N of Valid Cases	137		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 4.47. **Interpretation:** It **Public Bank only 39** of respondents are neutral where as in case of **Private Banks it is 20. Chi Value and p value** shows that this factor is significant and need to be focused by Private Banks. Though it is easy to get loan

in Private Banks but still respondent feel that Public banks terms and conditions are much clear and in case of Private banks respondent feel that terms and conditions changes fast with subject to market conditions.

Important Factors Analyzed

During the research various factors (26) extracted from various existing researchers and articles related to CRM was summarized and put to respondents to rate each Factor satisfaction. After having responses on **26 factors** it was analyzed that **11 factors are**

more significant and they play important role in Banking Sector. For each factor frequency response is taken from both Public and Private Bank respondents. There Chi Square and p value is calculated to understand the significant factors. Below table show the details.

2. VARIETY OF SERVICE

(Chi-Square Tests)	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.738 ^a	2	.008
Likelihood Ratio	12.454	2	.002
Linear-by-Linear Association	7.876	1	.005
N of Valid Cases	137		

a. 2 cells (33.3%) have expected count less than 5. The min. expected count is 3.47. **Interpretation:** Response from various respondents indicates that Bank services play important role. Comparing all Banks respondents are **highly satisfied in Public**

Bank which is 27 & in Private Banks it is 39. After understanding the **Chi Value 9.738 and p value .008** it shows that this factor is significant and need to be more focused by Public Banks.

3. ONLINE SERVICE, PAYMENT AND OTHER FACILITY

(Chi-Square Tests)	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.785 ^a	2	.001
Likelihood Ratio	14.064	2	.001
Linear-by-Linear Association	12.897	1	.000
N of Valid Cases	137		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 3.97. After calculating and understanding the **Chi Value that is 13.785^a and p value .001** it shows that this factor is significant and need to be focused by Public Banks

because the response from various respondents indicates that Bank in **Public Bank only 24** of respondents are **Highly Satisfied** where as in case of **Private Banks it is 45.**

4. FREQUENCY OF RESPONSE

(Chi-Square Tests)	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.492 ^a	3	.058
Likelihood Ratio	8.342	3	.039
Linear-by-Linear Association	2.742	1	.098
N of Valid Cases	137		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is .99. **Interpretation:** It is observed that in **Public Bank customer 33** of respondents are neutral & in case of **Private**

Banks it is 38. While **Chi Value that is 7.492 and p value .058.** It shows that this factor is significant and need to be focused by both Public & Private banks.

5. CUSTOMER PROSPECTING

(Chi-Square Tests)	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.548 ^a	4	.073
Likelihood Ratio	9.396	4	.052
Linear-by-Linear Association	1.558	1	.212
N of Valid Cases	137		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .99. **Interpretation:** Comparing response from various respondents indicates that customers from both banks are

neutral in **Public Bank 33** and in case of **Private Banks it is 23**. Calculating and understanding the **Chi Value and p value** shows that this factor is significant and need to be focused by both banks.

6. EMPOWERMENT TO CUSTOMER

(Chi-Square Tests)	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.649 ^a	3	.000
Likelihood Ratio	34.853	3	.000
Linear-by-Linear Association	23.752	1	.000
N of Valid Cases	137		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 1.49. **Interpretation:** It is observed that in **Public Bank customer 38** of respondents are neutral where as in

case of **Private Banks it is 20**. While **Chi Value that is 26.649 and p value 0.000**. Hence this factor is significant and need to be focused by both Public & Private banks.

7. INTERACTIVE MANAGEMENT

(Chi-Square Tests)	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.221 ^a	2	.004
Likelihood Ratio	14.331	2	.001
Linear-by-Linear Association	9.295	1	.002
N of Valid Cases	137		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 3.97. **Interpretation:** Bank initiative with customer plays very important role. In **Public Bank only 25** of respondents are very Highly Satisfied where as in case of **Private**

Banks it is 38. Calculating and understanding the **Chi Value and p value** it shows that this factors is significant and need to be focused by Public Banks

8. PRESENCE OF INTERNET FACILITY WITHOUT RISK

(Chi-Square Tests)	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.001 ^a	3	.000
Likelihood Ratio	21.562	3	.000
Linear-by-Linear Association	15.966	1	.000
N of Valid Cases	137		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 2.48. **Interpretation:** Both sector's Bank provides this facility but risk factors play still an important concern. In **Public Bank 39** are neutral & in **Private**

Banks it is 20. **Chi Value and p value** shows that this factor is significant. Details show that respondent from Private Banks feel higher risk while using internet facility as compared to Public bank customers.

9. UNDERSTANDING CUSTOMER EXPECTATION

(Chi-Square Tests)	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.995 ^a	2	.030
Likelihood Ratio	7.386	2	.025
Linear-by-Linear Association	5.856	1	.016
N of Valid Cases	137		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.45. **Interpretation:** Comparing response of various respondents indicates that customers are moderately

dissatisfied in **Public Bank 36** & in **Private Banks it is 35**. Calculating the **Chi Value and p value** shows that this factor is significant and need to be focused by both banks.

10. 24X7 TELEPHONIC SUPPORT

(Chi-Square Tests)	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.073 ^a	4	.039
Likelihood Ratio	12.423	4	.014
Linear-by-Linear Association	8.767	1	.003
N of Valid Cases	137		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .99. **Interpretation:** Comparing response from various respondents indicates that customers from both banks are

moderately satisfied in **Public Bank 21** & in case of **Private Banks it is 32**. **Chi Value and p value** shows that this factor is significant and need to be focused by Public Banks.

11. WELL TRAINED AND MATURES STAFF TO HANDLE ERRORS

(Chi-Square Tests)	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.927 ^a	4	.012
Likelihood Ratio	15.019	4	.005
Linear-by-Linear Association	7.425	1	.006
N of Valid Cases	137		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .99. **Interpretation:** In **Public Bank 33** is moderately satisfied where as in case of **Private Banks it is 18**. **Chi Value and p value** shows that this factor is significant and need to be focused by Private Banks. Even Private banks have more young staff they are well trained but respondents feels that mature staff of Public Sector Banks can handle errors or similar critical situations with their experience

Customers Analysis

Generated by SPSS software a paired sample **Correlation Analysis is applied** for customer review. Final response received in case of **Public Sector Banks is N=93** and in case of **Private sector Banks N=98 and Total N=191**. Three different Correlations were run, First for Public Sector, second for Private Sector and third for Total. It was found that in three cases, response is significant or highly significant. Those cases have been analyzed below:

Banks	Are you satisfied with the problem solving attitude of bank?		Total		
	No	Yes			
UBI	14	33	47		
OBC	4	42	46		
AXIS BANK	11	42	53		
ING VYSYA BANK	4	41	45		
Total	33	158	191		
Symmetric Measures (Public Banks)					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.267	.092	2.642	.010 ^c
Ordinal by Ordinal	Spearman	.267	.092	2.642	.010 ^c
Correlation					
N of Valid Cases		93			

Symmetric Measures (Private Bank)					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.164	.093	1.631	.106 ^c
Ordinal by Ordinal	Spearman	.164	.093	1.631	.106 ^c
Correlation					
N of Valid Cases		98			
Symmetric Measures (Pub. & Pvt. Bank)					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.146	.072	2.024	.044 ^c
Ordinal by Ordinal	Spearman	.144	.072	1.997	.047 ^c
Correlation					
N of Valid Cases		191			

Analyzing the details it is observed that these questions are positively correlated with each other. In case of Public Banks it is observed that Correlation is 0.267, Private Banks 0.164 & Total Correlation value is 0.146. When most of the respondents were

asked about their satisfaction level it is observed they have mixed response and most of them have correlated the same with Problem solving attitude of the bank. It seems that if banks will solve customer problem efficiently they will feel satisfied

Banks	Will you refer other to this bank?		Total		
	No	Yes			
UBI	15	32	47		
OBC	4	42	46		
AXIS BANK	21	32	53		
ING VYSYA BANK	28	17	45		
Total	68	123	191		
Symmetric Measures (Public Banks)					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.288	.091	2.868	.005 ^c
Ordinal by Ordinal	Spearman	.288	.091	2.868	.005 ^c
Correlation					
N of Valid Cases		93			
Symmetric Measures (Private Bank)					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	-.225	.098	-2.265	.026 ^c
Ordinal by Ordinal	Spearman	-.225	.098	-2.265	.026 ^c
Correlation					
N of Valid Cases		98			
Symmetric Measures (Pub. & Pvt. Bank)					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	-.276	.072	-3.950	.000 ^c
Ordinal by Ordinal	Spearman	-.280	.073	-4.008	.000 ^c
Correlation					
N of Valid Cases		191			

Analyzing the details it is observed that in case of Public Banks Correlation is 0.288, in Private Banks it is -0.225 & Total Correlation value is -0.276. When the respondents were asked that you will again come in future then customer's response shows

negative correlation of the same to give reference of banks to others. Respondent due to convince of reach will again come to bank but is negative correlated to refer the same to others.

Banks	Do you think this bank is better than other bank?		Total
	No	Yes	
UBI	5	42	47
OBC	7	39	46
AXIS BANK	6	47	53
ING VVSYA BANK	6	39	45
Total	24	167	191

Symmetric Measures (Public Banks)					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	-.068	.103	-.653	.515 ^c
Ordinal by Ordinal	Spearman	-.068	.103	-.653	.515 ^c
Correlation					
N of Valid Cases		93			

Symmetric Measures (Private Bank)					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	-.031	.101	-.300	.765 ^c
Ordinal by Ordinal	Spearman	-.031	.101	-.300	.765 ^c
Correlation					
N of Valid Cases		98			

Symmetric Measures (Pub. & Pvt. Bank)					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	-.013	.071	-.185	.854 ^c
Ordinal by Ordinal	Spearman	-.013	.071	-.177	.860 ^c
Correlation					
N of Valid Cases		191			

a. Not assuming the null hypothesis. b. Using the asymptotic standard error assuming the null hypothesis. c. Based on normal approximation. **Analyzing the details** it is observed that these questions are negatively correlated with each other. In case of Public Banks Correlation is -0.068, Private Banks it is -0.031. But when total respondents were taken Total Correlation value is -0.013. It shows that against the problem solving attitude they still feel that problems can be handled in much better and efficient way. They feel many other banks solve the problem in better way.

Conclusion and Suggestion

The banks, both Public and Private, have transformed themselves into profit oriented business organizations besides playing a developmental role in the economy. This new orientation has bound them to take a more pragmatic approach for conducting the business. While analyzing the CRM Implementation in both the sectors, it was found that the Private Sector Banks have been able to implement the CRM practices more effectively when compared

to their Public Sector counterparts. This indicates that strategically speaking, the Private Sector Banks have been more innovative in understanding their customers and in building good relations with them.

The analysis of the results received suggests that the banks (Public or Private) are equally affected by the kind of CRM initiatives they undertake. The banks are now under tremendous pressure to retain the older customers because of the competition in the Banking Sector. This would not only ensure better customer relations but also loyalty among them, which is very critical and important in today's competitive world. The banks can do this by building a strong relationship with the customers. To meet the customer needs and to beat the competition, they must deliver superior quality service. The key drivers to customer loyalty are:

- Efficient complaints resolution.
- Superior quality service.

- Positive Staff Attitude.
- Integrity, Honesty and Reliability. No doubt CRM is here to take on the business world and essential to compete effectively in today's market place. A proper strategic alliance between various partners in the process of implementing CRM should be decided well ahead and once the concept is accepted it should be implemented in good faith and spirit so as to derive customer delight.

References

- Anand, S. (2008), Customer Relationship Management in Indian Banks, *Journal of Professional Banker*, Dec. 2008, pp. 66-70.
- Beckett-Camarata, E.J., Camarata, M.R., Barker, R.T. (1998), Integrating Internal and External Customer Relationships through Relationship Management: A Strategic Response to a Changing Global Environment, *Journal of Business Research*, 41, pp.71-81.
- Buttle, F. (2008), The CRM Value Chain, *Marketing Business*, (February), 52–55, 2001, Retrieved January 25, 2008, from www.wtcbrescia.it/upload/0-FButtleCRMvalchain.pdf.
- Buttle, F. (2009), *Customer Relationship Management: Concepts and Technologies*, 2nd Edition, Elsevier Ltd., p. 20.
- Campbell, (2003); Rowley, (2004); Minna and Aino, (2005), from web page.
- Christopher, M., Payne, A. and Ballantyne, D. (1991), *Relationship Marketing*, Butterworth-Heinemann, Oxford.
- Davids, M. (1999), How to Avoid the 10 Biggest Mistakes in CRM, *Journal of Business Strategy*, Nov-Dec 1999, pp. 22-26.
- Hiroshi, F. Hiroshi, F. 1997. 'Electronic Commerce for new management and information system infrastructure', *Electronics Information and Planning*, December; 25(3), pp. 151-154.
- Jagdish N Sheth, Atul parvatiyar and G Shainesh (2001) *CRM*, Tata McGraw-Hill, New Delhi.
- Kumar, V., Venkatesan, R. and Reinartz, W. (2006) 'Knowing what to sell, when, and to whom', *Harvard Business Review*, Vol. 84, No. 3, pp.131–137.
- Liu, H-Y. (2007), Development of a Framework for Customer Relationship Management (CRM) in the Banking Industry, *International Journal of Management*, 24(1)
- Mukerjee, K. (2007), *Customer Relationship Management-A Strategic approach to marketing*, Prentice Hall of India.
- Pisharodi, R et al (2003), Relationship Strategy, Effectiveness and Responsiveness in Services Marketing, *Journal of Relationship Marketing*, Vol. 2, No. 1, pp. 3-22.
- Rajgopalan, Dr. S.P. (2000), *E- Banking –The Indian scenario, banking in the new millennium Issues Challenges & Strategies*, Section–1, p.1.