

# An Empirical Study On Relationship Marketing Practices And Customer Satisfaction In Indian Banking Industry

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## Abstract

As the banking business has become more competitive, banks must be more strategic in order to satisfy the increased demands of their customers. The secret to attracting and retaining consumers, it is said, is in the effective management of client relationships. The study's goal is to determine how relationship marketing dimensions affect customer satisfaction in the banking industry. Data from 203 bank clients was gathered via questionnaires in order to accomplish the study's goal. The study's key conclusions highlight the considerable impact relationship marketing strategies have on the quality of relationships and client happiness. The research also shows that the strength of a connection has a big impact on customer satisfaction. According to the findings, banks that want to have good relationships with their customers should insist that "managers and employees act trustworthily, competently, and with a strong commitment to providing excellent customer service". They should also require that they communicate clearly and dependably, pay close attention to shared values, and work to improve the quality of relationships with customers.

**Keywords:** Banking, Relationship marketing Dimensions, Relationship Quality, Customer satisfaction

## Introduction

Customers' perceptions of a bank and the information that bank employees should have about those customers are at the heart of the relationship marketing philosophy. Customers are aware of the importance of a good working connection. It's been a hot topic for a while now. Both the customer and the provider have an idea of how important the relationship's pros and cons are to them. This is called the perceived value of the connection.

Various activities, such as philosophical, strategic, and operational aspects, have all utilised the phrase "relationship marketing." Among the key elements of relationship marketing are trust and long-term commitment. In the context of business-to-business trade, relationship marketing requires a different set of ideas and tactics than relationship marketing with a large number of low-value personal clients (Gronroos, 1997)<sup>1</sup>.

In order to overcome challenges such as gaining a worldwide competitive edge and adapting to rapidly changing technology, relationship marketing relies heavily on the development of intimate ties with consumers. Customers are attracted, maintained, and expanded via relationship marketing. In the marketing world, it is a given that getting new customers is the first and most important step of any campaign.

As a result of this interest, marketers have begun to look at relationship marketing as a possible source of additional value for customers beyond the company's product or service offerings. Because it's hard for competitors to directly copy you, making good connections with customers gives you a big competitive edge.

Relationship marketing focuses on the benefits and risks of establishing and maintaining mutually beneficial trade relationships. Customer loyalty and attracting new consumers are better achieved via relationship marketing than through traditional marketing methods. Relationship marketing is the process of identifying, establishing, maintaining, expanding, modifying, and terminating consumer connections in order to create value for customers and profit for the business through a series of relational exchanges with the past and the future. Perrien et al.,(1992)<sup>2</sup>. Because consumers are more likely to have multiple relationships than corporate customers, it is thought to be much harder to keep a relationship going with a consumer than with a business.

The banking industry in India is experiencing unprecedented expansion, thanks in part to the country's recent economic boom. During this time, the majority of banks have seen rapid expansion, resulting in considerable increases in their stock prices. How effectively the banking industry is prepared to deal with future expansion is a major concern (Sengupta and Thomson 2007)<sup>3</sup>.

Based on who owns them, commercial banks can be put into three groups: those that are "nationalized" and wholly owned by the Indian government, those that serve rural areas, and private banks (both old and new, domestic and foreign).

Banking is a service that puts the needs of the consumer first. As a result, customer service is the distinguishing characteristic, and the client is always first and foremost. Providing consumers with a variety of ways to interact with their banks is no longer enough for banks in the modern day (Jayawardhena and Foley 2000)<sup>4</sup>.

Banks play a significant role in the service industry. Banks are an important part of making new money and keeping the economy in good shape, which is needed for a wide range of financial operations to go smoothly.(Jadon, 2022)<sup>5</sup>.

Relatively to other types of advertising and sales promotion communications, relational marketing focuses on the long-term value of client connections. With the emergence of the internet and mobile platforms and the creation of new channels for social and collaborative communication, relationship marketing has developed and advanced. Technologies used in customer relationship management that go beyond demographic and customer service data are included in this. Initially, relationship marketing was characterised as a sort of direct response marketing that promotes client retention and happiness rather than a primary emphasis on sales transactions. Marketing and client service expenses must be reduced in order to recruit and keep customers, as well as bring former customers back into the fold (Berry 2010)<sup>6</sup>.

As long as there are a lot of options for consumers to pick from, relationship marketing may be used to build long-term relationships with them. It entails implementing marketing principles throughout the whole firm (Perrien 1993)<sup>7</sup>.

At this time, foreign and domestic banks make up the rest of the commercial banking system in India at this time. An individual or group owns and controls a private bank, which reports directly to that organization's management. This segment of the economy that is operated by private people or organisations for profit and which is not under governmental control is referred to as the private sector or the citizen sector in economics. A public bank is one in which the government owns and controls all of the assets and all of the management decisions are made by the government (Sathye 2003)<sup>8</sup>.

There are direct links between banks and their customers since they rely on their customers' financial resources. When it comes to building strong connections with consumers, managers and practitioners may use this study's findings as a guide.

## Literature Review

**Table 1. Concept of Relationship marketing**

“Author(s)”	“Definition of relationship marketing”
“Gronroos (1997) <sup>9</sup> ”	“Relationship marketing can be seen as a process of identifying and creating, maintaining, improving and, if necessary, termination of relationships with customers or other stakeholder. The aim is to build profitable relationships based on mutual trust, fulfilling promises and achieving the objectives of all sides”.
“Morgan, Hunt (1994) <sup>10</sup> ”	“Relationship marketing is any marketing effort aimed at the creation, development and maintenance of successful interactions (exchange values)”.
“Gummesson (1994) <sup>11</sup> ”	“Relationship marketing can be seen as a relationship or interaction networks”.
“Moller and Wilson (1995) <sup>12</sup> ”	“Relationship marketing is about understanding, creating and managing interactions between economic partners, suppliers, service providers and end users”.
“Žvirelienė, Bučiūnienė (2008) <sup>13</sup> ”	“Relationship marketing is defined as the new marketing, oriented towards the main objective of the company’s operations – fulfilment of customer needs and building of long-term relationships with customers”.
“Michalova (2006) <sup>14</sup> ”	“Relationship marketing is forcing one/us to immediately analyse the marketing situation and develop activities and resources in order to create, maintain and expand

	relationships with customers or specific customer segments”.
“Dudinska and Novotna .(2006) <sup>15</sup> ”	“Relationship marketing is one of the strategic business management concepts and its essence is to establish, develop, maintain and improve relations with customers and other stakeholders (employees, owners, suppliers, intermediaries, public and professional institutions) in order to create mutual value and benefits for all parties involved. The final effect is a unique wealth that creates for a company the preconditions for ensuring long-term Competitiveness”.
“Jurgilevičiūtė, Sūdžius (2010) <sup>16</sup> ”	“Relationship marketing can be defined as a long-term, mutually useful relationship, which is characterized among others by such attributes as confidence, cooperation, communication, commitment, dependence as well as development and maintenance”.
“Berry (2002) <sup>17</sup> ”	“Relationship marketing is a marketing concept aimed at maintaining and creating new relationships with customers based on mutual satisfaction and attraction”.

## Customers' Welfare

Customers' safety and well-being are a top priority for the banks and their subsidiaries, and we go to great lengths to make sure that they are treated fairly and professionally. All relevant laws and regulations, as well as worldwide standards, are implied in Customer Welfare Policy.

## Communication

There is a constant exchange of ideas and information between employees at all levels of an organization's hierarchy. Having a well-functioning communication system is essential to the success of any firm. Communication with consumers has several benefits, as Van Staden (2002)<sup>18</sup> point out:

- Increased customer satisfaction
- Saved time and money
- More effective decision-making and decision-making processes
- Proven problem-solving abilities

The establishment of long-term connections with an organization's stakeholders is said to be closely linked to effective communication. As a result, it is essential to recognise the importance of communication in establishing linkages between diverse organisational activities and between stakeholders and organisation (Rensburg and Cant, 2003)<sup>19</sup>. For Schultz (1995)<sup>20</sup>, the key to a successful marketing campaign is the ability to build rapport, empathy, a conversation, a connection, and clear communication with the customer.

## Commitment

Relationship marketing literature has universally accepted that long-term commercial relationships need a commitment .To create and sustain a long-term connection is usually regarded as a long-term goal (Anderson and Weitz, 1992)<sup>21</sup>.

There are three aspects to the Gundlach, Achrol, and Mentzer (1995)<sup>22</sup> commitment. Affective commitment refers to an optimistic outlook on the relationship's future. In order to demonstrate an instrumental commitment, a person must make an investment in the relationship (time, money, etc.). As a last point, a commitment's temporal component implies that the connection is ongoing (Garbarino and Johnson 1999)<sup>23</sup>.

Many people think of commitment as the desire to keep the relationship going (Morgan and Hunt, 1994)<sup>24</sup>. It's a promise to stay the course<sup>25</sup>. Resistance to change is what it is (Dwyer et al., 1987).

Businesses must demonstrate their commitment to consumers while still providing the fundamental advantage of their business. With proper attention, these difficulties might lead to long-term business relationships, which in turn could contribute to a customer's loyalty (Thompson and Thompson 2003)<sup>26</sup>. "It's an ongoing desire to sustain a valued connection," Moorman Zaltman and Deshpandé (1992)<sup>27</sup> wrote. A readiness to accept short-term sacrifices for the sake of a long-term gain in the partnership is implied (Anderson & Weitz, 1992). In all definitions of commitment, there is a disincentive to changing relationship partners, which is common (Young and Denize, 1995)<sup>28</sup>.

In these frameworks, there are three types of commitment: emotional, calculative, and moral or normative (attachment due to felt obligations).

A relationship's commitment is based on a variety of psychological states, yet they all stem from the same motivations . Another way of saying the same thing is that corporations desire to prolong their connection with their partner because they like them and feel a sense of loyalty and belonging to the alliance. Calculative commitment is defined as the extent to which a couple sees the need to be together because it is expensive to break up or because there are no other choices. The term "normative commitment" refers to the belief that a relationship should continue because both parties are committed to it (Geyskens and Steyrer, 1998)<sup>29</sup>.

## Work behaviour

Employee behaviour has a significant influence on company performance; "it is a key success factor for achieving great business results". As a result, all firms must establish a strong organisational culture that enables them to

instil values and behaviours consistent with their company plan. Organizational culture may be the difference between mediocrity and exceptional economic results.

Even if a higher salary is offered, an organization's values, as well as its employees' behaviours and efforts to produce excellent results, may be the reason a worker is content and inspired to report to work each day. Consequently, corporate executives must create efforts and programmes to help their organisations achieve the appropriate organisational culture.

## Grievances and Care for Customers

Excellence in customer service is the key to long-term company success in today's competitive financial environment. Regardless of the size of a company, there are going to be times when things go awry for a client, and that's just part of doing business. This is especially true for banks, as they are primarily a service business. A bank's first priority as a service provider should be to provide excellent customer service and raise client satisfaction. Provide timely and effective service in order to attract new consumers and keep current ones. It would harm the bank's reputation and image if customers were not satisfied. It is the goal of this policy document to reduce the number of customer complaints and grievances by ensuring the timely settlement of customer complaints and grievances. It is hoped that the evaluation process would aid in the discovery of product and service delivery flaws.

## Customer bonding

An important term in the study of consumer connections is bonds and bonding (Arantola, H. 2002)<sup>30</sup>. To keep a consumer loyal to the company, bonds serve as an exit barrier that prevents them from leaving (Wendelin, R. 2011)<sup>31</sup>. Customers' attitudes regarding a firm may change depending on the kind of relationship they have with it, and this can have an impact on how loyal they are to a particular service provider. There have been several studies on different alliances' beneficial and negative impacts (Arantola, H. 2002). Economic ties and the expense of making a change. Consumers who build ties with companies may reap financial benefits. Special price considerations may be given to customers who have maintained a long-term connection with a company (Gwinner, K, Gremler, D, Bitner, M, 1998)<sup>32</sup>. Customers' perceptions of the time, money, and mental energy it takes to transfer from one service provider to another, notably the search and education expenses associated with moving, lead to switching barriers (Jones M.A, Mothersbaugh, D.L, and Beatty, 2002)<sup>33</sup>.

These impressions aid consumers in developing the skills necessary to utilise a product to its full potential. As a result, these skills will likely be unique to a single company and will not be easily transferable to other products. Customer loyalty and product consumption are likely to increase if the cost of doing business is reduced. Costs associated with looking for a new service provider, the termination of a pleasant and familiar connection, the burden of learning a new system, the need to explain personal preferences, the feeling of danger, or the loss of unique privileges may all contribute to high switching costs. Switching costs for consumers, according to Klemperer (1995)<sup>34</sup>, provide businesses with some market influence over their loyal customers. As a result, corporations might gain a competitive edge by making use of this sort of bond. A direct and advantageous relationship between customer switching costs and firm revenues is therefore predicted by the theory of switching costs. According to Shapiro and Varian (1999)<sup>35</sup>, in competitive markets, when all enterprises in a given industry have comparable production costs and product quality, customer profits are exactly equal to the switching costs. "Familiarity, personal recognition, friendship, rapport, and social support" are all examples of what we mean when we talk about social relationships (Klemperer, P, 1995).

In the emotional connection to brands construct, customers have strong emotional ties with brands they use (Douglas, B, Hieu, G, Nguyen, P, 2011)<sup>36</sup>. A sense of security or comfort may frequently be found in a close connection with a service provider. There is an air of confidence that everything is going to go well or that if anything goes wrong, it will be fixed (Spake. D, Beatty. S, Brockman. B, Crutchfield. T, 2003)<sup>37</sup>. An emotional tie to a brand may lead to loyalty and (potentially) an increased readiness to pay for the brand. The consumer

develops a positive view of the service provider over time and only when a mutually beneficial connection has been built between the two parties. Emotionally connected repurchase revenue and profit are less susceptible to disturbance. Emotional bonds with brands are a crucial method of ensuring long-term client loyalty and profitability.

## Customer Satisfaction

Empirical evidence suggests that a company's long-term growth and profitability are enhanced when its customers are satisfied. If this is true, then it stands to reason that customer satisfaction will lead to higher levels of repeat business, higher levels of usage, higher future revenues, positive word-of-mouth marketing, and lower reservation prices (Fornell et al., 2005)<sup>38</sup>. Companies and businesses have realised that surpassing client expectations is a worthwhile aim, but exceeding those expectations for long-term success is essential. Understanding what creates shareholder value in firms is essential to understanding corporate profitability. In today's business climate, organisations are focused on the link between employee happiness, customer satisfaction, and company profitability. (Epstein and Jones, 2000)<sup>39</sup>. In order to achieve great client satisfaction, a strong connection and bond must be developed and maintained. When it comes to a company's long-term customer satisfaction, “the human element—how an employee interacts with a client—plays the most important role. The characteristics and practises listed below strongly support the importance of service recovery skills and processes in ensuring customer satisfaction” (Belding, 2004)<sup>40</sup>. When it comes to providing consumers with smart, suitable interactions regardless of the channels they want to use, firms have a dilemma. Bottom-line growth will always be a priority. In addition to keeping consumers, businesses must also raise the profitability of those customers and guarantee their loyalty (Winters, 2008)<sup>41</sup>. Recent studies have proven the link between important financial performance metrics, including but not limited to retention, customer satisfaction, and customer loyalty. Increased revenues, cheaper expenses, and more dependable profit streams are all signs of a company's customer loyalty.

## Methodology

A combination of quantitative and qualitative methods was used in this work.

**Primary Data:** To acquire primary data, a survey is being done using a questionnaire.

**Secondary Data:** With different data accessible via websites, journals, books etc. has been employed in this research.

### Target Population and Sampling

**Location:** Delhi/NCR

**Respondents:** Public and Private sector banks in Delhi/NCR, with reference of its customers

**Sample size:** 250.

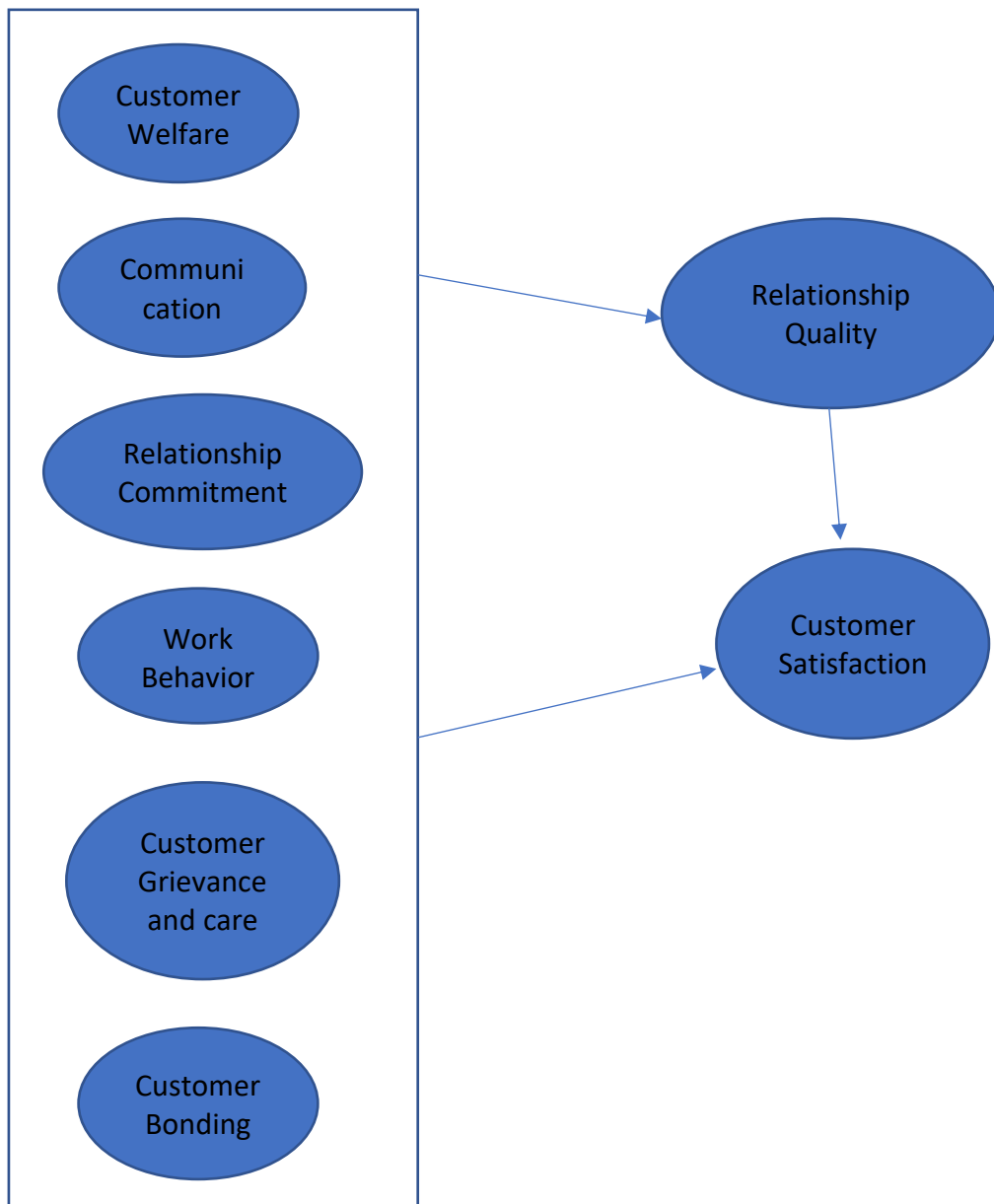
**Sampling Technique:** Convenience sampling techniques

**The technique used:** “Descriptive statistics is used to describe the sample, to show the numbers and percentage of the items falling in categories. Analysis of variance determines the statistically significant difference in means occurring between two or more groups. Correlation analysis is to measured the degree of relationship between to variables”.

**Tools:** SPSS and MS Excel have been used for both data coding as well as data transcription.

## Conceptual Model

Relationship Marketing Dimensions



Analysis

Table2: Profile of the respondents

Profile		Frequency	Percent
Age	Below 30	16	8.0
	31-40	54	27.0

	41-50	87	43.4
	Above 50	46	21.7
Educational Qualification	School	32	15.9
	High School	96	48.0
	Degree	62	30.6
	Others	13	5.5
Occupation	Government employee	80	39.5
	Private employee	56	27.5
	Business	26	12.5
	Others	41	20.5
Association With Bank (year)	below 1	28	13.5
	1-5	37	18.1
	6-10	101	50.4
	11 above	37	18.1
Frequency of visits	Daily	13	6.3
	Weekly	95	47.0
	Monthly	52	25.3
	Quarterly	26	13.0
	Half Yearly	17	8.4

No.of bank commonly being used	1	57	28.5
	2	110	54.1
	More	36	17.8
Type of Account	Saving A/c	193	95.2
	Current A/c	10	4.9
Which bank you used	Public	170	83.9
	Private	33	16.1
Monthly income (Rupees)	below 20,000	80	39.3
	20000 -30000	96	47.5
	30,000 above	27	13.3

Source: Primary data

In education level, 48 percent of the respondents have completed high school, followed by degree-level education (30.6%), school-level education (15.9%), and other qualifications, such as a certificate, postgraduate degree, etc. (5.5 percent).

In terms of the respondent's profession, 39.5 percent work for the government, 27.5 percent for private employers, 12.5 percent are entrepreneurs, and the other 13.5 percent fall into other categories. Regarding respondents' associations with banks, 51.4% of them have been doing so for six to ten years or longer, followed by those with less than five years' associations (31.6%) and those with associations longer than ten years (18.1 percent). 47.0% of those surveyed go to the bank once a week. One in every 25.3% of respondents visits the bank monthly, one in every 13% visits quarterly, and one in every 8.4% visits semi-annually.

The study's participants often have accounts with one or more banks. In this case, 54.1 percent respondents had accounts with two banks, 28.5 percent with only one bank, and 17.8 percent with two or more banks.

95.2 percent of accounts are solely used for savings, while 4.9 percent are used for current accounts. The respondents used public banks in 83.9 percent of cases and private banks in 16.1 percent of cases.

In terms of their monthly income, respondents fall into three income groups: those earning between 20,000 and 30,000 rupees (47.5%); those earning under 20,000 rupees (37.3%); and those earning more than 30,000 rupees (13.3%).

**H1:** “There is no relationship between relationship marketing dimensions and have relationship with customer satisfaction”.

Relationship marketing	Customer Satisfaction	
	r- value	p-value
Customer welfare	0.224	0.001*
Communication	0.326	0.001*
Relationship commitment	0.442	0.001*
Work behavior	0.359	0.001*
Customer grievance and care	0.533	0.001*
Customer Bonding	0.621	0.001*

Pearson correlation is used to investigate the above hypothesis. Customer satisfaction and bonding had the greatest r-values (0.621 and 0.533, respectively), followed by relationship commitment (0.442), work conduct (0.359), communication (0.326), and customer welfare (0.224). The obtained r-values range from 0.225 to 0.621. The r-values, however, are discovered to be significant and positive at the 1% level. It demonstrates the large and positive relation among relationship marketing elements and customer happiness. Therefore, the proposed theory is disproved. Customer care and bonding are more highly correlated in this instance than any other relationship marketing metric. Thus, it is discovered that customer care and bonding have a substantial correlation with customer satisfaction.

**Table 3 Effect of relationship marketing elements on customer satisfaction**

“R-Value	R-Square Value	Adjusted R- Square Value	F-Value	P-Value”
0.774	0.585	0.525	86.941	0.001

“Relationship marketing	B	Std. Error	Beta	t- Value	P-Value”
Constant	1.823	0.995	_	1.813	0.075**
Customer welfare	-0.024	0.042	-0.032	-0.531	0.416**
Communication	0.064	0.023	0.075	1.378	0.154**

Relationship commitment	-0.023	0.024	-0.071	-0.323	0.704**
Work behaviour	0.085	0.022	0.095	1.318	0.186**
Customer grievance and care	0.124	0.077	0.189	3.810	0.001*
Customer Bonding	0.128	0.086	0.210	3.948	0.0001*

“\*significant at one percent level; \*\*significant at Five percent level”;

Table above shows the effect of relationship marketing elements on customer satisfaction.  
H2 : “Relationship marketing elements are not influencing the customer relationship quality”.

**Table 4: Relationship marketing and Relationship Quality**

Relationship marketing	Relation ship Quality	
	r-value	p-value
Customer welfare	0.291	0.001*
Communication	0.477	0.001*
Commitment	0.597	0.001*
Work behaviour	0.462	0.001*
Customer grievance and care	0.605	0.001*
Customer Bonding	0.526	0.001*

“\*significant at one percent level”

**Table 5: Effect of relationship marketing dimension on trust**

“R-Value	R- Square Value	Adjusted R- Square Value	F-Value	P-Value”
0.775	0.537	0.556	69.973	0.001

“Relationship marketing	B	Std. Error	Beta	t- Value	P-Value”
Constant	2.912	1.340		2.293	0.023
Customer welfare	0.000	0.065	0.000	-.005	0.869**
Communication	0.195	0.054	0.124	3.592	0.001*
Commitment	0.223	0.046	0.230	4.019	0.001*
Work behaviour	0.076	0.075	0.054	1.546	0.191**

Table above shows that Relationship marketing dimension do have the relationship with customer relationship quality.

Pearson correlation is used to test the hypothesis mentioned above. The relationship marketing component of customer care and grievances has the greatest r-value (0.605) for the customer's relationship quality in banks, according to the correlation value. Relationship fidelity (0.597), customer bonding (0.526), communication (0.477), work behaviour (0.462), and customer welfare come in second and third, respectively (0.291). Thus, it can be concluded that trust and relationship marketing characteristics have a close link. Thus, the proposed theory is disproved. The safe r-values range from 0.605 to 0.291. The r-values are discovered to be positive, nevertheless. It demonstrates how the quality of customer relationships is favourably correlated with relationship marketing dimensions.

Customer complaints and care are more strongly correlated in this instance than the other relationship marketing variables. As a result, the quality of the customer connection is strongly correlated with customer grievances, care, and relationship quality.

Ho: “There is no relationship between Relationship quality and customer satisfaction”.

“R-Value	R-Square Value	Adjusted R Square Value	F-Value	P-Value”
0.748	0.399	0.348	43.49	0.001

	Customer Loyalty	
	r-value	p-value
<b>Relationship marketing</b>	0.748	0.001*

“\*significant at one percent level”

The above-mentioned hypothesis is tested using Pearson correlation analysis. The p-value that was computed is significant. Therefore, the proposed theory is disproved. The r-values are positive in nature. As a result, client happiness is positively correlated with relationship quality. The value of r is .748.

## Findings

The effects of relationships between relationship marketing dimensions, relationship quality, and relationship with customers The following results were obtained for these goals:

- Customer satisfaction is positively correlated with relationship marketing dimensions. Customer care and complaints have been found to have a strong link to customer satisfaction. Relationship commitment is at a moderate level. Customer satisfaction, however, is least correlated with customer welfare, communication, and work behaviour.
- The dimensions of relationship marketing are having a significant impact on satisfaction of customer. Nevertheless, customer ties Customer care and complaint dimensions strongly correlate with customer satisfaction. On the other hand, customer satisfaction is not predicted by commitment, trust, customer bonds, or workplace behaviour.
- It has been discovered that the relationship marketing dimensions significantly and positively influence the calibre of relationships. The dimensions of customer complaints, care, and commitment have a strong correlation with the bank's relationship quality. However, there is little correlation between work behaviour and relationship quality and customer welfare.
- Relationship quality is significantly impacted by relationship marketing dimensions. Relationship quality is more affected by commitment, communication, handling of customer complaints, and customer bonding, all of which have a positive impact on the relationship quality of the bank. However, the welfare of the customer and employee behaviour have no bearing on the quality of the banks' relationships.
- Customer satisfaction and relationship quality have a strong relationship with one another.

The aim of the research is to find out whether or not bank customers are satisfied as a result of relationship marketing strategies. It also aims to find out whether customer happiness is influenced by the quality of the relationships between banks and their customers.

It was shown that relationship marketing had a considerable impact on customer satisfaction and relationship quality. Again, the data showed that customer satisfaction is closely associated to the quality of the relationships between banks and their customers.

Relationship marketing dimensions assist clients to be pleased with a certain bank. It is more likely that consumers will have a more positive experience with a bank if its personnel are trained in conflict resolution, sympathetic and reciprocal skills, as well as a variety of other important soft skills. Customer satisfaction is likely to increase for banks that have stronger customer relationships. It has been shown that confidence in the company's ability to communicate, as well as its ability to resolve conflicts in an amicable and mutually beneficial manner, is a key factor in customer satisfaction. Customer satisfaction was shown to be strongly linked to relationship marketing techniques. Relationship marketing strategies are still important, according to the conclusions of this research, and banks can gain numerous competitive advantage. Using these techniques, the research found that customer satisfaction was related to relationship marketing dimensions (Narteh, 2009)<sup>42</sup>.

Relationship marketing must be regarded as a strategy if a bank wants to achieve high levels of customer satisfaction. In other words, “banks must always work to improve their connections with their clients since the way they create and maintain these relationships will have a direct impact on their level of customer satisfaction” (Anabila et al., 2012)<sup>43</sup>. Because this research has demonstrated that trust is a key driver of customer happiness for banks, they must take the required measures in this regard. This is consistent with previous research by Ndubisi, (2007)<sup>44</sup>; Ndubisi and Wah, (2005)<sup>45</sup>; Pressey and Mathews (2000)<sup>46</sup>, Bhatti et al. (2001)<sup>47</sup> and that found consumer quality of relationship as a critical determinant determining consumer satisfaction in service offerings. Banking institutions seeking to improve client satisfaction should focus on building quality relationship with them.

“Giving and keeping promises, demonstrating concern for the security of client transactions and providing excellent services, demonstrating respect for customers and meeting consumer obligations, and working to constantly strengthen customer confidence” are all ways for banks to gain their customers' trust. To back up this claim, Reichheld and Sasser (1990)<sup>48</sup> pointed out that keeping commitments to customers is critical to their happiness, loyalty, and long-term profitability. To keep their promises to consumers and complete their pledges as quickly as possible, it is recommended that banks use current technology to fulfil their promises and pledges.

Relationship quality (correlation coefficient = 0.748) and customer satisfaction in the banking industry were shown to be positively connected in this study. This demonstrates that bank customers are searching for a high-quality connection with their banks when they do business with them. According to the conclusions of Ndubisi and Wah's (2005) investigation, relationships between banks and their clients are more successful when they are built on mutual trust and respect. Relationship quality is critical to the success of a bank's operations. It's a win-win scenario for both the bank and the customer when a customer is happy with their service.

## Implications

Relationship marketing has been shown to have a positive impact on customer happiness and relationship quality in banking services as per study findings. The results of this research also show that customer satisfaction in banking services is influenced by the quality of the connection between the bank and the consumer. Firstly, banks that want “to maintain a good relationship with their customers should demand that their managers and staff are trustworthy, competent, show a strong commitment to service, communicate efficiently and reliably, pay attention to shared values, and improve the reciprocal abilities of their employees”.

They have a new set of tools at their disposal that may help them tell their story and keep clients. A bank's ability to better serve clients is determined by its ability to cultivate long-term relationships with them and get a thorough grasp of their wants and requirements. Additionally, banks may increase customer satisfaction by demonstrating trustworthy behaviour, effectively and precisely presenting information to consumers, proficiently providing services, and paying respect to common values.

## Conclusion

Customer satisfaction is a bank's most valuable asset. Consequently, the company must guarantee that the correct items and services are accessible to clients at the right time, accompanied by the proper advertising, in order to keep them. Quality products and services are critical in today's competitive economy, when every penny counts. Consequently, banks that provide excellent service to their clients are more likely to see repeat business and even recommendations from those consumers. It has a positive impact on client satisfaction and service quality when it comes to relationship-based marketing.

Rather than relying on market share, relationship marketing shifts the focus to customer share. Sales are the beginning of a long-term partnership. Despite this study's conclusion that service providers' communication efforts result in pleased consumers, service providers should still aim to deepen connections by changing indifferent clients into devoted supporters of the firm via appropriate communication. Customers' particular wants must be taken into account by service providers in order to give the best possible service. In-depth market research may help them do this. Having this information will allow them to tailor their products and services. Customers expect service providers to be on time and to respond quickly to their requests for assistance.

This must begin from the very beginning of relationship marketing. It is imperative that they take a proactive stance towards relationship marketing. By doing this, they may better understand their clients and improve their public image. It is imperative that service providers update their systems and operational processes in order to better protect consumer privacy and build trust with the goal of fostering long-term business partnerships.

Customer feedback on relationship marketing, customer happiness, trust, and loyalty helps to discover the strengths and shortcomings of financial institutions. Customer complaints and praise constitute the basis of feedback since they are the most common. For bank management, investigating both the negative and positive aspects of service quality and giving greater emphasis specifically to the negative ones is beneficial. This research helps the bank establish strategies for increasing client behaviour by strengthening relationship marketing.

An efficient relationship marketing campaign must adhere to all of the program's requirements. To maintain a good relationship with customers, one must ensure their well-being, communication, dedication, and work behaviour. Each of these factors—satisfaction, confidence, and loyalty—must be taken into consideration. While the bank's financial goals must be considered, managers must also consider the demands of the bank's clients. All front-line employees, including tellers, should be trained in customer service skills by the marketing manager. In this approach, the bank's fundamental expertise in client happiness would be strengthened. Banking executives should monitor and improve client behaviour all the time if they want to stay ahead of the competition.

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