Customers' Perception on Customer Contact Programmes as a CRM Tool in Banks

K.Ganesamurthy[a], A.Morarji[b],

[a]Assistant Professor (Corporate Secretaryship), School of Management,Alagappa University Karaikudi | Email: ganesamurthy21@yahoo.co.in
[b] Professor(Corporate Secretaryship), School of Management, Alagappa University Karaikudi | Email: a.morarji@gmail.com

Abstract

The Reserve Bank of India (RBI) introduced the principles of Customer Relationship Management (CRM) practical guidelines for best practice in the implementation of a CRM strategy in the India. Today, customers have become more sophisticated, more demanding, and less willing to forgive banks whose products and services do not satisfy their high standards. The banking Customers would like all the services under one roof, expects to save time and simplified transaction while doing business. The selection of sample was 500 customers from both private and public sector banks. The validity of the results have been analyzed by applying technique such as ANOVA, t-test. Hence, the present study tries to find out whether the banks should encourage regular customer contact programmes. Customer contact programmes help the customers to take active part in the banks' activities that lead towards customer partnership. The result of the analysis reveals useful information for manager to define, maintain and improve customer relationship.

Keywords: Customer Relationship Management (CRM),Customer Perception, Customer contact programs.

INTRODUCTION

Globalization is transforming the financial services industry significantly by shifting the advantages from the providers of financial services to the users. With the never ending revolution of information technology, the role of banks which used to be money lending has assumed broader dimensions. As, the financial institutions are trying to provide all the services at the customer's doorstep, the customer has become the focal point either to develop or maintain stability in the business.

Every engagement with the customer is an opportunity to either develop or destroy a customer's faith in the bank. The expectations of the customers have also increased many folds. Intense competition among the banks has redefined the concept of the entire banking system. The banks are looking for new ways not only to attract but also to retain the customers and gain competitive advantage over their competitors. Every bank in the industry like other business organizations is deploying innovative sales techniques and advanced marketing tools to gain supremacy.

REVIEW OF RELATED LITERATURE

According to Newell (2000) the real value to a company lies in the value they create for their customers and in the value the customers deliver back to the company. Accordingly, it is important to mark that the value does not lie in more information and in more advanced technology. The value lies in the customer knowledge and in how the company uses that knowledge to manage their customer relationships. Knowledge is the soul of the CRM.

Unfortunately, few companies are transforming the information to customer knowledge and therefore they miss the opportunity to provide value to their customer. However, applied in the right way, the CRM is the tool that contributes to profit. If companies are transforming the customer data into knowledge and then uses that knowledge to build relationships it will create loyalty, followed by profits Royals, (2000). Pisharodi, et al., (2003) in a study of success of the CRM found that a process-oriented strategic approach to connect the operational, informational and the organizational components of the CRM are critical for the success of the CRM application. Parvatiyar and Sheth (2001) observed that the CRM is a comprehensive strategy and process of acquiring, retaining and partnering with selective customers to create superior value for the company with the customers. Tapan, (2003) in his article "Creating Customer Life-time Value Through Effective CRM in Financial Services Industry", has stressed the importance of the CRM in financial services industry. Customer data management gives clues about the probability of customer demand and the technology helps in tracking the characteristics and categorization of customers depending on their past behaviour. He concluded that with increased competition and customers moving very fast from one firm to another, it is essential to have an integrated CRM strategy across the whole organisation for generating higher customers' life-time value. Upinder et al., (2004), Rajeswari Krishnan (2004) Raji Srinivasan and Christine Moorman (2005), Tapan, (2003), Parvatiyar and Sheth (2001).

STATEMENT OF THE PROBLEM

Today, customers have become more sophisticated, more demanding, loyal and less willing to forgive banks whose products and services do not meet their high standards. They want all the services under one roof and expected to save time while doing business and want the transactions to be as simplified as possible. Hence, the present study tries to find out the perception level of the customer contact programmes on CRM of the public and private sector commercial banks.

OBJECTIVES OF THE STUDY

The study has been undertaken with the following objectives;

1. To study the level of the perception of customers on customer contact programmes with the variables such as their age, sex, marital status, educational status, occupational status and monthly income.

2. To distinguish the perception on customer contact programmes of the private and public sector in commercial banks.

METHODOLOGY

The research study is based on the systematic method of data collection and analysis. The study was based on the primary data collected from the bank account holders of private and public sector banks in Sivagangai district of Tamilnadu. The respondents were selected by adopting multistage random sampling technique, i.e., Tamilnadu was taken as the universe (Primary Sampling Unit). From the primary unit, Sivagangai district was selected. Sivagangai district has 116 banks. Hence, the respondents of the banks were selected as the ultimate units. In total, 500 samples were selected from the eight private and public sector bank branches by adopting the convenience sampling method.

HYPOTHESIS

Based on the objectives of the study, the following hypothesis has been framed and tested. The customers' perception of CRM in banks does not vary with customers' age, sex, education, occupation, income level, the bank in which customers have an account, type of account maintained by the customers, and the period of customers' association with banks.

SAMPLE

The primary data was collected through a questionnaire administered on the account holders of the selected banks of Sivagangai district. The questionnaire was pretested to ensure clarity and prompted response from the respondents. The questionnaires were distributed to 500 sample units, 250 each to private and public sector banks. From the collected questionnaires, 79 were eliminated because of incomplete data and missing values. Hence, only 421 questionnaires were administered for the study. Secondary data was collected from various textbooks, Journals, RBI Bulletins and Internet, etc.

STATISTICAL TOOLS USED

For analyzing the data collected during the investigation, the statistical tools were used based upon the nature of data and relevance of the information required. t- test, F-test and ANOVA.

ANALYSIS AND INTERPRETATION

Banks should encourage regular customer contact programmes. Customer contact programmes help the customers to take active part in the banks' activities that lead towards customer partnership. This will lead to increase the retention. Some of the important customer contact programmes of banks are as follows;

- Customer awareness programme about the new products and services
- Customer service meet to discuss their problems and to find out ways to improve customer services
- Conducting customer contest to elicit views on improvement of customer service / satisfaction.
- Conduction special events for customers
- Sending of thanking cards, birthday greetings by banks.

- Telephone recalls.

- Customer reward schemes (small discounts, dinners, gifts and so on).

- Mailing publicity pamphlets.

- Awareness in online transaction and ATM.

- Celebration of customer day and so on.

CUSTOMER'S PERCEPTION OF CUSTOMER CONTACT PROGRAMMES

A study of customers' perception of customer contact programmes in banks is made in this section, taking into account their age, sex, education, occupation, income levels, banks, types of accounts operated in the banks and the span of respondent's association with banks. As stated earlier, the respondents are classified into low, moderate and high perception levels based on over all scores of customer contact programmes using x ± 0.50σ classification.

AGE-WISE CUSTOMERS' PERCEPTION OF CUSTOMER CONTACT PROGRAMMES

Tables1, 2 and 3 reveals the distribution of customer contact programmes scores based on age, the mean values and the ANOVA result.

TABLE 1 Age-wise Distribution of Customer contact programmes Scores

Overall Customer contact programmes Score	Age in Years								Total	
	Below 30		31-40		41-50		51 & Above		No. of respondents	%
	No.	%	No.	%	No.	%	No.	%		
Low (< = 40)	23	26.1	50	36.2	47	40.2	25	32.1	145	34.4
Moderate (41-62)	34	38.6	61	44.2	56	47.9	42	53.8	193	45.8
High (>62)	31	35.2	27	19.6	14	12.0	11	14.1	83	19.7
Total	88	100	138	100	117	100	78	100	421	100

Source: Computed

Table 1 shows that 26.1 % of the respondents in the age group of 30 years, 32.1% of the respondents in the age group of 51 years and above and 40.2% of the respondents with 41-50 years and above have a low level perception, while 44.2.7% of the respondents in the age group of 31-40 years, 53.8% of the respondents in the age group of 51 years and above. 38.6% of the respondents with 30 years have moderate level perception. 12% of the respondents below 41-50 years, 14.1% of the respondents in the age group of 51 years and above and 19.6% of the respondents in the age group of 31-40 years and above have a high level perception of customer contact programmes in banks.

TABLE 2 Mean Scores of Overall Perception of Customer contact programmes based on Age

Age (in Years)	Mean	S.D	No. of respondents
Below 30	54.48	17.82	88
30 – 40	49.23	16.60	138
41 – 50	46.32	15.93	117
51 & Above	48.59	13.32	78
All	49.40	16.32	421

Source: C omputed

The mean values of overall scores of the respondents vary between 46.32 and 54.48. The Respondents below 30 years with a mean value of 54.48 have the highest level of perception of customer contact programmes in banks.

ANOVA test has been applied to find out if there is any significant difference between the respondents of different age groups in their perception of customer contact programmes in banks.

H_0: There is no significant difference between the respondents of different age groups in their perception level of customer contact programmes in banks.

TABLE 3 ANOVA Result

Groups	Sum of Squares	df	Mean Square	F	Table F	Sig.
Between Groups	3430	3	1143.365	4.395	3.829	**
Within Groups	108491.064	417	260.170			
Total	111921.159	420				

Source: Computed

**: 1% level of significance

The ANOVA result with the calculated F value at 4.395, which is greater than the table value of 3.829 at 1% level of significance, reveals that there is significant difference between the respondents of different age group in their perception level of customer contact programmes in banks. Hence, the null hypothesis is rejected.

Gender-wise Customer's Perception of Customer contact programmes

Table 4 present Gender-wise distribution of customer contact programmes scores, the mean value sand the 't' – test result.

TABLE 4 Distribution of Customer contact programmes Scores on the Basis of Sex

Overall Customer contact programmes Score	Sex				Total	
	Female		Male		No. of respondents	%
	No.	%	No.	%		
Low (<= 40)	46	36.5	99	33.6	145	34.4
Moderate (41-62)	57	45.2	136	46.1	193	45.8
High (>62)	23	18.3	60	20.3	83	19.7
Total	126	100.0	295	100.0	421	100.0

Source: Computed

Table 4 shows that 36.5% of the female respondents and 33.6% of the male respondents have low level perception of customer contact programmes in banks. While 45.2% of the female respondents and 46.1% of the male respondents have moderate level perception, while 18.3% of the female and 20.3% of the male respondents have high level perception of customer contact programmes in banks.

TABLE 5 Comparison of Mean Scores of Overall Perception of Customer contact programmes of Male and Female Respondents

Sex	Mean	S.D	No.	T	df	Table Value	Sig.
Female	48.79	15.67	126	0.499	419	1.966	Ns
Male	49.66	16.62	295				
Total	49.40	16.32	421				

Source: Computed

Ns: Not Significant

The mean values of the male and female respondents vary between 48.79 and 49.66. The female respondents with a mean value of 49.66 have a higher level of perception of customer contact programmes. The 't' – test has been applied to check if there is any significant difference between the male and female respondents in their perception of retention management in banks.

H₀: There is no significant difference between the male and female respondents in their perception of customer contact programmes in banks.

The calculated 't' – test value at 0.449, which is less than the table value of 1.966 at 5% level of significance, shows that there is no significant difference between the male and female respondents in the perception of customer contact programmes. Hence, the null hypothesis is accepted.

Education-wise Customer's Perception of Customer contact programmes

Tables 6, 7 and 8 present education-wise distribution of customer contact programmes scores, the mean values and ANOVA result.

TABLE 6 Education-wise Distribution of Customer contact programmes Scores

Overall Customer contact programmes Score	Education Level										Total	
	Illiterate		School Level		College Level		Professional		Others		No. of respondents	%
	No.	%	No.	%	No.	%	No.	%	No.	%		
Low (< =40)	1	20.0	17	32.7	84	39.3	37	27.8	6	35.3	145	34.4
Moderate (41-62)	3	60.0	30	57.7	88	41.1	66	49.6	6	35.3	193	45.8
High (>62)	1	20.0	5	9.6	42	19.6	30	22.6	5	29.4	83	19.7
Total	5	100	52	100	214	100	133	100	17	100	421	100

Source: Computed

Table 6 reveals that 27.8% of the professionally qualified respondents, 39.3% of the college level educated respondents and 20% of the illiterate respondents have low level perception, while 60% of the illiterates, 49.6% of the professionally qualified respondents and 57.7% of the school level educated respondents have moderate level perception of customer contact programmes of the banks. 19.6% of the college level educated respondents, 9.6% of the school level educated respondents and 22.6% of the professionally qualified respondents have high level perception of customer contact programmes in banks.

TABLE 7 Mean Scores of Overall Perception of Customer contact programmes based Education

Education Level	Mean	S.D	No. of respondents
Illiterate	51.20	16.77	5
School Level	47.15	13.53	52
College Level	49.17	16.18	214
Professional	50.56	17.59	133
Others	49.65	16.51	17
Total	**49.40**	**16.32**	**421**

Source: Computed

The mean values of all the respondents with different educational levels vary between 47.15 and 51.20. However, the illiterates who are less in number, with the mean value of 51.20 have the highest level of perception of customer contact programmes.

ANOVA test has been applied to test if there is any significant difference between the respondents with different educational levels in their perception of customer contact programmes.

H_0: There is no significant difference between the respondents with different educational levels in their perception of customer contact programmes in banks.

TABLE 8 ANOVA Result

Groups	Sum of Squares	df	Mean Square	F	Table F	Sig.
Between Groups	468.937	4	117.234	0.438	2.393	Ns
Within Groups	111452.223	416	267.914			
Total	**111921.159**	**420**				

Source: Computed   Ns: Not Significant

The ANOVA result with the calculated F value at 0.438, which is less than the table value of 2.393 at 5% level of significance, reveals that there is no significant difference between the respondents with different educational levels in their perception of customer contact programmes in banks. Hence, the null hypothesis is accepted.

Occupation-wise Customer's Perception of Customer contact programmes

Table 9, 10 and 11 present the occupation-wise distribution of customer contact programmes scores, the mean values and ANOVA result.

TABLE 9 Occupation-wise Distribution of Customer contact programmes Scores

Overall Customer contact programmes Score	Occupation										Total	
	Agriculture		Salaried		Profession		Business		Others		No. of respondents	%
	No.	%	No.	%	No.	%	No.	%	No.	%		
Low (<= 40)	14	32.6	44	27.7	20	31.3	46	46.0	21	38.2	145	34.4
Moderate (41-62)	26	60.5	74	46.5	28	43.8	36	36.0	29	52.7	193	45.8
High (>62)	3	7.0	41	25.8	16	25.0	18	18.0	5	9.1	83	19.7
Total	**43**	**100**	**159**	**100**	**64**	**100**	**100**	**100**	**55**	**100**	**421**	**100**

Source: Computed

Table 9 shows that 46% of the respondents doing business, 31.3% of the professional respondents and 27.7% of the salaries class have low level perception, while 60.5% of the respondents from the agricultural sector, 46.5% of the salaried class respondents and 43.8% of the respondents from the professional category have moderate level perception of customer contact programmes of the banks. 9.1% of the 'other category respondents, 7% of the agriculturists and 25.8% of the salaried class have high level perception of customer contact programmes in banks.

TABLE 10 Mean Scores of Overall Perception of Customer contact programmes based on Occupation

Occupation	Mean	S.D	No. of respondents
Agriculture	45.63	11.52	43
Salaried	51.06	16.29	159
Profession	51.13	19.25	64
Business	48.62	17.59	100
Others	46.98	12.79	55
Total	**46.40**	**16.32**	**421**

Source: Computed

The mean values of the respondents having different occupational status vary between 45.63 and 51.13. The respondents from the salaried class, with a mean value of 51.13 have the highest level of perception of customer contact programmes in banks.

ANOVA test has been applied to find if there is any significant difference between the respondents of different occupations in their perception of customer contact programmes in banks.

H_0: There is no significant difference between the respondents of different occupations in their perception of customer contact programmes in banks.

TABLE 11 ANOVA Result

Groups	Sum of Squares	df	Mean Square	F	Table F	Sig.
Between Groups	1621.080	4	405.270	1.528	2.393	Ns
Within Groups	111921.159	420	265.144			
Total	**111921.159**	**420**				

Source: Computed

Ns: 5% level of significance

The ANOVA result with the calculated F value at 1.528, which is lesser than the table value of 2.393 at 5% level of significance, shows that there is no significant difference between the respondents of different occupations in their perception of customer contact programmes in banks. Hence, the null hypothesis is accepted.

Income-wise Customer's Perception of Customer contact programmes

Table 12, 13 and 14 present the monthly income-wise distribution of customer contact programmes scores, the mean values and ANOVA result.

TABLE 12 Income-wise Distribution of Customer contact programmes Scores

Overall Customer contact programmes Score	Monthly Income								Total	
	Below Rs. 10,000		Rs. 10,001 – 20,000		Rs. 20,001 – 30,000		Rs. 30,001 & Above		No.	%
	No.	%	No.	%	No.	%	No.	%		
Low (< = 40)	25	18.2	35	25.4	37	43.0	17	28.3	114	27.1
Moderate (41-62)	80	58.4	74	53.6	41	47.7	32	53.3	227	53.9
High (>62)	32	23.4	29	21.0	8	9.3	11	18.3	80	19.0
Total	137	100	138	100	86	100	60	100	421	100

Source: Computed

Table 12 shows that 28.3% of the respondents earning Rs. 3,000 and above, 18.2% of the respondents earning less than Rs. 10,000 and 43% of the respondents earning Rs. 20,001 to 30,000 per month have low level perception of customer contact programmes. 53.6% of the respondents in the income group of Rs. 10,001 to 20,000, 47.7% of the respondents in the income group of Rs. 20,001 to Rs. 30,000 and 58.4% of the respondent who earn less than Rs. 10,000 have moderate level perception, while 9.3% of the respondent in the income group of Rs. 20,001 – 30,000, 23.4% of the respondent earning below Rs. 10,000 and 18.3% of the respondents earning Rs. 30,001 and above have high level perception of customer contact programmes in banks.

TABLE 13 Mean Scores of Overall Perception of Customer contact programmes based on Monthly Income

Monthly Income	Mean	S.D	No. of respondents
Below Rs. 10,000	67.18	11.03	137
Rs. 10,001 – 20,000	65.04	11.87	138
Rs. 20,001 – 30,000	58.48	12.57	86
Rs. 30,001 & Above	63.48	12.93	60
All	64.18	12.28	421

Source: Computed

The mean values of the respondent of different income groups range from 58.48 to 67.18. The respondent who earn less than Rs. 10,000 per month with a mean score of 67.18 have the highest level of perception of customer contact programmes in banks.

ANOVA test has been applied to test if there is any significant difference between the respondent of different income levels in their perception of customer contact programmes in banks.

H_0: There is no significant difference between the respondents of different income levels in their perception of customer contact programmes in banks.

TABLE 14 ANOVA Result

Groups	Sum of Squares	Df	Mean Square	F	Table F	Sig.
Between Groups	2957.501	3	985.834	3.773	2.626	S
Within Groups	111921.159	417	261.304			
Total	63317.473	420				

Source: Computed   ***:** 5% level of Significance

The ANOVA result with the calculated F value at 3.773, which is greater than the table value of 2.626 at 5% level of significance, shows that there is a significant difference between the respondents of different

income levels in their perception of customer contact programmes in banks. Hence, the null hypothesis is rejected.

Years of Association-wise Customer's Perception of Customer contact programmes

Tables 15, 16 and 17 show the distribution of customer contact programmes scores based on years of association of the respondents with their banks, the mean values and ANOVA result.

TABLE 15 Distribution of Customer contact programmes Scores based on Years of Association with Banks

Overall Customer contact programmes Score	Years of Association with Banks								Total	
	Below 5 Years		5 – 9 Years		10 – 14 Years		15 Years & Above		No. of respondents	%
	No.	%	No.	%	No.	%	No.	%		
Low (<= 40)	38	24.2	44	31.7	18	27.3	14	23.7	114	27.1
Moderate (41-62)	78	49.7	69	49.6	44	66.7	36	61.0	227	53.9
High (>62)	41	26.1	26	18.7	4	6.1	9	15.3	80	19.0
Total	157	100	139	100	66	100	59	100	421	100

Source: Computed

Table 15 shows that 24.2% of the respondents having an association of less than 5 years, 31.7% of the respondents having 5-9 years of association and 27.3% of the respondents having 10-14 years of association with banks have low level perception. 49.6% of the respondent having 5-9 years of association, 66.7% of the respondents having 10-14 years of association and 61% of the respondents having an association of 15 years and above with their banks have moderate level perception, while 26.1% of the respondents having less than 5 years of association, 18.7% of the respondents having 5-9 years of association and 6.1% of the respondents having an association of 10-14 years have high level perception of customer contact programmes in banks.

TABLE 16 Mean scores of Overall Perception of Customer contact programmes based on Years of Association

Number of Years of Association	Mean	S.D	No. of respondents
Below 5 Years	52.73	16.12	157
5 – 9 Years	48.92	16.61	139
10 – 14 Years	44.73	14.60	66
15 Years & Above	46.92	16.54	59
Total	49.4	16.32	421

Source: Computed

The mean values of overall scores of the respondents vary between 44.73 and 52.73. Respondents having less than 5 years of association with their banks have the highest level perception of customer contact programmes with a mean value of 52.73.

ANOVA test has been applied to test if there is any significant difference between the respondents having various years of

association with their banks in their perception of customer contact programmes.

H_0: There is no significant difference between the respondents having various years of association with banks in their perception of customer contact programmes.

TABLE 17 ANOVA Result

Groups	Sum of Squares	Df	Mean Square	F	Table F	Sig.
Between Groups	3574.140	3	1191.38	4.585	3.829	S
Within Groups	108347	417	259.825			
Total	**111921.159**	**420**				

Source: Computed   ****:** 1% level of significant

The ANOVA result with the calculated F value at 4.585, which is greater than the table value of 3.829 at 1% level of significance, shows that there is a significant difference between the respondents having various years of association with banks in their perception level of customer contact programmes. Hence, the null hypothesis is rejected.

Types of Accounts-wise Customers' Perception of Customer contact programmes

Tables 18, 19 and 20 present distribution of customer contact programmes scores, the mean values and the ANOVA result.

TABLE 18 Distribution of Customer contact programmes Scores based on Types of Accounts

Overall Customer contact programmes Score	Types of Accounts										Total	
	Savings A/c		Current A/c		Fixed Deposit A/c		Others		Multiple Accounts		No. of respondents	%
	No.	%	No.	%	No.	%	No.	%	No.	%		
Low (< = 40)	79	29.4	20	42.6	2	33.3	3	30.0	41	46.1	145	34.4
Moderate (41-62)	132	49.1	21	44.7	3	50.0	5	50.0	32	36.0	193	45.8
High (>62)	58	21.6	6	12.8	1	16.7	2	20.0	16	18.0	83	19.7
Total	**269**	**100**	**47**	**100**	**6**	**100**	**10**	**100**	**89**	**100**	**421**	**100**

Source: Computed

Table 18 shows that 29.4% of the saving account holders, 42.6% of the current account holders and 33.3% of the fixed deposit holders have low level perception, while 50% of the fixed deposit holders, 49.1% of the savings account holders and 36% of the multiple account holders have moderate level perception of customer contact programmes. 12.8% of current account holders, 18% of the multiple account holders and 16.7% of the fixed deposit account holders have high level perception of customer contact programmes in banks.

TABLE 19 Mean Scores of Overall Perception on Customer contact programmes based on Types of Accounts

Types of Accounts	Mean	S.D	No.
Savings A/c	50.57	15.87	269
Current A/c	46.38	15.09	47
Fixed Deposit A/c	49.33	20.15	6
Others	54.00	13.53	10
Multiple Accounts	46.94	18.05	89
Total	**49.40**	**16.32**	**421**

Source: Computed

The mean scores of overall perception of different types of account holders range between 46.38 and 54. The respondents who fall under the 'others' category have the highest level of perception of customer contact programmes.

ANOVA test has been applied to test if there is any significant difference between the different types of account holders in their perception of customer contact programmes in banks.

H_0**:** There is no significant difference between the different types of account holders in their perception of customer contact programmes.

TABLE 20 ANOVA Result

Groups	Sum of Squares	df	Mean Square	F	Table F	Sig.
Between Groups	1546.164	4	3860541	1.457	2.399	Ns
Within Groups	110374.995	416	265.325			
Total	**111921.159**	**420**				

Source: Computed

Ns: 5% Level of Significance

The ANOVA result with the calculated F value at 1.457, which is lesser than the table value of 2.399 at 5% level of significance, shows that there is no significant difference between the different types of account holders in their perception of customer contact programmes. Hence, the null hypothesis is accepted.

Bank-wise Customers' Perception of Customer contact programmes

Tables 21, 22 and 23 depict bank-wise distribution of customer contact programmes scores, the mean values and the ANOVA result.

TABLE 21 Bank-wise Distribution of Customer contact programmes Scores

Overall Customer contact programmes Score	Years of Association with Banks								Total	
	SBI		IOB		ICICI		TMB		No. of respondents	
	No.	%	No.	%	No.	%	No.	%		%
Low (< = 40)	41	38.7	36	33.3	14	13.6	54	51.9	145	34.4
Moderate (41-62)	49	46.2	54	50.0	59	57.3	31	29.8	193	45.8
High (>62)	16	15.1	18	16.7	30	29.1	19	18.3	83	19.7
Total	106	100	108	100	103	100	104	100	421	100

Source: Computed

Table 21 shows that 51.9% of the customers of TMB, 33.3% of the customers of IOB and 38.7% of the customers of SBI have low level perception of customer contact programmes of banks, while 50% customers of IOB, 46.2% of SBI customers and 57.3% of the ICICI bank customers have moderate level perception of customer contact programmes. 18.3% of the customers of TMB, 29.1% of the customers of ICICI and 16.7% of the customers of the IOB bank have high level perception of customer contact programmes.

TABLE 22 Mean Scores of Overall Perception of Customer contact programmes based on Respondents' Banks

Name of the Bank	Mean	S.D	No.
SBI	47.47	15.49	106
IOB	49.20	14.52	108
ICICI	55.24	14.69	103
TMB	45.79	18.93	104
Total	49.40	16.32	421

Source: Computed

Customers' perception regarding the customer contact programmes followed by the banks under study indicates that the ICICI bank has the highest value of 55.24. ICICI bank is followed by IOB with a value of 49.20. SBI follows next with a value of 47.47 and the last in the list is TMB which has a value of 45.79.

The mean scores of overall .customer contact programmes of all respondents (sample) is 49.40. But the SBI, IOB and TMB have lower mean scores of overall customer contact programmes than the sample mean score, whereas, ICICI bank has a higher mean score than the sample mean score.

ANOVA test has been applied to find if there is any significant difference between the respondents of different banks in their perception of customer contact programmes in banks.

H_0: There is no significant difference between the respondents of different banks in their perception of customer contact programmes.

TABLE 23 ANOVA Result

Groups	Sum of Squares	Df	Mean Square	F	Table F	Sig.
Between Groups	5270.947	3	1756.982	6.870	3.829	**
Within Groups	106650.212	417	255.756			
Total	111921.159	420				

Source: Computed

**: 1% level of Significant

The ANOVA result with the calculated F value at 6.870, which is greater than the table value of 3.829 at 1% level of significance, shows that there is significant difference between the respondents of different banks in their perception of customer contact programmes in banks. Hence, the null hypothesis is rejected.

Customer contact programmes in Public and Private Sector Banks

Regular customer contact programmes enable customers to take active part in the banks activities and lead towards effective customer relationships. It is tested on awareness programmes, customer meet, customer contest, rewards and recognition, sending thank you cards and so on in both the banking sectors.

Comparison of customer contact programmes in private sector banks and public sector bank is undertaken and presented in the following Table 24

TABLE 24 Sector-wise Mean Ratings of Customer contact programmes

Customer contact programmes Items	Public Sector Banks (n=214)	Private Sector Banks (n=207)
	Mean	Mean
Customer awareness programmes	2.74	3.12
Customer service meet	2.55	2.86
Customer day celebrations	2.36	2.70
Customer contest to elicit views	2.31	2.36
Customer suggestions	3.00	3.01
Customer reward and recognition	2.53	2.38
Customer special events	2.39	2.37
Thank you cards	2.11	2.18
Telephone recalls	2.14	2.29
Mailing of publicity pamphlets	2.05	1.95
Dimension Mean	**2.42**	**2.52**

Source: Computed

Table 24 reveals that the dimension mean of customer contact programmes of public sector bank is 2.42 and that of private sector bank is 2.52.

Comparison of private and public sector banks reveals that all the customer contact programmes except customer reward and recognition schemes, customer special events and mailing of publicity pamphlets have been rated lower in private sector banks when compared to public

sector banks. The remaining contact programmes given in the table have been rated higher in private sector banks. Customers perception of customer contact programmes is higher in private sector banks. In public sector banks, comparison of mean rating of individual programmes with their dimension mean reveals those customer suggestions is higher level 3.00 and 3.01.

SUGGESTIONS

The banks must involve itself in the celebration of religious functions, national days, sponsoring sports events and cultural meets in the customer locations. The bank should also extend a helping hand wherever and whenever a crisis arises which disturbs the normal life of the customers. This type of approach would help to consider the banks as part of customers life and would certainly lead towards relationship building.

CONCLUSION

The present study is concluded that the CRM offers the most holistic route for banks to enhance customer relationships. Customer contact programmes are indispensable as well as inevitable aspect of marketing phenomena. A comparison of conducting customer awareness programmes, customer service meet, customer day celebrations, customer contests, encouraging customer suggestions, sending of thank you cards, greeting cards and telephone recalls are better practiced in private sector banks and the public sector banks has been maintaining the loyalty of customers through customer contact programmes.

REFERENCES

Newell, F., (2000), Loyalty.com: Customer relationship management in the new era of internet marketing, Mc Graw Hill, New York, NY.

Royals, L. (2000), "Planning for Relationship Marketing", in Cranfield School of Management Marketing Management: A Relationship Marketing Perspective, pp.231-248.

Pisharodi, R., Angur, S. and Shainesh, (2003), "Relationship strategy, effectiveness and responsiveness in services marketing", Journal of Relationship Marketing, Vol:2, No:1, pp.3-22

Tapan K. Panda (2003), "Creating Customer Lifetime value through effective CRM in financial service industry", Journal of Service Research, Vol:2, No:2, October, pp.157-171

Teo, T.S.H. and Aug, J.S.K. (1999), "CSFs in the alignment of IS plans with business plans", International Journal of Information Management, Vol:19, No:2, pp.173-185

Upinder Dhar, Santhosh Dhar and Abinov Jain (2004), "Service with difference: A Comparative analysis of Private and Public sector banks", Prestige Journal of Management Research, Vol:8, No:1-2, April-October, pp.17-43.

Rajeswari Krishnan (2004), "Banking-CRM makes the difference", Professional Banker, August, pp.91-96.

Parasuraman, A., Berry, L.L and Zeithaml, V.A (1985), "Quality counts in services, too", Business Horizons, May-June, pp. 44-52.

Parvatiyar, A., and Sheth, J.N., (2001), Conceptual Framework of Customer Relationship in Customer Relationship Management-Emerging Concepts, Tools and Applications, Tata McGraw Hill, New Delhi, pp.3-25.