

Customer Relationship Management and Customer Satisfaction: A Comparison between Public and Private Sector Banks in Kerala

E.Ashraf

Research scholar and Asst.Professor

Research and Development Centre, Bharathiar University, Coimbatore – 641 046

Dept.of Commerce, N.A.M College Kallikkandy, Kannur, Kerala-670693¹

Corresponding Author: E.Ashraf

-----ABSTRACT-----

Bank play vital role in the socio economic development of our country. Bank offer several services to boost the living standard of our citizen. In the past, owing to lack of knowledge and proper guidance, the people could not avail the full benefits from the banking industries to enhance their standard of living. It is undeniable that the habits of indian customer is changing. This reflects in the income pattern and cusumption patterns and leads to enhance banking habit of people. With the opening up of economy a number of private sector banks have joint the fray and offering a plethora of products and services rechristening themselves as a financial boutiques , so banking sector become more competitive. The entire service industry is now metamorphosed to become customer-specific. In this context, the management of customer relationship in financial services demands special focus. The main aim of this paper is to compare the customer relationship management strategies and customer satisfaction ,from the perspective of customers, between public and private sector banks in Kerala. For measuring customer relationship management strategies, the researcher used the modified model introduced by Jayakumar.A in their study. This study is of an analytical nature based on the primary data collected from customers of public and private sector banks in Kerala. A standardized questionnaire has been used to collect primary data. The questionnaire has been personally managed on a sample size of 100(51 from public sector and 49 from private sector), chosen on a random basis from banks in Kerala. The results of this study indicated that there is no significant difference between public sector and private sector bank in the customer relationship management strategies and level of customer satisfaction.

KEYWORDS: customer relationship management, customer satisfaction, public sector bank, private sector bank

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I. INTRODUCTION

The Indian banking scenario is becoming more and more competitive. Bank both Indian and foreign are attracting customer like never before. During the past decade, the technological revolution in all walks of life coupled with globalization, privatization policies has drastically changed conventional patterns in all sectors. Banking sector is of no exemption. With the opening up of economy a number of private sector banks have joint the fray and offering a plethora of products and services rechristening themselves as a financial boutiques , so banking sector become more competitive. The entire service industry is now metamorphosed to become customer-specific. In this context, the management of customer relationship in financial services demands special focus. Today banking is more customer-centric; unlike yester when it was transaction centric. With customer expectations become more competitive, bank are coming up with a wide array of novel products and services every day .The challenge is for banks to work towards ensuring that customers prefer their products and services over that of competing brand (Jayakumar & Sathiya, 2013).

CRM has developed into a major corporate strategy for many organizations. It is concerned with the creation, development and enhancement of individualized customer relationship with carefully targeted customer groups resulting in maximizing their total customer life time value. It is an overall business strategy that enables companies to effectively manage relationship with their customers. With the intensified competition, bank realized that they have to treats their customers with respect. Customers have a lot more choices and they do not have to be loyal to any bank. Banks are now trying to figure out ways to manage customer relationships effectively, not only to acquire new customers but also to retain existing customers. The use of CRM in banking has gained importance with the aggressive strategies for customer satisfaction and retention being employed by the bank in today's competitive milieu. This has resulted in the adoption of various

CRM initiatives by these banks. The aim of this study is to measure the customer relationship management and customer satisfaction of both public sector and private sector banks and compare the statistics.

II. STATEMENT OF THE PROBLEM

The present day CRM includes developing customer base. The bank has to play adequate attention to increase customer base by all means, it is possible if the performance is at satisfactory level, and the existing clients can recommend others to have bank relation. Competition and globalization of banking services are forcing banks to be productive and profitable. Today's banking services industry entered an era of turbulence, where change is accelerating, market disruptions are inevitable and customers are more nervous and demanding than ever. Bank can enhance customer services by leveraging on technology maintenance of efficient service delivery standards and business process reengineering. To keep existing customers and to find out new customers bank should focus strongly on relationship management with customers. This study was conducted to compare the customer relationship management and customer satisfaction in public and private sector banks in Kerala.

III. SIGNIFICANCE OF STUDY

More competition and increased regulation made it more difficult for banks to stand out from the crowd. However, the development of CRM gave proactive banks access to technology that helped them to improve customer retention by using customer feedback to offer conveniences like ATMs and Online banking. Banks can also use CRM tools to improve customer satisfaction by using data collected through customer sign-ups, transaction and feedback processes. The present study is an attempt to analyse the customer relationship management strategies adopted by public sector and private sector banks in Kerala and level of customer satisfaction and compare the statistics.

IV. OBJECTIVE OF THE STUDY

The study made with the following objective;

1. To compare the level of customer relationship management strategies of commercial public sector banks and private sector banks in Kerala.
2. To examine the satisfaction level of customers of commercial public sector banks and private sector banks in Kerala.

V. LITERATURE REVIEW

A lot of books, articles and papers are written about customer relationship management and customers as well as companies' employees are hearing this phrase more and more in today's business world. However, if different people are asked about what customer relationship management (CRM) represents, it is mostly possible that one could get different answers with different meanings depending on who is being asked. Some people might say that CRM is a way to computerize someone's business, others would think of a series of tools and techniques, a marketing program designed to attract customer loyalty etc. (Robert-Phelps, 2001). Different authors and researchers have also given different definitions of CRM. Some of them are of the opinion that CRM is a process or methodology belonging to the information industry methodologies or integrated information systems that can help a company to manage its customer relationships in a managed way (Buttle, 2009)

customer relationship management is an important strategy in managing customers, as it focuses on understanding customers as individuals instead of as part of a group and each of these individuals has a choice (M D Lambert, 2010); (Robert-Phelps, 2001). Because customers have a lot more choices and they may decide not to stay loyal to any company in particular, companies on the other hand are trying to find new ways to effectively manage customer relationships, consisting not only in acquiring new customers but also in retaining their existing customers (Jasola & Kapoor., 2008)

(SIMO & BREGASI, 2013) conducted an empirical study about Customer Relationship Management and Challenging Aspects in the Banking Sector: Case of Albania and conclude that CRM has caught the attention of managers in the improvement of their tools and strategies development as part of their marketing. The main factors to be taken into consideration according to the managers exposed to the empirical research are, among others: customer satisfaction, customer retention, implementation of hardware and software and the transparency regarding procedures.

(Buttle, 2009) Revealed that CRM is the core business strategy that integrates internal processes and functions, and external networks, to create and deliver value to targeted customers at a profit. It is grounded on high quality customer related data and enabled by information technology.

(Kanti, 2012) made an attempt to compare customer relationship management in banking between SBI and other nationalized commercial bank in India and revealed that 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.

Customer relationship management (CRM) is a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer. 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 (DOHNAL, 2002). Communication with customer partners is a necessary process of relationship marketing. It helps in relationship development, fosters trust, and provides the information and knowledge needed to undertake the cooperative and collaborative activities of relationship marketing. Successful organizations use three steps to build customer relationships:

- i. Determine mutually satisfying goals between organization and customers.
- ii. Establish and maintain customer rapport.
- iii. Produce positive feelings in the organization and the customers. (CHAPMAN A.)

Customer relationship management is a broad term that covers concepts used by companies to manage their relationships with customers, including the capture, storage and analysis of customer and internal process information. Customer relationship management includes: - CRM processes that help identify and target their best customers, generate quality sales leads, and plan and implement marketing campaigns with clear goals and objectives. - CRM processes that help form individualized relationships with customers (to improve customer satisfaction) and provide the highest level of customer service to the most profitable customers (LENDEL & MILAN KUBINA., 2008).

The forgoing overview of literature reveals that though various studies were done on customer relationship management and customer satisfaction. Every investigation shows CRM strategies that help to improve customer satisfaction and provide the highest level of customer service to the most profitable customers. This research was conducted on the comparative study of public sector Banks and Private Sector Banks in Kerala focused on the aspects of CRM and customer satisfaction. It will be useful to service providers for making competitive edge in business. Hence the relevance of the study.

VI. OPERATIONAL DEFINITION

A. Customer Relationship Management:

Customer Relationship Management is rightly explained as a management process of acquiring customers by understanding their requirements, retaining customers by fulfilling their requirements more than their expectation and attracting new customers' specific strategies marketing approach.

B. Customer satisfaction:

Customer satisfaction is the extent to which a product's perceived performance matches a buyer's expectations: if the products performance matches or exceeds expectations the buyer is satisfied; if performance falls short of expectations the buyer is dissatisfied (Kotler, 2003),

C. Public Sector Banks

At present, there are 27 Public Sector Banks in India including SBI and 19 nationalized banks. Further, there are two banks which have been categorized by RBI as "Other Public Sector Banks". IDBI and Bhartiya Mahila Bank come under this category.

D. Commercial Private Sector Banks

In private sector banks, most of the capital is in private hands. There are two types of private sector banks in India viz. Old Private Sector Banks and New Private Sector Banks

New Private Sector Banks: Private bank which were permitted to start in mid 90's after introducing prudential norms for the banking system in 1993. Introduction of LPG in 1991 has made dramatic changes in the functioning of new private sector banks. New prudential norms, such as capital adequacy perception, identification of bad debt, provision requirement etc were enforced, and interest rates were deregulated. The private banks in India have a major role when it comes to serving the Indian people with their savings since they made the banking services more efficient and customer friendly (Ashraf.e & Dr.K.Venugopalan, 2018)

VII.METHODOLOGY

A. Instrument

This study is an analytical in nature based on primary data. The primary data for the analysis are collected, by the researcher, from the customers' of commercial public sector banks and private sector banks in Kerala. It is collected with the help of structured questionnaires. Questionnaire measures customer relationship

management strategies by implementing 21 variables (15 strategies maintenance the customers and 6 technology on CRM) developed from literature review. The instrument used is a seven-point Likert scales, representing a range of attitudes from 1 – strongly disagree to 7 – strongly agree to measure service quality and to measure Customer satisfaction (9 variables were used) seven-point Likert scales, representing a range of attitudes from 1 – extremely dissatisfied to 7 – extremely satisfied.

B. Sampling

For the collection of samples survey, multistage deliberate sampling technique was used. For the purpose of the study once district (Kozhikode) selected from 14 districts in Kerala randomly. Then selected district divide into three levels viz City, Thaluk and Panchayath. The primary data is collected from a sample of 100 persons from customers of commercial banks from Kozhikode city, Vatakara thaluk and Nadapuram panchayath.

C. Research Hypotheses

In order to investigate the objectives of the study, the following hypotheses have been developed.

1. H₀.: There is no significant difference between customer relationship management strategies of commercial public sector banks and private sector banks in Kerala
2. H₀.: There is no significant difference between level of satisfaction of the customers in commercial public sector banks and private sector banks in Kerala

VIII. STATISTICAL ANALYSIS

The collected data were presented in tables for the purpose of analysis. The primary data were analyzed with the help of computer package namely MS. Excel 2010 and SPSS 23. Statistical Inferences used are as follows:

- A. Reliability Analysis, used to measure reliability using Cronbach alpha
- B. Descriptive statistics, used to measure level of CRM and customer satisfaction
- C. T-Testing (Levene's Test for Equality of Variances and t-test for Equality of Means), used to compare the level of customer relationship management strategies and customer satisfaction of commercial public sector bank and private sector bank.

A. Reliability Analysis

Reliability test is a judgment of the degree of stability and consistency between multiple measurements of a variable. Cronbach's alpha is the commonly accepted measurement technique with a generally agreed lower limit of 0.7 (Nunnally., 1967). The following Table provides an overview of the reliability scores. As can be seen from this table, all the alpha coefficients were above the required level of 0.7.

Table I Reliability

Scale	Number of items	Cronbach's Alpha
Strategies Maintenance the Customers	15	0.833
Technology on CRM	6	0.747
Customer Satisfaction	9	0.796
Overall	30	0.857

B.Descriptive Analysis

Table II Level of CRM (Maintenance Strategies and Technology)and customer satisfaction

Descriptive Statistics				
	N	Mean	Std. Deviation	Level Category
Maintenance Strategies				
1. Personal contact	100	5.7200	1.15540	High
2. Personal reports	100	5.2100	1.52617	High
3. General and promotional communication	100	5.0500	1.51341	High
4. Various service offered by the bank	100	4.6800	1.63225	Medium
5. Bank staff are courteous and give proper guidance	100	5.4400	1.14874	High
6. Friendly Behavior of the officials	100	5.3100	1.47501	High
7. May i help you counter	100	5.6100	1.32494	High
8. Understand customer needs and requirement	100	5.2700	1.44148	High
9. All information pamphlets and banners are displayed for customers	100	5.4700	1.31391	High
10. Grievance redressal system	100	5.2800	1.55752	Highv
11. Customers friendly	100	6.4500	.84537	High
12. Important and valuable customers	100	4.9900	1.23497	High
13. Ombudsman committee	100	5.2900	1.25766	High

14.	Customization of bank service to suit customers specific need	100	5.1400	1.24738	High
15.	Better physical appearance of bank	100	5.0800	1.44725	High
	Technology on CRM	100	5.2200	1.27588	High
1.	Internet service and advance technology				
2.	Efficient and reliable ATMs	100	6.2800	1.07384	High
3.	Appropriate location of ATM counters	100	5.5000	.88192	High
4.	Answer the phone call in courteous manner and end in friendly way	100	5.4700	1.04886	High
5.	Core banking	100	5.5800	1.25674	High
6.	Efficient and reliable Mobile banking	100	5.6900	1.28468	High
	Customer Satisfaction	100	5.2200	1.25995	High
1.	Awareness creation				
2.	I am satisfied with products and services provided by my bank	100	5.9200	1.10718	High
3.	Waiting time to contact the concerned person	100	5.2000	1.27920	High
4.	Customers service genuine and satisfying	100	5.3700	1.48837	High
5.	Customer service in your bank is personalized	100	5.4300	1.42315	High
6.	Customer service prompt and modernized	100	5.5200	1.40331	High
7.	The overall quality of the services provided by my bank is excellent	100	5.7700	1.02351	High
8.	The service provided is very much concerned about customers problem	100	5.9100	1.14676	High
9.	Satisfaction with respect to the behavior of employees	100	5.9400	.91916	High
	Valid N (list wise)	100			

Source: primary data

Norms for Level

Level Category	Score Range
Low	1.00 –3.00
Medium	3.00–5.00
High	5.0 – 7.00

B. T-Test

a. Bank Type Analysis; Customer Relationship Management

1.1.H0: There is no significant difference between CRM-maintenance strategies of commercial public sector banks and private sector banks in Kerala.

1.1.H1: There is significant difference between CRM-maintenance strategies of commercial public sector banks and private sector banks in Kerala.

Table III.i CRM-Maintenance strategies – Bank Type Analysis

Group Statistics					
Variables	Type of bank	N	Mean	Std. Deviation	Std. Error Mean
Personal contact	Public Sector Bank	51	5.1176	1.22714	.17183
	Private Sector Bank	49	6.3469	.63084	.09012
Personal reports	Public Sector Bank	51	5.4510	1.30098	.18217
	Private Sector Bank	49	4.9592	1.70733	.24390
General and promotional communication	Public Sector Bank	51	5.1961	1.52341	.21332
	Private Sector Bank	49	4.8980	1.50340	.21477
Various service offered by the bank	Public Sector Bank	51	4.5490	1.74715	.24465
	Private Sector Bank	49	4.8163	1.50932	.21562
Bank staff are courteous and give proper guidance	Public Sector Bank	51	5.5490	1.06421	.14902
	Private Sector Bank	49	5.3265	1.23132	.17590
Friendly Behavior of the officials	Public Sector Bank	51	5.3725	1.49614	.20950
	Private Sector Bank	49	5.2449	1.46530	.20933
May i help you counter	Public Sector Bank	51	5.6863	1.25682	.17599
	Private Sector Bank	49	5.5306	1.40092	.20013
Understand customer needs and requirement	Public Sector Bank	51	5.4510	1.28552	.18001
	Private Sector Bank	49	5.0816	1.57899	.22557
All information pamphlets and banners are displayed for customers	Public Sector Bank	51	5.5686	1.17055	.16391
	Private Sector Bank	49	5.3673	1.45336	.20762
Grievance redressal system	Public Sector Bank	51	5.4510	1.40447	.19667
	Private Sector Bank	49	5.1020	1.69859	.24266
Customers friendly	Public Sector Bank	51	6.4314	.78115	.10938
	Private Sector Bank	49	6.4694	.91520	.13074
Important and valuable customers	Public Sector Bank	51	5.1961	1.24931	.17494
	Private Sector Bank	49	4.7755	1.19487	.17070
Ombudsman committee	Public Sector Bank	51	5.4510	1.11917	.15672

	Private Sector Bank	49	5.1224	1.37890	.19699
Customization of bank service to suit customers specific need	Public Sector Bank	51	5.0784	1.27817	.17898
	Private Sector Bank	49	5.2041	1.22440	.17491
Better physical appearance of bank	Public Sector Bank	51	5.1569	1.23891	.17348
	Private Sector Bank	49	5.0000	1.64570	.23510

Source: primary data

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Personal contact	Equal variances assumed	23.726	.000	-6.261	98	.000
	Equal variances not assumed			-6.335	75.350	.000
Personal reports	Equal variances assumed	2.101	.150	1.624	98	.108
	Equal variances not assumed			1.615	89.696	.110
General and promotional communication	Equal variances assumed	.240	.625	.985	98	.327
	Equal variances not assumed			.985	97.928	.327
Various service offered by the bank	Equal variances assumed	.882	.350	-.817	98	.416
	Equal variances not assumed			-.820	96.926	.414
Bank staff are courteous and give proper guidance	Equal variances assumed	2.392	.125	.968	98	.335
	Equal variances not assumed			.965	94.764	.337
Friendly Behavior of the officials	Equal variances assumed	.241	.624	.431	98	.668
	Equal variances not assumed			.431	97.962	.667
May i help you counter	Equal variances assumed	.342	.560	.585	98	.560
	Equal variances not assumed			.584	95.892	.561
Understand customer needs and requirement	Equal variances assumed	1.782	.185	1.285	98	.202
	Equal variances not assumed			1.280	92.564	.204
All information pamphlets and banners are displayed for customers	Equal variances assumed	.746	.390	.764	98	.447
	Equal variances not assumed			.761	92.124	.449
Grievance redressal system	Equal variances assumed	2.212	.140	1.121	98	.265
	Equal variances not assumed			1.117	93.175	.267
Customers friendly	Equal variances assumed	.465	.497	-.224	98	.823
	Equal variances not assumed			-.223	94.340	.824
Important and valuable customers	Equal variances assumed	.010	.919	1.719	98	.089
	Equal variances not assumed			1.721	97.998	.088
Ombudsman committee	Equal variances assumed	2.622	.109	1.311	98	.193
	Equal variances not assumed			1.305	92.440	.195
Customization of bank service to suit customers specific need	Equal variances assumed	.000	.997	-.502	98	.617
	Equal variances not assumed			-.502	97.999	.617
Better physical appearance of bank	Equal variances assumed	2.387	.126	.540	98	.591
	Equal variances not assumed			.537	89.134	.593

Source: primary data

Levene's Test for Equality of Variances (Homogeneity) all variables of CRM- maintenance strategies result shows that significant value greater than 0.05 except Personal contact, which means both groups are heterogeneous group, so t-test for equal variance assumed considered. In the case of personal contact, significant value less than 0.05, so t-test for Equal variances not assumed considered.

Here, the variable of personal contact, the mean value difference between public and private sector was 1.2293 which was greater than 0.5(hypothesized mean difference). So it was significant. Based on the result generated by SPSS, the significant value is less than 0.05. Hence null hypothesis not accepted. That is, significant difference between personal contact aspects of CRM between public and private sector banks.

Other 14 variables of CRM- maintenance strategies, the mean value difference between public and private sector were 0.4918, 0.2981, 0.2673, 0.2225, 0.1276, 0.1557, 0.3694, 0.2013, 0.349, 0.038, 0.4206 0.3286, 0.1257 and 0.1569. All the mean difference was below the hypothesized level of 0.5 which was insignificant. Also based on the result generated by SPSS, all the significant value was greater than 0.05 so accept null hypothesis. Hence there is no significant difference between the two means. Therefore it can be concluded that there is no significant different in CRM maintenance strategies adopted by public and private sector banks in Kerala from customer views.

b. Bank Type Analysis; Technology on Customer Relationship Management

1.2.H0: There is no significant difference between technology on CRM of commercial public sector banks and private sector banks in Kerala.

1.1.H1: There is significant difference between technology on CRM of commercial public sector banks and private sector banks in Kerala

Table III.ii Technology on CRM – Bank Type Analysis

Group Statistics						
Variables	banks	N	Mean	Std. Deviation	Std. Error Mean	
Internet service and advance technology	Public Sector Bank	51	5.0980	1.25307	.17547	
	Private Sector Bank	49	5.3469	1.29986	.18569	
Efficient and reliable ATMs	Public Sector Bank	51	6.1961	1.03961	.14557	
	Private Sector Bank	49	6.3673	1.11232	.15890	
Appropriate location of ATM counters	Public Sector Bank	51	5.5686	.90011	.12604	
	Private Sector Bank	49	5.4286	.86603	.12372	
Answer the phone call in courteous manner and end in friendly way	Public Sector Bank	51	5.4510	1.10116	.15419	
	Private Sector Bank	49	5.4898	1.00255	.14322	
Core banking	Public Sector Bank	51	5.8431	1.25495	.17573	
	Private Sector Bank	49	5.3061	1.21113	.17302	
Efficient and reliable Mobile banking	Public Sector Bank	51	5.9804	1.25682	.17599	
	Private Sector Bank	49	5.3878	1.25526	.17932	
Independent Samples Test		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Internet service and advance technology	Equal variances assumed	1.724	.192	-.975	98	.332
	Equal variances not assumed			-.974	97.422	.332
Efficient and reliable ATMs	Equal variances assumed	.035	.851	-.796	98	.428
	Equal variances not assumed			-.795	96.874	.429
Appropriate location of ATM counters	Equal variances assumed	.158	.691	.792	98	.430
	Equal variances not assumed			.793	98.000	.430
Answer the phone call in courteous manner and end in friendly way	Equal variances assumed	.508	.478	-.184	98	.854
	Equal variances not assumed			-.184	97.723	.854
Core banking	Equal variances assumed	.294	.589	2.176	98	.032
	Equal variances not assumed			2.178	97.998	.032
Efficient and reliable Mobile banking	Equal variances assumed	.223	.638	2.359	98	.020
	Equal variances not assumed			2.359	97.850	.020

Source: primary data

Levene's Test for Equality of Variances (Homogeneity) all variables of CRM- maintenance strategies result shows that significant value greater than 0.05 which means both groups are heterogeneous group, so t-test for equal variance assumed considered.

Here, the variables Internet service and advance technology, Efficient and reliable ATMs, Appropriate location of ATM counters and Answer the phone call in courteous manner and end in friendly way; the analysis indicates that the mean value difference between public and private sector were 0.2489, 0.1712, 0.14 and 0.0388 respectively. All the mean difference was below the hypothesized level of 0.5 which is insignificant. Based on the result generated by SPSS, all the significant value was greater than 0.05 so accept null hypothesis. Hence there is no significant difference between the two means. Therefore it can be concluded that there is no significant difference in technology on CRM adopted by public and private banks in the above four variable.

In Core banking and Efficient and reliable Mobile banking, the mean value difference between public and private sector were 0.537 and 0.5926 respectively, which was greater than hypothesized level of 0.5. So the difference was significant. The result generated by SPSS, significant value (0.032 and 0.020) was less than 0.05 so not accept null hypothesis. Hence there is significant difference between the two means. That is, significant difference in core banking and mobile banking between public and private sector banks

c. Level of Customer Satisfaction – Bank Type Analysis

2.H0: There is no significant difference between level of satisfaction of the customers in commercial public sector banks and private sector banks in Kerala

2.H1: There is significant difference between level of satisfaction of the customers in commercial public sector banks and private sector banks in Kerala

Table III.ii Level of Customer Satisfaction – Bank Type Analysis

Group Statistics					
Variables	Banks	N	Mean	Std. Deviation	Std. Error Mean
Awareness creation	Public Sector Bank	51	5.3725	1.34106	.18779
	Private Sector Bank	49	5.0612	1.16204	.16601
I am satisfied with products and services provided by Bank	Public Sector Bank	51	5.9608	.99922	.13992
	Private Sector Bank	49	5.8776	1.21848	.17407

Waiting time to contact the concerned person	Public Sector Bank	51	5.1765	1.29160	.18086
	Private Sector Bank	49	5.2245	1.27908	.18273
Customers service genuine and satisfying	Public Sector Bank	51	5.4118	1.55147	.21725
	Private Sector Bank	49	5.3265	1.43451	.20493
Customer service in your bank is personalized	Public Sector Bank	51	5.4902	1.50163	.21027
	Private Sector Bank	49	5.3673	1.34929	.19276
Customer service prompt and modernized	Public Sector Bank	51	5.4706	1.50137	.21023
	Private Sector Bank	49	5.5714	1.30703	.18672
The overall quality of the services provided by bank is excellent.	Public Sector Bank	51	5.6471	1.14584	.16045
	Private Sector Bank	49	5.8980	.87190	.12456
The service provided is very much concerned about customers problem	Public Sector Bank	51	5.9020	1.06311	.14886
	Private Sector Bank	49	5.9184	1.23890	.17699
Satisfaction with respect to the behavior of employees	Public Sector Bank	51	6.0000	.97980	.13720
	Private Sector Bank	49	5.8776	.85714	.12245

Source: primary data

Independent Samples Test		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Awareness creation	Equal variances assumed	2.218	.140	1.239	98	.218
	Equal variances not assumed			1.242	96.986	.217
I am satisfied with products and services provided by Bank	Equal variances assumed	.881	.350	.374	98	.709
	Equal variances not assumed			.373	92.853	.710
Waiting time to contact the concerned person	Equal variances assumed	.003	.958	-.187	98	.852
	Equal variances not assumed			-.187	97.908	.852
Customers service genuine and satisfying	Equal variances assumed	.794	.375	.285	98	.776
	Equal variances not assumed			.285	97.859	.776
Customer service in your bank is personalized	Equal variances assumed	.748	.389	.430	98	.668
	Equal variances not assumed			.431	97.570	.668
Customer service prompt and modernized	Equal variances assumed	.909	.343	-.358	98	.721
	Equal variances not assumed			-.359	97.074	.721
The overall quality of the services provided by bank is excellent	Equal variances assumed	11.690	.001	-1.229	98	.222
	Equal variances not assumed			-1.235	93.174	.220
The service provided is very much concerned about customers problem	Equal variances assumed	.118	.732	-.071	98	.943
	Equal variances not assumed			-.071	94.524	.944
Satisfaction with respect to the behavior of employees	Equal variances assumed	1.244	.267	.664	98	.508
	Equal variances not assumed			.666	97.162	.507

Source: primary data

Levene's Test for Equality of Variances (Homogeneity) all variables of customer satisfaction result shows that significant value greater than 0.05 except overall service quality, which means both groups are heterogeneous group, so t-test for equal variance assumed considered. In the case of overall service quality, significant value less than 0.05, so t-test for Equal variances not assumed considered.

Here, the nine variables of customer satisfaction, the result found that the mean value difference between public and private sector were 0.3113, 0.0832, 0.048, 0.0853, 0.1229, 0.1008, 0.2509, 0.0164 and 0.1224. All the values were below the hypothesized level of 0.5 which is insignificant. Also based on the result generated by SPSS, the significant values were 0.218, 0.709, 0.852, 0.776, 0.668, 0.721, 0.222, 0.943 and 0.508. All the values were greater than 0.05 so accept null hypothesis. Hence there is no significant difference between the two means i.e. Customer Satisfaction Level of public and private sector banks.

IX. FINDING & CONCLUSION

These studies examined the perceived service CRM of bank customers of public and private sector banks in Kerala and compare the level of customer satisfaction and CRM aspects using the modified model introduced by (Jayakumar & Sathiya, 2013). It includes 2 variables in two aspects such as CRM maintenance strategies and technology on CRM. The study result indicates the high level of CRM maintenance strategies and technology (more than 5) in all variable except various service offered by bank, the value 4.68 which is medium

level. It also reveals that, there is no significant difference in level of customer satisfaction between public sector and private sector banks in Kerala.

The analysis also shows that, there is no significant difference in 14 variables of CRM- maintenance strategies (personal reports, general and promotional communication, various service offered by the bank, bank staff are courteous and give proper guidance, friendly Behavior of the officials, may i help you counter, understand customer needs and requirement, all information pamphlets and banners are displayed for customers, grievance redressal system, Customers friendly, important and valuable customers, Ombudsman committee, customization of bank service to suit customers specific need and better physical appearance of bank) between Public and private sector banks in Kerala. But in Personal contact, result shows significant difference between Public and private sector banks in Kerala. Mean value was high in private sector banks (6.3469) compared with public sector banks (5.1176) which indicate that higher level personal contact maintained by private sector bank to improve customer satisfaction and retention

In Technology on CRM variables, four variables result shows that, there is no significant difference between Public and private sector banks in Kerala. Such variables are Internet service and advance technology, Efficient and reliable ATMs, Appropriate location of ATM counters and Answer the phone call in courteous manner and end in friendly way. Two variables result, such as Core banking and Efficient and reliable Mobile banking, shows significant difference between Public and private sector banks in Kerala.

Customer relationship management (CRM) is a comprehensive strategy and process of acquiring, retaining, and partnering with selective customers to create superior value for the company and the customer. The overall result of this study indicates that, the public and private sector banks in Kerala followed same level of customer relationship management maintenance strategies and technologies to improve customer satisfaction and retention.

The finding will be useful to service providers for making competitive edge in banking business. It enables us to have an understanding of CRM perceptions of banking customers and leads how to improve the level of customer satisfaction with respect to CRM aspects. Certainly some limitations must be mentioned. The primary limitation of this study is the size and scope of its sample. Also this study concentrates only on CRM maintenance strategies and technologies.

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