

Customer Relationship Management Practices and Employee Sensitivities of Private Sector Banks: An Analysis in Indian Context

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Abstract

This paper aims to scrutinize bank employees' perspectives on customer relationship management (CRM) practices in the banking sector, particularly private sector commercial banks operating in Goalpara District of Assam, India. The research plan consists of experimental in nature whereby different aspects of CRM in the banking sector have been extracted from the previous literature and tested on a sample size 24 number of employees working in the banks selected taking 3 each from 8 branches. Based on Bank Service Quality (BSQ) scale, variables were selected and analysed with the help of descriptive statistics and

ranking analysis of identified parameters was utilized with the help of the Garret ranking technique. The study found that the loan facility and ATM facility along with service variety are found as the major product-related factors; timely services with trustworthy behaviour of the employees and the quality of services along with procedural simplicity and convenience is the most important service-related factors for evolving an effective CRM practice. The employee perceptions on the personal relationship of the bank officials with their customers' staples in selecting the banks and retaining the customers.

Keywords: Private banks, Relationship marketing, Sensitivities, Bank officials, BSQ scale

1. Introduction

1.1 Introduction to the Problem

The relationship marketing received more attention from scholars and practitioners because of its assistance to organizations and the involvement of generic service characteristics. The Customer Relationship Management (CRM) has emerged as an essential marketing activity for businesses in a competitive environment (Zikmund, 2003). The research studies and observed experiences suggested that businesses spend more to acquire new customers than to retain them (Mehra, 2000; Kalidoss & Manjula, 2015). Hence, business firms are now paying more attention to their relationships with existing customers to retain them and increase their share of customer purchases. The CRM holds that a major driver of a company's profitability is the aggregate value of the company's customer base (Kotler, 2003). Berry (1983) viewed relationship marketing as identifying, acquiring, developing and retaining customers. Christopher (1992) viewed relationship marketing as a tool to turn current and new customers into regularly purchasing clients and then progressively move them from being strong supporters of the company and its products, to finally being active and vocal advocates for the company. Osunde (2014) defined CRM as an application of one-to-one marketing and is a management approach that enables organizations to identify, attract, and increase retention of profitable customers by managing relationships with them and further identifying strategically significant customers (Woodcock, Stone & Foss, 2003). Thus, understanding the acuity of employees/officials of the organization is essential for evolving effective CRM strategies. In addition, CRM is considered a holistic and gainful mechanism of customer loyalty and value (Aramburu & Pescador, 2019). It can also be described as a customer-centric business strategy that combines sales, marketing, and customer care to build and improve its importance to the customers (Naim, 2022; Wang & Kim, 2017). In the banking business, however, there is complexity in measuring the relationship quality as it is influenced by the value proposition of the products offered and the quality of services delivered to the customer. The factors that influence the relationship vary between the bank customers and the bank employees. The knowledge and proper understanding of those influences would obviously contribute towards arriving at gainful relationship-building strategies and misunderstanding of the influences leading to inappropriate relationship strategies. The banking sector was chosen for CRM research because banks tend to be more technologically advanced than many other organisations, one of the reasons is that other business organisations often do not need as much customer information as banks need. In the

light of the above, the present paper is devoted to examine the bank employee's perception of the variables leading to customer relationship management in the banking sector with reference to private sector banks.

2. Importance of the Research Problem

The competition in the banking business has been mounting day by day making the banking operations more stimulating and multifaceted. In the context of competing bankers who are practically performing with almost homogenous services, the customers of one bank are left with manifold options to switch over to other banks in search of better services. The banks have to perform their banking operations with the likelihood risk of the customer switching over at any given point of time which might result in a decline in revenue (Dash, Pattnaik & Rath, 2016). In order to stop or minimize this possibility of customer refraction; bankers have to come out with customer-centric strategic decision. These situations lure the attention in evolving meaningful CRM which would provide a platform for not only retaining existing customers but also expanding the customer base by appealing to other customers (Rani & Sharmila, (2017). The banks have therefore realized the fact that CRM is a powerful tool to achieve success in their business, and to acquire new customers and to retain the existing ones (Blery & Michalakopoulos, 2016). Hence, the strategies in building the relationship for banks needs clear classification of customers' supposed service quality variables and the variables that need to be initiated to the employees serving the customers.

3. Theoretical Underpinning of the Study

3.1 Concepts and Terms Used

Relationship Marketing: Relationship marketing refers to establishing relationships with customers and other parties at a profit, by mutual exchange and fulfillment of promises (Gronroos, 1991).

Customer Relationship Management: Customer relationship management is a comprehensive strategy and process of acquiring, retaining, and partnering with select customers to create superior value for the company and the customers. It involves the integration of marketing, sales, customer service, and the supply-chain functions of the organization to achieve greater efficiencies and effectiveness in delivering customer value (Sheth, 2002).

Customer Acquisition: Customer acquisition is the process that brings new customers to the marketer. The primary purpose of acquisition-based practices should be handled with less consumption of time and cost. The customer acquisition initiatives should provide adequate requirements to the customers (Nambiar, 2016).

Employee Sensitivities: Employee perception is the process by which an individual bounces meaning to the environment. It is a significant factor in employee acceptance and satisfaction with the job. Good discernment will create a positive working environment in the organization, while a negative perception will affect the company's performance (Ying, et al, 2020).

Service Quality: Service quality is the overall evaluation of a specific service firm that results

from comparing that firm's performance with the customer's general expectations of how firms in that industry should perform (Parasuraman, Zeithaml & Berry, 1985; Wali, & Wright, 2016).

Bank Service Quality (BSQ) Scale: BSQ scale is developed as a reliable and valid scale for the measurement of the perceived service quality of bank services in a study performed in Canada comprising 31 items on six dimensions of service quality viz., effectiveness and assurance; access; price; tangibles; services portfolio and reliability (Bahia & Nantel, 2000).

3.2 Literature Review

In this section, the review of earlier studies was performed to heighten the direction and understanding of the subject explored that follows the path of the problem area undertaken. Ganguli & Roy (2011) found that customer service and technology usage reliability have a positive impact on customer satisfaction and loyalty indicating customers' inclination towards better services and reliability of technology use. Popli & Rao (2009) reviewed CRM in Indian banks and found that the private sector banks have been able to implement the CRM practices more effectively when compared to their public sector counterparts indicating the innovativeness private banks towards their customers and in building good relations with them. Kumar & Velu (2011) studied the CRM in Indian retail banking industry and exposed that there appears to be lack of awareness with the bank employees as well as adoption of CRM packages available in the market. The study suggested that the successful implementation of CRM package could be achieved only if the bank could create the right environment, culture and attitude of the employee aiming to serve the customers in the best possible manner. Singh & Kaur (2011) determined the factors that have an impact on customer satisfaction as regards to the working of select Indian universal banks. The findings of the study showed that customer satisfaction is influenced by seven factors: employee responsiveness, appearance of tangibles, social responsibility, services innovation, positive word-of-mouth, competence, and reliability. Chary & Ramesh (2012) examined the CRM in banking sector in a comparative study between State Bank of India and Housing Development Finance Corporation Bank on a sample of 120 customers taking equal number of respondents of Warangal District of Andhra Pradesh. The Study concluded that when banks through CRM activity attended the needs of the customers without any time delay it could create more customer awareness and a significant customer base.

Kavitha (2013) in an investigation on employees' perception on electronic CRM and its usages in banks operating at Tamil Nadu found that due to the invention of computers and its usage in all business processes, it has lost the direct personal touch. Therefore, bank employees consider the fact of decreasing direct communication with the customers as the main problem in e-CRM usage. George & Manoj (2013) found that apart from focusing on developing product strategies alone, banks need to accord equal or higher priority to customer service particularly by way of installing an effective CRM system. Sampath & Narender (2014) examined the CRM practices in banking sector and observed that CRM has been a key element of the modern marketing in recent years.

Kalidoss & Manjula (2015) analyzed CRM practices of the new private banks comprising of

six private banks in Nagapattinam district on a sample of 480 respondents through convenient sampling technique. The study found that the factors viz, account and transaction accuracy, carefulness, efficiency in correcting mistakes, friendliness and helpfulness of personnel are important selection criteria for the banks. Bhat & Darzi (2016) studied the role of employee's perception towards CRM practices and customer retention and found that two prominent CRM practices - customer knowledge and customer orientation, which have significant positive impact on the customer retention. An active customer relationship is crucial to a financial institution's success. It is pertinent that banks disclose significant earnings to improve customer relationships (Friday & Blessing, 2019) so that the customers feel happy for responding their queries and resolution of their complaints (Okonkwo & Ugwuonah, 2019). The employees' marketing competence increases customer retention rates and draws additional customers. Raza et al., (2019) opined that the employees and management should treat with the customers with personal consideration, appearance, politeness and cooperation. The study reveals two components viz, personality qualities and marketing prowess are the answers for interaction with the clients.

It may be observed from this review of studies that in the context of increasing competition in the banking industry, comprehending the perceptions of bank officials in regard to the components contributing to relationship building is of leading issue which can be taken care of. The customer relationship management-based services provided by banks to their customers are to be deliberated in-depth to undo the effectiveness of the banking strategies.

3.3 Private Sector Banks in Goalpara District of Assam

The banking network improves the economic performance and corporate decisions of the members. The network has the ability to reinforce the competitive position of local banks in the distributing process by improving quality and adding innovation to banking products and services. The Goalpara district of Assam is having a network of 19 banks with 56 branches of banks; of which 41 number of f commercial banks (33 branches of public sector banks and 08 branches of private sector banks), 12 branches of Assam Gramin Vikash Bank and 03 branches of cooperative Apex Bank (Lead Bank Office, UCO Bank, 2021, Goalpara district). The network of private sector banks in the district under study is shown in Table 1.

Table 1. Private Sector Banks Operating in Goalpara District as on 31.03.2020

Private Sector Banks	No. of Branches
Axis Bank	01
HDFC Bank	02
ICICI Bank	01
IDBI Bank	01
Bandhan Bank	01
North East Small Finance Bank	02
Total branches	08

Source: Lead Bank Office (UCO Bank), 2021, Goalpara District, Assam.

3.4 Need of the Study

The technological development has led to well-informed customers who get updated every

day, and as a result, the customers' loyalty has been facing a downward temperament (Zikmund, 2003). The precise strategies for swelling a bank's market penetration are to quintessence on acquiring new customers and to maintain the existing customers. In this regard, the CRM can be used as the best tool for information tracking about the previous interaction of the customers with the business and is a powerful tool in the hands of bankers to survive in today's competitive world. Hence, the present paper essence on the perceptions of bank employees on CRM practices of banks to evolve appropriate strategies which could be used by the banks to enhance the effectiveness of CRM.

4. Objectives of the Paper

Enlightened from the literature review and based on research problem identification coupled with the consideration of the sensitivities of the customer-oriented business of banking institutions, the researchers are ventured with the following objectives -

- To analyse the perceptions of bank employees on the factors that influence the customers of private sector banks on the basis of sample respondents.
- To measure the perceptions of bank employees on CRM strategies in private sector commercial banks operating in Goalpara District of Assam.

5. Methodology Adopted

5.1 Sampling Procedure and Techniques

The sample size comprised of 24 bank employees taking 3 each (branch manager and two front office employees) from the 08 branches of private sector banks under Goalpara district were selected for the purpose of the study. With the help of the structured questionnaire specially developed for the employees, data were collected to analyze the perception of bank employees on CRM practices and strategies. The sets of questionnaires were circulated to managerial level and front office employees of the banks. A convenience sampling procedure was followed to collect the desired information.

5.2 Measuring Techniques

The statistical techniques viz., descriptive statistics and Garrett ranking technique were used to analyze the data. In order to find out the most significant factors which influence the respondents, the Garrett ranking technique is used. This technique provides the change of orders of influence into numerical scores. The advantage of this technique is that the factors are arranged based on their severity from the point of view of respondents. Hence, the same number of respondents on two or more factors may have given different ranks. The study had the respondents rank different factors and outcomes based on their impact thereby converting into score value and rank with the help of the following formula -

$$\text{Percent position} = \frac{100(R_{ij}-0.5)}{N_j}$$

where,

R_{ij} = Rank given for the i^{th} variable by j^{th} respondents

N_j = Number of variables ranked by j^{th} respondents.

With the help of the Garrett Table, the percent position estimated is converted into scores by referring to the table given by Garret & Woodworth (1969). Then for each factor, the scores of each individual are added, and then the total value of scores and mean values of the score are calculated. The factors having the highest mean value is considered to be the most important factor.

5.3 Research Variables

On the basis of the literature review, 12 research variables were identified to examine the perception of bank employees towards CRM practices. Besides this, 36 factors that influence customers in their selection of banks, and the banker-customer relationship, have been considered based on Bank Service Quality (BSQ) scale as proposed by Bahia & Nantel (2000). These factors have been grouped under three heads; bank products-related 12 variables; bank services-related 14 variables and personnel-related 10 reasons. The variables selected are mentioned in the appropriate sections of the paper.

6. Analysis and Results

6.1 Demographic Appearances

The demographic information provides data regarding research participants and is necessary for the determination of whether the individuals in a particular study are a representative sample of the target population for generalization purposes. Understanding the demographic profile of respondents in a study of the awareness of bank employees on CRM practices is essential. Table 2 presents the demographic profile of the sample respondents.

Table 2. Demographic Profile of Sample Respondents (n=24)

Demographic Features	Category/Status	No. of Respondents	Percentage (%)
Age	20 - 30 years	5	20.83
	30 - 40 years	10	41.66
	40 - 50 years	6	25.00
	50 years and above	3	12.50
Gender	Male	15	62.50
	Female	9	37.50
	Prefer not to say	0	0
Marital Status	Single	10	41.67
	Married	14	58.33
	Others	0	0
Education	Graduate	13	54.17
	Post Graduate	8	33.33
	Others	3	12.50
Experience	Less than 2 years	5	20.83
	2 - 6 years	9	37.50
	6 - 10 years	7	29.17
	10 years and above	3	12.50
Levels of Management	Front Office	16	66.67
	Manager	8	33.33

Source: Self-calculation by the researchers

The demographic appearances of the respondents i.e., bank employees indicates that out of the total number of 24 respondents, 41.66 percent fall under the age category of 30-40 years, 25 percent belongs to 40-50 years, 20.83 percent comes between 20-30 years, whereas only 12.5 percent comes under 50 years and above. It can be visualized from the age-wise analysis of the sample that 62.49 percent of the respondents are youngsters. It is found that 62.50 percent are male and 37.5 percent are female. With respect to marital status, 58.33 percent of the total respondents are married while 41.67 percent are single. Out of the total respondents, the majority of them i.e., 54.17 percent are graduates, 33.33 percent of the respondents are postgraduates and only 12.5 percent are having other degrees. With respect to years of experience, 37.5 percent of respondents are having 2 - 6 years of experience, whereas 29.17 percent are having 6 - 10 years of experience, 20.83 percent of them having less than 2 years of experience and only 12.5 percent belong to the experience category of 10 years and above. A sample size of 66.67 percent belongs to the front office level, whereas 33.33 percent are coming under the managerial level. The analysis of this demographic profile indicates a proper representation of respondents has been pinched from various cluster to draw appropriate research conclusion.

6.2 Garrett Ranking Analyses of Employees Perceptions

6.2.1 Bank Products Influencing the Customers: Perceptions of Bank Employees

Bank products means any service or facility extended to an obligor/client by the bank or any member of the bank. In order to analyse the perception of bank employees relating to the influence of customers on selection of banks, the Garret ranking technique has been used on the banks product related 12 variables based on BSQ scale as proposed by Bahia & Nantel (2000). The following table-3 depicts the ranking analysis of perception of employees on bank products.

Table 3. Ranking Analysis of Eemployees' Pperception on Bank Products

Sl. No.	Bank Products	R 1	R 2	R 3	R 4	R 5	R 6	R 7	R 8	R 9	R 10	R 11	R 12	Total of GS	Average of GS	GR
1	ATM Facility	0	10	5	3	6	0	0	0	0	0	0	0	1599	66.6	2
2	Demat Facility	0	0	0	0	10	2	1	0	0	2	6	3	1093	45.5	7
3	Service Variety	3	0	2	13	3	1	2	0	0	0	0	0	1520	63.3	3
4	Ambience	0	0	0	0	0	3	0	1	11	5	4	0	992	41.3	9
5	Parking Facility	0	0	0	0	0	3	7	4	1	9	0	0	1080	45.0	8
6	Loan Facility	21	1	2	0	0	0	0	0	0	0	0	0	1971	82.1	1
7	Interest Rates	0	12	0	0	1	3	4	2	2	0	0	0	1472	61.3	5
8	Safety Vaults	0	0	0	2	2	3	1	0	3	1	0	12	940	39.2	12
9	Bank Image	0	0	0	0	0	0	0	13	0	6	3	2	979	40.8	10
10	Number of Branches	0	0	5	1	0	1	2	2	6	0	6	1	1120	46.7	6
11	Debit/Credit Card Facility	0	1	10	5	2	6	0	0	0	0	0	0	1493	62.2	4
12	Advertisement	0	0	0	0	0	2	7	2	1	1	5	6	957	39.9	11

(R = Ranks, GS = Garrett Score, GR= Garrett Rank)

Source: Self-calculation by the researchers on the basis of the response of the sample respondents.

The bank employees' perception of bank product-related variables found that the loan facility has appeared as 1st rank, ATM facility in 2nd rank, service variety in 3rd rank, debit/credit card

facility in 4th rank and so on. Hence, considering the respective order of importance, loan facilities and ATM facilities along with service variety are found as the major factors influencing customers in selecting a bank. Hence, in order to evolve sound customer relationship management, branches of banks have to bounce preference to provide loan facility and should be equipped with appropriate ATM outlet to integrate with various services with their existing arrangements.

6.2.2 Bank Services Influencing Customers: Perceptions of Bank Employees

Banks provide various services to attract customers such as giving loans, providing credit and debit cards, digital financial services and door-to-door services to its customers. An attempt has been made to analyse the acuity of bank employees with the same Garrett ranking technique on the banks' service-related 14 variables based on BSQ scale. The following table-4 depicts the ranking analysis of bank services influencing customers in their selection of banks.

Table 4. Ranking Analysis of Employees' Perceptions on Bank Services

Sl. No.	Bank Services	R 1	R 2	R 3	R 4	R 5	R 6	R 7	R 8	R 9	R 10	R 11	R 12	R 13	R 14	Total of GS	Average of GS	GR
1	Location	6	0	0	0	3	0	6	0	3	0	0	5	1	0	1361	56.7	6
2	Banking Hours	0	4	0	0	0	3	0	7	0	2	0	0	5	3	1137	47.4	10
3	Holiday Service	0	0	0	0	0	0	3	3	0	0	0	1	4	13	793	33.0	14
4	Door to Door Services	5	1	0	3	0	0	6	3	3	0	0	0	1	2	1387	57.8	5
5	Speedy Operations	0	7	13	0	1	2	0	0	0	0	1	0	0	0	1636	68.2	2
6	Simplicity in Procedures	0	0	1	9	7	1	2	0	1	2	1	0	0	0	1401	58.4	4
7	Computerized Services	0	0	1	0	9	3	0	2	0	0	0	2	6	1	1161	48.4	9
8	Quality of Services	9	3	6	1	2	3	0	0	0	0	0	0	0	0	1768	73.7	1
9	Bank Charges	3	3	0	0	0	11	4	0	1	0	1	1	0	0	1444	60.2	3
10	Internet Banking	1	6	0	0	0	0	2	1	1	3	0	8	0	2	1198	49.9	8
11	Mobile Alerts	0	0	0	3	0	0	0	1	8	1	11	0	0	0	1101	45.9	11
12	Handling Complaints	0	0	2	6	0	1	0	7	1	1	3	3	0	0	1244	51.8	7
13	Security Secrecy	0	0	1	2	0	0	0	0	6	7	1	2	5	0	1045	43.5	12
14	Transparency	0	0	0	0	2	0	1	0	0	8	6	2	2	3	964	40.2	13

(R = Ranks, GS = Garrett Score, GR = Garrett Rank)

Source: Self-calculation by the researchers on the basis of the response of the sample respondents.

As per bank employees' perception across all the eight bank branches, it is found that quality of services is placed in the 1st rank followed by speedy operations, bank charges, simplicity in procedures and so on. This indicates that good quality services with speedy operational practices and low bank charges are the decisive factors influencing the customers for selecting their branches. In other words, quality of service along with procedural simplicity and convenience is the most important factor for evolving an effective CRM practice.

6.2.3 Personnel Related Reasons Influencing Customers: Perceptions of Bank Employees

In the same measure, an attempt has been made to analyse the bank employees' perceptions on 10 personnel-related reasons concerning to the influence of bank customers on the selection of banks, The following table -5 depicts the ranking analysis of personnel-related

reasons influencing customers in their selection of banks from bank employees' perspective.

Table 5. Ranking Analysis of Personnel-Related variables: Bank employees' perception

Sl. No.	Personnel Relationship	R 1	R 2	R 3	R 4	R 5	R 6	R 7	R 8	R 9	R 10	Total of GS	Average of GS	GR
1	Personal Touch	8	0	1	8	0	3	1	2	1	0	1470	61.3	2
2	Attentiveness	0	1	4	1	6	8	4	0	0	0	1244	51.8	5
3	Responsiveness	0	2	0	2	8	5	1	5	1	0	1163	48.5	6
4	Courteous Service	0	2	1	6	0	1	5	1	6	2	1055	44.0	7
5	Trust Worthiness	0	7	4	0	1	4	4	3	1	0	1291	53.8	3
6	Replying to Queries	0	0	1	2	7	0	0	0	13	1	938	39.1	9
7	Experienced Personnel	1	3	0	0	0	0	3	3	1	13	789	32.9	10
8	Timely service	12	4	7	0	0	0	1	0	0	0	1747	72.8	1
9	Keeping up Promises	0	5	1	2	2	0	0	5	1	8	986	41.1	8
10	Reliable	3	0	5	3	0	3	5	5	0	0	1269	52.9	4

(R = Ranks, GS = Garrett Score, GR= Garrett Rank)

Source: Self-calculation by the researchers on the basis of the response of the sample respondents.

It is observed that timely service has appeared in 1st rank, personal touch in 2nd rank, trustworthiness in 3rd rank, and so on. This indicates that bank personnel's involvement is very essential for building CRM. The important factors influencing the customers for selecting a bank are timely services with trust worthy behavior of the employees. Personal relation of the employees with their customers matters a lot for selecting the bank and retaining the customers.

6.3 Employee Perceptions on the Reasons for Customers Switching from one Bank to other Banks

The bank employees' perception on the reasons for customers switching from one bank to another has been calculated with descriptive statistics ie, mean and standard deviation. The following table-6 presents results of the descriptive statistical analysis on the reasons for customers switching.

Table 6. Reasons for customers switching banks - Bank employee's perceptions

Sl. No	Problems/ Reasons	N		Mean (μ)	Std. Deviation (σ)
		Valid	Missing		
1	Problematic ATM Debit/ Credit Card Facility	24	0	4.96	.204
2	Limited variety in service	24	0	4.58	.504
3	Poor Ambience	24	0	3.25	.944
4	Poor Parking Facility	24	0	3.04	1.268
5	Limited Number of Branches	24	0	4.21	.721
6	Undue Banking Hours	24	0	3.83	.702
7	Lack of Holiday Service	24	0	3.54	.658
8	Slow Operations	24	0	4.96	.204
9	Poor Service Quality	24	0	5.00	.000
10	Lack of Secrecy Security	24	0	4.96	.204
11	Discourteous Service	24	0	4.71	.464
12	Unreliability	24	0	4.71	.464
13	Poor Attention	24	0	4.75	.442
14	Poor Response	24	0	4.71	.464

Source: Self-calculation by the researchers on the basis of the response of the sample respondents.

From the analysis of mean and standard deviation, it is observed that out of 14 reasons listed from the literature review, bank officials' perception towards poor parking facility ($\mu = 3.04$, $\sigma = 1.268$), poor ambience ($\mu = 3.25$, $\sigma = 0.944$) and lack of holiday service ($\mu = 3.54$, $\sigma = 0.658$) influences most in customers swapping from one bank to another. Hence, bank has to ensure adequate parking amenities with a comfortable atmosphere to lure customers. Besides, the appropriate services during banking hours and the holiday services to the customers may attract more number of customers to gain the competitive advantages.

6.4 Perceptions of Bank Employees on CRM Strategies

Bank employees need to work with CRM and the success of the bank and its survival entirely depends on the ways in which it is properly adopted and used by these employees. In order to know the perception of bank employees on CRM strategies, mean and standard deviation have been calculated on 12 identified variables and presented in table-7.

Table 7. Perception of Bank Employees on CRM Strategies

Sl. No.	Parameters	N		Mean (μ)	Std. Deviation (σ)
		Valid	Missing		
1	Knowledge and ideas about CRM	24	0	4.67	0.637
2	Training and skills of the employees	24	0	4.79	0.415
3	Handling customers grievances	24	0	4.96	0.204
4	Providing special incentives	24	0	4.04	1.268
5	Understanding business benefit	24	0	4.88	0.338
6	Functional boundaries	24	0	4.58	0.584
7	Top management involvement	24	0	4.46	0.588
8	Effective reward system	24	0	4.38	0.711
9	Attention to customers	24	0	4.88	0.448
10	Expectation of customers	24	0	4.96	0.204
11	Cross functional working system	24	0	4.29	0.751
12	Making personal calls	24	0	4.88	0.338

Source: Self calculation by the researchers on the basis of the response of the sample respondents.

The above table describes the parameters on CRM to know the perception of bank employees. It is observed that out of 12 statements for understanding respondents' perception, the mean score for providing special incentives is 4.04 with a standard deviation value of 1.268, the mean score of the cross-functional working system is 4.29 with a standard deviation of 0.751, and the mean score of effective measurement and reward system is 4.38 with a standard deviation 0.711, depicts the maximum difference in understanding CRM as per the perception of bank employees. Hence, banks need to give more attention on special incentives, functional work systems and effective rewards for evolving CRM for acquiring, retaining and partnering with selective customers to create superior value for the banks and the customers.

7. Conclusions and Implications

The study found that the loan facility and ATM facility along with service variety is found as the major product-related factors influencing customers in selecting a bank as perceived by the bank employees. The quality of services alongwith procedural simplicity and convenience is the most important service-related factor for evolving an effective CRM practice. Moreover,

bank personnel's involvement is very essential for building CRM. The study identified the personnel factor influencing the customers is timely services with trustworthy behaviour of the employees. The personal relationship of the employees with their customers matters a lot for selecting the bank and retaining the customers. It is suggested that effective CRM practices are the need of the hour for acquiring the customers and retaining the existing customers to create superior value for the banks and the customers.

8. Possibility for Further Research

The analysis and propositions are drawn in this present paper on the basis of select branches of private-sector commercial banks. The comparative studies may be conducted in other urban and semi-urban areas covering other categories of banks viz, public sector banks, regional rural banks and cooperative banks to gain further insights into the subject. The customers' perception of the selected variables needs to be studied to evolve better and more effective CRM strategies.

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