
CHAPTER -V

Conclusions & Suggestions

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CONCLUSIONS AND SUGGESTIONS

It is observed from all the information collected that, Sangli Urban Co-operative Bank Ltd., has achieved an outstanding progress. It has reached the grass-root level and tried its level best by performing various tasks to give better customer service. Out of nine branches of Sangli Urban Co-operative Bank, three branches were studied, they were Khanbhag Branch, Chandani Chowk (South Shivaji Nagar Branch) and Vishrambag Branch. These three branches are performing various types of banking activities for different groups of customers such as professionals, business firms, pensioners, students, as well as housewives.

The primary emphasis of this work was to evaluate consumers' satisfaction regarding banking services provided by above three branches. For the purpose of this study, some parameters were taken to reveal the preference by the customers in selecting a bank. These parameters included nearness, prompt service, reputation, convenient working hours, personal attention, recommendations from friends and relatives and financial and technical advice.

To achieve this goal, a questionnaire was prepared and responses were obtained from the customers of all three branches. A random sample from 150 respondents for each branch was taken. Random sample of 150 for each branch

included Savings A/c. holders, Current A/c. holders and borrowers (50 respondents from each category). This constituted a questionnaire survey of 450 respondents.

In addition to this, some valuable information was obtained through personal observation, personal discussion with the bank officers, bank managers and bank employees. This information reflected the attitude and willingness of different branches to provide necessary services, to the customers. This revealed their own difficulties and limitations within the existing organization set-up. Branch Manager had to adhere strictly to the rules and procedures laid down by the Head Office. Due to this they cannot take any important decisions. Even for sanctioning a small amount of loan for a needy and eligible customer, a branch has to depend upon Head Office.

CUSTOMER PREFERENCES TOWARDS VARIOUS PARAMETERS:

Table No.4.7 shows the computation of the responses obtained on a seven-point preferential-scale and the weighted averages were calculated for each of the parameters on preferential basis. On the basis of the weighted averages a Table No.4.8 is prepared which shows the ranking of each of these parameters for three branches studied. From this table following facts are revealed. It is clear that, most of the respondents have preferred a branch on the basis of prompt service and nearness. But the question

is whether these two parameters are the real indicators of selecting a branch. Researcher had given other important parameters such as personal attention as well as financial and technical advice. But there is no broader realization of these aspects by both the customers as well as bank management. It seems that the bank service is centred on a few very tangible aspects such as nearness, convenient working hours and prompt service. But these aspects cannot reveal the quality and effectiveness of service.

As regards various parameters, researcher has found that, the respondents have given preference to nearness and prompt service. It is revealed that, most of them select a bank only because it is located at a short distance from their residence. In case of Vishrambag Branch though prompt service ranks at No.4, they have preferred this bank due to only nearness and convenient working hours.

As regard to educational status of the account holders in various branches, it is seen that nearly 42.44% of account holders were graduate. It means more literacy leads to more account holders. It is observed that, more number of account holders are from housewives i.e. 24.44%. From income classification it is seen that large number of account holders belonged to Rs.500 - 1000 income group i.e. 29.11% account holders.

In opening the bank accounts nearness, prompt service, convenient working hours play an important role. Nearly 55.55% account holders strongly agree for nearness followed by prompt service 36.22% and convenient working hours 30.66%.

As regards to communication opinion pool shows that nearly 85.55% of account holders are getting information regarding their questions. There is good correspondence between banker and customers in which opinion pool of customers shows 82.22%. Large number of current account holders are from trading community i.e. 77%. The annual turnover is higher in case of Rs.1 lakh to 2 lakhs. These account holders rely on cash credit (85%). Pass book is upto date in all the branches for which opinion pool shows 64% and 96% says that there is no difficulty in filling the cheques.

In case of saving account holders the opinion pool shows that necessity and loan led to open the accounts i.e. 40% and 20% respectively.

As regards to staff response to the queries, staff response was sympathetic and quick (i.e. 28.66% and 24.66%). The loan application and loan sanction gap shows 1 to 2 months (44%). More formalities have been observed in getting the loan i.e. 68.66%. But bank fulfils the needs in all respects and also gave convenient instalments to the customers in which opinion shows 58%

and 78%. It is also observed that customers were taking loan for housing purpose followed by domestic purposes.

From the above observations, it can be concluded, that Sangli Urban Co-operative Bank, through its various branches is taking maximum efforts to give better service and expanding its branches at various places.

SUGGESTIONS:

Though the bank is working systematically, some efforts have also been made by the bank for smooth working as well as to give satisfactory results to customers. But even then the bank must consider some suggestions for effective working and to satisfy the requirements of the customers.

- (1) Suggestion box and enquiry counter system should be made available and its importance should be informed to the customers.
- (2) Close and friendly contacts should be developed with customers through proper communication and co-ordination. For this purpose staff training programme should be conducted.
- (3) Lengthy procedure of loan sanction should be avoided, for this purpose branches should be allotted necessary authority in sanctioning the loan upto a certain limit. This will give better scope and more freedom to branch manager.
- (4) Bank should appoint a special team of officers to make the spot assessment of the state of customer services at branch level.

- (5) Bank should appoint PRO Officer for looking into complaints and queries of the customers.
- (6) The specific day of every month should be observed as a 'customers day' and the customers should be informed through advertisement in the news paper to contact officers of the banks with their complaints and suggestions and the bank should form a Customers Committee.
- (7) Banking system should be modernised by Modern Management input and computerisation with care that computer culture and education should be introduced first for mutual benefit of both employees and customers.
- (8) Bank should develop awareness among the customers and general public regarding new services available as well as the rights and duties of the customers. This will help bank management to strengthen its own performance, develop better relationship with the customers and enhance its own reputation.
- (9) Considering the societal aspect and proper marketing of banking services, a healthy system within the branches should be developed. For this purpose STAFF-CIRCLES should be established at each branch. At least two circles at each branch should be established. One circle should consist of the members from clerical cadre and other circle should include members belonging to officer cadre. The circle meetings can be conducted once in a week or fortnight. Different issues and problems related

to customers service can be discussed and various suggestions can be invited from the members of the circle. Branch Managers can take concrete steps on the basis of the suggestions received from staff circles. Even some suggestions can be communicated to the Head Office for more co-operation and support from the top management.

With this approach all employees will have an opportunity to participate and make suggestions. This will create a sense of responsibility among them. This will also help all of them to look into customer service more practically and positively.

With this approach the branches can definitely evolve better system as there is more interaction among bank employees, if possible a few important customers can be invited to attend circle meeting.

(10) During the study it was observed that, though the Urban Co-operative Banks are established to fulfil the needs of middle-class people, a large number of small credit co-operative societies are emerging very fast in cities like Sangli and Miraj. These co-operatives have established very close- relations with the customers which is not found in co-operative banks. This may limit the number and the class of customers available to Sangli Urban Co-operative Bank. Hence Sangli Urban Co-operative Bank should consider the situation as a future challenge.

It can be suggested that, the bank management should be alert to respond adequately to customer complaints

and suggestions. It can be quoted from ''Bank Marketing'' by K.K.Saxena that, the customer -

- is most important person in our business.
- does an honour when he calls.
- is part of our business, not an outsider.
- is not a cold statistic. He is flesh and blood, a human being with feelings and emotions.
- is deserving the most courteous and attentive treatment we can give him.
- is not some one to argue with or match wits with.

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