Is CRM a Key Success Factor in Co-operative Banks 
Perspective – A Study in Dakshina Kannada District

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Abstract

Cooperative banking is retail and commercial banking organized on a cooperative basis. Today the cooperative banks are playing the vital role to render the service to common customers. A cooperative is a business organization owned and operated by a group of individuals for their mutual benefit. A cooperative is defined by the International Cooperative Alliance's Statement on the Cooperative Identity as "an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through jointly owned and democratically controlled enterprise". A cooperative may also be defined as a business owned and controlled equally by the people who use its services or by the people who work there. Cooperative banking institutions take deposits and lend money in most parts of the world. Cooperative banking includes retail banking carried out by credit unions, banks, building and cooperatives, as well as commercial banking services provided by mutual organizations to cooperative businesses. CRM is developing and implementing business strategies and supporting technologies that close the gaps between banking organizations current and potential performance in customer acquisition, growth and retention. CRM also help to create new customers, maintain existing customers.

Keywords: CRM, Co-operative Bank, Strategy.
1. Introduction
CRM may or may not prove to be the answer to providing excellent customer care, but the philosophy of putting customers at the heart of our business is definitely a step in the right direction. Customer focus can be achieved by relatively new concept wherein all the activities involved are aimed at creating value for the customers. Customer Relationship Management is a business strategy in banking to create good culture among society and market. That’s where the real value of CRM lies, harnessing the potential of people to create a greater customer experience, using the technology of CRM as the enabler. CRM is the management approach to build internal and external relationships that increase profit margins and productivity. There are various activities of customers in banks, if bank organization maintains CRM; it can store all customers’ transactions, customer’s data as well as their problems regarding any transactions. Customer need not require to maintain records. The principal theme of Customer Relationship Management is that customers who receive more than they expect from banking organization end up being satisfied. Satisfied customers who develop the history of positive interactions. CRM provides service information to customers; identify customer’s expectations in terms of quality and service. It helps to identify potential problems, provide a fast mechanism for handling problems and customers complaints. Customer is a main attribute in the business system and it is the duty and responsibility of every banking organizations to deliver right quality of service and customer should be satisfy with the banking services to deliver maximum benefits. One of the ongoing challenges that to build up successful business to optimize customer satisfaction. Banking organizations are facing many problems like global competition for deposits, loans and underwriting fees. In order to meet these obstacles, strong CRM are required.

Objectives
1. To study the expectations of customers of co-operative Banking organizations.
2. To identify the customers satisfaction level.

2. Research Methodology
The descriptive type of research has been conducted. The sample size is 100. Data collection was done by simple random sampling, structure questionnaire and personnel interviews with customers. For secondary data some reference books are used. The statistical methods used such as Chi-Square method and percentage distribution method.
3. Data analysis

Table 1: shows the expectations of Customers from Co-operative banking organizations.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Expectations from Customers</th>
<th>Response</th>
<th>(Figures are in Percentage and out of 100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Infrastructure</td>
<td>Not Good</td>
<td>9 23 68</td>
</tr>
<tr>
<td>2</td>
<td>Employees Attitude towards Customers</td>
<td>Not Good</td>
<td>15 16 69</td>
</tr>
<tr>
<td>3</td>
<td>Banking Services</td>
<td>Not Good</td>
<td>9 10 81</td>
</tr>
<tr>
<td>4</td>
<td>Given Hospitality to Customers</td>
<td>Not Good</td>
<td>7 24 69</td>
</tr>
<tr>
<td>5</td>
<td>Listened complaints from customers</td>
<td>Not Good</td>
<td>11 13 76</td>
</tr>
</tbody>
</table>

From table 1, it observed that the most of the co-operative banking organizations are maintain their banking ethics and attitude regarding customer’s services. Very few banks are unable to give right quality services like customers complaints, if employees attitude is right, they can at least listen the customers complaints. The positive approach is very necessary in employees to solve the customer complaints. If complaints solved, the customers becomes very happy and these customers will spread the positive message about the banking organizations. Banking services provided are fast, therefore to identify the customers’ expectations and try to fulfill it. Each and every banking organization should consider the customers’ expectations and needs and should fulfill the expectations of customers.

Graph 1: Graph shows the customer satisfaction about the services provided by co-operative banks.

From Graph 1, it concludes that, 75 percent customers are fully satisfied with the services provided by banking organizations. Very few customers 6 percent customers are not satisfied because they are not get any services like hospitality, their needs are not solved or time required more to solve the needs. Some customers are received some services, which are 19 percent partially satisfied. Every banking sector
is to take care of their customers. Otherwise they will move elsewhere. They cannot come back to you. You will lose the customers. Because there are many number of competitors in the market. They are waiting such customers.

![Bar chart showing customer satisfaction levels](image)

**Fig. 1**

4. **Findings**
   1. Customer services are not standardized as per rules and regulations of Reserve Bank of India.
   2. Co-operative banks' employees' attitude found not sustainable.
   3. Infrastructure filled very poor
   4. No hospitality maintained to common customers, therefore customers are not fully satisfied.

5. **Recommendations**
   1. Government of India, banking council and Reserve bank of India should make compulsory to all co-operative banks to maintain standard.
   2. It is necessary to give compulsory training to all employees to develop their attitude, work culture and how to behave to customers.
   3. Infrastructure should be standard.
   4. It is the culture of every Indian, to maintain hospitality. It should be compulsory like “Athithi Deo Bhava”.

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6. Conclusion
The co-operative banking sector suffering from various issues like deposits, saving accounts, government control and customers expectations towards the best services is very important. The competition is very tight. To survive all the way through the financial competition it is very important to have compulsory discipline about customers. Always focus on the customer centric approach. Try to identify the customers, create customers database and regular update data as per the need. It is very essential to create customer relations and maintain it for the all-time. CRM is always positive approach to help all organizations better to generate right results and right relations.

References
