A   study on Customer Relationship Management Process in Select Private and Public Sector Banks in Tiruchirappalli City

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Abstract: Today Banks have realized the importance of Customer Relationship Management in retaining the existing customers, acquiring new customers and maximizing their life time value. The purpose of this paper is to study the process of CRM process in public and private sector banks. To identify the precursor which are more important to build good relationship between banks and their service users and to compare the effectiveness of CRM process in public and private sector banks in Trichy for this, the customers of private and public banks were surveyed with given 2o different statements regarding CRM process adopted by different banks. The results of analyses revealed four dimensions for CRM, namely, CRM Initiation Activities to Acquire Customers CRM Maintenance, Activities to Retain Customers, Activities to Up- and Cross-Selling, Activities to Manage Customer Referrals, Digital Capabilities Perceived Overall CRM Performance. This survey helps to evaluate the actual perception of customers towards CRM performances of each bank. The identification of the parameters will help banks manage effectively and implement CRM process that increases customer satisfaction and customer loyalty

IndexTerms - **CRM Performance, CRM Process in banking, Digital Capabilities**

I. INTRODUCTION

Customer Relationship Management (CRM) has been recognized in the literature (cf. Reimann et al., 2010; Richards and Jones 2008) to be indispensable to sustained ongoing profitability of an established enterprise. An essential part of CRM involves cross-functional operations undertaken to revitalize its marketing activities for developing and strengthening existing bonds withc ustomers.

CRM covers a set of organizational activities supported by both technology and processes to systematically and effectively manage customer relationships by providing customers with high-quality operations, fulfillment and products and services (Battor and Battor, 2010; Chen et al., 2009; Payne and Frow, 2005; Soliman, 2011).

This study explores the role of cross-functional promotions to achieve higher customer retention. A well-developed CRM system can be used to enhance customer benefits and the firm's performance across the different environments (Boulding et al., 2005; Zablah et al., 2004).

The possibility of important mediating variables between CRM and the firm's performance potentially exists. Therefore, clarifying further its divergent nature and exploring whether CRM links directly to the firm's performance or whether this relationship affects the firm's bottom line indirectly by impacting customer benefits is needed.

This study centers primarily upon exploring the key constructs of CRM that can enhance a firm best practice and be universally used to create customer benefits and the firm's performance in the banking industry in India. This research employs a set of rigorous analyses to empirically tested CRM's effect on the potential performance, e.g. customer value and customer satisfaction as customer benefits, and customer loyalty as the firm's performance.

II.BENEFITS

Customer relationship management results in the following benefits:

1.   Provide better customer service
2.   Increase customer revenues
3.   Discover new customers
4.   Cross sell/Up Sell products more effectively
5.   Help sales staff close deals faster
6.   Make call centres more efficient
7.   Simplify marketing and sales processes

III. OVERVIEW OF BANKING INDUSTRY

For centuries banks have played an important role in financial system of the country. The vital role continues even today although the form of banking has changed today with changing need of the economy and individuals. With expansion of trade and commerce, the concept of banking gained importance. The banking transcended from individuals to groups and later to companies. During the Mughal period the indigenous bankers played a very important role in lending money and financing foreign trade in India. During

British rule the agency houses carried on the banking business. The Banking system in India has three tiers. There are scheduled commercial banks; the regional rural banks; and the cooperative banks. The scheduled commercial banks constitute those banks which are included in the second schedule of RBI Act 1934. In the organised segment, banking system occupies an important place in nation's economy. It plays a pivotal role in the economic development of a country and forms the core of the money market in an advanced country. The commercial banks in India comprise of both Public sector as well as private sector banks. There are total 28 Public sector and 27 private sector banks are functioning in the country presently. Banks have to deal with many customers every day and render various types of services to its customer. It's a well-known fact that no business can exist without customers. Let us see some of the banks that we have taken for survey

3.1 Lakshmi Vilas Bank

Lakshmi Vilas Bank was founded in 1926 by a group of seven businessmen of Karur under the leadership of Shri V.S.N. Ramalinga Chettiar. Their objective was to cater to the financial needs of people in and around Karur who were occupied in trading businesses, industry and agriculture. The bank was incorporated on November 3, 1926 under the Indian Companies Act, 1913, and obtained the certificate to commence business on November 10, 1926. Subsequent to introduction of the Banking Regulations Act, 1949 and Reserve Bank of India as the regulator for the banking sector, the bank obtained its banking license from RBI on 19 June 1958, and on 11 August 1958 it became a 'scheduled commercial bank' signifying capability to operate as a full-fledged commercial bank

3.2 Indian Overseas Bank (IOB) is a major public sector bank based in Chennai (Madras), with about 3400 domestic branches, including 1150 branches in Tamil Nadu, 3 extension counters, and eight branches and offices overseas as of 31 October 2017. Indian Overseas Bank has an ISO certified in-house Information Technology department, which had developed the software that its branches used to provide online banking to customers earlier. The bank has achieved 100% networking status as well as 100% CBS status for its branches. IOB has a network of about 3300 ATMs all over India. Indian Overseas Bank has branches in Singapore, Colombo, Seoul, and Bangkok. It has representative offices in Guangzhou, Vietnam, and Dubai. IOB also is part-owner of a joint-venture bank in Malaysia.n 2000, IOB engaged in an initial public offering (IPO) that brought the government's share in the bank's equity down to 75%. In 2001 IOB acquired the Mumbai-based Adarsha Janata Sahakari Bank, which gave it a branch in Mumbai. Then in 2009 IOB took over Shree SuvarnaSahakari Bank, which was founded in 1969 and had its head office in Pune. Shree Suvarna Sahakari Bank had been in administration since 2006. It had nine branches in Pune, two in Mumbai and one in Shirpur. The total employee strength was estimated to be little over100. The first public sector bank to introduce anywhere banking at its 129 branches in the four metros, is extending the connectivity to another 100 branches in Hyderabad, Bangalore.-The first public sector bank in the country to introduce mobile banking services using Wireless Application Protocol (WAP).

3.3 ICICI Bank

ICICI Bank is India's largest private sector bank with total consolidated assets of Rs. 11,242.81 billion (US$ 172.5 billion) at March 31, 2018 and profit after tax of Rs. 67.77 billion (US$ 1.0 billion) for the year ended March 31, 2018. ICICI Bank currently has a network of 4,867 Branches and 14,367 ATMs across India. ICICI Bank was originally promoted in 1994 by ICICI Limited, an Indian financial institution, and was its wholly-owned subsidiary. ICICI's shareholding in ICICI Bank was reduced to 46% through a public offering of shares in India in fiscal 1998, an equity offering in the form of ADRs listed on the NYSE in fiscal 2000, ICICI Bank's acquisition of Bank of Madura Limited in an all-stock amalgamation in fiscal 2001, and secondary market sales by ICICI to institutional investors in fiscal 2001 and fiscal 2002. ICICI was formed in 1955 at the initiative of the World Bank, the Government of India and representatives of Indian industry. The principal objective was to create a development financial institution for providing medium-term and long-term project financing to Indian businesses.

The CUB bank, 'The Kumbakonam Bank Limited' as it was then called was incorporated as a limited company on 31st October, 1904. The first Memorandum of Association was signed by twenty devoted and prominent citizens of Kumbakonam including Sarvashri R. SanthanamIyer, S. KrishnaIyer, V.KrishnaswamiIyengar and T.S.Raghavachariar. T.S. Raghavachariar was the First Agent of the Bank. In 1908, he was succeeded by Shri R. SanthanamIyer who became the Secretary of the bank under the amended Articles of Association which created the office of a Secretary to be in charge of the Bank's Management in the place of the Agent, which post he held till his death in 1926. He was succeeded by Shri. S. MahalingaIyer as Secretary who subsequently became the First full-time Managing Director of the bank in tune with the amendment of Articles in 1929. The bank in the beginning preferred the role of a regional bank and slowly but steadily built for itself a place in the Delta District Thanjavur. The first Branch of the Bank was opened at Mannargudi on 24th January 1930. Thereafter, branches were opened at Nagapattinam, Sannanallur, Ayyampet, Tirukattupalli, Tiruvarur, Manapparai, Mayuram and Porayar within a span of twenty-five years. The Bank was included in the Second Schedule of Reserve Bank of India Act, 1934, on 22nd March1945.In 1957, the bank took over the assets and liabilities of the Common Wealth Bank Limited and in the process annexed to it the five Branches of Common Wealth Bank Limited at Aduthurai, Kodavasal, Valangaiman, Jayankondacholopuram and Ariyalur

IV. REVIEW OF LITERATURE

Gayathry (2016) attempted to develop a customer relationship management model and empirically tested its efficiency. Primary data were collected from the customers and the executives of nationalized banks, private as well as multinational banks. Effectiveness of customer relationship management was measured using a self-reporting questionnaire containing six dimensions, viz. customer acquisition, implementation of customer relationship management, policies to maintain customer relationship management, strategies to implement customer relationship management, customer satisfaction and customer loyalty. Results indicated that effectiveness of customer relationship management in the banks was perceived higher among the bankers compared to the customers (significant at 0.01 level). It was concluded that the customer relationship management policies, strategies, and initiatives taken by the Banks in implementing CRM had not reached the customers effectively in improving customer satisfaction, loyalty, and acquisition. The study suggested that CRM strategies should be developed after assessing and periodically reviewing the needs and expectations of the customers.

Bihari and Murdia (2015) in their article discussed customer relationship management in banking sector with a special reference to new age banks. According to the authors, the benefits of CRM in banks are: improved ability to respond faster to the customers' needs; better efficiency due to automation; ability to gain deeper knowledge about the customers; increased cross-selling opportunities; screening the most profitable customers; better analyses of customer feedback thus better development of products and services; and enabling one to one marketing. They propose three initiatives to improve CRM performance: well-defined strategy; better infrastructure; and continuous changes to improve customer interaction.

Pokharel (2015) in his article discussed customer relationship management related theories and highlighted challenges and application of CRM in banking sector. He cited that customer relationship management is a holistic process which involves alignment of various factors of a business, viz. management, leadership, change management, human resources management and technologies. Leadership and management should share the views and visions of CRM team; customer relationship management team should implement the changes gradually; technologies that enables 360-degree of customer view should be used; employees should be integrated into the CRM system. The study identified the following challenges of CRM implementation: "management sponsorship; quality of data about customers; synchronizing people and system; lack of skilled personal for analyzing and interpreting data; identifying the right product and the right time to promote; and updating Technologies.

Nguyen et al. (2015) attempted to put forward strategically effective customer relationship management techniques and identified the challenges/barriers of customer relationship management. It was found that customer relationship management involves storing information about customers, their perceptions, and expectations, which is used to improve sale of products, development of new products/services, identifying effective marketing strategy and helps banks to work with the customers smoothly and improve customer experience with the bank. Lack of definition, poor leadership, lack of cooperation among CRM vendors were identified as barriers of customer relationship management.

Wilson et al. (2015) explored the antecedents for determining the effectiveness of customer relationship management in banks using analytic induction method about the success factors from five previous studies. The findings revealed that digital capabilities, strategies towards retaining the customers, success of cross- selling and the quality of CRM initiation were critical indicators of effective customer relationship management.

Kim and Pan (2015) conducted a study to examine the impact of critical success factors (CSF) upon information system (IS) implementation; to assess the interrelationships with key factors and the impact on CRM systems development. Case study method was employed. These cases were selected – one successful implementation and two failure cases. Data were collected from employees. Critical success factors were extracted – they were (i) organizational commitment, (ii) CRM process, (iii) use of technology, (iv) CRM management and (v)consequences.

George and Manoj (2013) compared the customer relationship management practices between private- and public-sector banks in Kerala. The objectives of the study were to understand the CRM practices and to compare the CRM performance between public and private-sector banks in Ernakulam district of Kerala. Data were collected from 60 respondents (30 from private sector and another 30 from public sector banks), selected convenience sampling method. Customers' satisfaction on CRM practices were measured using five parameters, they were: Ability to resolve complaints, Responsiveness of the bank staffs, Banking services, Counter services, and Accounts and deposits of the banks. Satisfaction was scored with five-point Likert scale ranging from 'Very dissatisfied' to 'Very dissatisfied'. Results indicated that Public sector banks scored high on satisfaction with 'Ability to resolve complaints', 'Responsiveness of bank staff', 'Banking services', 'Speed of counter services', and 'Accounts and deposits'.

Campbell (2013) tested a model to create customer knowledge competence that would enable the firms to manage their customer relationship management. The conceptual model was developed based on five case studies conducted in five large financial services institutions in Canada, which were implementing customer relationship management programs. The independent variables were "Customer information process, Marketing-IT interface, Senior management involvement and Employee reward and evaluation systems". The outcome variable was "Customer knowledge competence". The four elements of customer knowledge competence were acknowledged as important skills for the managers. The major challenge identified was in "developing a business process and systems to integrate information and to motivate employees".

Grabner-Kraeuter et al. (2015) in their paper presented at the 40th Hawaii International Conference on System Sciences discussed the challenges in monitoring and evaluating the performance of CRM initiatives. The authors suggested an integrated method to measure the effectiveness of CRM performance based on well- known methods and measurements: "benchmarking, balanced scorecard, and simulation of scenarios". However, the authors underlined that there was no "standard" and "best way" to measure CRM. Hence, it was suggested that the customer relationship management should be split into a number of sub domains, which should be evaluated separately.

Santouridis and Tsachtani (2015) studied the impact of CRM resources on CRM process through a case study at a Greek bank based on the customer lifecycle. Ten branches (in Thessaly) of a leading Greek bank's 102 employees were chosen for this study. Regression analysis results showed that organizational resources for CRM was a significant contributor of improving the positive effect on CRM process throughout the all the stages of customer lifecycle. Particularly 'human resources' significantly contributed towards the early and middle stages of customer lifecycle and the impact was minimal during the late stages (expansion and exit) was low. Further, technological resources were less influential on the middle stages of customer life cycle

V. RESEARCH METHODOLOGY

Thecentralaimofthisstudyistodevelopanempiricallybasedconceptualmodeloftheprocess
athasthepotentialforcrossingculturalandsectoralboundariesandtohighlightthepotential link between CRM and the establishment of long term customer value.in terms of satisfaction , loyalty and retention among the private and public sector banks in Trichy Specifically, it investigates simultaneously whether a CRM-performance relationship as evaluated by the customer perception,

satisfaction and loyalty which coincides with that perceived by the external customer's perspective, because this has not previously been empirically investigated.

4.1 Objectives of the study

1.　　To explore the understanding of bank CRM process by the customers' perception in the public- and private sector banks in Trichy city

2.　　To examine the outcome of CRM performance based on the category of age and genders of customers

3　　　To find out the association between the occupation and CRM performance.

4.2 Hypothesis

Hypothesis 1. Perception about CRM performance significantly differs between private- and public-sector bank customers

Hypothesis 2. Gender of customers significantly influences perception about CRM performance

Hypothesis 3. Age of customers significantly influences perception about CRM performance

V.DATA ANALYSIS AND INTERPRETATION

Hypothesis 1. Perception about CRM performance significantly differs between private- and public-sector bank customers.

Table 1.1

Association between Banking Sectors and Perceptions about CRM Performance

| CRM and Dimensions	Bank Sector	N	Mean Scores		t-test Statistics			n^2
			Mean	SD	t	df	p	
CRM Initiation	Private	300	3.893	.8179	14.068	596.248	.000, $p < .05$ Significant	.245
	Public	300	2.927	.8635				
Activities to Acquire Customers	Private	300	4.008	.4424	2.130	576.500	.034, $p < .05$ Significant	.008
	Public	300	3.923	.5380				
CRM Maintenance	Private	300	3.967	.4626	21.831	549.862	.000, $p < .05$ Significant	.443
	Public	300	2.984	.6276				
Activities to Retain Customers	Private	300	4.038	.4261	12.804	570.183	.000, $p < .05$ Significant	.213
	Public	300	3.533	.5334				
Activities to Up- and Cross-Selling	Private	300	3.529	.5624	12.428	537.731	.000, $p < .05$ Significant	.206
	Public	300	4.023	.3970				
Activities to Manage Customer Referrals	Private	300	3.990	.4830	9.393	548.679	.000, $p < .05$ Significant	.128
	Public	300	3.548	.6580				
Digital Capabilities	Private	300	4.064	.3250	23.303	564.198	.000, $p < .05$ Significant	.477
	Public	300	3.352	.4173				
Perceived Overall CRM Performance	Private	300	3.916	.1969	26.398	586.053	.000, $p < .05$ Significant	.698
	Public	300	3.458	.2273				

(Source: Primary)
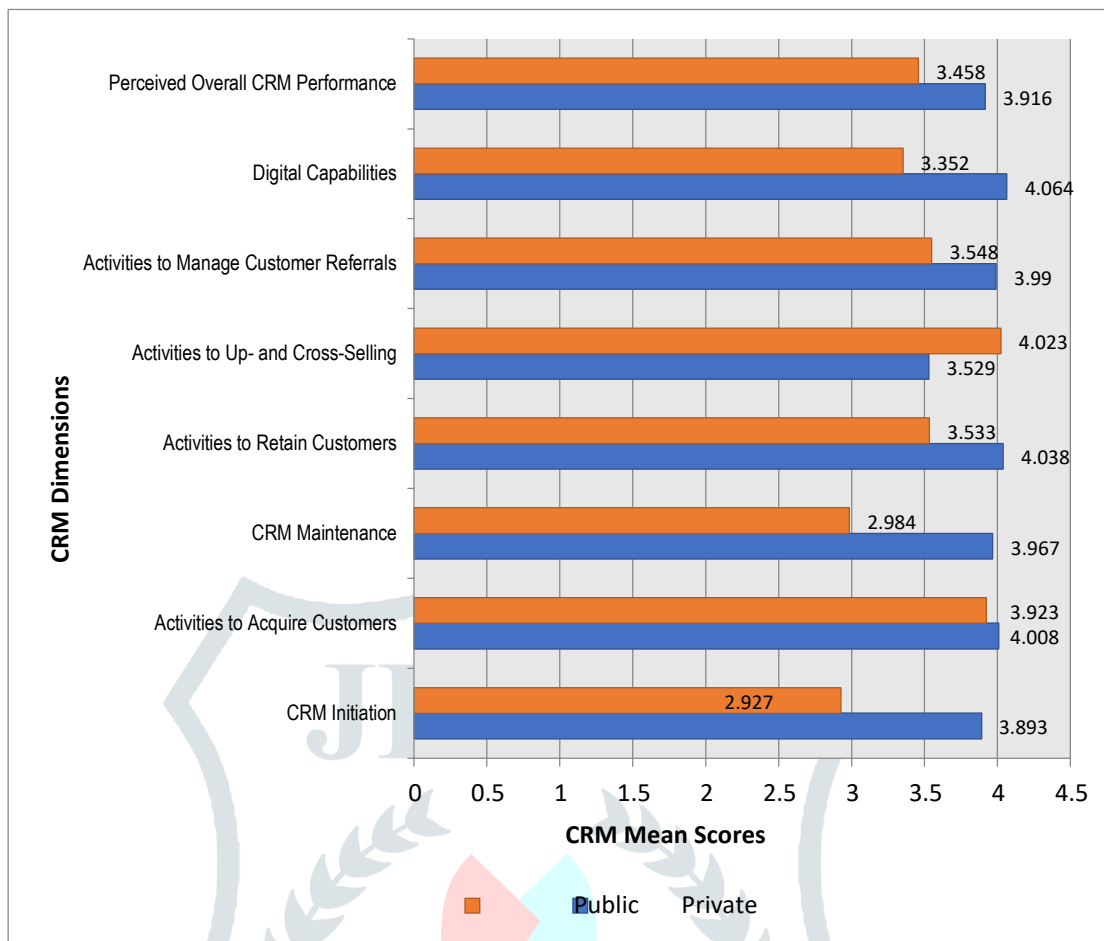
Figure:01 Bar chart showing CRM mean scores and CRM dimensions

Differences in the level of perception about the overall CRM performance and its seven dimensions between private- and public-sector bank customers were examined using independent samples t-test. From the table 1.0 test results revealed the presence of significant differences in the mean perception scores of the seven dimensions and overall CRM performance between the private and public-sector bank groups (p<.05). Mean scores show that private sector group's perception mean scores of CRM initiation (M = 3.893 ± 0.8179), Activities to acquire customers (M = 4.008 ± 0.4424), CRM maintenance (3.967±0.4626), Activities to retain customers (M=

4.038 ± 0.4261), Activities to manage customer referrals (M = 3.990± 0.4830), and Digital capabilities (M = 4.064 ± 0.5230) were significantly higher for private sector group (p <.05). But, mean score of Activities to up- and cross-selling (M = 4.023 ± 0.3970) was significantly greater for public-sector bank groups [t (537.731) = 12.428, p=.000<.01]. Also, mean score of overall CRM performance perception (M= 3.916 ± 0.1969) was significantly higher for private sector group [t (586.053) = 26.398, p = .000 < .01] as the computed p-value was lower than the critical alpha value .05. Eta-squared statistics show that the association effect sizes are quite large for all the dependent variables except for Activities to acquire customers, which is small, as per Cohen's guidelines.
Tool: Independent samples t-test was applied. The two independent groups were Male and Female groups and the dependent variables were the seven CRM dimensions.

Hypothesis 2. Gender of customers significantly influences perception about CRM performance   Independent samples t-test

Table 1.2

Association between Gender and Perceptions about CRM Performance

CRM and Dimensions	Gender	N	Mean Scores		t-test Statistics			$.n^2$
			Mean	SD	t	df	p	
CRM Initiation	Male	271	3.311	.9692	-2.269	598	.024, $p < .05$ Significant	.008
	Female	329	3.491	.9635				
Activities to Acquire Customers	Male	271	4.021	.4852	2.493	598	.013, $p < .05$ Significant	.010
	Female	329	3.920	.4973				
	Male	271	3.336	.7718	-4.261	598	.000, $p < .05$	.029

|								
CRM Maintenance	Female	329	3.590	.6899			Significant	
Activities to Retain Customers	Male	271	3.746	.5204	-1.632	598	.103, $p > .05$ Not significant	-
	Female	329	3.819	.5622				
Activities to Up- and Cross-Selling	Male	271	3.846	.5542	2.845	598	.005, $p < .05$ Significant	.013
	Female	329	3.719	.5326				
Activities to Manage Customer Referrals	Male	271	3.736	.6285	-1.182	598	.238, $p > .05$ Not significant	-
	Female	329	3.796	.6084				
Digital Capabilities	Male	271	3.627	.5128	-3.548	598	.000, $p < .05$ Significant	.021
	Female	329	3.775	.5101				
Perceived Overall CRM Performance	Male	271	3.648	.3161	-2.830	598	.005, $p < .05$ Significant	.019
	Female	329	3.720	.3064				

(Source: Primary)
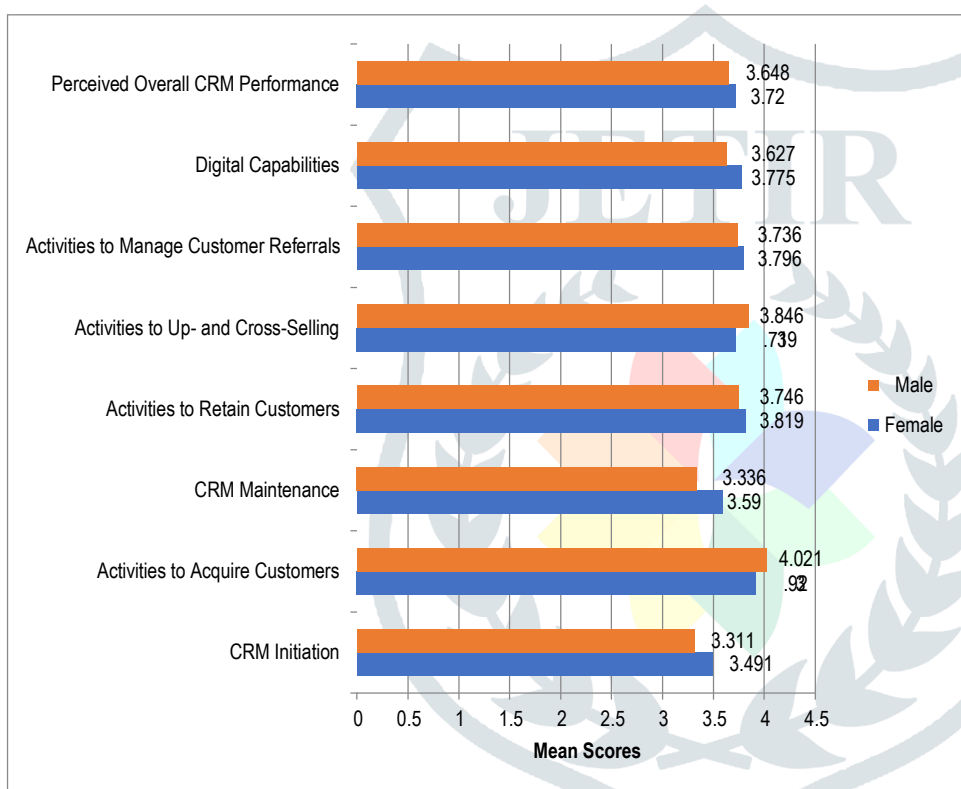
Figure: 2.0 Bar chart showing the mean scores for the seven CRM dimensions

Independent samples *t*-test was applied to examine the differences in the mean scores of CRM and its dimensions between male and female groups. From the table 1.2 preliminary tests revealed compliance of equality of variances (Levene statistic was > .05). Mean scores of CRM initiation(M=3.491±.9635), CRM maintenance (M=4.021± .4852), Activities to retain customers (M = 3.819 ± .5622), and Digital capabilities (M = 3.775 ± .5101) are significantly higher for female groups. Means scores of Activities to acquire customers (M = 4.021 ± .4852, Activities to up- and cross-selling (M = 3.846 ± .5542) are significantly higher for male customer groups. However, mean score of overall CRM performance is significantly slower for male group (M = 3.648 ± .3161) [t (598) = 2.830, p = .005 < .05]. Despite statistical significance, the effect size (η^2 = .019) is less than moderate, as per Cohen's guidelines.

Hypothesis 3. Age of customers significantly influences perception about CRM performance.

Tool: Kruskal-Wallis test was applied. The four groups were the age groups and the dependent variables were the seven CRM dimensions.

Table 1.3

Association between Age and Perceptions about CRM Performance

CRM and Age Dimensions		N	Mean Rank	Kruskal-Wallis H		
				χ^2	df	Sig.
CRM Initiation	21-30 years	173	279.17	17.451	3	.001 *p* < .05 Significant
	31-40 years	185	288.65			
	41-50 years	89	281.39			
	Above 50 years	153	350.06			
	Total	600				
Acquiring Customers	21-30 years	173	303.04	2.620	3	.454 *p* > .05 Not significant
	31-40 years	185	302.16			
	41-50 years	89	320.12			
	Above 50 years	153	284.20			
	Total	600				
CRM Maintenance	21-30 years	173	247.09	65.442	3	.000 *p* < .05 Significant
	31-40 years	185	309.15			
	41-50 years	89	239.56			
	Above 50 years	153	385.89			
	Total	600				
Retaining Customers	21-30 years	173	276.14	30.478	3	.000 *p* < .05 Significant
	31-40 years	185	292.51			
	41-50 years	89	256.06			
	Above 50 years	153	363.56			
	Total	600				
Up- and Cross-selling	21-30 years	173	313.95	22.076	3	.000 *p* < .05
	31-40 years	185	323.52			

|						
	41-50 years	89	322.56			Significant
	Above 50 years	153	244.63			
	Total	600				
Managing Customer Referrals	21-30 years	173	276.59	24.950	3	.000 $p < .05$ Significant
	31-40 years	185	289.14			
	41-50 years	89	269.97			
	Above 50 years	153	359.03			
	Total	600				
Digital Capabilities	21-30 years	173	263.34	72.335	3	.000 $p < .05$ Significant
	31-40 years	185	266.57			
	41-50 years	89	267.04			
	Above 50 years	153	403.01			
	Total	600				
Overall CRM Performance	21-30 years	173	257.97	58.656	3	.000 $p < .05$ Significant
	31-40 years	185	290.92			
	41-50 years	89	250.34			
	Above 50 years	153	389.35			
	Total	600				

(Source: Primary)
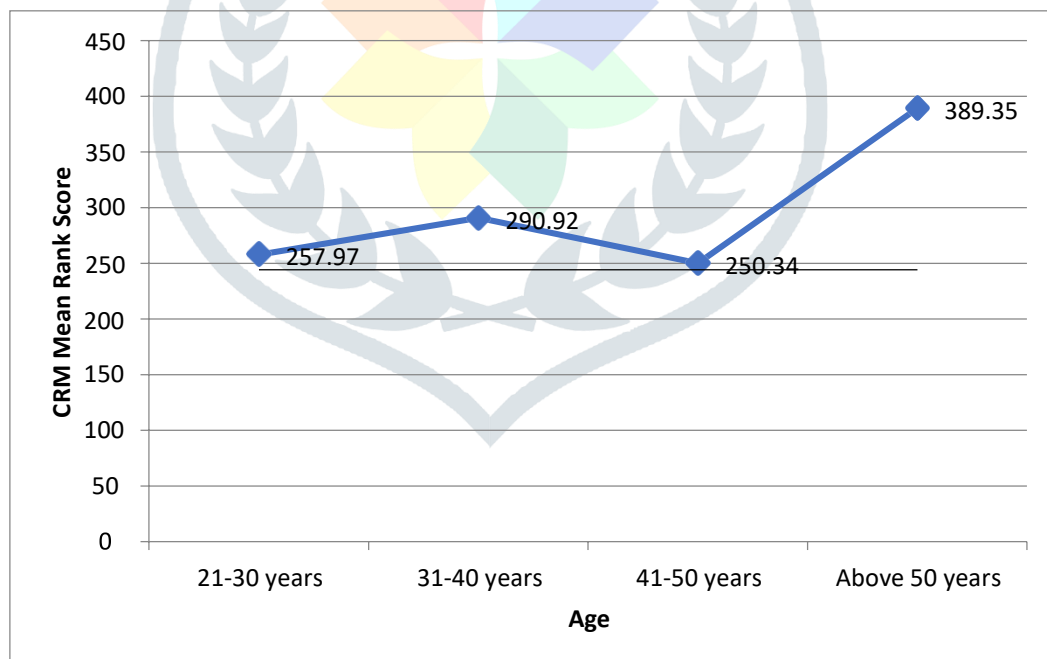
Figure:3 Chart showing the CRM mean rank score and age

Since normal distribution and homogeneity of variance assumptions were violated, Kruskal-Wallis test was used to assess the significance of differences in the mean scores of CRM dimensions between the four age groups as shown in the table 1.3. Results shows that mean scores of CRM initiation (MR = 350.06), CRM maintenance (MR = 385.89), Retaining customers (MR = 363.56) and Managing customer referrals (MR = 359.03) are significantly higher for the 'above 50 years' age group ($p < .05$). However, mean scores of Up- and cross-selling is significantly higher for the 31-40 years' age group (MR = 323.52) [χ^2 (3) = 22.076, p = .000 < .01]. Overall CRM performance mean score is also significantly higher for the 'above 50 years' age group (MR = 389.35) [χ^2 (3) = 58.656, p = .000 <.0 **Tool**: One-way ANOVA was used. The four groups were occupation status and the dependent variables

were the seven CRM dimensions.

Table 1.4

Association between Occupation and Perceptions about CRM Performance

CRM & Dimensions	Occupation	N	Mean Score		ANOVA Test Statistics			η^2
			Mean	SD	df	F	Sig.	
CRM Initiation	Employed	236	3.561	.9432	3	3.791	.011 $p < .05$ Significant	.019
	Business	193	3.371	.9393	596			
	Professional	88	3.232	1.0035				
	Agriculturist	83	3.257	1.0264				
	Total	600	3.410	.9694				
Acquiring Customers	Employed	236	3.986	.4577	3	2.229	.085 $p > .05$ Not significant	-
	Business	193	3.996	.4647	596			
	Professional	88	3.842	.5375				
	Agriculturist	83	3.969	.5920				
	Total	600	3.965	.4940				
CRM Maintenance	Employed	236	3.683	.6773	3	12.999	.000 $p < .05$ Significant	.061
	Business	193	3.421	.7388	596			
	Professional	88	3.191	.7353				
	Agriculturist	83	3.313	.7562				
	Total	600	3.475	.7384				
Retaining Customers	Employed	236	3.882	.5420	3	5.369	.002 $p < .05$ Significant	.026
	Business	193	3.764	.5488	596			
	Professional	88	3.710	.5259				
	Agriculturist	83	3.642	.5199				
	Total	600	3.786	.5444				
Up- & Cross-selling	Employed	236	3.681	.5576	3	4.916	.003 $p < .05$ Significant	.024
	Business	193	3.804	.5451	596			
	Professional	88	3.913	.5232				
	Agriculturist	83	3.837	.4958				
	Total	600	3.776	.5456				
Managing Customer Referrals	Employed	236	3.890	.5729	3	5.331	.001 $p < .05$ Significant	.026
	Business	193	3.665	.6356	596			
	Professional	88	3.708	.6632				
	Agriculturist	83	3.733	.6014				
	Total	600	3.769	.6178				
Digital Capabilities	Employed	236	3.877	.4773	3	16.010	.000 $p < .05$ Significant	.075
	Business	193	3.577	.5009	596			
	Professional	88	3.640	.5480				
	Agriculturist	83	3.607	.4999				

	Total	600	3.708	.5162				
Overall CRM Performance	Employed	236	3.783	.2807	3	15.904	.000 p < .05 Significant	.074
	Business	193	3.645	.3012	596			
	Professional	88	3.595	.3376				
	Agriculturist	83	3.611	.3306				
	Total	600	3.687	.3126				

(Source: Primary)
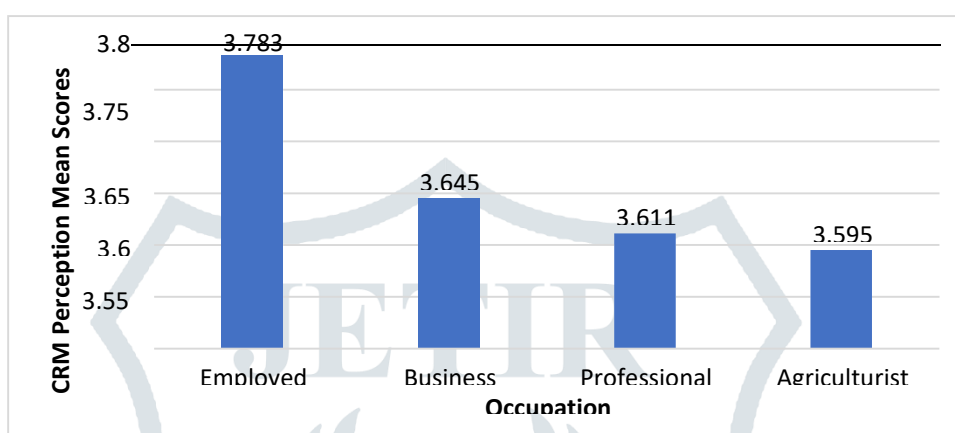
Figure:4.0 Bar chart showing occupation and overall CRM perception mean scores

One-way ANOVA test was used to examine the differences in the mean scores of CRM dimensions between the four occupation-group of respondents. From the table 1.4 test results indicate significantly higher mean scores of CRM initiation (M = 3.561 ± .9432), CRM maintenance (M = 3.683 ± .6773), Retaining customers (M = 3.882 ± .5420), Managing customer referrals (M = 3.890 ± .5729) ($p < .05$), and Digital capabilities (M = 3.877 ± .4773) ($p < .05$) for the Employed group. Whereas, the Professional group is associated with significantly higher mean scores for Up- and cross selling (M= 3.913 ± .5232). Mean score of overall CRM performance is significantly greater (M = 3.783 ± .2807) for the Employed category and significantly lowest (M= 3.595 ± .3376) for Professional group [$F(3, 596) = 15.904$, $p = .000 < .01$], i.e. significant at .01 level. Effect sizes of the associations are quite medium except for Digital capabilities and overall CRM performance, which is large as per Cohen's guidelines.

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VI.FINDINGS AND CONCLUSION
- This shows that there was significant difference in the level of perception about their banks' customer relationship management between the customers of private and public-sector banks. Hence, it has been concluded that customers of private-sector banks approved significantly more positively about their banks' customer relationship management performance than compared to the public-sector bank customers. Based on the findings, the research hypothesis has been accepted.
- Female customers were significantly more positive about their bank's overall CRM performance, particularly regarding CRM initiation, CRMmaintenance,
- Retaining customers, and Perceived digital capabilities. Male customers were more positive about their bank's Activities to acquire customers and Up- and cross selling initiatives. Based on the findings, the research hypothesis has been accepted. Senior customers were more positive in their opinion about their banks' performance in CRM initiation, CRM maintenance, retaining customers, managing customer referrals, Digital capabilities and overall CRM performance, compared to the younger customers who were significantly less satisfied. Based on the results, the research hypothesis has been accepted. Whereas, the Professional group is associated with significantly higher mean scores for Up- and cross selling than the employed group
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