

The Impact of Customer Relationship Management Practices on Customer Loyalty via the Mediating Role of Customer Satisfaction in Banks

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Abstract: The study examines customer relationship management practices of public sector banks in Tirupati. There is a need to understand different customer-centric dimensions of CRM with their impact on customer satisfaction. It measures the influence of customer relationship management practices on public sector banks. The research aims to focus the mediating role of customer satisfaction among CRM practices and customer loyalty. The research deploys by Regression and ANOVA using the IBM SPSS trial version to analyze the mediation effect of customer satisfaction between CRM practices and customer loyalty. 400 Customers of the select public sector banks were collected using a convenience sampling technique. To assess the CRM practices towards public sector banks in Tirupati. The existing study comes up with perceptive outcomes and recommendations about customer satisfaction, CRM practices and customer loyalty.

Keywords: Customer Relationship Management, Customer Loyalty, Customer Satisfaction, Public Sector Banks

I. INTRODUCTION

Customer Relationship Management is very important in today's highly competitive world, in any business, whether banking or otherwise. It is always an establishing fact that retaining the customer is far cheaper and much more beneficial, compared to acquiring a new customer. This however, is not to undermine the importance of the acquisition of new customers which is vital for enhancing the volumes, be it turnover or profits. Further, unless you have a customer, there is no way of retaining and make them loyal.

Nowadays banks use modern technology like UPI payments, mobile banking, etc. This research collect, analyze, and summarize information about customer relationship management practices and reaching customers' loyalty through customer satisfaction. Therefore, it is about knowing the specific problems that face customers' privacy and the decisions of entering these banks and the solutions. this study will provide them with a full understanding of the customers get their satisfaction and loyalty. The focusing would be on customer relationship management and its impact on customer loyalty.

CRM is neither a product nor a service but it is a business strategy designed to optimize profitability, customer satisfaction. It is a paradigm shift from segment centric to product and product to customer centric. From Mass marketing to customer centricity way of business.

EVOLUTION OF CRM

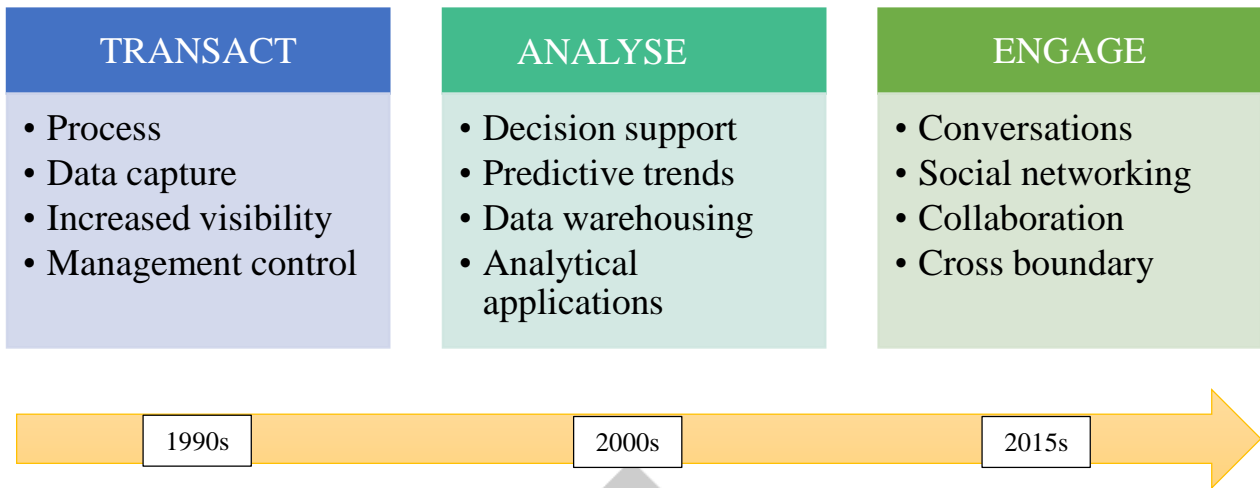
Pre Industrial Age: The importance given to both relationship and trade. Agriculture plays a key role hence it is a Natural economy
Industrial Age: brought a new change to marketing was mass consumption, machines were increased to high production. In this era advertising promotions play a major role, hence this age called a market economy displayed in fig.1[2]

Figure 1: Evolution of CRM



Post Industrial Age: In the 1990s the invention of computers, sales services had a vital role the process led to the evolution of sales force automation SFA which helped in automated call centers, which become the backbone of customer service & supported system CSS. Mid of the 90s customer relationship management CRM becomes pivot, Enterprise Marketing Automation raises and with the usage of the internet the complaint management system came into effect e- CRM came into existence. The result of collection of data, sorting, analyzing through data mining techniques business analytics, big data has become forecasting techniques for good revenues for the organizations. Thus the evolution of CRM classified into three phases included in fig 2[2]

Figure 2: Post Industrial age CRM evolution



In the current Indian Banking Scenario, two noticeable marvels are the point of convergence to developing practices and approaches. These are 'Innovation' and 'Relationship Marketing'. The intensity of innovation that has upset financial administrations and practices. 'Relationship Marketing' is viewed as the main separating factor given the near core of banking administrations. On the perception of the ongoing rebuilding, rebranding, and reengineering endeavors of numerous banks, we find that the key thought process towards these is to use client centricity as a technique. Further, catalyzing the significance of Technology and Relationship promoting is the Core Banking Solution (CBS). All the banks experience to conquer the getting teeth difficulties of CBS and it has become the hub of banks' development and execution. Going further, the greater part of the Banks has put resources into innovation empowered Customer Relationship Management Software to use CBS produced client data for improving business openings, admittance to clients, and backing. Consequently, CRM is a legitimate movement of CBS for Indian banks. In spite of the fact that at the beginning stage it is growing quickly. Client Relationship Management is the combination of these two foundations of Indian banking viz. innovation and relationship advertising. It can possibly achieve dynamic changes in promoting practices of banks in not so distant future, with the goal of business development through overseeing clients as resources, systematically gathering, dissecting, and scattering client data, and utilization of this client data for procuring, holding, and better adjusting clients. A comprehension of the current status of the CRM activity in a larger part of banks recommends that solitary a microscopic of the capability of CRM has been figured out. The key hindrance is the absence of comprehension and acknowledgment of CRM as an association-wide methodology and requirement for the reorientation of the association structure to receive this. The paper endeavors to research these issues and recommend a structure for receiving the rewards of this interest in CRM by different banks.

BANKING HISTORY IN INDIA

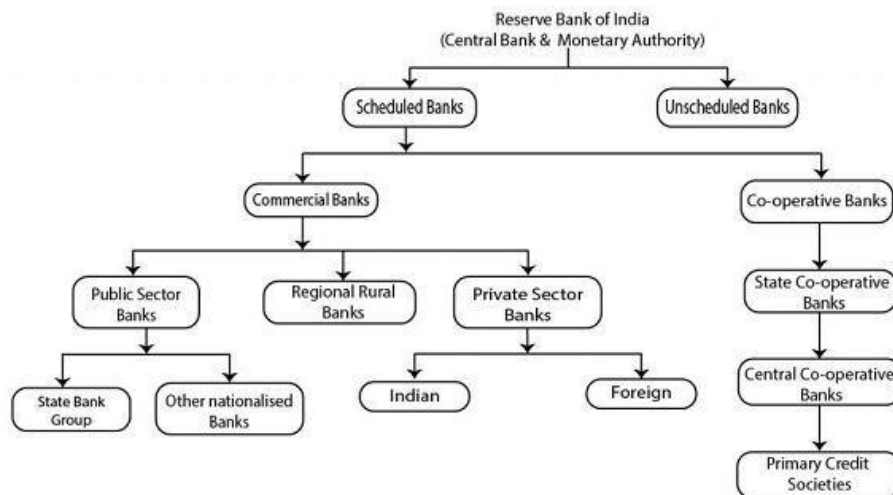
Banks are the backbone of the economy in a country and hence strict rules and regulations are imposed on the modus-operandi of banks. The major transactions that happen at banks are granting credits and accepting deposits from various entities. RBI is the apex body that governs and monitors bank across India. It is responsible for regulating the monetary policy in the country.

Bank Classification in India

Banking of Structure in India were classified from these two categories of Banks they are *Scheduled and Non-Scheduled Banks*. *Commercial Banks and Cooperative Banks are fall under category of Scheduled Banks* showed in fig3[13]

- Regional Rural Banks, Small Finance Bank, Foreign Banks, Private Sector Banks, And Public Sector Banks & Payments Bank are included in Commercial Banks.
 - Central, State, District - wide banks are deriving from Cooperative Bank, which again divides into Urban and Rural Banks.
- Let us know the classification well;

Figure 3 Structure of Banking sector in India



PUBLIC SECTOR BANKS: The following are 21 PSBs in 2019.

1. State Bank of India
2. Bank of India
3. Allahabad Bank
4. Bank of Maharashtra
5. Canara Bank
6. Indian Overseas Bank
7. IDBI Bank
8. Oriental Bank of Commerce
9. Central Bank of India
10. Corporation Bank
11. Andhra Bank
12. UCO Bank
13. Bank of Baroda
14. Union Bank of India
15. United Bank of India
16. Vijaya Bank
17. Dena Bank
18. Indian Bank
19. Punjab & Sind Bank
20. Punjab National Bank
21. Syndicate Bank

Figure 41: Public sector banks

There are a total of 20 nationalised banks in the country namely below:

State Bank of India SBI	Bank of India	Allahabad Bank
Bank of Maharashtra	Canara Bank	Indian Overseas Bank
Punjab & Sind Bank	Punjab National Bank	Syndicate Bank
Corporation Bank	Andhra Bank	UCO Bank
Bank of Baroda	Union Bank of India	United Bank of India
Vijaya Bank	Dena Bank	Indian Bank
Oriental Bank of Commerce	Central Bank of India	

Public Sector bank in India with effect from April 1, 2020:

Previously there were 21 Public sector banks in India. The Amalgamation of the PSBs is based on bad loans intensity & regional factors, the merging of 10PSBs happen on August 2019. According to the scheme of amalgamation approved by cabinet, there were 12PSBs in India come to effect from April 1, 2020.

Here is the list of banks

1. State Bank of India
2. Punjab National Bank [United Bank of India & Oriental Bank of Commerce]
3. Bank of Baroda [Dena Bank & Vijaya Bank]
4. Canara Bank [Syndicate Bank]
5. Union Bank of India [Andhra Bank & Corporation Bank]
6. Bank of India
7. Indian Bank [Allahabad Bank]
8. Indian Overseas Bank
9. Bank of Maharashtra
10. Central Bank of India
11. UCO Bank
12. Punjab and Sind Bank

Customer Loyalty: Nowadays the competition towards the banks are very high, the banks work hard to understand the altered expectations of customer service. The banks have to identify the gaps and fill the schemes according to the preferences of customers, and implement CRM practices better than those introduce by other banks. lastly the chore of banks is to retain the customers and make them loyal.

Customer Loyalty is a measure of customer likeliness to do frequently trade with the product/ brand which lead to the outcome of satisfaction and a positiveness in the customer experience towards the purchase or transaction of the product. The customer engagement during the process, and it is very important to retain the customers to be in the long run relationship with the organization. *Measures of Loyalty:* Life time value, Customer Churn, Referrals, Net Promoter Score

Types of Loyalty

Attitudinal loyalty—Customers like a particular brand, has positive word of mouth

Behavioral loyalty—Customers are trapped.

II. LITERATURE REVIEW

Lebdaoui et.al 2020 [17] aims to investigate customer service quality as a prevailing tool among CRM practices and organizational performance and exists a relationship between these two variables in conventional and Islamic banks. The research emphasizes the critical success factors of CRM are organizational and technological practices. By analyzing 247 managers from conventional bank and 114 managers from Islamic bank at Morocco. PSL- SEM technique were used for the analysis. The outcomes of the research explorer a positive impact for two banks and also service quality acts as a mediating role between CRM practices and organizational performance.

Nazarpouri et.al 2020 [18] made an empirical study on knowledge management process using organizational intelligence and customer relationship management performance with technological and organizational readiness. It is a descriptive casual and qualitative study. The 108 senior managers in technical and knowledge driven companies at Lorestan Province is the population. Cronbach’s alpha is used to select randomly 85 responses. SPSS and PSL SEM used for analysis. The results of SEM proves there is a significantly positive relationship among knowledge management process and an indirect effect on organizational intelligence and CRM performance. Lastly the outcomes exhibit a significant effect between organizational intelligence and customer relationship management.

Kahlid et.al 2020 [19] attempted a study for explaining the role of Customer satisfaction in the bank’s success and the impact of customer retention towards the performance of the central bank. By using a machine learning algorithm, i.e Decision Tree, Random Forest, Naïve Bais, K Nearest Neighbor, and Logistic Regression for this research. And confusion matrix is gauged for customer retention rate and forecasts the reason behind leaving the banks. The study was a new-fangled stair to networking with customers to know their problems and suggest a solution, which leads to proliferating the performance and returns.

Previous researchers have explored the positive relationship between customer relationship management and customer loyalty (shika sota et.al, 2018; Kebede et al., 2018;), and the importance of customer relationship management to gain customers Bashir, 2017[14].

I. OBJECTIVE & HYPOTHESES

To examine the impact of CRM practices to reach customer loyalty through customer satisfaction as a mediating variable.

H1 Customer Relationship Management has significant relationship Customer Loyalty.

H2 Customer Satisfaction has a positive relationship between CRM and Customer Loyalty.

Research questions:

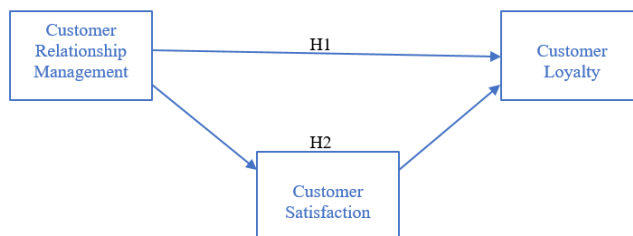
Do CRM practices have an impact on customer loyalty in Banks?

Is customer satisfaction plays a mediation role between CRM and Customer Loyalty?

Do all variables in the framework affect customer loyalty?

Research framework

Table 1: CRM Proposed Model



Dependent Variable: Customer Loyalty

Independent Variable: CRM

Mediating Variable: Customer Satisfaction

II. RESEARCH METHODOLOGY

The research aims the impact of Customer Relationship Management practices on Customer Loyalty considering Customer Satisfaction as a mediating variable. The population is customers of select public sector banks in the Tirupati region and 400 samples were collected. The Public Sector Banks include SBI, Andhra Bank, Canara Bank, Indian Bank, 100 samples were collect from each bank. A convenience sampling technique is used for the study. Five-point Likert scale is used as a 1 to 5 rating from Strongly Disagree to Strongly Agree. IBM SPSS trial version to analyze the mediation effect of customer satisfaction between CRM practices and customer loyalty.

Research Validity and Reliability

The questionnaire had been presented to subject experts to know their views for all the questions to the research objectives to examine the validity of this study instrument. They suggested some adjustments and corrections to be more improved. Their recommendations were very helpful to the approved majority of the questionnaire.

Reliability of the chosen instruments is required to test stability and consistency. Consistency shows how the selected items work together as a set. Reliability which shows how well the items in a set are positively correlated to each other is the Cronbach's alpha coefficient used, and the closer Cronbach's alpha is to number one means the higher and greater the reliability of internal consistency and instrument Sekaran & Bougie, 2016[11]. For this study, reliability was measured by the internal consistency. Cronbach's alpha is the most popular and chosen method in behavioral studies. The minimum accepted level of this method should be 0.60 (Hair et al., 2010).

Table 1: Reliability Coefficients of Study Variables

Variables	No. of items	Cronbach's Alpha	Mean	SD
Customer Relationship Management [IV]	16	0.799	4.388	0.734
Integrated Marketing Communications	6	0.798	4.407	0.723
Communications	3	0.796	4.371	0.568
Relational Bonds	4	0.803	4.432	1.067
Trust	3	0.799	4.343	0.581
Customer Satisfaction [MV]	8	0.800	4.355	1.282
Overall Satisfaction	8	0.800	4.355	1.282
Customer Loyalty [DV]	8	0.797	4.425	0.570
Attitudinal Loyalty	4	0.797	4.421	0.583
Behavioral Loyalty	4	0.796	4.429	0.557

For this research, the values of Cronbach's alpha method were calculated to identify the internal reliability. The results display the reliability of the research variables is higher than 0.60 as proposed by Hair et al. 2010 [1]. This means that the research instrument has a high degree of reliability

III. DATA ANALYSIS & INTERPRETATION

This table displays percentages and frequencies of respondents' characteristics such as gender, marital status, age, occupation, Income. The demographic factors of respondents are required to develop customer relationship management in order to reach customer satisfaction showed in Table 1. The majority of the respondents in this sample were 275 males, which means the percentage of 68.8% and 125 females which mean 31.2%. respondents ages in the sample are a total of 140 respondents in this sample and were between the age of 21 to 30 with a percent of 16.8%, 33.8% belongs to 31-40 group, 10.5 % belongs to 41-50 group and 6.8 were 51-60 and 7.6 were above 61 years' age.

Table 2: Demographic profile

Demographic factors	Category	Frequency	Percentage of sample
Gender	Male	275	68.8
	Female	125	31.2
Marital Status	Married	158	58
	Unmarried	112	40
Age (years)	21-30	67	16.8
	31-40	140	33.8
	41-50	135	10.5
	51-60	27	6.8
	61 above	31	7.6
Occupation	unemployed	92	23
	student	99	24.75

	employed	182	45.5
	Self-employee	27	6.75
Income (INR)	Below 2 lakhs	121	30.25
	2-5lakhs	140	35
	5-10lakhs	67	16.75
	10-15lakhs	44	11
	15lakhs above	38	9.5

Majority of the respondents are employed with 45.5%, students are 25%, unemployed are 23% and self-employees are 23%. For Income group is concerned most of the customers' income below 2-5 lakhs of 35%, below 2L are 30%, 16.75percent respondents' income were 5-10L, 11 percent respondents ranges between 10-15 L, finally 9.5 belongs to above 15L income group.

Hypotheses Testing

Simple, multiple, stepwise regression and (ANOVA) were used to test the main hypothesis and were using the linear procedure in SPSS.

H1 Customer Relationship Management has significant relationship Customer Loyalty.

Table 3: Results of Regression Analysis for the Effect of Customer Relationship Management Dimensions "I.M.C, Relational Bonds, Trust and Communication" upon Customer Loyalty

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.790 ^a	0.625	0.621	1.83539

a. Predictors: (Constant), trust, Relational bonds, I.M.C, Communications

The correlation coefficient of R is the statistical method technique that identifies whether and how strongly pairs of the variables are related to each other or not. In this study, the correlation coefficient of R is 0.790 which means a positive relationship between independent variables and customer loyalty.

The R-square shows the percentage of variation in the dependent variable. In this study, the R square is 0.625 which means a 62.5% of changeability of customer loyalty is explained by independent variables. The adjusted R square in this research is 0.625 which is close to R square value and it is always been less or equal R square. It means that there will be 0.004 less variance in the model result. Adjusted R square is the goodness of fit measurement.

Table 4: Analysis of Variance for the Effect of the Customer Relationship Management Dimensions "Trust, I.M.C, Relational Bonds and Communications" upon Customer Loyalty

Model	Sum of Squares	df	Mean Square	F	Sig.	Result
Regression	2215.764	4	553.941	164.439	0.000 ^b	Accept the alternative hypothesis
Residual	1330.626	395	3.369			
Total	3546.390	399				

a. Dependent Variable: customer loyalty

b. Predictors: (Constant), trust, Relational bonds, I.M.C, Communications

The (ANOVA) is to test the main null hypothesis. The statistical significance of variables checked for a value less than 0.05 levels. The F-ratio for this data is 164.439, which is significant at the level of P less than 0.05. Finally, the researchers should accept the alternative hypothesis.

Table 5: Coefficient for the Effect of Customer Relationship Management Dimensions “Trust, I.M.C, Relational Bonds and Communications” upon Customer Loyalty

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.846	1.325		5.923	0.000
	I.M.C	0.424	0.045	0.321	9.410	0.000
	Communication s	1.023	0.069	0.590	14.757	0.000
	Relational bonds	0.119	0.033	0.117	3.613	0.000
	Trust	0.072	0.109	0.027	0.666	0.506

a. Dependent Variable: Customer Loyalty

The multiple regression tests finished as shown in table 5 which showed coefficient beta measures the contribution of every variable in the framework model. All of the independent variables are significant with a level of 0.00 but only the variable of Trust is not significant with a level of 0.506 which is more than the significant level of 0.05.

Stepwise Test for the First Alternative Hypothesis

The movement of one variable from the independent variables, which is trust, is to support the results. A stepwise done on the four independent variables upon customer loyalty.

Table 6: Stepwise Test-Model Summary for Effective Customer Relationship Management Dimensions “Communications, I.M.C, and Relational Bonds”

Model Summary ^d					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics
					Sig. F Change
1	0.700 ^a	0.490	0.489	2.13098	0.000
2	0.782 ^b	0.612	0.610	1.86187	0.000
3	0.790 ^c	0.624	0.622	1.83410	0.000

a. Predictors: (Constant), Communications
b. Predictors: (Constant), Communications, I.M.C
c. Predictors: (Constant), Communications, I.M.C, Relational bonds
d. Dependent Variable: Customer Loyalty

Table 6 showed the R for the first independent variable alone “communications” was 0.700 and increased to 0.782 when the second parameter “I.M.C” entered the equation, then increased to 0.790 when the third parameter “relational bonds” entered the equation. It also showed that the R square for the first independent variable alone “communications” was 0.489 and increased to 0.612 when the second parameter “I.M.C” entered the equation, then increased to 0.624 when the third parameter “relational bonds” entered the equation. All of the variables in this table are significant with a level of 0.000.

The outcomes of table 7 ANOVA displayed below are, three independent variables, which are “communications, I.M.C and relational bonds”, which means that the dimension of “trust” is out of the stepwise test model because it has a negative effect on the relationship between customer relationship management and customer loyalty.

Table 7: Coefficient for the Effect of the Three Dimensions “I.M.C, Relational Bonds and Communications” of Customer Relationship Management upon Customer Loyalty in the Stepwise Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.556	0.817		23.940	0.000

	Communications	1.215	0.062	0.700	19.569	0.000
2	(Constant)	9.035	1.183		7.638	0.000
	Communications	1.062	0.056	0.612	18.983	0.000
	I.M.C	0.475	0.043	0.360	11.152	0.000
3	(Constant)	8.238	1.186		6.946	0.000
	Communications	1.051	0.055	0.606	19.043	0.000
	I.M.C	0.431	0.044	0.326	9.846	0.000
	Relational bonds	0.120	0.033	0.117	3.621	0.000

a. Dependent Variable: Customer Loyalty

Table 8: Analysis of Variance for the Effect of the Three Dimensions “I.M.C, Relational Bonds and Communications” of Customer Relationship Management upon Customer Loyalty in the Stepwise Test

ANOVA ^a							
Model		Sum of Squares	df	Mean Square	F	Sig.	Sig.
1	Regression	1739.048	1	1739.048	382.961	0.000 b	Accept the alternative hypothesis
	Residual	1807.342	398	4.541			
	Total	3546.390	399				
2	Regression	2170.161	2	1085.080	313.013	0.000 c	
	Residual	1376.229	397	3.467			
	Total	3546.390	399				
3	Regression	2214.271	3	738.090	219.413	0.000 d	
	Residual	1332.119	396	3.364			
	Total	3546.390	399				

The above-mentioned outcomes are considered as supportive information for this research specifically for the study model.

Testing the Second Alternative Hypothesis

“Customer satisfaction has a significant effect as mediating on the relationship between customer relationship management and customer loyalty”.

The next table 10 indicated a R-value of 0.800, R square of 0.640 which means a 64% with a positive significant value of the chosen variable because they are less than 0.05. The R changed from 0.763 to 0.800 which means an increase of 0.37% and the R square from 0.582 to 0.640 which means an increase of 0.058.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics
					Sig. F Change
1	0.800 ^a	0.640	0.638	1.79308	0.000

a. Predictors: (Constant), customer satisfaction, customer relationship management variables

According to the next table 9 of ANOVA and Coefficient, for the effect of customer relationship management as independent factor and customer satisfaction as mediating factor upon customer loyalty which is the dependent factor, the third alternative hypothesis should be accepted, because of the positive significant level of the chosen variables which is 0.000 for both of them.

Table 10: Analysis of Variance for the Effect of Customer Relationship Management and Customer Satisfaction Variables upon Customer Loyalty

ANOVA ^a							
Model		Sum of Squares	df	Mean Square	F	Sig.	Results
1	Regression	2269.985	2	1134.992	353.016	0.000	Accept the alternative hypothesis
	Residual	1276.405	397	3.215			
	Total	3546.390	399				
a. Dependent Variable: Customer Loyalty							
b. Predictors: (Constant), customer satisfaction, customer relationship management variables							

Table 11: Coefficient for the Effect of Customer Relationship Management and Customer Satisfaction Variables upon Customer Loyalty

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.754	1.107		6.102	0.000
	Customer Relationship Management	0.328	0.017	0.633	18.819	0.000
	Customer satisfaction	0.161	0.019	0.283	8.417	0.000
a. Dependent Variable: Customer Loyalty						

The current research was able to conceptualize how customer relationship management affected customer loyalty with two mediating variables which affected the relationship between customer relationship management and customer loyalty. In this research, the outcomes showed a statistically significant relationship between independent variables factors, which are integrated marketing communication, communications, relational bonds and trust as an overall. Based on the previous outcomes, the results of coefficient beta as in table 13 presented the dimension ‘trust’ as non-significant which is a negative relationship or result. Of course, to support these outcomes a stepwise regression method was done to find out the most effective independent variables on customer loyalty. The results showed the same result that trust has no impact on customer loyalty, and an increase in coefficient of determination in table 11. This negative result for ‘trust’ variable might be due to not considering this variable as a strategy for the public sector banks in Tirupati, unawareness between bank employees regards the importance of customer trust, and not taking trust as an important predictor in customer loyalty. Also, the research showed an acceptance of the alternative hypothesis and there is a significant relationship between independent variable and customer loyalty as overall.

DISCUSSION

The present research is able to conceptualize how customer relationship management practices play a vital role in the critical success factors of banks, and the impact of customer satisfaction which leads to customer loyalty i.e. Attitudinal loyalty and Behavioral Loyalty

The CRM practices has four key dimensions which include 15 elements [4] [15] Customer Relationship Management practices are: Integrated Marketing Communication, Communication, Relational Bonds, Trust.

Promotions, Sales, Advertisements, Sponsorships, Packaging, E-commerce events comes under IMC.

Email messages, Phone calls Text messages fall in Communication group.

Social Bonds, Special Treatment, Financial Bonds are come under Relational Bonds.

Trust on the employees, honesty, Overall Trust lies for the group Trust.

The above mentioned all elements are belonging to CRM practices as Independent Variable.

First Hypothesis:H1- Customer Relationship Management practices are significant towards customer loyalty

Correlation between the independent variable i.e., Customer relationship management practices and elements of it towards customer loyalty was reasonably high and positive $R=0.790$ and $R^2=0.624$. The f ratio is positively significant. And the trust values are not negative in t test means not significant.

Second Hypothesis:H2-Customer satisfaction has significant positive as a mediating variable between customer relationship management and customer loyalty.

IV. CONCLUSION

A bank's capacity to recognize client needs, portion clients, and assemble precise client profiles, all rely upon how viably it gathers, oversees, and utilizes client information. Banks need to acknowledge which kind of data they need, gather it cautiously, store it securely, keep it refreshed and use it proactively to strategically pitch, improve client encounter and develop connections. Today information access is not, at this point a test, rather banks approach heaps of client data, however the test despite everything lies in changing over this into business advantage. This suggests CRM needs to address the hole of changing over information into client bits of knowledge which multiply gainful client connections over various touchpoints. The vital structure proposed for compelling usage of CRM underscores the significance of comprehension CRM as an association wide technique and the requirement for arrangement of bank's way of life and cycles to bring client centricity at the center of tasks. The structure suggests authority and inspiration driven by top administration to streamline client connections based on client data. It calls attention to the requirement for preparing at all levels alongside coordination and correspondence among different offices. Along these lines, a vital methodology towards CRM execution will empower the achievement of the ideal advantages of the CRM speculations made by banks.

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