Information Management and Business Review
Vol. 2, No. 5, pp. 193-202, May 2011

Customer Service in Banks: Mapping Excellence in Emerging New Competitive Era

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Abstract: The Indian Banking Industry has undergone radical changes due to liberalization and globalization measures undertaken since 1991. Today, Indian Banking Industry is one of the largest in world. There has been a great surge in efficient customer services. A highly satisfied and delighted customer is a very vital non-financial asset for the banks in the emerging IT era. The curtsey, accuracy & speed are like a crown factors for a bank. Based on the responses of 768 customers of public sector bank, Indian Private Sector Bank & Foreign Bank (each one from these groups) operating in Amritsar district of Punjab and in case of fully E-bank, (three banks, one from each bank group) have been taken into consideration. It may be inferred that there is significant difference among three bank groups with regard to the time customers have to spend to transact a business. The E-banks are more efficient in regard to time factor. This is the very important factor of shifting of potential customers in E-banks. The survey was conducted in Amritsar district of Punjab in the month of September 2007. Chi-Square test is used to check the level of significance difference among various bank groups and coefficient of contingency among various bank group customers' responses is also calculated.

Keywords: *Customer Service, Issues, Inference and Responsibilities of Banks*

1. Introduction

The liberalization, privatization and globalization has ushered the customer relationship management in banks. The process of globalization and our move towards global standards changed the perception of customer service and the banking endeavor to serve the customer better, resulted in innovative banking services & products. Banks are looking for more and more interaction with customer to build customer relationship banking. But to deliver an improved and in-depth understanding of customer wants & needs, a fully integrated customer management system, is required along with complete transparency. In the emerging market scenario, for survival and growth, it is critical for a bank to align its vision, mission, goals and objectives with customer's satisfaction. The marketing techniques of banks affect the performance of banks (Kotler, 2005). The excellent and managing customer relationship is the future of any business or everybody's business. Customer focusing is not being viewed as just a business strategy but should become a corporate mission (Shankar, 2004). Customer Relationship Management is the vital factor to improve the performance of the banks (Sugnadhi, 2003).

Today, the rural customers don't any idea as to how much time is required for any type of banking services. The rural customers are not aware for what purpose the loans are available and how they can be availed (Hasanbanu, 2004). The level of customer service and satisfaction is determined by branch location and design, variety of services, rates and charges, systems and procedures, delegation and decentralization, mechanization and computerization, competitive efficiency, complaint redresser and very importantly staff skills, attitudes and responses (Singh, 2004). A good customer service in banks should have three basic tenets – courtesy, accuracy and speed (Ganesh, & Varghese, 2003). The quality of products and services is the dynamic factor for customer satisfaction in banks (Parimal, 2002). The customer care has been enjoying the attention of the govt., the RBI and the banks themselves. Various committees have gone into the problem in great detail & made recommendations, many of which have been implemented. Despite so many measures initiated at various levels to improve the standard of customer service, the level of satisfaction perceived by various segments of customers has been low. It is in this context that customer service has to be analyzed and appropriate strategies drawn up, not only to attract new customers, but also to retain existing ones. This study focuses on the 'speed' aspect of customer service by assessing customers experiences with regard to

the time taken to transact business with the partially IT oriented banks and fully E-banks. The objectives of the study are:

- To study and analyze the Customer Service in various bank groups.
- To explore the issues related to customer service in banks.

2. Review of Literature

Studies have been conducted regarding the services to customers and their awareness like Bhaskar (2004) analyzes that once good service is extended to a customer, a loyal customer will work as an ambassador to the bank and facilitate growth of business. Customer service is the base for business expansion because of the stiff competition prevalent in the banking industry. The survival of banking business is dependent on customer service. To conclude, the banking industry is vibrate and active in India, due to technological revolution. Banks have to utilize this opportunity to become more and more strong organizations providing essential service. Goyal and Thakur (2007-08) conclude that public sector banks will have no monopoly and licenses were granted to new public sector banks and foreign banks. Public sector banks realizing that government was no longer there to reduce them started devising various strategies for survival and growth. In the present study the researchers have taken 3 public and private sector banks. The present study is based on primary data as well as secondary data. The secondary data were collected from technical books, articles, previous studies, committee reports, IBI bulletins, RBI bulletins, staff training, college of the SBI, and statically data relating to banks. The primary data related to attitude of customers towards banking services were collected with the help of questionnaire. The challenge for public sector banks as well as private sector banks will be in the area of people, technology and competition. They must continuously invent new products and service in the light of envisaged changes.

Jain and Jain (2006) analyze that the Indian banking industry has undergone radical changes due to liberalization and globalization measures undertaken since 1991. There has been a great surge in retail banking. The study based on responses received from 200 customers of HDFC Bank, ICICI Bank and some other private and nationalized banks in Varanasi city was undertaken to identify the various types and services offered by banks, the level of satisfaction about different types of services, expectations about these services and the level of segmentation gap among the services offered. Kamakodi (2007) examines how computerization has influenced the banking habits and preference of Indian customers and which factors influence these preferences. Changing of residence, salary account and non-availability of the technology based services were given as the three main reasons for changing the bank. Lal (2007) concludes that the main challenge ahead in the new millennium in banking and financial sector contain changing economic and banking environment, global competition, capital structure, transparency in reporting accounts, employee productivity, risk management, market discipline, sound human resource management, training and development.

Mishra and Jain (2006-07) study various dimensions of customer satisfaction in nationalized and private sector banks. The study concludes that satisfaction of the customers is an invaluable asset for the modern organizations, providing unmatched competitive edge; it helps in building long term relationship as well as brand equity. The best approach to customer retention is to deliver high level of customer satisfaction that result in, strong customer loyalty. Two-stage factor analysis was computed to arrive at the dimensions of customer satisfaction. The study analyzed ten factors and five dimensions of customer satisfaction for nationalized and private sector banks respectively. Singh (2006) discusses the customer management in banks. The customer management aims at targeting and segmenting the customer base with a view to gain customers insight and provide value added products and services. Technology has enabled the banks to reach the customers in any part of the world at any time with customized products there by moving towards the concept of customer delight. The customer management must strive to deliver positive experience at each customer. Content, this may be functional, emotional or situational for long term customers and business management in the banks.

Swarup (2004) gives more stress on his paper that for delivering quality service, it is imperative to have customer orientations as a culture in the bank. Customer orientations build long term relationship resulting

in customer satisfaction and cash flows to the banks. Uppal and Kaur (2007) study customer awareness of various e-channels used by banks and suggests some measures for making e-banking services more effective which could contribute to transformation of Indian banks. The paper concluded that most of the customers of e-banks are satisfied from the different e-channels and their services but the major obstacle in their way to accept e-channels is the lack of awareness about these e-channels and especially their operational part. The paper suggests some measures to make e- banking services more effective in the future which will be responsible for the transformation of Indian books.

Hypothesis

There is no difference among the PSBs, Indian Private Sector Banks & Foreign Banks with regard to the time customers have to spend to transact a business.

3. Research Methodology

PSBs, Old Private Sector Banks, New Private Sector Banks & Foreign Banks operating in Punjab form the universe of the study. The present study covers bank branches for those bank groups working in the Amritsar district only. Almost, all the major banks have branches in this district. As it was felt that it would useful to attempt a comparative study among PSBs, Indian Private Sector Banks & Foreign Banks (One Public, One Private & One Foreign Bank) having the largest network of branches in the district were identified. The similarly three banks from E-banks have been identified. These were selected at random.

Partially IT banks–Punjab & Sind Bank, Lord Krishna Bank, AMRO Bank
Fully E-banks–Corporation Bank, HDFC Bank, Citi Bank.

About 256 customers of each bank group have been contacted at random for collecting the data needed for the study. The required data were collected from the respondents by means of a structured questionnaire, which measured speed in rendering the service of eight dimensions, viz. time taken by the customers to withdraw cash, deposit cash, to get a cheque book, encash draft, open a fixed deposit account, purchase of bank draft, to get a local cheques credited in account and credit outstation cheques into account. χ^2 test is used to know the significant difference among bank groups regarding time taken to transact business.

Profile of The Sample: The profile of the respondents, bank group wise, gender wise, educational level, occupation, income, age wise is furnished in Table 1.

Table – 1 Demographic Profile of the Respondents

Group	Number of Respondents	%
1. Public Sector Banks	256	33.33
2. Private Sector Banks	256	33.33
3. Foreign Banks	256	33.33
1. Male	516	67.19
2. Female	252	32.81
1. High School	48	6.25
2. Graduate	294	38.28
3. Post Graduate	372	48.44
4. Doctorate	54	7.03
1. Service Class	414	53.91
2. Business Class	138	17.97
3. Industry	52	6.77
4. Agriculture	18	2.34
5. Professionals	82	10.68
6. Others	64	8.33
1. Upto 1 Lac	178	23.18
2. 1-2 Lac	270	35.16
3. Above 2 Lac	320	41.66

1. Upto 25	314	40.89
2. 26 – 35	244	31.77
3. 36 – 45	138	17.97
4. Above 45	72	9.37
Total	**768**	**100.00**

There are three bank groups having total sample size of 768 which is equally divided among three bank groups. The sex-wise comparison of the sample reveals that the majority of the customers are males (67.19 per cent). In terms of age, it is evident that most of the customers are in the age group of upto 25 years (40.89 per cent). Post graduates account for 48.44 per cent of the sample while graduate are 38.28 per cent. The service class & business class dominates (53.91 pc & 17.97 pc respectively) in the sample. The monthly income statistics reveal that 41.66 per cent earn above 2 Lac yearly.

4. Results and Discussion

Time Taken to Withdraw Cash: It is evident from Table 2(a) that in partially IT oriented banks between10 to 30 minutes are required to withdraw the cash. The 60.16 per cent customers of Foreign Banks, 57.03 per cent customers of Private Sector Banks & 53.12 per cent customers of Public Sector Banks respond in favor of this statement. The 41.41 per cent bank customers observed that less than 10 minutes wait is required in PSBs which shows their operational efficiency in comparison with their counterparts i.e. New Private Sector Banks & Foreign Banks. Overall, 84.38 per cent respondents have the experience of less than 5 minutes irrespective of category of the bank group. Chi-square test shows this difference to be statistically significant at 1% level of significance. In E-banks New Private Sector Banks & PSBs are experience of less than 10 minutes wait to withdraw the cash. Table – 2(b) shows that E-banks are more efficient in disbursing cash than the partially IT oriented banks. Ch-square test shows significant difference in experience at 5% Level of Significance in three bank groups.

Table 2(a): Time Taken to Withdraw Cash-In Partially IT Banks (per cent)

Duration	PSBs	Indian Private Sector Banks	Foreign Banks	Overall Responses
Less than 10 minutes	41.41	32.03	27.34	84.38
Between 10 - 30 minutes	53.12	57.03	60.16	11.98
> 30 minutes	5.47	9.38	12.50	2.08
No Response	---	1.56	---	1.56
Total	100	100	100	100

$\chi^2 = 23.90$** [** Significant at 1% level], C=0.17

Table 2(b): Time taken to withdraw Cash-E-banks (per cent)

Duration	PSBs	Indian Private Sector Banks	Foreign Banks	Overall Responses
Less than 10 minutes	84.38	85.10	83.59	84.38
Between 10 - 30 minutes	13.28	10.94	11.72	11.98
> 30 minutes	1.56	0.78	3.91	2.08
No Response	0.78	3.12	0.78	1.56
Total	100	100	100	100

$\chi^2 = 13.15$* [* Significant at 5% level], C=0.13

Time Taken to Encash a Bank Draft: It can be seen from the Table 3(a) that the number of customers turning-up at the bank to encash drafts is very limited. In case of those customers who turn up to transact such business, the waiting time figures are marginally better for the Indian Private Sector Banks with 21.09 per cent of the customer reporting a waiting time of less than 10 minute while corresponding figure for the Foreign Banks is 11.72 per cent. A big chunk of customers found to experience a delay of between 10–30 minutes. Chi-Square test reveals that there is significant difference among three bank group customers.

PSBs are more efficient to provide the facility of bank draft encashment (table 3(b)). The 62.5 per cent customers of PSBs reported encashment less than 10 minutes. However, Chi-square does not reveal

significant difference in three E-bank groups. Even co-efficient of contingency is only 0.11 per cent which very low.

Table 3(a): Time Taken to Encash Bank Draft-In Partially IT Banks (per cent)

Duration	PSBs	Indian Private Sector Banks	Foreign Banks	Overall Responses
Less than 10 minutes	18.75	21.09	11.72	17.19
Between 10 - 30 minutes	61.72	48.44	48.44	52.86
> 30 minutes	17.97	28.12	37.50	27.86
No Response	1.56	2.34	2.34	2.08
Total	100	100	100	100

$\chi^2 = 30.82$** [** Significant at 1% level], C=0.20

Table 3(b): Time Taken to Encash Bank Draft-E-banks (per cent)

Duration	PSBs	Indian Private Sector Banks	Foreign Banks	Overall Responses
Less than 10 minutes	62.50	57.81	51.56	57.24
Between 10 - 30 minutes	32.03	36.72	39.84	36.20
> 30 minutes	3.12	1.56	4.69	3.12
No Response	2.34	3.91	3.91	3.39
Total	100	100	100	100

$\chi^2 = 10.11$ [Not Significant], C = 0.11

Time Taken to Deposit Cash: The time taken by the banks to receive cash from the customers, who have come to deposit it, is presented in Table 4(a). This table shows that in case of PSBs 52.34 per cent customer reported 10 to 30 minutes duration to deposit the money. Overall, irrespective of the bank group, 50.26 per cent customers are in favor of 10-30 minute time to deposit the money. Statistical test shows this difference to be significant. Thus Indian Private Sector banks and PSBs may be said to outperform the Foreign Banks in the time taken to receive cash from customers at the cash counter. Table 4(b) shows that PSBs (only fully E-banks) are more efficient to receive cash from customers at the cash counter (69.53 per cent) as compare to Foreign Banks (64.84 per cent) & Indian Private Sector Banks (68.75 per cent). Only less than 10 minutes are sufficient to deposit the cash. Chi-Square test reveals not a significant difference in all fully E-banks.

Table 4(a): Time Taken to Deposit Cash-In Partially IT Banks (per cent)

Duration	PSBs	Indian Private Sector Banks	Foreign Banks	Overall Responses
Less than 10 minutes	40.62	42.97	39.00	40.89
Between 10 - 30 minutes	52.34	48.44	50.00	50.26
> 30 minutes	7.03	7.03	10.16	8.07
No Response	---	1.56	0.78	0.78
Total	100	100	100	100

$\chi^2 = 6.94$ [Not Significant], C = 0.09

Table 4(b): Time Taken to Deposit Cash-E-banks (per cent)

Duration	PSBs	Indian Private Sector Banks	Foreign Banks	Overall Responses
Less than 10 minutes	69.55	68.75	64.84	67.71
Between 10 - 30 minutes	25.78	25.78	26.56	26.04
> 30 minutes	2.34	2.34	6.25	3.65
No Response	2.34	3.12	2.34	2.60
Total	100	100	100	100

$\chi^2 = 8.06$ [Not Significant], C=0.10

Time Taken to Get a New Cheque Book: Table 5(a) shows the time taken to get a new cheque book from their banks. Among PSBs, 48.44 per cent customers are in favor of 10 to 30 minutes whereas in Indian Private

Sector Banks & Foreign Banks it is marginally greater than 44 per cent Indian Private Sector Banks seems to be more efficient to issue a cheque book i.e. less than 10 minutes. Chi-Square test confirms this difference to be statistically significant. Among E-banks, PSBs has shown excellent performance, 56.25 per cent customer reported that less than 10 minutes are sufficient to get a new cheque book. Overall, result is in favor of less than 5 minutes time period. But statistical test does not support the difference significant & even co-efficient of contingency is only 0.11 per cent which is very small.

Table 5(a): Time Taken to Get Cheque New Book-In Partially IT Banks (per cent)

Duration	PSBs	Indian Private Sector Banks	Foreign Banks	Overall Responses
Less than 10 minutes	21.88	32.03	22.66	25.52
Between 10 - 30 minutes	48.44	39.84	44.53	44.27
> 30 minutes	21.09	21.09	29.69	23.96
No Response	8.59	7.03	3.12	6.25
Total	100	100	100	100

$\chi^2 = 20.31$** [** Significant at 1% level], C=0.16

Table 5(b): Time Taken to Get Cheque New Book-E-banks (per cent)

Duration	PSBs	Indian Private Sector Banks	Foreign Banks	Overall Responses
Less than 10 minutes	56.25	53.91	48.44	52.86
Between 10 - 30 minutes	33.59	31.25	39.06	34.64
> 30 minutes	3.91	7.81	7.81	6.51
No Response	6.25	7.03	4.69	5.99
Total	100	100	100	100

$\chi^2 = 9.15$ [Not Significant], C=0.11

Time Taken to Purchase a Bank Draft: The time taken to purchase a bank draft is shown in Table 6(a). It is evident that the most of the customers in either category of banks have experienced a waiting time of between 10 to 30 minutes to obtain a bank draft. A closer look at the table however reveals a mixed trend. The Foreign Banks customers (40.30 per cent) reported that more than 30 minute are required to obtain a bank draft. The difference among the three groups is found to be statistically significant. Indian Private Sector banks are thus found to outperform the PSBs & Foreign Banks in the matter of the issuance of bank drafts. In case of E-banks 43.49 per cent customers observed that less than 10 minutes are sufficient to issue a bank draft. E-banks, Indian Private Sector banks are more efficient as compare to their counterparts.

Table 6(a): Time Taken to Purchase Bank Draft-In Partially IT Banks (percent)

Duration	PSBs	Indian Private Sector Banks	Foreign Banks	Overall Responses
Less than 10 minutes	14.84	16.41	9.38	13.54
Between 10 - 30 minutes	45.31	36.72	42.19	41.41
> 30 minutes	35.94	39.84	45.31	40.36
No Response	3.91	7.03	3.12	4.69
Total	100	100	100	100

$\chi^2 = 14.97$* [* Significant at 5% level], C=0.14

Table 6(b): Time Taken to Purchase Bank Draft-E-banks (percent)

Duration	PSBs	Indian Private Sector Banks	Foreign Banks	Overall Responses
Less than 10 minutes	42.19	49.22	39.60	43.49
Between 10 - 30 minutes	46.88	36.72	44.53	42.71
> 30 minutes	6.25	9.38	12.50	9.38
No Response	4.69	4.69	3.91	4.43
Total	100	100	100	100

$\chi^2 = 12.14$ [Not Significant], C=0.12

Time Taken to Open a New FD Account: The time taken to open a new FD account is presented in Table 7(a). The FD is virtually beneficial for the banks. This service by the bank should be provided very efficiently. The maximum bank customers (50.26 per cent) have the opinion that more than 30 minutes are required to open a fixed deposit in all types of bank groups. It may be concluded that as regards the time taken to open a new F.D. account, there is significant difference in the efficiency of this service. In case of E-banks Table 7(b), the maximum responses fall in the category of 10 to 30 minutes. It seems that PSBs are more efficient to provide that services because 39.06 per cent customers are experienced of less than 10 minutes. The difference is statistically significant regarding to open a new fixed deposit account.

Table 7(a): Time Taken to Open Fixed Deposit Account-In Partially IT Banks (percent)

Duration	PSBs	Indian Private Sector Banks	Foreign Banks	Overall Responses
Less than 10 minutes	14.84	14.84	7.81	12.50
Between 10 - 30 minutes	36.72	29.69	28.91	31.77
> 30 minutes	42.97	47.66	60.16	50.26
No Response	5.47	7.81	3.12	5.47
Total	100	100	100	100

$\chi^2 = 22.92$** [** Significant at 1% level], C=0.17

Table 7(b): Time Taken to Open Fixed Deposit Account-E-banks (percent)

Duration	PSBs	Indian Private Sector Banks	Foreign Banks	Overall Responses
Less than 10 minutes	39.06	35.16	28.91	34.38
Between 10 - 30 minutes	42.97	42.97	41.41	42.45
> 30 minutes	11.72	13.28	26.56	17.19
No Response	6.25	8.59	3.12	5.99
Total	100	100	100	100

$\chi^2 = 30.26$** [** Significant at 1% level], C=0.19

Time Taken to Get Local Cheques in Account: It may be seen from Table 8(a) that in the majority of customers, it has taken 2 to 3 days to get their cheques credited in their accounts. PSBs are more efficient in this regard because 52.34 per cent respondents are reported that same day local cheques are credit to their accounts. Chi-square test results that there is significant difference among three categories of banks in the time taken to credit local cheques. Among fully E-banks, again PSBs (76.69 per cent) are more efficient & local cheques are credited in the account same day. Chi-square test highlights the significant difference regarding this service among E-banks.

Table 8(a): Time Taken to Credit Local Cheque in Account-In Partially IT Banks (percent)

Days	PSBs	Indian Private Sector Banks	Foreign Banks	Overall Responses
Same Day	52.34	49.22	31.25	44.27
2 – 3 Days	41.41	43.75	57.81	47.66
3 – 5 Days	3.91	5.47	10.16	6.51
No Response	2.34	1.56	0.78	1.56
Total	100	100	100	100

$\chi^2 = 33.77$** [** Significant at 1% level], C=0.21

Table 8(b): Time Taken to Credit Local Cheque in Account-E-banks (percent)

Days	PSBs	Indian Private Sector Banks	Foreign Banks	Overall Responses
Same Day	79.69	75.00	66.41	73.70
2 – 3 Days	17.97	22.66	28.91	23.18
3 – 5 Days	0.78	---	0.78	0.52
No Response	1.56	2.34	3.91	2.60
Total	100	100	100	100

$\chi^2 = 14.60$* [* Significant at 5% level], C=0.14

Time Taken to Get Outstation Cheques Credit to the Accounts: The Table 9(a) reveals that the most of the customers of the PSBs (42.79 per cent) & Foreign Banks (57.03 per cent) experience a delay of between 3 – 5 days for getting outstation cheques credit to their accounts. There is a significant difference in the opinion of different bank group customers & it is supported by Chi-Square test. E-banks are more efficient to credit outstation cheques & in all the bank groups 2 – 3 days are taken to credit in the account. Foreign Banks are seemed to be very efficient in this regard. Chi-Square test indicates significant difference in the service of outstation cheques.

Table 9(a): Time Taken to Credit Outstation Cheque in Account-In Partially IT Banks (percent)

Days	PSBs	Indian Private Sector Banks	Foreign Banks	Overall Responses
Same Day	8.59	10.16	3.12	7.29
2 – 3 Days	35.94	31.25	32.81	33.33
3 – 5 Days	42.97	41.41	57.03	47.14
No Response	12.50	17.19	7.03	12.24
Total	100	100	100	100

$\chi^2 = 29.30$** [** Significant at 1% level], C=0.19

Table 9(b): Time Taken to Credit Outstation Cheque in Account-E-banks (percent)

Days	PSBs	Indian Private Sector Banks	Foreign Banks	Overall Responses
Same Day	33.59	35.94	25.78	31.77
2 – 3 Days	41.41	31.25	46.69	39.58
3 – 5 Days	17.19	20.31	23.44	20.31
No Response	7.81	12.50	4.69	8.33
Total	100	100	100	100

$\chi^2 = 23.97$** [** Significant at 1% level], C=0.17

From this analysis, it may be concluded that in time and speed bank service e-banks are more efficient as compare to partially IT oriented banks.

Inference

The time taken to transact business has been analyzed with the help of eight variables in partially IT oriented banks and E-banks while seven has shown significant difference regarding time taken in various banking services in partially IT oriented banks while four variable has shown significant difference in E-banks..

Emerging Issues

The following issues are emerging in IT era

- Awareness regarding New Technology in Banks
- High cost in E-banks
- Customers Confidence in e-channels
- Hesitance aspect to use e-channels
- To acquaint the bank customers with global bank technology
- Capturing rural & semi urban population
- Marketing with e-channels
- Changing customer profile
- Proper location of ATMs, mobile ATMs
- Lack of IT experts.
- Creation of proper IT related infrastructure.

Responsibilities of Banks in IT Era

- Banks should give demo regarding the use of e-channels
- e-banking facilities by all the banks
- Fee charges should be transparent
- Win customers confidence
- Capture rural & semi urban bank customers
- Software in regional language
- Spread facility of mobile banks
- Efficient and expert IT staff in banks
- Maximum marketing with e-channels
- Increase in expenditure on R & D
- Banking with smiling face
- Spread Customer Relations Management
- Spread social relationship marketing

Future Area of Intensive Research

- quality of services in partially IT and fully IT oriented banks
- E-banks & utility services
- Occupation wise, age wise use of e-channels
- e-channels & per transaction cost
- Extent of acceptance of e-channels

5. Conclusion

In the emerging competitive environment and IT era, with little or no distinction in the product offerings, it is the speed of rendering service that sets apart one bank from another. Prompt service is equated with quality service. Time is a major factor which affects the quality & reputation of the bank. E-banks are providing quick service & that is why they are becoming more popular. Hence, it is very essential that all bank groups should put in place the right kind of systems to further cut down on service time and render instantaneous services to the customer. Only such banks will tend to survive in the rat race for market shares in the days to come.

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