

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.

Open J-Gate, India [link of the same is duly available at Inlibnet of University Grants Commission (U.G.C.)].

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 1771 Cities in 148 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	ONLINE COMMUNITY IDENTIFICATION AND CITIZENSHIP BEHAVIORS: INVESTIGATING THE EFFECT OF PERCEIVED VALUE <i>KUANG-WEN WU, MAY-CHING DING & YUAN-SHUH LII</i>	1
2.	THE IMPACT OF GLOBAL FINANCIAL CRISIS ON AUDITING PRACTICES IN THE COMMERCIAL BANKS OF JORDANIAN <i>DR. BADI SALEM ALRAWASHDEH</i>	7
3.	FINANCIAL DIAGNOSIS: A CASE STUDY OF LANKA ALUMINIUM INDUSTRIES PLC IN SRI LANKA <i>ARULVEL, K.K, BALAPUTHIRAN, S & DR. B. NIMALATHASAN</i>	10
4.	DETERMINANTS OF BASIC SCHOOL TEACHERS' LEVEL OF COMPUTER LITERACY IN GHANA <i>PAUL DELA AHIAATROGAH & ELISHA D'ARCHIMEDES ARMAH</i>	14
5.	DATA MINING IMPACTS ON HIGHER EDUCATION <i>ROY MATHEW</i>	19
6.	CHALLENGES OF INTERNAL AUDIT FUNCTION IN PUBLIC SECTOR GOVERNANCE: EMPIRICAL EVIDENCE FROM ETHIOPIA <i>AGUMAS ALAMIREW MEBRATU</i>	23
7.	AN EXAMINATION OF LEADERSHIP STYLES OF SENIOR AND MIDDLE LEVEL MANAGERS IN SELECTED ORGANISATIONS IN MUSCAT, SULTANATE OF OMAN <i>NEELUFER ASLAM & KUSUM LATA MISHRA</i>	33
8.	KNOWLEDGE AUDIT AS A SUCCESS FACTOR FOR KM IMPLEMENTATION <i>DR. C. S. RAMANI GOPAL & DR. G. PALANIAPPAN</i>	37
9.	MEASURING THE LEVEL OF CUSTOMER SATISFACTION AND CUSTOMER LOYALTY IN BANKING AND INSURANCE SECTOR IN INDIA: A COMPARATIVE STUDY <i>CHARU UPADHYAYA & DR. V. K. JAIN</i>	43
10.	A STUDY ON RETAIL SERVICE QUALITY SCALE (RSQS MODEL) APPLICATION WITH REFERENCE TO RELIANCE FRESH IN CITY OF BHAVNAGAR <i>DR. K. S. VATALIYA, KIRAN SOLANKI & MALHAR TRIVEDI</i>	49
11.	ONLINE BUYING BEHAVIOUR OF CUSTOMERS: A CASE STUDY OF NORTHERN INDIA <i>VINOD KUMAR, DR. VERSHA MEHTA & DR. ALKA SHARMA</i>	54
12.	DEALERS AND CONSUMER DURABLES (A STUDY BASED ON DEALERS PERCEPTIONS AS REGARDS SAMSUNG COLOUR TELEVISION) <i>DR. R. SAVITHRI</i>	61
13.	A STUDY ON THE INDIAN SMALL CAR MARKET AND FACTORS INFLUENCING CUSTOMERS' DECISIONS TOWARDS PURCHASE OF SMALL CARS' <i>THAMARAI SELVI N & NITHILA VINCENT</i>	65
14.	LEAN MANUFACTURING SYSTEM: AN EFFECTIVE TOOL FOR ORGANIZATIONAL MANAGEMENT <i>S. K. RAJENDRA, R. SUPRABHA & V. M. AKSHATHA</i>	70
15.	CUSTOMER SERVICE MANAGEMENT IN SELECT PUBLIC SECTOR BANKS IN RURAL VILLAGES IN SALEM DISTRICT, TAMIL NADU <i>DR. A. JAYAKUMAR & G. ANBALAGAN</i>	75
16.	REVISITED 'THE IRREGULARITY OF INDIAN STOCK MARKET: AN OCTOBER EFFECT ANALYSIS' <i>RAJESH KHURANA & DR. D. P. WARNE</i>	78
17.	ICT ENABLED DELIVERY SYSTEM AND CHALLENGES IN PUBLIC HEALTH SERVICES MANAGEMENT <i>GANESHKUMAR HIREGODDAR & DR. H. RAJASHEKAR</i>	81
18.	SOCIAL MEDIA MARKETING AND BOLLYWOOD: RECENT TRENDS AND OPPORTUNITIES <i>DEEPMALA JAIN & SONIA GOSWAMI</i>	86
19.	EFFECT OF FACEBOOK ON PURCHASING BEHAVIOR OF YOUTH <i>PREYAL DESAI, PRATIMA SHUKLA & NIKUNJ THAKKAR</i>	93
20.	RESEARCH & DEVELOPMENT IN MANAGEMENT <i>DR. PULI. SUBRMANYAM & S. ISMAIL BASHA</i>	98
21.	TREND IN EXPORT OF LEATHER PRODUCTION IN INDIA <i>DR. P. CHENNAKRISHNAN</i>	105
22.	CONCURRENCY CONTROL MECHANISM IN DBMS <i>GEETIKA</i>	109
23.	A STUDY ON OPERATIONAL CONSTRAINS INVOLVED IN STEVEDORING TECHNIQUES AT SEAPOL LOGISTICS PVT. LTD., TUTICORIN <i>DR. A. MERLIN THANGA JOY</i>	111
24.	IMPACT OF MERGER AND ACQUISITION ON THE FINANCIAL PERFORMANCE OF SELECT PUBLIC SECTOR BANKS IN INDIA <i>DR. V. MOHANRAJ</i>	119
25.	NEUROMARKETING: INNOVATIVE FOCUS ON THE FEMALE BUYING BRAIN <i>DEEPA KEDAR RELE</i>	122
26.	CONSUMER SATISFACTION IN INDIAN CELLULAR INDUSTRY USING SERVICE QUALITY MODEL- AN EMPIRICAL ASSESSMENT <i>DR. MANMATH NATH SAMANTARAY</i>	126
27.	SECURITY STANDARDS IN SERVICED APARTMENTS – WITH SPECIAL REFERENCE TO BANGALORE AND CHENNAI (SOUTH INDIA) - AN ANALYSIS <i>DR. LEENA N. FUKEY</i>	130
28.	TO DISCUSS THE EFFECT OF SUPPLIERS' INVOLVEMENT, OPERATIONAL CAPABILITIES & SOURCING PRACTICES ON SUPPLY CHAIN FLEXIBILITY <i>PARDEEP SINGH BAJWA, KANWARPREET SINGH & DOORDARSHI SINGH</i>	136
29.	INFORMATION AND COMMUNICATION TECHNOLOGY (ICT): NEW DEAL FOR INTERNATIONAL DEVELOPMENT SMEs SERVICES <i>VAHID RANGRIZ</i>	141
30.	HUMAN RESOURCE MANAGEMENT: BROADENING THE CONCEPT OF HUMAN RESOURCES <i>VISHU AGRAWAL & DISHA AGRAWAL</i>	148
	REQUEST FOR FEEDBACK	153

CHIEF PATRON

PROF. K. K. AGGARWAL

Chancellor, Lingaya's University, Delhi
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON

LATE SH. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana
Former Vice-President, Dadri Education Society, Charkhi Dadri
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

DR. MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

ADVISORS

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

DR. MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. PARVEEN KUMAR

Director, M.C.A., Meerut Institute of Engineering & Technology, Meerut, U. P.

PROF. H. R. SHARMA

Director, Chhatrapati Shivaji Institute of Technology, Durg, C.G.

PROF. MANOHAR LAL

Director & Chairman, School of Information & Computer Sciences, I.G.N.O.U., New Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

PROF. R. K. CHOUDHARY

Director, Asia Pacific Institute of Information Technology, Panipat

DR. ASHWANI KUSH

Head, Computer Science, University College, Kurukshetra University, Kurukshetra

DR. BHARAT BHUSHAN

Head, Department of Computer Science & Applications, Guru Nanak Khalsa College, Yamunanagar

DR. VIJAYPAL SINGH DHAKA

Dean (Academics), Rajasthan Institute of Engineering & Technology, Jaipur

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHINDER CHAND

Associate Professor, Kurukshetra University, Kurukshetra

DR. MOHENDER KUMAR GUPTA

Associate Professor, P.J.L.N. Government College, Faridabad

DR. SAMBHAV GARG

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

DR. BHAVET

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana

ASSOCIATE EDITORS

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

ASHISH CHOPRA

Sr. Lecturer, Doon Valley Institute of Engineering & Technology, Karnal

TECHNICAL ADVISORS

AMITA

Faculty, Government M. S., Mohali

DR. MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Management Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email address: infoijrcm@gmail.com.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR
IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled ' _____ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:

Affiliation with full address, contact numbers & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

NOTES:

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:
New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers**, and **email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

INTRODUCTION**REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use **(ed.)** for one editor, and **(ed.s)** for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

MEASURING THE LEVEL OF CUSTOMER SATISFACTION AND CUSTOMER LOYALTY IN BANKING AND INSURANCE SECTOR IN INDIA: A COMPARATIVE STUDY

CHARU UPADHYAYA
ASST. PROFESSOR
LALA LAJPATRAI INSTITUTE OF MANAGEMENT
MUMBAI UNIVERSITY
MUMBAI

DR. V. K. JAIN
DEAN ACADEMICS
INSTITUTE OF MANAGEMENT STUDIES
DEHRADUN

ABSTRACT

Customer Relationship Management (CRM) is emerging as a core marketing activity for business operating in fiercely competitive environment. India is being considered as the country having one of the largest customer data base. It is one of the fastest developing countries, given this fact organizations are focusing on developing an effective strategy to retain and enhance their customer base i.e. by developing a sound Customer Satisfaction strategy and generating more Customer Loyalty. Banking and Insurance sector are now understanding the importance of Customer Satisfaction and Loyalty, they are functioning with a more customer centric approach. The aim of this study is to analyze and compare the level of Customer Satisfaction and Customer Loyalty in selected banks and insurance companies of India, identify the benefits, the problems, as well as the success and failure factors and develop a better understanding of CRM. For conducting the study a self designed standard questionnaire was used from over 500 customers from both the sectors. Further mean, was calculated to measure the level of significance of Customer Satisfaction and Customer Loyalty in both sectors. Also, T test was applied on the data collected to measure the difference in the level of Customer satisfaction and Customer Loyalty in Banking and Insurance Sectors, which resulted that, there is a significant difference in the level of Customer Satisfaction and Customer Loyalty between Banking and Insurance Sectors. There is a paradigm shift in customer's behaviour pattern; hence organizations should focus on developing long lasting relationships by catering customers' needs.

KEYWORDS

Customer Loyalty, Customer Relationship Management, Customer Satisfaction.

1. INTRODUCTION

The concept of relationship marketing was formally introduced in early 90s when financial services, airlines and other service institutions stated to 'reward to retain' the existing customers by introducing loyalty programs, CRM is only a product of the late nineties. With the era of new technology, growing customer demands, companies are in a process of enhancing their relationship management approach. They are now understanding the importance of CRM and have started designing their products with a more customer centric approach.

In India also, the wave of deregulation of early 1990s has created heightened competition and greater risk for banks and other financial intermediaries. The cross-border flows and entry of new players and products have forced banks to adjust the product-mix and undertake rapid changes in their processes and operations to remain competitive. Over the years, Indian banks have expanded to cover a large geographical and functional area to meet the development needs. The banks now need to ensure by their service that the customers come back to them i.e. loyalty is generated and maintained. This is because the major chunk of income for most of the banks comes from existing customers. By implementing better customer services, the level of other factors like trust, commitment and assurance also increases.

According to a RBI road-map, India will have a competitive banking market after 2009. As one of the most attractive emerging market destinations, India will see foreign banks come in, what with more freedom to come in, grow and acquire. Therefore, it is imperative that Indian banks wake up to this reality and re-focus on their core assets- the customers. A greater Focus on service management is the only way the banking industry can protect its market share and boost growth.

While the insurance sector is seeking to maintain a balance between acquiring customers and developing existing ones, customer acquisition is vital, as no retention strategy will entirely stem customer defection. Insurance companies are experiencing unacceptable levels of customer churn, thanks to which they are focusing on keeping the customers they already have in a bid to ensure a net growth in their customer base. Today, the focus is on selling more products to existing customers to improve profitability. Customer-focused strategies require CRM (customer relationship management) to help acquire customers through various touch points and translate operational data into actionable insights for proactively serving customers.

In life insurance industry, a decade ago, selling for insurance company is seemed straight forward. But things have changed and competition has taken a new pace. Today bank sell annuities, stock brokers sell life insurance. The line between financial services providers has blurred. Combined with the competition, challenging economic condition has forced the insurance company to rethink how to do their business. To survive in this competitive world, insurance companies can no longer operate under a policy based model. Instead, they must adopt a new client centric approach to better meet the needs of its customers.

1.2 CUSTOMER SATISFACTION AND CUSTOMER LOYALTY

1.2.1 CUSTOMER SATISFACTION

Customer satisfaction, a business term, is a measure of how products and services supplied by a company meet or surpass customer expectation. Customer Satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy. Customer Satisfaction is an abstract concept and the actual manifestation of the state of satisfaction that will vary from person to person and from product to service. The state of satisfaction depends on a number of both psychological and physical variables which correlate with satisfaction behaviors such as return and recommend rate.

1.2.2 CUSTOMER LOYALTY

It is defined as continuing patronage over time. The degree of loyalty can be gauged by tracking customer accounts over defined time periods and noting the degree of continuity in patronage. It can also be defined as the degree to which a customer exhibits repeat purchasing behavior from a service provider, possesses a positive attitudinal disposition toward the provider, and considers using only this provider when a need for this service exists. Loyalty is also interpreted as true loyalty rather than repeat purchasing behavior, which is the actual re-buying of a brand, regardless of commitment.

1.3 BANKS APPROACH TO CUSTOMER SATISFACTION AND CUSTOMER LOYALTY

The ongoing developments in Indian industry and government and the integration of India with the global markets also offer myriad opportunities to the banking sector. Companies and governments are increasingly seeking high-quality banking services to improve their own operating efficiency. Companies seek to

offer better customer service and maximize shareholder returns and governments seek to improve the quality of public services. K V Kamath (MD and CEO, ICICI Bank)

The Indian banking sector is faced with multiple and concurrent challenges such as increased competition, rising customer expectations, and diminishing customer loyalty. The banking industry is also changing at a phenomenal speed. While at the one end, we have millions of savers and investors who still do not use a bank, another segment continues to bank with a physical branch and at the other end of the spectrum, the customers are becoming familiar with ATMs, e-banking, and cashless economy. This shows the immense potential for market expansion. The exponential growth for the industry comes from being able to handle as wide a range of this spectrum as possible. In this complex and fast changing environment, the only sustainable competitive advantage is to give the customer an optimum blend of technology and traditional service. P T Kuppuswamy (Chairman and CEO, The Karur Vysya Bank)

1.4 INSURANCE COMPANIES APPROACH TO CUSTOMER SATISFACTION AND CUSTOMER LOYALTY

Insurance business in India is transacted mainly out of trust and confidence. We do agree that while pricing is an important factor for customer choice, it is not the only factor. Indian customers are becoming more discerning and advisors need to educate them not only about price but also about products and value added services offered by insurers, says CEO and MD of Bharti AXA General Insurance, Dr. Amarnath Ananthnarayan in an exclusive conversation with Apnapaisa.

Customers have become more demanding and require product and services to meet their evolving needs and expectations. Insurers need to focus on developing customised propositions, stronger direct relationships and increase transparency in their communication," Ernst & Young, India Partner and Insurance leader Rohan Sachdev

2. LITERATURE REVIEW

Patrick Amofah Amer Ijaz (2005), "Objectives Strategies and Expected Benefits of Customer Relationship Management". Master's Thesis,. Conducted a study to determine the objectives, strategies and expected benefits of CRM initiatives by service organizations. Case study methodology was adopted in order to conduct the study. It was found that customer identification, customer differentiation, customer interaction and personalization are main strategies of CRM initiatives by the service companies. The major benefits to these organization by CRM was found to be higher profitability, cost reduction, customer retention and loyalty and positive impact on all over performance of the organizations in the long run.

Iftikhar Hussain et al (2009), "Customer Relationship Management: Strategies and Practices in Selected Banks of Pakistan". International Review of Business Research Papers. Conducted the study to explore and analyze the strategic implementation of CRM in selected banks of Pakistan, identify the benefits, the problems, as well as the success and failure factors of the implementation and develop a better understanding of CRM impact on banking competitiveness as well as provide a greater understanding of what constitutes good CRM practices. In this study, CMAT (Customer Management Assessment Tool) model is used which encompasses all the essential elements of practical customer relationship management. Data is collected through questionnaires from the three major banks (HBL, MCB, and Citibank) of Pakistan. The evidence supports that CRM is gradually being practiced in studied banks; however the true spirit of CRM is still needed to be on the active agenda of the banking sector in Pakistan.

Dr. Mercy S. Samuel et al (2011), "CRM Strategies: An Underlying Market Based Strategy for Insurers: A Qualitative Study". Synergy. Stated that the current challenges that the insurance companies are facing is a very high level of attrition which happens due to excessive targets and a resistant consumer? Rather than exhibiting an appreciation for the value of broad, long lasting customer relationships, the thinking of insurance companies remained inherently product focused bound by product limitations and scarcity of customer information endemic to insurer and vice versa. But now the insurance companies are awakening to capture the customer attention. Insurers must learn much about the financial and personal situation of the customer and then go in for segmentation and targeting.

Ponreka Maria D et al (2009), "Customer Satisfaction with Service Quality with Special Reference to Life Insurance Corporation in Madurai District". *Advances in Management*. In view of the increasing competition, the paper attempts to understand the dimensions of service quality, which helps ensuring maximum customer satisfaction and hence helps LIC to acquire a larger share in the market. The study was done on a stratified random sampling design. Through factor analysis, the factors identified with new names which influence the quality of service rendered by the LIC in Madurai district are Individualized attention. Performance, Tangibles, Trustworthiness and Courtesy. While this research provides some important initial insight into role of service quality factors in life insurance market, there is still an opportunity to extend these findings to gain on more comprehensive understanding of service quality.

Vikas Nath et al (2009), "An Insight into Customer Relationship Management Practices in Selected Indian Service Industries". *Journal of Marketing & Communication*. The present study seeks to determine the status of Customer Relationship Management in Banking, Insurance and Telecommunications sectors and the extent to which it is being practiced and accepted by the organizations in the stated industries. It further tries to determine the extent to which relationship-marketing practices lead to a favourable customer relationship, connectivity and profitability of a customer. It was seen that there is an ongoing struggle for capturing a larger share of the customer pie at the lowest possible cost in a bid to serve customers as effectively and efficiently as possible. Increased competition is prompting customers to move from one firm to another in search of better service and, more explicitly, complete solution to their issues. It can be said that organizations in selected industries must provide a compelling vision to keep them focused on CRM strategically, tactically and in real time, continuously and mutually with key stakeholders.

Kallol Das et al (2009), "Customer Relationship Management (CRM) Best Practices and Customer Loyalty A Study of Indian Retail Banking Sector". The current study explores the association between deployment of customer relationship management (CRM) best practices and loyalty of profitable customers in Indian retail banking sector. The study comprises two parts. The first part called the CRM best practices survey involves the use of descriptive research design. The second part viz. case study research involves the use of embedded customer loyalty survey. The study develops a list of 29 CRM best practices, which may be helpful to the organizations toward achieving comprehensive CRM deployment. The results also imply that going for CRM deployment may not be a profitable strategy for retail banks, particularly in the Indian context.

Bilal Afsar (2010), "Determinants of customer loyalty in the banking sector: The case of Pakistan". *African Journal of Business Management*. This research attempts to find the factors of customer loyalty and their relationships with the banking industry in one of the developing countries, which is Pakistan. It was found that Perceived quality, satisfaction, trust, switching cost and commitment are the factors which influence the loyalty of the customers.

Dr. Naveen Kumar et al (2011), "CUSTOMER SATISFACTION IN NEW GENERATION BANKS (A CASE STUDY OF HDFC BANK)". *Journal Of Arts, Science & Commerce*. Stated That the Majority of India's Banks Are not very diversified in terms of the products and services they offer. One strategic focus that banks can implement to remain competitive would be to retain as many customers as possible. And customer retention is possible through customer satisfaction only. Thus, customers' satisfaction is the key of success in today's competitive era.

Dr Doongar Singh Khichee (2011), "Customer Satisfaction: A Study of Insurance Facilities Available in Jodhpur". *Lachoo Management Journal*, Volume 2, Number 2, July - December 2011. The customers are educated and are using the services with ease and efficiency. The insurance market is well developed with the products accepted by the insurance system and made available to the customers through the aid of technology. The impact of technology is high with the services reaching through the internet to make the transactions happening in a faster way. The insurance serves are the lifeblood of nay economy with the emphasis to make the life of the customers comfortable and happy so to enhance the insurance literacy. The well defined insurance services in any sector speak of the excellence of the business systems. The quality of services gives the well developed business models to so as to work on sustainable basis.

3. NEED/IMPORTANCE OF THE STUDY

This study would help the bank and insurance management to gain useful insights regarding relative contribution of each service quality dimensions of relationship management. Considering the present status of both the sectors it has become very essential for them to retain existing customers and boost sales by satisfying them. Satisfied customers are not only loyal towards the organization but also help in creating a trust for the organization in the market which increases the goodwill. Thus, it becomes essential to study both the sectors with a focus of customer centric approach which would help in analysing customers

need and their approach towards a stronger long term relationship. Since India aspires to become globally competent financial centre, it would be appropriate and relevant to conduct the study in order to analyse the current market scenario so that the organizations can implement a strategy in accordance with it.

4. STATEMENT OF THE PROBLEM

With increased level of competition, changing customer's preferences and foreign markets existence, it has become very essential for the Indian organizations to develop themselves at such a pace that meets the global standards of service management. This study is aimed at comparing and addressing the issues of customer satisfaction and loyalty levels of banking and insurance sectors.

5. OBJECTIVES

The overall objective of this study is to analyze the levels of Customer Satisfaction and Customer Loyalty which are prominent in Banking and Insurance industry. For the purpose of the study the following objectives are taken.

1. To measure the level of Customer Satisfaction in Banking Sector.
2. To measure the level of Customer Satisfaction in Insurance Sector.
3. To compare the level of Customer Satisfaction in Banking and Insurance Sector.
4. To measure the level of Customer Loyalty in Banking Sector.
5. To measure the level of Customer Loyalty in Insurance Sector.
6. To compare the level of Customer Loyalty in Banking and Insurance Sector.

6. HYPOTHESES

In order to analyze the level of Customer Satisfaction and Customer Loyalty in Banking and Insurance sector, the following Null Hypotheses are framed

Ho1: There is no significant difference in the level of Customer Satisfaction in Banking and Insurance Sector.

Ho2: There is no significant difference in the level of Customer Loyalty in Banking and Insurance Sector.

7. RESEARCH METHODOLOGY

The following methodology is applied for the purpose of Measuring the Level of Customer Satisfaction and Customer Loyalty in Banking and Insurance Sector India.

7.1 SAMPLE DESIGN

A total of 500 questionnaires were distributed among the respondents out of which 469 from banking sector and 459 from Insurance sector were received as completely filled questionnaires. Convenience sampling method was adopted to fill in the questionnaire. In this research, survey and literature method was employed to have an analysis on the impact of Customer Satisfaction and Customer Loyalty in Banking and Insurance sector

7.2 METHODS OF DATA COLLECTION

In order to analyze the impact of Customer Satisfaction and Customer Loyalty in Banking and Insurance sector primary data was collected by using self designed and standard structured questionnaire for Banking and Insurance Sector. All of this data was numerical and as a result the methodological research approach in his paper is quantitative. The questions in the questionnaires tried to find the levels of Customer Satisfaction and Customer loyalty prevalent in Banking and Insurance Sector. The above opinions were measured by requesting respondents to indicate, on a five-point Likert-type scales, anchored on "1 = Strongly Disagree" through "5 = Strongly Agree".

7.3 DATA VALIDATION

To validate the collected data, statistical tools are applied and inferences are drawn. To compare the level of Customer Satisfaction and Customer Loyalty in both the sectors i.e. Banking and Insurance a Paired Samples Test, T test is performed on the data collected. The data was analyzed with the help of SPSS software.

8. RESULTS & DISCUSSIONS

To achieve the objectives of the study, the collected data is analysed and the following are the results:

OBJECTIVE 1: TO MEASURE THE LEVEL OF CUSTOMER SATISFACTION IN BANKING SECTOR

The results of data collected for banking sector indicates that the customers are satisfied with the services provided by the banks, as the mean value is found out to be 3.33, which is more than the standard value 3.00. The questions asked in the questionnaire covered areas of Customer satisfactions such as level of customer satisfactions of customers with the banks product, services, and timely delivery of services. However, some of the customers strongly disagreed on the parameter that banks conduct recreation facilities for the customers, because of which the mean value got affected. Thus, banks need to focus upon these issues more adequately.

OBJECTIVE 2: TO MEASURE THE LEVEL OF CUSTOMER SATISFACTION IN INSURANCE SECTOR

The results of data collected for insurance sector indicates that the customers are satisfied with the services provided by the insurers, as the mean value is found out to be 3.84, which is more than the standard value 3.00. The parameters to evaluate the level of satisfaction in Insurance and Banking sectors were same. The areas which need current attention are improving the product features, service offered before and after sales service. Hence, the hypothesis is true in the sense that there is no significant impact of Customer Satisfaction in Insurance Sector.

OBJECTIVE 3: TO COMPARE THE LEVEL OF CUSTOMER SATISFACTION IN BANKING AND INSURANCE SECTOR

Ho1: There is no significant difference in the level of Customer Satisfaction in Banking and Insurance Sector.

The comparative mean tests or T tests (Table No. 1) results indicate that the factors of Customer Satisfaction do not have a significant impact in Banking and Insurance sector as the value is less than .05. Hence, there exists a significant level of difference in the satisfaction of customers in both the sectors. Earlier, the mean value results indicate that customers are more satisfied in insurance sectors as compared to banking sector. Thus, banking sector needs to enhance its operations in terms of delivering services and relationship management in order to generate more customer satisfaction levels. Hence, the hypothesis, Ho1: There is no significant difference in the level of Customer Satisfaction in Banking and Insurance Sector stands rejected.

OBJECTIVE 4: TO MEASURE THE LEVEL OF CUSTOMER LOYALTY IN BANKING SECTOR

The results of data collected for banking sector indicates that the customers are satisfied with the services provided by the banks, as the mean value is found out to be 3.90, which is more than the standard value 3.00. However, the customers feel that they can switch to other banks on recommendation of their friends and foe, as on this parameter mean value is low, hence, for banks it is very important that they not only satisfy their customers but also, maintain a long term relationship with them. This can be implemented by improving in the area of service management by the employees. Customers should be given with the best of services and ease of comfort while doing banking; this will encourage them to further maintain their relationship with bank.

OBJECTIVE 5: TO MEASURE THE LEVEL OF CUSTOMER LOYALTY IN INSURANCE SECTOR

The results of data collected for insurance sector indicates that the customers are satisfied with the services provided by the insurers, as the mean value is found out to be 3.96, which is more than the standard value 3.00. The customers who purchase a company's product tend to buy same company's product for themselves and their family. Hence, the sector needs to focus improving their services in order to attain more Customer Satisfaction level which would help in maintaining loyalty amongst the customers

OBJECTIVE 6: TO COMPARE THE LEVEL OF CUSTOMER LOYALTY IN BANKING AND INSURANCE SECTOR

Ho2: There is no significant difference in the level of Customer Loyalty in Banking and Insurance Sector.

The results of T test for Customer Loyalty indicate that some of the factors are highly significant, while others are not significant for both the sectors. Factors such as having an inclination to change one’s current organization, level of loyalty and considering loyalty as an important factor are not significant. Earlier from mean values, it was observed that insurance customers are more loyal as the mean value was higher, thus the banks need to focus on creating more loyalty programs. Hence, the hypothesis Ho2: There is no significant difference in the level of Customer Loyalty in Banking and Insurance Sector stands rejected.

9. FINDINGS

1. The results of Customer Satisfaction for Banking sector indicates that customers are satisfied with their banking services, but also some of the variables need prior attention such as creating recreation facilities and performance of their bank with their competitors.
2. The result of Customer Satisfaction for Insurance sector indicates that customers are satisfied with their Insurance Company as the mean value is more than standard i.e. 3.84. Still some areas where the customers are not satisfied include improving the product features, service offered before and after sales.
3. The result of T test for comparing the level of Customer Satisfaction in Banking and Insurance sector indicates that there is a significant difference; customers of insurance are more satisfied as compared to customers of banking sector (Table No. 1).
4. The result of Customer Loyalty for Banking Sector indicates that customers are loyal towards their banking as the mean value is 3.90 as against the standard of 3.0.
5. The results of Customer Loyalty for Insurance Sector indicate that customers are loyal towards their Insurance Company. They not only purchase same company’s product again, but also for their families and also suggest it in their social arena.
6. The result of T test for comparing the level of Customer Loyalty in Banking and Insurance sector indicates that there is a significant difference; customers of banks are less loyal as compared to customers of insurance sector (Table No. 2).

10. RECOMMENDATIONS

From the above findings, following recommendations are suggested:

1. In the area of Customer Satisfaction banks need to focus on of meeting the expectations of product and services of the customers, providing timely delivery of service to its customers and also by creating recreation facilities, as on all these parameters the score of satisfaction is low for the sector.
2. In the area of Customer Loyalty again the banks need to improve on their loyalty programmes as the customers of insurance not only purchase same company’s product again, but also for their families and also suggest it in their social arena.
3. In today’s scenario with increasing competition banks need to channelize their resources up to optimum by delivering quality and timely services to its customers in order to maintain a long term relationship with them.

11. CONCLUSION

It can be concluded from the study that the Banks and Insurance both sectors need to focus on generating more effective relationship management with its customers. As seen from the values of mean and result of T test for Customer Satisfaction, Insurance is excelling, hence, banks need to strategise and concentrate on the strong areas of the insurers and accordingly work on their relationship management. Similarly, for Customer loyalty, banks need to adopt strong areas of insurers as the result of T test suggests that insurers are having more loyal customers.

It has to be understood that both customer satisfaction and customer loyalty go hand in hand. If your customers are satisfied, they should be loyal towards you and vice-versa. But, today in such a competitive environment, just satisfying the customers does not suffices. One should always focus on building a long term relationship, for which continuous tracking and adopting new strategies is suggested. Further if your customers are loyalty, it is not necessary they will not shift to your competitor, hence a constant focus on satisfying their needs is essential.

12. SCOPE FOR FURTHER RESEARCH

Future direction could be to analyse the implementation of the whole concept CRM in the banking and Insurance sector. Also service quality dimensions can be studied in both the sectors.

13. TABLES & FIGURES

TABLE NO. 1

		Paired Differences					t	df	Sig. (2-tailed)
					95% Confidence Interval of the Difference				
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper			
Pair 1	CSB1 CSI1	.349	1.167	.054	.241	.456	6.397	458	.000
Pair 2	CSB2 CSI2	.107	.950	.044	.020	.194	2.406	458	.017
Pair 3	CSB3 CSI3	.109	.907	.042	.026	.192	2.574	458	.010
Pair 4	CSB4 CSI4	.309	1.011	.047	.217	.402	6.556	458	.000
Pair 5	CSB5 CSI5	.166	1.323	.062	.044	.287	2.682	458	.008
Pair 6	CSB6 CSI6	.148	1.243	.058	.034	.262	2.553	458	.011
Pair 7	CSB7 CSI7	.092	1.668	.078	-.061	.244	1.175	458	.240
Pair 8	CSB8 CSI8	2.800	.893	.042	2.718	2.882	67.135	458	.000

(Here, CSB= Customer Satisfaction in Banking Sector and CSB1, CSB2, CS3, CS4, CS5, CS6, CS7, CS8 = Variables of Customer Satisfaction. Also, CSI= Customer Satisfaction in Insurance Sector and CSI1, CSI2, CSI3, CSI4, CSI5, CSI6, CSI7, CSI8 = Variables of Customer Satisfaction)

TABLE NO. 2

Paired Samples Test, T test for comparing the level of Customer Loyalty between Banking and Insurance Sector									
		Paired Differences					t	df	Sig. (2-tailed)
		95% Confidence Interval of the Difference							
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper			
Pair 1	CLB1 CLI1	-.156	.994	.079	-.311	-.001	-1.988	159	.048
PAIR 2	CLB2 CLI2	-.213	1.084	.086	-.382	-.043	-2.480	159	.014
PAIR 3	CLB3 CLI3	.019	1.385	.109	-.197	.235	.171	159	.864
PAIR 4	CLB4 CLI4	-.176	1.172	.055	-.284	-.069	-3.227	458	.001
PAIR 5	CLB5 CLI5	-.054	1.063	.050	-.152	.043	-1.098	458	.273
PAIR 6	CLB6 CLI6	.105	1.371	.064	-.021	.230	1.634	458	.103
PAIR 7	CLB7 CLI7	-.087	.716	.033	-.153	-.022	-2.609	458	.009

(Here, CLI= Customer Loyalty in Insurance Sector and CLI1, CLI2, CLI3, CLI4, CLI5, CLI6, CLI7, CLI8 = Variables of Customer Loyalty in Insurance Sector & CLB= Customer Loyalty in Banking Sector and CLB1, CLB2, CLB3, CLB4, CLB5, CLB6, CLB7 = Variables of Customer Loyalty in Banking Sector)

TABLE NO. 3

Construct to measure Customer Satisfaction and Loyalty		
Customer Satisfaction in Banking and Insurance Sector	CSB1 CSI1	I am satisfied with the product and services of the organization.
	CSB2 CSI2	I am satisfied with the interactions experienced with the organization.
	CSB3 CSI3	I am satisfied with the performance of the product.
	CSB4 CSI4	The product/service has met my expectations.
	CSB5 CSI5	The organization provides timely delivery of its services
	CSB6 CSI6	In comparison to other organizations, I consider the services of my organization successful.
	CSB7 CSI7	The organization conducts recreation facilities for the customers.
	CSB8 CSI8	Customer Satisfaction is important factor to build up relationship
Customer Loyalty in Banking and Insurance Sector	CLB1 CLI1	I would like to continue purchasing the product of my organization.
	CLB2 CLI2	I don't have any inclination to change my current organization
	CLB3 CLI3	I would recommend my current organization to others.
	CLB4 CLI4	I would consider myself to be a loyal customer of my organization.
	CLB5 CLI5	My intention to use the services of my current organization will not change.
	CLB6 CLI6	Even if a close friend recommends other organization, the preference for my organization would not change
	CLB7 CLI7	Customer loyalty is an important factor to build up customer relationship

14. REFERENCES

1. Bilal Afsar (2010), "Determinants of customer loyalty in the banking sector: The case of Pakistan". African Journal of Business Management Vol.4 (6), pp. 1040-1047.
2. Dr Doongar Singh Khichee (2011), "Customer Satisfaction: A Study of Insurance Facilities Available in Jodhpur". Lachoo Management Journal, Volume 2
3. Dr. Mercy S. Samuel et al (2011), "CRM Strategies: An Underlying Market Based Strategy for Insurers: A Qualitative Study". Synergy (Jan, 2011), Vol. IX No. 1.
4. Dr. Naveen Kumar et al (2011), "Customer Satisfaction in New Generation Banks A Case Study Of HDFC Bank". Journal of Arts, Science & Commerce. E-ISSN 2229-4686, ISSN 2231-4172 Vol.- II, Issue -4
5. Iftikhar Hussain et al (2009), "Customer Relationship Management: Strategies and Practices in Selected Banks of Pakistan". International Review of Business Research Papers Vol. 5 No. 6 November 2009, Pp.117-132.
6. Kallol Das et al (2009), "Customer Relationship Management (CRM) Best Practices and Customer Loyalty A Study of Indian Retail Banking Sector". European Journal of Social Sciences – Volume 11, Number 1

7. K.V Kamath et al (2003), "Indian Banking Sector: Challenges and Opportunities". Vikalpa, Vol 28, No 3, Pp 83-99.
8. Patrick Amofah Amer Ijaz (2005), "Objectives Strategies and Expected Benefits of Customer Relationship Management". Master's Thesis, ISSN 1653-0187
9. Ponreka Maria D et al (2009), "Customer Satisfaction with Service Quality with Special Reference to Life Insurance Corporation in Madurai District" . Advances in Management. Vol. 2
10. Vikas Nath et al (2009), "An Insight into Customer Relationship Management Practices in Selected Indian Service Industries". Journal of Marketing & Communication, Vol. 4 Issue 3.



REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Computer Application and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

