

## **CUSTOMER SATISFACTION IN NEW GENERATION BANKS (A CASE STUDY OF HDFC BANK)**

***Dr. Naveen Kumar***

Assistant Professor, School of  
Management, Gautam Buddha  
Univeristy, Greater Noida (U.P), India.

***Dr. V.K.Gangal***

Reader, Deptt. of Commerce,  
Dayalbagh Educational Institute  
(Deemed University) Dayalbagh, Agra, India.

### **ABSTRACT**

Customers' satisfaction is an ambiguous and abstract concept and the actual manifestation of the state of satisfaction will vary from person to person and product/service to product/service. The state of satisfaction depends on a number of both psychological and physical variables which correlate with satisfaction behaviors such as return and recommend rate. The level of satisfaction can also vary depending on other options the customer may have and other products against which the customer can compare the organization's products. With the phenomenal increase in the country's population and the increased demand for banking services; speed, service quality and customer satisfaction are going to be key differentiators for each bank's future success. Thus, it is imperative for banks to get useful feedback on their actual response time and customers' service quality perceptions of retail banking, which in turn will help them take positive steps to maintain a competitive edge. This paper helps to study the new generation banks in India.

**Keywords:** Retail banking, customer satisfaction, New generation banks etc.

## **INTRODUCTION:**

In a competitive market place where businesses compete for customers, customer satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy.

Customers' satisfaction is an ambiguous and abstract concept and the actual manifestation of the state of satisfaction will vary from person to person and product/service to product/service. The state of satisfaction depends on a number of both psychological and physical variables which correlate with satisfaction behaviors such as return and recommend rate. The level of satisfaction can also vary depending on other options the customer may have and other products against which the customer can compare the organization's products.

The banking industry is highly competitive, with banks not only competing among each other; but also with non-banks and other financial institutions. Most bank product developments are easy to duplicate and when banks provide nearly identical services, they can only distinguish themselves on the basis of price and quality. Therefore, customer satisfaction is potentially an effective tool that banks can use to gain a strategic advantage and survive in today's ever-increasing banking competitive environment.

The argument for customer retention is relatively straightforward. It is more economical to keep customers than to acquire new ones. The costs of acquiring customers to "replace" those who have been lost are high. This is because the expense of acquiring customers is incurred only in the beginning stages of the commercial relationship. In addition, longer-term customers buy more and, if satisfied, may generate positive word-of-mouth promotion for the company. Additionally, and are less sensitive to price changes. These findings highlight the opportunity for management to acquire referral business, as it is often of superior quality and inexpensive to obtain. Thus, it is believed that reducing customer defections by as little as five percent can double the profits.

## **SIGNIFICANCE OF STUDY:**

With the phenomenal increase in the country's population and the increased demand for banking services; speed, service quality and customer satisfaction are going to be key differentiators for each bank's future success. Thus, it is imperative for banks to get useful feedback on their actual response time and customers' service quality perceptions of retail banking, which in turn will help them take positive steps to maintain a competitive edge.

## **REVIEW OF LITERATURE:**

**[1]Title:** Problems and Fees Drive Decline in Overall Satisfaction with Retail banks. D. Power and Associates Reports .Improving the Customer Experience Leads to Higher Deposit Growth.(Calif.: 28 May 2008).

Poor problem resolution, long wait times and additional fees all contribute to an overall decline in customer satisfaction with retail banks. The study finds that overall satisfaction with the retail banking experience has decreased considerably since 2007. In particular, dissatisfaction with fees is the most commonly reported problem by customers, as well as the second-most common reason for switching financial institutions. In addition, a rise in the number of problems experienced and problems that go unresolved, increases in wait times to see tellers or speak to phone representatives, and declines in the ease of accessing branches all contribute to the drop in satisfaction.

The study also finds that retail banks that provide high levels of customer satisfaction have more highly committed customers, which are essential to financial growth.

**[2]Title:** Online Banking Customers Report Receptivity to New Media Tools Such as Widgets and Chats.(2008)

(Nasdaq: SCOR), a leader in measuring the digital world, released results of a study of the online banking industry. The findings, published in the (April 2008) comScore Online Banking Report, are based on passively observed online behavioral data from the comScore Online Bank Benchmark and a survey of more than 2,500 U.S. banking customers. The report provides comprehensive insights into service usage, consumer satisfaction, paperless banking and mobile banking. The study found that the growth in the number of online banking customers at the 10 most-visited online banks softened in 2007 compared to the previous year. Additional study findings showed high customer satisfaction with banking relationships and receptivity to the use of new media tools -- such as chats and widgets -- to enhance the online banking experience.

**[3] Title:** Determinants of Performance in Retail Banking: Perspectives of Customer Satisfaction and Relationship Marketing. Singapore Management Review (2008).

Satisfaction with banking services is an area of growing interest to researchers and managers. Building on the synthesis of existing literature on satisfaction and relationship marketing, this study explores the satisfaction variables within the banking industry. The key findings of an empirical research are based on the data collected from 555 customers. Systematic methodology, including design and validation of questionnaire, factor analysis

and regression analysis were utilized to enhance reliability of the findings. The study reinforces that customer satisfaction is linked with performance of the banks. The authors demonstrate how adaptation of satisfaction variables can lead to better performance.

**[4]Title:** Customer Satisfaction: A Study Of Bank Customer Retention In New Zealand. Authors; David Cohen, Christopher Gan, Hua Hwa Au Yong and Esther Choong. (March 2006).

Customer retention is an important element of banking strategy in today's increasingly competitive environment. Bank management must identify and improve upon factors that can limit customer defection. These include employee performance and professionalism, willingness to solve problems, friendliness, level of knowledge, communication skills, and selling skills, among others. Furthermore, customer defection can also be reduced through adjustments in a bank's rates, policies and branch locations.

Clearly, there are compelling arguments for bank management to carefully consider the factors that might increase customer retention rates. Several studies have emphasized the significance of customer retention in the banking industry. However, there has been little effort to investigate factors that might lead to customer retention. Most of the published research has focused on the impact of individual constructs, without attempting to link them in a model to further explore or explain retention. If retention criteria are not well managed, customers might still leave their banks, no matter how hard bankers try to retain them.

**[5]Title:** Measuring customer satisfaction in the banking industry. Dr. Manoj Kumar Dash Asstt. Professor Galgotia College of Engineering & Technology, GNIT Greater Noida (year 2006).

The research reflected –that the working of the customer's mind is a mystery which is difficult to solve and understanding the nuances of what customer satisfaction is, a challenging task. This exercise in the context of the banking industry will give us an insight into the parameters of customer satisfaction and their measurement. This vital information will help us to build satisfaction amongst the customers and customer loyalty in the long run which is an integral part of any business. The customer's requirements must be translated and quantified into measurable targets. This provides an easy way to monitor improvements, and deciding upon the attributes that need to be concentrated on in order to improve customer satisfaction. We can recognize where we need to make changes to create improvements and determine if these changes, after implemented, have led to increased customer satisfaction. "If you cannot measure it, you cannot improve it." - Lord William Thomson Kelvin (1824-1907).

**[6] Title:** Banking Industry Scores Above Average in Customer Satisfaction, Says ACSI Report. Publication: CBA Reports (March 1. 2005).

The report says- The banking industry had a better than average score for customer satisfaction over the past year, according to the latest report by American Customer Satisfaction Index (ACSI).

The score for how well the banking industry is doing overall (75, unchanged from last year), compares to the overall level of satisfaction in the US economy, representing all companies and industries measured by the ACSI, which stands at 74.3, so the banking industry is doing slightly better than the average of all consumer goods and services.

Established in 1994, ACSI is a uniform and independent measure of household consumption experience, which tracks trends in customer satisfaction and provides benchmarking insights of the consumer economy. The ACSI is produced by the Business School at the University of Michigan, in partnership with the American Society for Quality (ASQ) and the international consulting firm, CFI Group.

ACSI says their scores are a leading indicator of future consumer buying. "High satisfaction scores make it easier for banks to increase their relationships with their customers and sell them more products and services; low satisfaction has the opposite effect. In general, this translates into a prediction of changes in revenues," according to ACSI.

**[7]Title:** A comparison of service quality in the banking industry; some evidence from Turkish-and Greek-speaking areas in cyprus. International journal of bank marketing (year,2005) .

The purpose of this was to analyze and compare service quality in the commercial banking sector of a small island economy – Cyprus and to investigate the relationship between overall bank customer satisfaction in the Turkish- and Greek-speaking areas of Cyprus and positive word-of-mouth about their banks. Research results revealed that the expectations of bank customers in both areas were not met and that the largest gap was found in the empathy dimension. The assurance dimension had the largest influence on customer satisfaction and overall satisfaction of bank customers in both areas of Cyprus had a positive effect on their word-of-mouth.

**[8]Title:** Factors influencing customer satisfaction in the retail banking sector in Pakistan. (01-JUN-03) International Journal of Commerce & Management.

Customer satisfaction is a significant issue for most marketers. Previous research has identified various factors that determine customer satisfaction in retail banking sector in Western countries. This paper reports from a

survey, which looked into determinants of customer satisfaction in the retail banking in Pakistan. A total of 300 questionnaires were randomly distributed to customers of a specific bank in Pakistan. Results indicate that there was a strong relationship between service quality and customer satisfaction. There was, however, no relationship between customer satisfaction and tangible aspects of the service environment. The paper discusses implications for bank management.

**[9] Title:** Corporate-customer satisfaction in the banking industry of Singapore. International Journal of Bank Marketing (year 2000) Robert W Armstrong & Tan Boon Seng.

This work extends the current understanding of customer satisfaction at the business-to-business level in the Asian banking industry. The main thrust of the paper is an attempt to conceptualize a comprehensive model of satisfaction at the business-to-business level incorporating guanxi (Chinese business relationships), relationship marketing and the disconfirmation paradigm. The essence of the research highlighted the importance of relational constructs, in addition to the disconfirmation paradigm, in impacting customer satisfaction at the business-to-business level in the Singapore banking industry. At the business-to-business level in the Asian context, the disconfirmation paradigm is still the predominant paradigm influencing the customer satisfaction process. Relationship marketing and guanxi are significant in our comprehensive model of corporate-customer satisfaction. Relationship marketing was found to have both a direct and an indirect impact (through disconfirmation) on corporate-customer satisfaction. Guanxi was found to exert an indirect impact on satisfaction as opposed to the initial hypothesized direct impact on satisfaction.

**[10] Title:** An Exposition of Consumer Behavior in the Financial Services Industry. The International Journal of Bank Marketing, 18(1), p. 15. : Beckett, A., Hewer, P and Howcroft, B. (2000).

Beckett et al. in his study draw tentative conclusions as to why consumers appear to remain loyal to the same financial provider, even though in many instances they hold less favorable views toward these service providers.

#### **OBJECTIVE OF STUDY:**

- ❖ To study the level of customer satisfaction in new generation banks.

#### **RESEARCH DESIGN & METHODOLOGY:**

##### **SAMPLE UNIT:**

Commercial customers situated in Agra and Delhi city having the bank account in HDFC Bank Preet Vihar Delhi.

##### **SAMPLE SIZE:**

100 randomly selected respondents .

##### **SAMPLING PROCEDURE :**

Random Sampling method

##### **HYPOTHESIS:**

Ho: There is no significant difference in customers' expectations and observations regarding the new generation banks.

Ha: There is significant difference in customers' expectations and observations regarding the new generation banks.

##### **PRIMARY DATA:**

To achieve the objective of the study, the primary data have been collected through questionnaire. This questionnaire aims to gather information related to customers' expectations and observations (satisfaction) based on certain parameters related to commercial customers.

##### **SECONDARY DATA :**

Secondary data have been collected through,

- Magazines - India today, Business Today, Business World, AM, etc.
- Internet - www.hdfc.com,

**METHODOLOGY:**

Today’s winning companies are focusing on continually satisfying their customers and beyond. Customer satisfaction is the outcome felt by buyers who have experienced a company performance that has fulfilled expectations. Customers are satisfied when their expectations are met and delighted when their expectations are exceeded. It is because of these factors, marketers are always interested in knowing about the satisfaction of their customers towards their offerings. A very widely used method in assessing customer satisfaction is through the assessment of the Service Quality perception of the customers. It is proposed in this study to assess the satisfaction of customers of New Generation Banks through the assessment of service quality perceptions.

Through the survey, the customers’ expectation and observation (level of satisfaction) regarding the various parameters have been collected on 5 point Likert scale. In survey 31 important parameters which have been clubbed in 5 different categories named About Branch, Managing Account, Handling of Enquiries, quality of staff and General. These parameters and categories have been selected on the basis of review of literature and discussion with bank officials.

On the basis of the comparison of mean values of expectation and observations (satisfaction) the test of significance has been applied. In addition to this, on the basis of weighted mean of expectation and observations (satisfaction) level of various parameters has been ranked and correlation has calculated.

**ABOUT HDFC BANK:**

The Housing Development Finance Corporation Limited (HDFC) was amongst the first to receive an 'in principle' approval from the Reserve Bank of India (RBI) to set up a bank in the private sector, as part of the RBI's liberalization of the Indian Banking Industry in 1994. The bank was incorporated in August 1994 in the name of 'HDFC Bank Limited', with its registered office in Mumbai, India. HDFC Bank commenced operations as a Scheduled Commercial Bank in January 1995.

HDFC is India's premier housing finance company and enjoys an impeccable track record in India as well as in international markets. Since its inception in 1977, the Corporation has maintained a consistent and healthy growth in its operations to remain the market leader in mortgages. Its outstanding loan portfolio covers well over a million dwelling units. HDFC has developed significant expertise in retail mortgage loans to different market segments and also has a large corporate client base for its housing related credit facilities. With its experience in the financial markets, a strong market reputation, large shareholder base and unique consumer franchise, HDFC was ideally positioned to promote a bank in the Indian environment.

**PRODUCTS OF HDFC:**

Table No 1 is showing the some important products of HDFC Bank under different heads

**Table No 1**

<b>Accounts &amp; Deposits</b>	<b>Loans</b>	<b>Investments &amp; Insurance</b>
<ul style="list-style-type: none"> <li>• Regular Savings Account</li> <li>• Savings Plus Account</li> <li>• Savings Max Account</li> <li>• Senior Citizens Account</li> <li>• Institutional Savings Account</li> <li>• Salary Accounts</li> <li>• Payroll</li> <li>• Defense</li> <li>• Pension Saving Bank Account</li> <li>• Kisan Club Savings</li> <li>• Current Accounts</li> <li>• Fixed Deposits</li> <li>• Recurring Deposit</li> <li>• Demat Account</li> </ul>	<ul style="list-style-type: none"> <li>• Personal Loans</li> <li>• Smart Draft</li> <li>• Home Loans</li> <li>• Two Wheeler Loans</li> <li>• Educational Loan</li> <li>• Credit Cards</li> <li>• Silver Credit Card</li> <li>• Value Plus Credit Card</li> <li>• Gold Credit Card</li> <li>• Titanium Credit Card</li> <li>• Platinum Plus Credit Card</li> <li>• Visa Signature Credit Card</li> <li>• World MasterCard</li> <li>• Corporate Platinum Credit Card</li> </ul>	<ul style="list-style-type: none"> <li>• Mutual Funds</li> <li>• Tax Planning</li> <li>• Insurance</li> <li>• General &amp; Health Insurance</li> <li>• Bonds</li> <li>• Equities &amp; Derivatives</li> </ul>

(Source: Web site of HDFC, Bank)

**ANALYSIS:**

**PROFILE OF RESPONDENTS:**

The table No.2 is showing the form of organization of respondents. Table clearly reveals that HDFC is choice of each type of organization.

**Table No. 2 Showing The Status Of Organization**

Status of Organization	N0. of Res	% of total
Sole Trade/Manufacturer	30	30
Partnership Firm	45	45
Pvt. Ltd / Joint stock Cos	25	25
<b>Total Respondents</b>	<b>100</b>	<b>100</b>

(Source: Survey analysis)

Table no.3 is showing the yearly turnover of the respondents in rupee in lakhs.

**Table No.3**

Yearly Turn Over	No. of Firms	% of Total
Up To Rs. 50 Lakhs	30	30
Rs. 50 Lakhs - Rs. 100 Lakhs	20	20
Rs. 80 Lakhs - Rs. 120 Lakhs	18	18
Rs.100 Lakhs - Rs. 150 Lakhs	17	17
Rs. 150 Lakhs - Rs. 200 Lakhs	8	8
More Than Rs.200 Lakhs	7	7
<b>Total</b>	<b>100</b>	<b>100</b>

(Source: Survey analysis)

Table no. 4 is showing the period of account a firm is having with HDFC Bank. It is good for bank as well as for the study that 67% of respondent are holding the account in Bank more than 6 years.

**Table No. 4**

Years	No. of Firms	% of Total
Less Than 3 Years	10	10
3 To 6 Years	23	23
More Than 6 Years	67	67
<b>Total</b>	<b>100</b>	<b>100</b>

(Source: Survey analysis)

Table no.5 is showing the facilities which are availed by customers on regular basis. Table clearly reveals that bank has varieties of services for its customers. The total of this table is more than the total respondents because respondents are availing many facilities simultaneously.

**Table No. 5**

Types of Facilities Used	No. of Res.
Current account	90
Saving Bank	10
Cash credit	85
Internet Banking	50
Investment account	38

(Source: Survey analysis)

Table No 6 is showing the mean values, SD and calculated Z – value (which has been compared to 1.96) of expectation and observations (satisfaction) of different individual parameters (31) & categories (5) wise. This table also shows the results of test of hypothesis of different individual parameters & categories wise. Here “A” indicates that ‘Ho is accepted’ and “R” indicates that ‘Ho is rejected’.

**Table No. 6. Showing The Mean Values, SD And Calculated Z – Value**

S N	Parameters	Expectation		Satisfaction		Z	Ho
		Mean	SD	Mean	SD	Value	
A	About Branch						
A1	Location of Branch	4.09	1.24	3.55	1.44	2.84	R
A2	Lay out of Branch	4.13	1.15	4.3	0.9	-1.16	A
A3	Security & Safety	4.08	1.25	4.08	1.25	0	A
A4	The level of privacy offered in the branch	4.37	0.98	3.78	1.26	3.70	R
A5	The cleanliness of the branch	4.36	0.78	4.21	0.79	1.35	A
A6	Branch's cash machine Being clean and tidy	4.49	0.82	3.94	1.25	3.68	R
A7	Branch's cash machine Providing readable printouts	4.85	0.36	3.88	1.27	7.35	R
	Over all mean	4.34	1.02	3.96	1.21	2.37	R
B	Managing Account						
B1	Handling of account efficiently/ Transaction time	4.95	0.22	4.09	1.29	6.57	R
B2	Prices of Services provided.	4.51	0.87	3.33	1.49	6.84	R
B3	Statement of Accounts	4.46	0.88	3.7	1.27	4.92	R
	Over all mean	4.64	0.95	3.71	1.39	5.54	R
C	Handling of Enquiries						
C1	Way in which staff answer call.	4.56	0.67	3.68	1.21	6.36	R
C2	How your enquiries are passed between staff	4.05	1.12	4.11	0.94	-0.41	A
C3	How quickly your enquiry was understood and responded to	4.35	0.86	3.68	1.11	4.77	R
C4	The ease of reaching the person you need to speak with.	4.43	0.85	3.8	1.16	4.38	R
C5	The time taken by bank to respond to your letters	4.15	1.13	3.43	1.15	4.47	R
C6	How clearly letters of enquiry are answered.	4.01	1.05	3.72	1.07	1.93	A
C7	the way complained are handled.	4.3	0.9	4.11	0.88	1.51	A
C8	the time taken to sort out your complaint	4.34	0.79	3.92	0.73	3.90	R
C9	The follow-up contact you received	4.2	0.97	3.24	1.36	5.75	R
	Over all mean	4.27	0.95	3.74	1.12	3.56	R
D	Quality of staff						
D1	Knowledgeable	4.45	0.68	4.33	0.72	1.21	A
D2	Able to give good advice	4	1.17	3.81	1.06	1.20	A
D3	Able to give you 100% of their attention	4.49	0.62	4.39	0.61	1.15	A
D4	Pleased to assisting you	4.16	1.09	4.04	1.10	0.77	A
D5	Smart and professional	4.07	1.22	3.52	1.49	2.86	R
D6	Apologies for any mistake.	4.31	0.73	4.15	0.75	1.53	A
D7	Efforts to reduce queuing time	4.22	0.79	4.07	0.72	1.40	A
D8	how quickly cashiers carry out your instructions	4.04	1.06	3.95	0.79	0.68	A
	Over all mean	4.22	0.96	4.03	0.98	1.35	A
E	General						
E1	Recommend this bank to a friends or relatives	4.41	0.5	4.33	0.57	1.06	A
E2	Remain a customer of this bank in future in too	4.45	0.51	4.15	0.79	3.19	R
E3	Buy another product or service from this bank	4.12	0.45	3.98	0.84	1.47	A
E4	Overall, how satisfied you are with the bank.	4.19	0.7	4	0.81	1.77	A
	Over all mean	4.29	0.64	4.12	0.77	1.77	A

Table no .7 is showing the rank of various individual parameters on the basis of weighted mean of expectation and observations (satisfaction) which has been used for calculating the Spearman's Rank Correlation i.e. - 0.11.

**Table No. 7. Showing The Rank Of Various Individual Parameters**

SN	Parameters	Rank of Exp	Rank of obs
A	About Branch		
A1	Location of Branch	25	27
A2	Lay out of Branch	23	4
A3	Security & Safety	26	11
A4	The level of privacy offered in the branch	12	22
A5	The cleanliness of the branch	13	5
A6	Branch's cash machine Being clean and tidy	5	17
A7	Branch's cash machine Providing readable printouts	2	19
B	Managing Account		
B1	Handling of account efficiently/ Transaction time	1	10
B2	Prices of Services provided.	4	30
B3	Statement of Accounts	7	24
C	Handling of Enquiries		
C1	Way in which staff answer call.	3	25
C2	How your enquiries are passed between staff	28	8
C3	How quickly your enquiry was understood and responded to	14	26
C4	The ease of reaching the person you need to speak with.	10	21
C5	The time taken by bank to respond to your letters	22	29
C6	How clearly letters of enquiry are answered.	30	23
C7	The way your complained was handled.	17	9
C8	the time taken to sort out your complaint	15	18
C9	The follow-up contact you received	19	31
D	Quality of staff		
D1	Knowledgeable	8	2
D2	Able to give good advice	2	20
D3	Able to give you 100% of their attention	31	1
D4	Pleased to assisting you	21	13
D5	Smart and professional	27	28
D6	Apologies for any mistake.	16	6
D7	Efforts to reduce queuing time	18	12
D8	how quickly cashiers carry out your instructions	29	16
E	General		
E1	Recommend this bank to a friends or relatives	11	3
E2	Remain a customer of this bank in future in too	9	7
E3	Buy another product or service from this bank	24	15
E4	Overall, how satisfied you are with the bank.	20	14

(Source: Analysis work)

**RESULTS:**

On the basis of analysis the following results may be drawn:

- The customers' expectations have gone up many folds. The knowledge explosion and entry of new generation entrepreneurs have changed the out look. Now the customers are looking for the best at

reasonable price. Table No. 6 clearly reveals these facts. Range of mean values of expectation of customers starts from 4 and comes to an end 4.95 (almost 100%)

- Out of five categories and 31 parameters bank is fulfilling the expectations of customers only in 2 categories and 16 individual parameters. The table no. 8 gives the details.

**Table No. 8 : Shows The Detail of Accepted And Rejected Parameters**

SN	Categories	Total parameters (in category)	Ho Accept	Ho Rejected	over all category
1	About Branch	7	3 (42.85)	4(57.15)	R
2	Managing Account	3	0 (0)	3 (100)	R
3	Handling of Enquiries	9	3 (33.33)	6 (66.67)	R
4	Quality of staff	8	7 (87.5)	1 (12.5)	A
5	General	4	3 (75)	1 (25)	A
		31	16	15	

(Figure in bracket shows the % of Total parameters in category)

(Source: Analysis work)

- In the most important categories (Managing Account and Handling the Enquiries) bank performance is miserable and has totally failed to come true on the expectations of customers.
- Regarding the quality of staff, the bank is in good position and some thing to cheer. In all most in each parameter of this category, the customers feel satisfy and also praised the efforts of bank staff.
- The bank is failed to maintain the privacy of transactions which is utmost requirement of bank.
- Lay out, cleanliness and Security & Safety of the branch are good and satisfy to customers.
- It is very encouraging to the bank that customers are ready to recommend this bank to a friends or relatives and remain a customer of this bank in future in too.
- Over all out of 31 parameters, bank has failed to satisfy customers at 15 parameters. But unfortunately these include the most important parameters such as cost of services, privacy of transactions, response time.
- Spearman rank correlation value is -0.11 which insignificant but negative sign clearly indicate caution to the bank.

### SUGGESTIONS:

If the following suggestions are followed by bank, it can increase customers' satisfaction and ultimately it will be a boost for banking industry:

- The bank should focus to improve those parameters immediately to fulfill customer expectation where mean score of expectations is more than observations.
- The bank has to maintain its services on those parameters where mean score of expectations is equal to observations with future improvement.
- The parameters where the mean value of expectation is less than to observations are positive traits for the bank and the reason for customer retention.
- Staff should be pleased to assist. Training programs regarding customer interaction should be held for staff and there must be surprise checking like hotel industry.
- Enquiry letters should be clearly answered earliest.
- Customers should be provided with account statements regularly.
- Staff should be knowledgeable about the services offered.
- Staff members should apologies for mistakes.
- Account should be handled carefully.
- Customers' instructions should be carried out carefully.
- Branch cash machine should provide readable printouts.
- Queuing time should be reduced.
- Complaint should be handled then and there.
- Regarding complaint customers should receive follow up contact.
- Name and address of customers should be handled carefully.
- There should be a personal touch between the customers and staff.
- Disagreements with the customers should be avoided.

## CONCLUSION:

The majority of India's banks are not very diversified in terms of the products and services they offer. One strategic focus that banks can implement to remain competitive would be to retain as many customers as possible. And customer retention is possible through customer satisfaction only. Thus, customers' satisfaction is the key of success in today's competitive era.

## REFERENCES:

- [1] Leeds, B. (1992). 'Mystery Shopping' Offers Clues to Quality Service. *Bank Marketing*, 24(11), November, pp. 24-27.
- [2] Fornell, C. (1992).. A National Customer Satisfaction Barometer: The Swedish Experience. *Journal of Marketing*, 56, January, pp. 6-21.
- [3] Rust, R. and Zahorik, A. (1993). Customer Satisfaction, Customer Retention and Market Share. *Journal of Retailing*, 69(2), pp. 193-215.
- [4] Storbacka, K., Strandvik, R and Gronroos, C. (1994). Managing Customer Relationship for Profit: The Dynamics of Relationship Quality. *International Journal of Service Industry Management*, 5(5), pp. 21-38.
- [5] Gale, B. T and Wood, R. C. (1994). Managing Customer Value: Creating Quality and Services that Customers Can See.
- [6] Reidenbach, R.E. (1995). Value-Driven Bank: Strategies for Total Market Satisfaction.
- [7] Colgate, M., Stewart, K and Kinsella, R. (1996). Customer Defection: A Study of the Student Market in Ireland. *The International Journal of Bank Marketing*, 14(3), p. 23.
- [8] Reichheld, F. F. (1996). Learning from Customer Defections. *Harvard Business Review*, March/April, pp. 56-69.
- [9] Slater, S. F. (1997). Developing a Customer Value-Based Theory of the Firm. *Journal of the Academy of Marketing Science*, 25(Spring), pp. 162-167.
- [10] Woodruff, R. B. (1997). Customer Value: The Next Source of Competitive Advantage. *Journal of Academy of Marketing Science*, 25(2), pp. 139-153.
- [11] Beckett, A., Hower, P and Howcroft, B. (2000). An Exposition of Consumer Behaviour in the Financial Services Industry. *The International Journal of Bank Marketing*, 18(1), p. 15.
- [12] [www.corporateinformation.com](http://www.corporateinformation.com)
- [13] [www.sap.com](http://www.sap.com)
- [14] [http://www.indianmba.com/Faculty\\_Column/FC328/fc328.html](http://www.indianmba.com/Faculty_Column/FC328/fc328.html)
- [15] [http://www.indianmba.com/Faculty\\_Column/FC328/fc328.html](http://www.indianmba.com/Faculty_Column/FC328/fc328.html)
- [16] <http://www.busreslab.com/tips/tip3.htm>.
- [17] <http://www.clickz.com/showPage.html?page=771071>
- [18] <http://www.intelliverse.com/enterprise/banking/customersurvey.shtml>.

----