

CUSTOMER SATISFACTION REGARDING INTERACTION WITH BANK EMPLOYEES

Rohit Kumar*

INTRODUCTION

The Banking sector in India has experienced a rapid transformation. Just about two decades back this sector was limited to the sarkari (read nationalized) and co-operative banks. Then came the multi-national banks, but these were confined to serving an elite few. One could regard the past as the 'medieval ages' in the banking industry, wherein every branch of the same bank acted as an independent information silo, and multi-channel banking (ATMs, Net banking, tele-banking, etc) was almost non-existent. The opening up of the Indian banking sector to private players acted as 'the tipping point' for this transformation. The deregulatory efforts prompted many financial institutions (like HDFC and ICICI) and non-financial institutions enter the banking arena. With the entry of private players into retail banking and with multi-nationals focusing on the individual consumer in a big way, the banking system underwent a phenomenal change. Multi-channel banking gained prominence. For the first time consumers got the choice of conducting transactions either the traditional way (through the bank branch), through ATMs, the telephone or through the Net. The entry of private players combined with new RBI guidelines forced nationalized banks to redefine their core banking strategy. And technology was central to this change.

* Assistant Professor, Rajiv Gandhi Mahavidyalaya, Uchana, Jind

Customer in Banking Sector :

It is quite difficult to define the term 'customer'. Different views have been expressed at different times. Even under the law, the term 'customer' is not defined. Who is then a customer? In the banking sector, the following are the prerequisites to constitute a person as a customer:-

- a) He must have some sort of an account.
- b) Even a single transaction may constitute him as a customer.
- c) Frequency of transactions is anticipated but not insisted upon.
- d) The dealings must be of a banking nature.

A customer from the banks' prospective is an individual or institution who is an actual, potential or future user of the banking services. The bank customer is quite different from the regular customers of other service sectors. The customers in other sectors use the services with their own free will and part with their money happily. But in banking industry, the customer takes the benefit of deposit and credit related services to manage and fulfill his/her financial needs. The banking customer is forced to be a customer because of his financial requirements and inability to invest the money in any secure business to get more return than the usual he got from the banking investments. The second differentiating factor is that the customer of the bank, unlike other industries, gets a close look at all the rungs of the bank. He gets a chance to interact with practically everybody from the receptionists, collection staff, managers, helpers, cashiers and other bank employees. The working environment of the bank should be fine and every interaction of the customer with any staff member is a crucial factor in determining whether he would choose the same bank again.

Every bank provides the facilities to deposit the money in four types of accounts i.e. Current Account, Savings Account, Recurring Deposit Account, Fixed Deposit Account etc. The customers deposit their amount according to their requirements. In other facilities, which are provided in today's age are Locker facilities, ATMs, On-line banking, Transfer of money, Drafts, Cheque services etc. In credit related services, banks attract the individuals and companies with different products framed after the consideration of the customers' requirements. The schemes are normally related to home loans, education loans, vehicle loans, agriculture loans etc. A marketing orientation is the need of the hour for improving the image of the banks. The main task of a marketing orientation is to determine the needs and wants of their customers and

satisfies them through design, communication, pricing & delivery of appropriate and competitively viable products and services. To attract deposits of huge amounts and credit related customers, many times banks give special rates of return to the depositors like corporations and government departments and special concessional rates of credit to the businessmen.

Customer satisfaction: -

According to Philip Kotler, “Customer satisfaction is a person’s feeling of pleasure or disappointment resulting from comparing a product/service’s perceived performance or outcome in relation to his or her expectations.” As this definition makes clear, satisfaction is a function of perceived performance and expectations. If the performance falls short of expectations, the customer is dissatisfied. If the performance matches the expectations, the customer is satisfied. If the performance exceeds expectations, the customer is highly satisfied or delighted.

In banking sector, customer satisfaction is basically a state of mind of the customer. It is the ability of banking services to meet the expectations of the customer; customer delight is all about exceeding the expectations of the customers to make them highly satisfied with the performance of banking services.

The customer should aim for high satisfaction because customers have not qualms in shifting when better offer comes along from a different bank. Those who are highly satisfied or delighted with the bank are much less ready to shift. High satisfied or delight creates an emotional bond with the bank in the mind of customer, not just rational performance. The result is high customer loyalty, which is what every bank is looking at, to customer the competition. The need to achieve customer satisfaction has made banks realize the importance of marketing. Customer need, tailoring their services to meet those needs and then attracting customers to use these services.

However, in studying customers, one must take into account, not only the demographic characteristics and the economic circumstances of the individual, but also the more powerful influences of prejudices, feelings, attitudes, opinions and beliefs. Liberalization, privatization and globalization have opened the floodgates of competition. Information technology has not only enhanced customer’s awareness level but also made them demanding. In a bank scenario, marketing is essential at all points. Every member of the bank staff has to be an

active agent in satisfying and delighting the product which would translate into a source of strength for the commodity and the bank.

Nature of relationships between a Banker and Customer :

The relationships of the bankers with their customers fall under two categories namely general relationship and special relationship. **In general relationships**, it may be depository relationship i.e. the person has a deposit account in the bank and bank is bound to return the same and a rate of return on the amount deposited by the depository. It may be trustee relationship, under which the banker cannot make use of the money deposited by a customer to his best advantage and he is bound by the terms and conditions of the trust deed. It may be agent – principal relationship, when the banker buy and sells shares, collects cheques, bills, dividend warrants, coupons and pays insurance premiums, subscriptions etc., on behalf of his customer. It may be debtor-creditor relationship, in which the banker, being the debtor, is bound to repay the deposit as and when the customer asks for it.

The special relationships are constituted by the obligations of the bankers towards their customers under the provisions of banking laws. When a customer opens an account, there arises a contractual relationship between the banker and the customer by virtue of which the banker undertakes an obligation to honour his customer's cheques. This obligation is a statutory obligation since sec. 31 of the Negotiable Instruments Act compels a banker to do so. The banker cannot override the obligations, which are given under the Act.

REVIEW OF LITERATURE

Jham and Khan (2008) studied the customer satisfaction in the Indian banking sector. In the study, customer satisfaction from banking services is measured on the basis of sixteen variables i.e. service scope, parking space, attitude of banking staff, dissemination of information, promptness in query handling, networking of the bank, ATM facilities, Debit Card facilities, Credit Card facilities, Demand Draft facilities, Fixed Deposit schemes, Money transfer facilities, Locker facilities, D-Mat Account facilities, tele-banking and net banking services. The analysis of these sixteen variables revealed that customers have different levels of satisfaction in case of each service. It was suggested the banks should take care of the needs of the customers while introducing various services. The study also emphasized that banks must advance their

customer-centric strategies by providing satisfaction through their services which will lead to better relationship building and profits for the banks.

Hugar and H.Vaz (2008) in their study entitled, “Customer orientation of Indian Public Sector Banks” studied the complaints received by the Reserve Bank of India from the customers regarding the services rendered by the banks. The complaints in relation to the public sector banks were recorded and analyzed in the study. On the basis of category-wise breakup of complaints, it is revealed that the credit-card related complaints were the maximum from the customers of new generation foreign banks. The study revealed that the customers were dissatisfied from the banking services across the counter and the dis-satisfied customers rarely complain about their experience. It was concluded that customer satisfaction may surely be important factor in helping the Indian Public Sector Banks to stand to the global competition.

Kunjukunju (2006) in the study entitled, “Reforms in banking sector & their impact on banking services” used the primary and secondary data to understand the awareness of customer on new banking services and to find out reasons for the low level of awareness. On the basis of observations, the study revealed that a good number of customers were ignorant about new products/services provided by their banks. It is also found that the customers of public sector banks were more unaware about the new banking services in comparison with the customers of private sector banks. The major reason identified for the lack of awareness was limited personal contact with customers and it is suggested to conduct the customer meetings or customer relationship programmes for better interaction with the customers and to educate & enlighten them about the new products and services of the banks.

Sharma and Sharma (2001) studied through a self developed seven point Likert scaled schedule comprising of all necessary aspects of customer satisfaction falling within the updated marketing mix of 7 P's of customer Banking services. The reliability of the results had been verified by dividing both statements and respondents into two groups on odd even basis to reveal the uniformity in customer satisfaction relating to product adequacy and suitability. The study revealed the overall satisfaction on product adequacy and suitability in all the banks at 5.45 with high degree of convergent validity and split half reliability. The study showed bank-wise level of customer satisfaction and indicated the SBI's position as quite good in comparison with other banks.

Research Methodology

The research study is mainly related to the banking sector and is entirely focused to measure the customer satisfaction in public and private sector banks. It explores the ideas to improve the present banking services and suggests a policy change which can improve the overall efficiency of banks. **The research project embodied both secondary and primary data sources.**

(I) **Sample:** -

The study is related to a comparative analysis of the banking services provided in public and private sector banks, 200 customers from four banks i.e. 50 customers from each bank, are randomly selected. Out of four banks, two banks are related to public sector i.e. State Bank of India and Punjab National Bank and another two are related to private sector i.e. HDFC and ICICI Bank. The sample units are randomly selected from the banks of Panipat city. All the respondents are approached with the help of the designed questionnaire.

(II) **Questionnaire:** -

A questionnaire was framed to meet the specific requirements of the present study. The design of the questionnaire has been kept simple and both open and closed ended questions have been included. A majority of questions are closed ended while a few questions at the end are open ended to seek opinions and suggestions from the respondents.

I. Attitude of Bank Staff

The attitude of the bank staff plays a key role in satisfying the customers. The attitude is a subjective term means it differs from person to person. The customers expect quick response with polite behaviour from the banks' staff.

The results regarding satisfaction about the attitude of bank staff presents the following table 4.1(i):

| Table 4.1(i) | | | | | | | | | | | |
|-------------------------------|--------------------|-------|-----------|-------|------------------------------------|------|--------------|------|-----------------------|------|-------|
| Attitude of Bank staff | | | | | | | | | | | |
| Bank | Frequencies | | | | | | | | | | Total |
| | Strongly satisfied | | Satisfied | | Neither satisfied nor dissatisfied | | Dissatisfied | | Strongly dissatisfied | | |
| | Obs. | Exp. | Obs. | Exp. | Obs. | Exp. | Obs. | Exp. | Obs. | Exp. | |
| SBI | 20 | 25.25 | 12 | 12.25 | 9 | 7 | 5 | 3.5 | 4 | 2 | 50 |
| PNB | 19 | 25.25 | 16 | 12.25 | 7 | 7 | 5 | 3.5 | 3 | 2 | 50 |

| | | | | | | | | | | | |
|--|---------------------------|-------|------------------|-------|---|----|---------------------|-----|------------------------------|---|-----|
| <i>HDFC</i> | 34 | 25.25 | 9 | 12.25 | 6 | 7 | 1 | 3.5 | 0 | 2 | 50 |
| <i>ICICI</i> | 28 | 25.25 | 12 | 12.25 | 6 | 7 | 3 | 3.5 | 1 | 2 | 50 |
| <i>Total</i> | 101 | 101 | 49 | 49 | 28 | 28 | 14 | 14 | 8 | 8 | 200 |
| <i>Estimation of Chi-Value</i> | | | | | | | | | | | |
| <i>Bank</i> | <i>Strongly satisfied</i> | | <i>Satisfied</i> | | <i>Neither satisfied nor dissatisfied</i> | | <i>Dissatisfied</i> | | <i>Strongly dissatisfied</i> | | |
| <i>SBI</i> | 1.092 | | 0.005 | | 0.571 | | 0.643 | | 2.0 | | |
| <i>PNB</i> | 1.547 | | 1.148 | | 0 | | 0.643 | | 0.5 | | |
| <i>HDFC</i> | 3.032 | | 0.862 | | 0.143 | | 1.786 | | 2.0 | | |
| <i>ICICI</i> | 0.300 | | 0.005 | | 0.143 | | 0.071 | | 0.5 | | |
| <i>Value of the chi-square is 16.991</i> | | | | | | | | | | | |

In the table 4.1(i), the value of the chi-square i.e. 16.991 is less than the table value i.e. 21.03. Therefore it is revealed that there is no significant difference between the satisfaction level of customers of public and private sector banks regarding Attitude of Banks' staff. It may be concluded that the attitude of the banks' staff is similar in both types of banks and not a critical factor affecting customer satisfaction regarding interaction with the bank employees.

II. Availability of Customer Care Services

Whenever a customer came to the bank, he expects proper care to his banking problems. Normally the banking staff assists the customers to get their tasks complete in an easy manner.

The results regarding satisfaction about the availability of Customer care services presents the following table 4.1(ii):

| | | | | | | | | | | | |
|---|---------------------------|-------------|------------------|-------------|---|-------------|---------------------|-------------|------------------------------|-------------|--------------|
| Table 4.1(ii) | | | | | | | | | | | |
| Availability of Customer Care Services | | | | | | | | | | | |
| <i>Frequencies</i> | | | | | | | | | | | |
| <i>Bank</i> | <i>Strongly satisfied</i> | | <i>Satisfied</i> | | <i>Neither satisfied nor dissatisfied</i> | | <i>Dissatisfied</i> | | <i>Strongly dissatisfied</i> | | <i>Total</i> |
| | <i>Obs.</i> | <i>Exp.</i> | <i>Obs.</i> | <i>Exp.</i> | <i>Obs.</i> | <i>Exp.</i> | <i>Obs.</i> | <i>Exp.</i> | <i>Obs.</i> | <i>Exp.</i> | |

| | | | | | | | | | | | |
|--------------|----|-------|----|-------|----|----|----|-----|---|---|-----|
| <i>SBI</i> | 15 | 16.75 | 5 | 12.25 | 18 | 7 | 9 | 3.5 | 3 | 2 | 50 |
| <i>PNB</i> | 10 | 16.75 | 21 | 12.25 | 8 | 7 | 9 | 3.5 | 2 | 2 | 50 |
| <i>HDFC</i> | 20 | 16.75 | 9 | 12.25 | 14 | 7 | 6 | 3.5 | 1 | 2 | 50 |
| <i>ICICI</i> | 22 | 16.75 | 9 | 12.25 | 9 | 7 | 8 | 3.5 | 2 | 2 | 50 |
| <i>Total</i> | 67 | 67 | 44 | 49 | 49 | 28 | 32 | 14 | 8 | 8 | 200 |

Estimation of Chi-Value

| <i>Bank</i> | <i>Strongly satisfied</i> | <i>Satisfied</i> | <i>Neither satisfied nor dissatisfied</i> | <i>Dissatisfied</i> | <i>Strongly dissatisfied</i> |
|--------------|---------------------------|------------------|---|---------------------|------------------------------|
| <i>SBI</i> | 0.183 | 3.273 | 2.699 | 0.125 | 0.5 |
| <i>PNB</i> | 2.720 | 9.091 | 1.474 | 0.125 | 0 |
| <i>HDFC</i> | 0.631 | 0.364 | 0.25 | 0.5 | 0.5 |
| <i>ICICI</i> | 1.646 | 0.364 | 0.862 | 0 | 0 |

Value of the chi-square is 25.306

In table 4.1(ii), the computed value of the chi-square i.e. 25.31 is more than the table value i.e. 21.03. Therefore, it may be described that the customers of private sector banks are more satisfied with the availability of customer services than the customers of public sector banks as there is significant difference between the satisfaction level of customers of public and private sector banks related to Availability of customer services.

III. Quickness in banking transactions

| <i>Bank</i> | <i>Frequencies</i> | | | | | | | | | | <i>Total</i> |
|--------------|---------------------------|-------------|------------------|-------------|---|-------------|---------------------|-------------|------------------------------|-------------|--------------|
| | <i>Strongly satisfied</i> | | <i>Satisfied</i> | | <i>Neither satisfied nor dissatisfied</i> | | <i>Dissatisfied</i> | | <i>Strongly dissatisfied</i> | | |
| | <i>Obs.</i> | <i>Exp.</i> | <i>Obs.</i> | <i>Exp.</i> | <i>Obs.</i> | <i>Exp.</i> | <i>Obs.</i> | <i>Exp.</i> | <i>Obs.</i> | <i>Exp.</i> | |
| <i>SBI</i> | 15 | 20.25 | 25 | 23.5 | 5 | 3.25 | 4 | 1.75 | 1 | 1.25 | 50 |
| <i>PNB</i> | 21 | 20.25 | 23 | 23.5 | 3 | 3.25 | 2 | 1.75 | 1 | 1.25 | 50 |
| <i>HDFC</i> | 20 | 20.25 | 23 | 23.5 | 4 | 3.25 | 1 | 1.75 | 2 | 1.25 | 50 |
| <i>ICICI</i> | 25 | 20.25 | 23 | 23.5 | 1 | 3.25 | 0 | 1.75 | 1 | 1.25 | 50 |
| <i>Total</i> | 81 | 81 | 94 | 94 | 13 | 13 | 7 | 7 | 5 | 5 | 200 |

Estimation of Chi-Value

| <i>Bank</i> | <i>Strongly satisfied</i> | <i>Satisfied</i> | <i>Neither satisfied nor</i> | <i>Dissatisfied</i> | <i>Strongly dissatisfied</i> |
|-------------|---------------------------|------------------|------------------------------|---------------------|------------------------------|
| | | | | | |

| | | | | | |
|--|--------------|--------------|---------------------|--------------|-------------|
| | | | <i>dissatisfied</i> | | |
| <i>SBI</i> | <i>1.361</i> | <i>0.096</i> | <i>0.942</i> | <i>2.893</i> | <i>0.05</i> |
| <i>PNB</i> | <i>0.028</i> | <i>0.011</i> | <i>0.019</i> | <i>0.036</i> | <i>0.05</i> |
| <i>HDFC</i> | <i>0.003</i> | <i>0.011</i> | <i>0.173</i> | <i>0.321</i> | <i>0.45</i> |
| <i>ICICI</i> | <i>1.114</i> | <i>0.011</i> | <i>1.558</i> | <i>1.75</i> | <i>0.05</i> |
| <i>Value of the chi-square is 10.926</i> | | | | | |

Every customer wants quick services from the banks. So quickness in banking transactions may increase the satisfaction level of the customers. The results relating to satisfaction about the quickness in banking transactions presents the above table 4.1(iii). In the table, the value of the chi-square i.e. 10.926 is less than the table value of chi-square i.e. 21.03. The table shows that there is no significant difference between the satisfaction level of customers of public and private sector banks about quickness in banking transactions. It may be revealed that the Quickness in banking transactions is similar in both public and private sector banks and it is not a critical factor affecting customer satisfaction whenever they deal with banking employees.

IV. Employees commitment to serve better

The banking industry is facing throat-cut competition and in this competition, the customers are more demanding. They expect from the banking employees to be more committed to deliver good services.

The results regarding customer satisfaction from employees commitment to serve better presents the following table 4.1(iv). In the table, the computed value of the chi-square i.e. 24.411 is more than the table value i.e. 21.03. Therefore, it may be concluded that the customers of private sector banks are more satisfied regarding employees' commitment to serve them better than the customers of public sector banks as there is significant difference between the satisfaction level of customers of public and private sector banks.

| <i>Table 4.1(iv)</i> | | | | | | |
|---|---------------------------|------------------|------------------------------|---------------------|------------------------------|--------------|
| <i>Employees commitment to serve you better</i> | | | | | | |
| <i>Frequencies</i> | | | | | | |
| <i>Bank</i> | <i>Strongly satisfied</i> | <i>Satisfied</i> | <i>Neither satisfied nor</i> | <i>Dissatisfied</i> | <i>Strongly dissatisfied</i> | <i>Total</i> |

| | | | | | <i>dissatisfied</i> | | | | | | |
|--|---------------------------|-------------|------------------|-------------|---|-------------|---------------------|-------------|------------------------------|-------------|-----|
| | <i>Obs.</i> | <i>Exp.</i> | <i>Obs.</i> | <i>Exp.</i> | <i>Obs.</i> | <i>Exp.</i> | <i>Obs.</i> | <i>Exp.</i> | <i>Obs.</i> | <i>Exp.</i> | |
| <i>SBI</i> | 4 | 8.5 | 6 | 7.25 | 11 | 14.25 | 15 | 11.25 | 14 | 8.75 | 50 |
| <i>PNB</i> | 10 | 8.5 | 12 | 7.25 | 8 | 14.25 | 11 | 11.25 | 9 | 8.75 | 50 |
| <i>HDFC</i> | 8 | 8.5 | 4 | 7.25 | 18 | 14.25 | 12 | 11.25 | 8 | 8.75 | 50 |
| <i>ICICI</i> | 12 | 8.5 | 7 | 7.25 | 20 | 14.25 | 7 | 11.25 | 4 | 8.75 | 50 |
| <i>Total</i> | 34 | 34 | 29 | 29 | 57 | 57 | 45 | 45 | 35 | 35 | 200 |
| <i>Estimation of Chi-Value</i> | | | | | | | | | | | |
| <i>Bank</i> | <i>Strongly satisfied</i> | | <i>Satisfied</i> | | <i>Neither satisfied nor dissatisfied</i> | | <i>Dissatisfied</i> | | <i>Strongly dissatisfied</i> | | |
| <i>SBI</i> | 2.382 | | 0.216 | | 0.741 | | 1.25 | | 3.15 | | |
| <i>PNB</i> | 0.265 | | 3.112 | | 2.741 | | 0.006 | | 0.0071 | | |
| <i>HDFC</i> | 0.029 | | 1.457 | | 0.987 | | 0.05 | | 0.064 | | |
| <i>ICICI</i> | 1.441 | | 0.009 | | 2.320 | | 1.606 | | 2.579 | | |
| <i>Value of the chi-square is 24.411</i> | | | | | | | | | | | |

V. Privacy in Bank transactions

It is very necessary for the banks to keep privacy in banking transactions done by their customers. The following table 4.1(v) shows the results related to privacy in bank transactions. In table 4.1(v), the computed value of the chi-square i.e. 10.484 is less than the table value of chi-square i.e. 21.03. Therefore, it may be concluded that in both types of banks i.e. public and private sector banks, the level of privacy is same and there is no significant difference between the satisfaction level of customers of public and private sector banks regarding maintenance of privacy level in banking transactions performed by their customers.

| <i>Bank</i> | <i>Frequencies</i> | | | | | | | | | | <i>Total</i> |
|-------------|---------------------------|-------------|------------------|-------------|---|-------------|---------------------|-------------|------------------------------|-------------|--------------|
| | <i>Strongly satisfied</i> | | <i>Satisfied</i> | | <i>Neither satisfied nor dissatisfied</i> | | <i>Dissatisfied</i> | | <i>Strongly dissatisfied</i> | | |
| | <i>Obs.</i> | <i>Exp.</i> | <i>Obs.</i> | <i>Exp.</i> | <i>Obs.</i> | <i>Exp.</i> | <i>Obs.</i> | <i>Exp.</i> | <i>Obs.</i> | <i>Exp.</i> | |
| <i>SBI</i> | 32 | 25.75 | 10 | 16 | 2 | 3.25 | 4 | 2.5 | 2 | 2.5 | 50 |
| <i>PNB</i> | 23 | 25.75 | 20 | 16 | 3 | 3.25 | 1 | 2.5 | 3 | 2.5 | 50 |

| | | | | | | | | | | | |
|--|---------------------------|-------|------------------|----|---|------|---------------------|-----|------------------------------|-----|-----|
| <i>HDFC</i> | 27 | 25.75 | 15 | 16 | 3 | 3.25 | 2 | 2.5 | 3 | 2.5 | 50 |
| <i>ICICI</i> | 21 | 25.75 | 19 | 16 | 5 | 3.25 | 3 | 2.5 | 2 | 2.5 | 50 |
| <i>Total</i> | 103 | 103 | 64 | 64 | 13 | 13 | 10 | 10 | 10 | 10 | 200 |
| <i>Estimation of Chi-Value</i> | | | | | | | | | | | |
| <i>Bank</i> | <i>Strongly satisfied</i> | | <i>Satisfied</i> | | <i>Neither satisfied nor dissatisfied</i> | | <i>Dissatisfied</i> | | <i>Strongly dissatisfied</i> | | |
| <i>SBI</i> | 1.517 | | 2.25 | | 0.481 | | 0.9 | | 0.1 | | |
| <i>PNB</i> | 0.294 | | 1 | | 0.019 | | 0.9 | | 0.1 | | |
| <i>HDFC</i> | 0.061 | | 0.063 | | 0.019 | | 0.1 | | 0.1 | | |
| <i>ICICI</i> | 0.876 | | 0.563 | | 0.942 | | 0.1 | | 0.1 | | |
| <i>Value of the chi-square is 10.484</i> | | | | | | | | | | | |

In tables 4.1(i) to (v), the results are shown separately for each factor affecting customer satisfaction whenever they interact with customer employees. In aggregate form, the conclusions from these factors may be drawn as shown in the following table:

| | <i>Chi- Square Value</i> | <i>Table Value (df=5, sl=0.05)</i> | <i>Conclusion may be drawn</i> |
|--------------------------------------|--------------------------|------------------------------------|--|
| 1. Attitude of banks' staff | 16.991 | 21.03 | <i>As the table value is more than the computed Chi-square value, the null hypothesis is accepted i.e. there is no significant difference between the satisfaction level of customers of public and private sector banks regarding Attitude of Banks' staff.</i> |
| 2. Availability of customer services | 25.306 | 21.03 | <i>As the table value is less than the computed Chi-square value, the null hypothesis is rejected and it showed that there is significant difference between the satisfaction level of customers of public and private sector banks regarding Availability of customer services.</i> |
| 3. Quickness in banking transactions | 10.926 | 21.03 | <i>As the table value is more than the computed Chi-square value, the null hypothesis is</i> |

| | | | |
|---|--------|-------|---|
| | | | <i>accepted i.e. there is no significant difference between the satisfaction level of customers of public and private sector banks regarding Quickness of banking transactions.</i> |
| 4. Employees commitment to serve you better | 24.411 | 21.03 | <i>As the table value is less than the computed Chi-square value, the null hypothesis is rejected and it showed that there is significant difference between the satisfaction level of customers of public and private sector banks regarding Employees' commitment to serve the customers.</i> |
| 5. Privacy in Bank transactions | 10.484 | 21.03 | <i>As the table value is more than the computed Chi-square value, the null hypothesis is accepted i.e. there is no significant difference between the satisfaction level of customers of public and private sector banks regarding Privacy in Bank transactions.</i> |

After undergoing the factors affecting customer satisfaction regarding interaction with bank employees, it is found that the satisfaction level of customers in private sector banks is more than the customers of public sector banks regarding two factors i.e. customer care services and maintenance of privacy of banking transactions done by their customers.

Findings

❖ In case of customer satisfaction while interacting with banks' employees, it is showed that the private sector banks provide more customer care services and take care for the secrecy of banking transactions done by their customers.

(a) In case of public sector banks: -

❖ According to the respondents, the employees and staff of public sector banks should be polite in their attitude while dealing with the customers. Public sector banks' staff should be polite in explaining problems and queries raised by the customers.

❖ Majority of the customers complained about the lack of customer care in public sector banks and suggested to take steps for providing complementary customer's services.

In case of private sector banks: -

❖ The employees and staff of private sector banks should improve their attitude while dealing with the customers. It is suggested to be polite and provide timely responses to the customer queries.

BIBLIOGRAPHY

- *Vimi Jham and Kaleem Mohd. Khan (2008), Customer satisfaction in the Indian Banking Sector: A study. Indian Institute of management business, Journal, March 2008, p.84-93.*
- *Howard, John A. and Sheth Jagdish N. (1969) The theory of buyer behaviour. Homewood IL. Irwin Homewood.*
- *Sharma R.D. and Sharma Jyoti (2002), Customer satisfaction in Indian Consumer Banking. Research Methodology p184-207.*
- *Yi, Youjae. (1991) A Critical Review of Customer Satisfaction.*
- *Zeithml, Valerie (ed.) Review of marketing. Chicago: American Marketing Association.*
- *Hugar S.S. and Nancy H.vaz (2006), An evaluation of customer orientation of Indian Public Sector Banks. Indian Journal of marketing, June2008, p.31-41.*
- *Oliver, Richard L. 1997. Satisfaction: A behavioural perspective on the consumer. The McGraw Hill Co. Inc. New York.*
- *Jha, S.M. (2000) Service Marketing. Himalaya Publishing Company, Mumbai.*
- *Kunjukunju Benson (2005). Reforms in Banking Sector and their impact in Banking Services. South Asian Journal of socio-political studies, Volume 7 no.1 july-dec 2006, p.77-81.*
- *Saxena, Rajan (2000) Marketing Management. Tata McGraw Hill Co. Ltd., New Delhi.*
- *Ramachandran (2003) Business Applications using Computers. BPB Publications, New Delhi.*
- *Avoyan Hovhannes (2008) Banking case study: Improving customer satisfaction. Can be retrieved at <http://performancemonitoring.blogspot.com/2008/03/banking-case-study-improving-customer.html>.*
- *David Espenschied and Jeremy Bachmenn (2000-01) Case Study: online Banking & customer relationship management turnaround. Can be retrieved at <http://www.e-bgroup.com>.*
- *Syndicate Bank (2006) A case study in Banking transformation.*
- *Yi, Youjane (1991) A critical review of customer satisfaction.*
- *Zeithml, Valerie(ed). Review of marketing. Chicago: American marketing association.*
- *Oliver, Richard L (1997) Satisfaction: A behavioral perspective on the consumers. The McGraw Hill Co. Inc, New York.*

- Patrick Anil (2003) *Tech Update: Technology in Banking, The new face of Banking*. Network Magazine India, May 2003 can be retrieved at <http://www.networkmagazineindia.com/200305/tech1.shtml>
- Garden and Natarajan (2008) *Banking (Theory, Law, Practice)*. Himalaya Publications
- Kotler, Philip (2005) *Marketing Management*.
- Wadhwa Raj K. Davar Jimmy and Rao P. Bhaskara (1998) *Marketing and Sales Management*.
- India Finance and Investment Guide (2008) *Banking System – Introduction*. Can be retrieved at http://finance.indiamart.com/investment_in_india/scheduled_commercial_banks.html
- Reserve Bank of India (2008) *RBI's role as Banker to Government*. Can be retrieved at <http://www.rbi.org.in/scripts/FAQView.aspx?Id=61>
- Wikipedia, the free encyclopedia (2008) *Banking in India*. Can be retrieved at http://en.wikipedia.org/wiki/Banking_in_India
- India Business Directory (2008) *Banks in India*. Can be retrieved at <http://business.mapsofindia.com/banks-in-india/>
- Tayal, Dharinder Kumar (2006) *Turnaround Process in the Banking Sector : A Study at the Bank of Rajasthan Limited*. Can be retrieved at <http://www.puchd.acs.in/phd/dktayalubs.pdf>
- Narang Sudhir (2008) *Marketing in a Digital World*. Mint Newspaper (Campaign column), dated August 4, 2008, Pg. 5.
- Chakrabarty Gautam (2008) *Capturing the boom in Retail Banking*. The Economic Times dated 22nd August, 2008, Pg. 13.
- Hanamante Atul Subhash (2008) *Indian Banking System: Epitome of continuous innovation*. The Economic Times dated 22nd August, 2008, Pg.
- *Dulacha G. Barako and Gatere Peter K. (2008) Outsourcing practices of the Kenyan Banking Sector. African Journal of Accounting, Economics, Finance and Banking Research, Vol. 2. No. 2. 2008. Can be accessed at http://globip.com/pdf_pages/african-vol2-article3.pdf*