



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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COMPARATIVE STUDY ON INNOVATIVE PRACTICES OF SOME SELECTED BANKS

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ABSTRACT

Due to the fast developing knowledge economy related to technology, services and globalization, innovation is at present given high priority both in politics, businesses and research institutions.

Innovativeness is basic requirement to be generating innovation in business organization. Indian banking sector is also undergoing a sea changes witnessing redesigning and makeover. The definition of banking service is drastically changed. Under such situation the survival, sustainability and success of any bank is largely depends on its capability to innovate and attract more number of customers.

The present paper discusses the innovative practices adopted by Private, Public and Cooperatives banks. The findings are based on the primary data collected through interview of Branch Managers of some selected banks. The study attempts to explore the various innovative practices of banks and tried to defined operational construct of innovativeness of banks. It attempt to measure and compare the innovativeness of different banks. Private sectors banks are highly innovative compared to public sectors and cooperative banks. But some of the public sector banks such as Bank of Baroda and Union Banks are not much behind the private sectors banks. So far as innovative practices are concerned co-operative banks are found to be very poor as compared to other banks. However looking to the performance of the bank, cooperative banks are remarkably good compared to private and public sector banks. It indicates that cooperative banks understand its customers well and accordingly adopt the required innovation. Public sector banks are running behind in many parameters of innovation and on performance ground.

KEY WORDS

Innovation, Innovative Practices, Innovative Services, Public Sector Banks, Private Sector Banks, Cooperative Banks.

INTRODUCTION

'India Innovation Survey' jointly conducted by CII (Confederation of Indian Industry) and Boston Consulting Group found that: (A) Innovation is a top strategic focus for most Indian companies, An overwhelming 89% said the importance of innovation has increased significantly over the last 10 years, And 39% felt that innovation today has become critical to their organization. (B) An overwhelming 91% said innovation was amongst the top three strategic priorities.

Due to the fast developing knowledge economy related to technology, services and globalization, innovation is at present given high priority both in politics, businesses and research institutions. Innovativeness is basic requirement to be generating innovation in business organization. So far as business innovation is concerned it can be in terms of new technology, new techniques of production, new sources and types of raw material, novel machinery, new labour saving devices, new packaging techniques and packaging materials, new way of advertising, product development, new application of the existing product and even developing a new market.

Today marketing is business and looking to changing time demands the maximum innovation for marketing activities. It covers Innovative design and presentation techniques, new forms of differentiation, positioning, and advertising, Innovative distribution and customer service methods. It is to help a company develop new value added services, enter new markets, and create new market segments/categories, new distribution methods, and new forms of customer service and customer partnership. Marketing Communication can also be more effective with Innovation Strategies.

India being a world's second largest country so far as population is concerned having a huge potential for financial services, but at the same time India is also consider as a country of diversity and differences. It

is very difficult to woo the Indian customer because standardized marketing strategies cannot work like in case of other country. However the Good thing for banking sector is that the Indian customers are changing in terms many dimension. Even the macro environment of our country is also changing very fast in this globalize world. The success of private as well as public banks depends on how effectively they create a long value chain through innovative practices and initiatives. But it is always difficult to measure the innovativeness of particular organization and its impact on its performance. The present study attempts to measure the innovativeness of banks and its impact of performance. It studies aspects pertaining to innovative services provided by banks, innovative initiatives and changes made by banks, innovative practices made by banks and the overall performance of banks according to managers' & customers' point of view.

INFLIBNET's National Online Union Catalogue which is Information and Library Network Centre (An IUC of UGC) providing database of doctorate research studies carried out at the various universities of India. Very few studies found that focused on Innovation in service sectors and its performance, not a single study has been found. It can be observed from the above table that most of the studies carried out at the various universities of our country are more of general in nature in the area of innovation, there is no study found that focusing on innovation in Banks and its impact on its performances.

CONCEPTUAL FRAMEWORK OF INNOVATIVE

Innovation is a term that is often used by writers but seldom defined. According to the *Oxford English Dictionary*, 'innovation' derives from 'novare' meaning to make new or alter. 'Innovation', then, is defined as, 'to bring in novelties, make changes in'. The definition in the *Macquarie Dictionary* also stresses 'bringing in something new', but adds 'for the first time'. This latter addition, arguably, places a

heavier emphasis on initiating something that has never been developed before, a slightly different emphasis from altering something that already is in existence, which the Oxford definition suggests. In this stronger emphasis on 'newness', 'innovation' seems to have much affinity with a similar word, 'invention'.

OPERATIVE DEFINITION OF INNOVATION

The study attempt to study the innovative offering and practices in banks, impact of innovative practices on the performance (Customer satisfaction and financial performance) of banks.

Banc assurance: Banc assurance is the selling of insurance products by a bank. The usage of the word picked up as banks and insurance companies merged and banks sought to provide insurance.

Health assurance: Health assurance is the selling of health insurance product by banks. The usage of the word picked up as banks and health insurance companies merged and banks sought to provide health insurance.

Wealth assurance: Wealth assurance is the selling of wealth insurance product by banks. The usage of the word picked up as banks and wealth insurance companies merged and banks sought to provide wealth insurance.

Jewelry assurance: Jewelry assurance is the selling of wealth insurance product by banks. The usage of the word picked up as banks and jewelry insurance companies merged and banks sought to provide jewelry insurance.

Credit cards: A credit card is part of a system of payments named after the small plastic card issued to users of the system.

International debit card: A debit card (also known as a bank card or check card) is a plastic card which provides an alternative payment method to cash when making purchases. Functionally, it can be called an electronic check, as the funds are withdrawn directly from either the bank account (often referred to as a *check card*), or from the remaining balance on the card.

Smart card: A smart card, chip card, or integrated circuit card (ICC), is in any pocket-sized card with embedded integrated circuits which can process data.

Gold/ platinum card: A gold/ platinum credit card is part of a system of payments named after the small plastic card issued to users of the system. It is a card entitling its holder to buy goods and services based on the holder's promise to pay for these goods and services.

SME gold credit card: It is a one type of credit card which is specially made for the small & medium enterprises and with having some extra characteristics.

SMS banking: SMS Banking is a technology-enabled service offering from banks to its customers, permitting them to operate selected banking services over their mobile phones using SMS messaging.

Mobile Banking: Mobile banking (also known as M-Banking, mbanking, SMS Banking etc.) is a term used for performing balance checks, account transactions; payments etc. via a mobile device such as a mobile phone.

Tele banking: Tele banking is a term used for performing balance checks, account transactions; payments etc. via a tele-phone.

Internet banking: Online banking (or Internet banking) allows customers to conduct financial transactions on a secure website operated by their retail or virtual bank, credit union or building society.

Branch banking: A branch, banking center or financial center is a retail location where a bank, credit union or other financial institution (and by extension, brokerage firms) offers a wide array of face to face and automated services to its customers.

Corporate banking: Corporate Banking services are an integral part of the Corporate, Investment Banking and Markets (CIBM) structure, which focuses on offering a full range of services to multinationals, large domestic corporate and institutional clients.

Trade finance: Trade finance is related to international trade. While a seller (the exporter) can require the purchaser (an importer) to prepay for goods shipped, the purchaser (importer) may wish to reduce risk by requiring the seller to document that the goods have been shipped. Banks may assist by providing various forms of support.

Merchant banking: In banking, a merchant bank is a financial institution primarily engaged in offering financial services and advice to corporations and wealthy individuals on how to use their money. The term can also be used to describe the private equity activities of banking.

Correspondent banking: Correspondent banking is also known as a relationship entered into between a small bank and a big bank in which the big bank provides a number of deposit, lending, and other services.

Cash mgt services: Banks are providing services of cash management it is just like portfolio management. Some managers is fixed in banks who provide this services to their customer.

Sell gold coins: Most probably all banks now a days stat practicing in providing the gold coins they provide some guarantee regarding the purity of gold.

Mutual funds: A mutual fund is a professionally managed type of collective investment scheme that pools money from many investors and invests it in stocks, bonds, short-term money market instruments, and/or other securities

Pension plan, child plan: This service is just like the insurance plan like children plan, pension plan which is for senior citizen and for their better future. These services are given by banks but they are collaborating with some other company and start selling the products of the other companies.

Portfolio investment services: The term portfolio management is often used to refer to the investment management of collective investment, (not necessarily) whilst the more generic fund management may refer to all forms of institutional investment as well as investment management for private investors.

Locker facility: This is a traditional system which is maintained by every banks, bank provide it for safety keeping of jewelry, documents etc. bank keep your locker safe and they provide 2 keys one of which is there with the bank and the other with the customer.

E- Transfer: Electronic transfer is a facility where we can transfer the amount from our account to any other account with the help of internet, mobile etc.

E- rail: Electronic rail is a facility given by banks through which we should booked railway ticket.

E-tax pay: Electronic tax payments are made by the facility provided by bank as with its internet banking system.

E-bill pay: Bill payments are also made by the services provided by the banks as electronic bill pay the customer just have to give their account number in internet and the amount of bill is paid instantly.

E-petro: Electronic payment of petrol is also done through this system. This facility is only provided by ICICI bank.

Online trading: Banks are providing the trading services which are done online. With the help of which we can transfer the shares, stocks etc and can also buy the same. In simple way we can trade through online trading facility.

Demat facility: Demat mean dematerialized account which is needed when we want to trade our shares and securities through online trading. Now a day it is made compulsory to trade through this online trading.

NRE term deposit: The deposit is maintained in Indian Rupees. Therefore the money you deposit in foreign currency is converted into Indian Rupees, as per the prevailing foreign exchange rate.

NRO term deposit: Higher returns, Attractive fixed interest rates; An NRO Term Deposit gives you higher post tax returns in India than a NRO or NRE savings / current account. Interest earned on your NRO term deposit can be cumulated and received at the time of maturity or can be received in your NRO account every quarter.

FCNR deposit: A Foreign Currency Non Resident Deposit (FCNR) offers you the option of making a deposit in four foreign currencies: US Dollar (USD), EURO (EUR), Pounds (GBP) & Yen (JPY). NRIs with convertible currencies other than the four mentioned here may still open accounts by converting the currency into US GBP.

Electronic fund transfer: Electronic funds transfer or EFT refers to the computer-based systems used to perform financial transactions electronically.

Saving cum recurring account: Most suitable for the customers who desire to invest their monthly surplus funds of a fixed amount for a fixed period and reinvest the accrued / earned interest thereon at an attractive rates of interest. The depositors can set the target for maturity amount, period & enjoy the benefit of quarterly compounding of interest.

Multi city cheque: "Multi City Cheque" is a facility wherein the customer can issue cheques drawn at the base branch and payable at any remote centre. These cheques will thus, be treated as local cheques at the remote centre, even if they are presented through any Bank other than Andhra Bank. There will be no collection charges and the credit will be given on the same day, as applicable to local cheques.

Auto sweep facility: Enables funds to be transferred automatically from one account to another account & consolidates balances from multiple accounts into a single primary account

At-par cheque: At par cheque is a cheque on which no charge is deducted by the bank for crediting to your account, even if your account is in a branch that is in a different city from where the cheque is issued. For example, if your account is in Mumbai, and a company with its account in Delhi gives you a cheque, the Bank will charge certain amount from the cheque, as the cheque will have to be sent to Delhi to get cleared. However, with the networking of branches of most banks, it is possible to get the cheque cleared without sending it to the issuing branch. So, many private and some public sector banks are issuing at par cheque books to their account holders. This means that you can pay a bill in Delhi by cheque even if your account is in some different city. The receiver of the cheque will not have to pay any charge on the credit of the cheque, meaning that he will be more willing to accept your cheque.

INNOVATIVE CHANGES IMPLEMENTED IN BANKS

Innovative changes include all types of changes which are regarding the product, technology, process etc of bank.

Enhancement of infrastructure: Enhancement of infrastructure includes the seating arrangement, available area space, counter tables with smooth layout, air conditioning, proper and innovative facility and of full comfort. This all things are taken as innovative initiatives which a bank must maintain.

Technological up gradation: Technology is one of the most important thing which is to maintained and update by every organization, so here in banks technology like electronic fund transfer, sign boards, digital system to manage queue etc must be updated by banks.

Flexibility in system: Flexibility gives more freedom and a personal way of doing work therefore their must be flexibility in doing work so every employee do there work in proper manner and which is the important point to increase the performance.

Simplifying process: Customers' always wants simple process to do any work, especially of banks. This is the duty of the bank employee or manager to simplify the process.

More time to access the bank: More time to access the bank means the timings which is comfortable to the customers, as every banks provides general timings but Bank of Baroda provides 12 hrs banking which a added to the innovative initiatives provided by banks.

Launching customer friendly services: Customer friendly services mean the services which is useful to customer in future or which gives higher return to the customer. E.g.: Savings cum recurring Account

Customer centric approach: Customer centric approach means where the more importance is given to the customer benefits, higher returns of the customer etc.

Employee empowerment efforts: Employees empowerment is as important as customer satisfaction, employee must have been given some training, some motivational support from the higher authorities etc. the organization must have go through continuous employees performance appraisal system etc.

Starting practices for good corporate governance: It's being compulsory to maintain corporate governance in every organization to maintain transparency, accountability & social responsibility

INNOVATIVE EFFORTS MADE BY BANKS TO BE MORE COMPETITIVE

- Counter tables with comfortable layout

- Seating arrangement for customers
- Add more area (space) for easy movement
- Enough Air-conditioning in bank
- Informative boards and displays to help customers
- Speed of intranet linkages (highest bandwidth)
- Sufficient number of computers at bank
- Maximum number of ATMs
- Digital system to manage queue
- Enhancing knowledge base and its application in organization
- Building excellent work culture at organization
- Encourage employee for innovation and creativity
- Changing employee reward systems by adding new benefits
- Updating employee performance appraisal system
- Empowering employees by giving more freedom and power
- Venturing into rural markets with suitable services
- 12 hours banking operation
- Offer value added and innovative customer services
- Working on Sundays and holidays
- LCD Television for customers & employees.
- Music system to create pleasant atmosphere
- Offer beneficial and attractive promotional schemes to customers
- Challenging existing banking methods of creating customer value
- Investing in Service Research and Development
- Discovering new methods for smooth bank operations
- Using new management techniques

- Development of new business models to be more competitive
- Giving finance by innovative method of financing
- Ready to adopt and adapt all types of new changes
- Innovative corporate growth strategies
- Improved competitive strategies
- Transparency in banking operation with all stake holders
- Accountability towards all stake holders
- Fulfilling social responsibility

RESEARCH METHODOLOGY

This research study attempt to measure the various innovative offering of selected banks and to explore and assess the innovative practices and changes made by selected banks. Study also correlates innovativeness of banks with the performance of selected banks, it also evaluate the innovativeness of banks from customer point of view to know the level of customer satisfaction of different selected banks

The study has been carried out in Anand and Vallabh Vidhyanagar. The data have been collected from 12 branches of banks including six public, four private and two cooperative banks of Anand and Vidhyanagar region. The study also collected data from customers of each branches of bank to measure the innovativeness and its impact from customer point of view. On basis of pilot interview of every bank's manager and formulated the structured questionnaire

DISCUSSION OF FINDINGS: INNOVATIVE OFFERING BY BANKS

It can be studied from the previous chapter that the best innovative products are offered by ICICI bank and the Mercantile Co-operative bank is very poor in case of offering innovative products and services. As every bank now a days offered innovative products and services but this pattern is less seen in co-operative banks. As public sector banks also stand together with Private banks. As we analyzed the data and found that Bank of Baroda (BOB) also score more in public sector banks as competitive to Private.

Private Banks particularly ICICI provides maximum range of services in following categories.

- Different types of cards
- Savings & current a/c innovation
- Innovative Bank Services
- Technological Innovation
- NRI Service

In case International Services still all types of banks are running behind. Cooperatives banks are behind in many services like different types of cards, technological innovations, NRI services, international services.

INNOVATIVE INITIATIVES AND CHANGING MADE BY BANKS

Innovative initiatives are measured with 10 point scale, and it is measured with help of mean of every initiatives and total mean of initiatives. On the basis of total mean Union bank stand first and Mercantile Bank stand last. As public sector bank stand 1st in innovative initiatives and co-operative stand last. But

Axis bank stands together with more innovative initiatives and changes made with public sector banks. As we found that private banks made more innovative initiatives and change. So far as infrastructure is concerned SBI and ICICI are maintaining the best infrastructure while Kotak, Corporation and Vallabh Vidyanagar Commercial Cooperative Bank (VVCC) banks are having very poor ratings. Kotak, Mercantile and SBI are very poor in adopting technological innovations.

Innovative Practices implemented by banks

Innovative practices are based on the innovative initiatives, as practices are distributed according to the initiatives. As from analysis, it is found that mainly three banks are given same practices as they are same in total -Union Bank, Axis Bank, ICICI bank and the less innovative practices are made by VVCC Bank.

Overall performance of banks

Performance of banks includes financial performances as well as customer satisfaction. As it is measured financial performance on the basis of questionnaire. Overall best performance is found in case Axis Bank. In public sector Banks Corporation and Union Bank shows similar results. And the lowest performance we can see there in Oriental Bank of Commerce. As in performance data says that the public sector banks give better performance then private & co-operative banks.

Innovative Initiatives as customer point of view

With the help of questionnaire and help of banks customer randomly, data have been collected and ten point scales is used and ANOVA is done. It finds that highest innovative initiatives are given by ICICI bank and the lowest by Corporation bank. In Public sector bank Union Bank is more innovative.

Innovative changes made at the bank- Customers' response

Change is necessary in every field; innovative changes are made by every bank, result of managers' responses are given in the first part, in this second part findings are presented on basis of customer point of view. As per analysis it can be seen that every bank provides all practices but Private Banks gives more innovative practices.

Rating of Banks' performance by Customers and their level of satisfaction

Performance is the important point as it is included managers' point of view and also customers' point of view. As per customer point of view we take 5 point scale to measure and take total mean of the banks and also mean for each factor. As Mercantile Co-operative Bank shows highest performance and corporation bank shows lowest performance. Private Banks gives better performance then public sector banks.

RESULT OF HYPOTHESES TESTING

In case of findings on the basis of managers' point of view, private sector banks are not significantly different in implementing innovative practices, but by analyzing customers' responses it is found that

private sector banks are significantly different than public sector and cooperative banks. Private sectors banks are proved to be more innovative compared to other types of banks.

- So far as correlation between overall innovation and performance of bank is concerned it is found that there is no strong relation between these two it indicate that it is not only innovative which result into strong performance in all parameters but it need genuine customer centric approach also. Only innovation may not help but bank need holistic approach.

RECOMMENDATION

On the basis of data analysis, data interpretation and major findings given above following suggestions are given to public sector, private sector and cooperative banks.

PUBLIC SECTOR BANKS

- Only Bank of Barod is competing aggressively with private banks such as ICICI and Axis bank, all other public sector banks are offering innovative services but not at the scale of private banks and BOB. So public sector banks like State Bank of India, Corporation Bank and Oriental Bank of Commerce should offer more innovative services with full range.
- Public sectors bank particularly SBI, Corporation and OBC banks are rated less in case of many innovative practices such as system flexibility, time access, employee empowerment, corporate culture. So, these public sector banks should improve on these aspects.
- Overall Performance of public sector banks is found to be very poor compared to private and cooperative banks. Public sector bank also registered with moderate innovation. They also do not have customer oriented operations. Hence, public sector banks have to re-design and re-structured themselves.

In fact Bank of Baroda has started making over itself, similarly other public sector banks, especially SBI and Corporation bank should really change their approach to satisfy their customers.

PRIVATE SECTOR BANKS

- ICICI is ahead in offering all types of innovative services and infrastructures to customers. But other private banks are not giving all the innovative service. After ICICI the second best bank from innovative services point of view is Axis bank. Thus, all other private as well as public sector banks should benchmark the services of ICICI and Axis bank to compete aggressively.
- Many private banks should offer more access time to customers.
- Many innovative initiatives are lacking behind in kotak bank as it shows the overall poor result in Private Banks. So Kotak bank should change its strategy and make some innovation in bank.
- Private sector banks exceed other public sector and cooperative banks looking to the innovation rate but private sector banks do not able to perform well on many out put parameters. Sometimes it is observed that many innovative initiatives are cosmetic in nature, it may be just show off and not genuinely help the practical problems of employees. So, private sector banks should really revisits its fundamental strategy, they should sincerely attempt to understand the real need of their customers and than initiate some innovation which help the customers in real sense.

COOPERATIVE BANKS

- Cooperatives banks should offer different types of cards, adopt technological innovations, attract NRI with innovative services, provide international services and ad more innovative products in their portfolio.

- In taking innovative initiatives and changes cooperative banks are very passive so that they should improve its infrastructure and adopt new technologies to satisfy their customers more.
- Cooperative banks are behind the private and public sector banks looking to the innovative services and practices. However cooperative banks are having very good performance compared to private and public sector banks, it shows that cooperative banks still holds its competitiveness with the help of competitive interest rate and some of the customer friendly services. Cooperative banks may not be that much innovative which are costly but always try to provide services which customer demand that is the secrete of the success of cooperative banks. Public and private bank should learn these things from cooperative banks.

CONCLUSION

It can be concluded from the above analysis that private sectors banks are highly innovative compared to public sectors and cooperative banks. But some of the public sector banks such as Bank of Baroda and Union Banks are not much behind the private sectors banks. So far as innovative practices are concerned co-operative banks are found to be very poor as compared to other banks. However looking to the performance of the bank, cooperative banks are remarkably good compared to private and public sector banks. It indicates that cooperative banks understand its customers well and accordingly adopt the required innovation. Public sector banks are running behind in many parameters of innovation and on performance ground.

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Table-1: Innovative Offering of Bank

Innovative offering	S.B.I	Uni.	OBC	BOB	Corp	Axis	HDFC	ICICI	Kotak	IDBI	Mercantile	VVCC
Services (25)	10	15	5	15	10	25	5	25	5	15	10	15
Different types of cards (40)	40	35	10	40	20	30	20	40	15	15	0	0
Innovative Bank Services	35	30	30	35	25	30	35	35	30	30	10	5

(35)												
International Services (30)	25	25	25	25	25	25	25	20	15	25	0	0
Extra Services (30)	25	25	15	30	20	25	25	25	25	20	15	10
Technological Innovation (40)	40	35	30	35	35	30	30	40	25	30	0	20
NRI Services (20)	15	15	20	20	15	15	15	20	15	15	5	0
Loan services (15)	15	15	5	15	10	10	15	15	10	5	5	10
Savings & current a/c innovation (45)	40	40	45	45	40	40	40	45	40	40	5	20
Total	245	235	185	260	200	230	210	265	180	195	50	80

(Five points have been allocated to bank and 0 for not providing that service. Total has been calculated for each bank that shows the innovativeness of a particular bank.)

Source: Primary data collected through questionnaire for the study

Table- 2 ANOVA – Innovative Initiatives of Public, Private and Cooperative Banks – Managers point of views

Innovative Initiatives	Different banks group	Sum of Squares	Df	Mean Square	F	Sig.
Enhancement of infrastructure	Between Groups	273.083	11	24.826	10.751	.000
	Within Groups	526.500	228	2.309		
	Total	799.583	239			
Technological up gradation	Between Groups	99.883	11	9.080	4.449	.000
	Within Groups	465.300	228	2.041		

	Total	565.183	239			
Flexibility of system	Between Groups	297.013	11	27.001	10.190	.000
	Within Groups	604.150	228	2.650		
	Total	901.163	239			
Simplifying Process	Between Groups	163.312	11	14.847	8.120	.000
	Within Groups	416.850	228	1.828		
	Total	580.163	239			
Speedy operations of bank	Between Groups	165.513	11	15.047	7.467	.000
	Within Groups	459.450	228	2.015		
	Total	624.963	239			
More time to access the bank	Between Groups	139.946	11	12.722	3.769	.000
	Within Groups	769.550	228	3.375		
	Total	909.496	239			
Giving maximum information to customer	Between Groups	145.946	11	13.268	5.242	.000
	Within Groups	577.050	228	2.531		
	Total	722.996	239			
Launching customer friendly services	Between Groups	139.546	11	12.686	5.392	.000
	Within Groups	536.450	228	2.353		
	Total	675.996	239			
Quick response to customer	Between Groups	180.100	11	16.373	6.648	.000
	Within Groups	561.500	228	2.463		
	Total	741.600	239			
Customer friendly attitude of employees	Between Groups	254.446	11	23.131	9.387	.000
	Within Groups	561.850	228	2.464		
	Total	816.296	239			

Excellent corporate culture	Between Groups	467.046	11	42.459	13.344	.000
	Within Groups	725.450	228	3.182		
	Total	1192.496	239			
Starting practices for corporate governance	Between Groups	70.346	11	6.395	3.546	.000
	Within Groups	411.150	228	1.803		
	Total	481.496	239			

Table-3 ANOVA—showing overall performances of bank (customer point of view- Public, Private and Cooperative Banks)

Performance criteria	Statistics	Sum of Squares	Df	Mean Square	F	Sig.
Interest rate competitiveness	Between Groups	20.433	11	1.858	6.007	.000
	Within Groups	70.500	228	.309		
	Total	90.933	239			
Overall service quality	Between Groups	21.183	11	1.926	5.777	.000
	Within Groups	76.000	228	.333		
	Total	97.183	239			
Employee behavior	Between Groups	53.846	11	4.895	11.817	.000
	Within Groups	94.450	228	.414		
	Total	148.296	239			
Work culture	Between Groups	21.946	11	1.995	5.647	.000
	Within Groups	80.550	228	.353		
	Total	102.496	239			
Efficiency in	Between Groups	13.150	11	1.195	3.708	.000

service execution	Within Groups	73.500	228	.322		
	Total	86.650	239			
Your overall satisfaction of this bank	Between Groups	29.213	11	2.656	6.010	.000
	Within Groups	100.750	228	.442		
	Total	129.963	239			
Overall growth of banks of last five years	Between Groups	28.383	11	2.580	6.566	.000
	Within Groups	89.600	228	.393		
	Total	117.983	239			
Goodwill of bank	Between Groups	26.012	11	2.365	6.685	.000
	Within Groups	80.650	228	.354		
	Total	106.662	239			

Source: Primary data collected through questionnaire for the study

Fig.-1

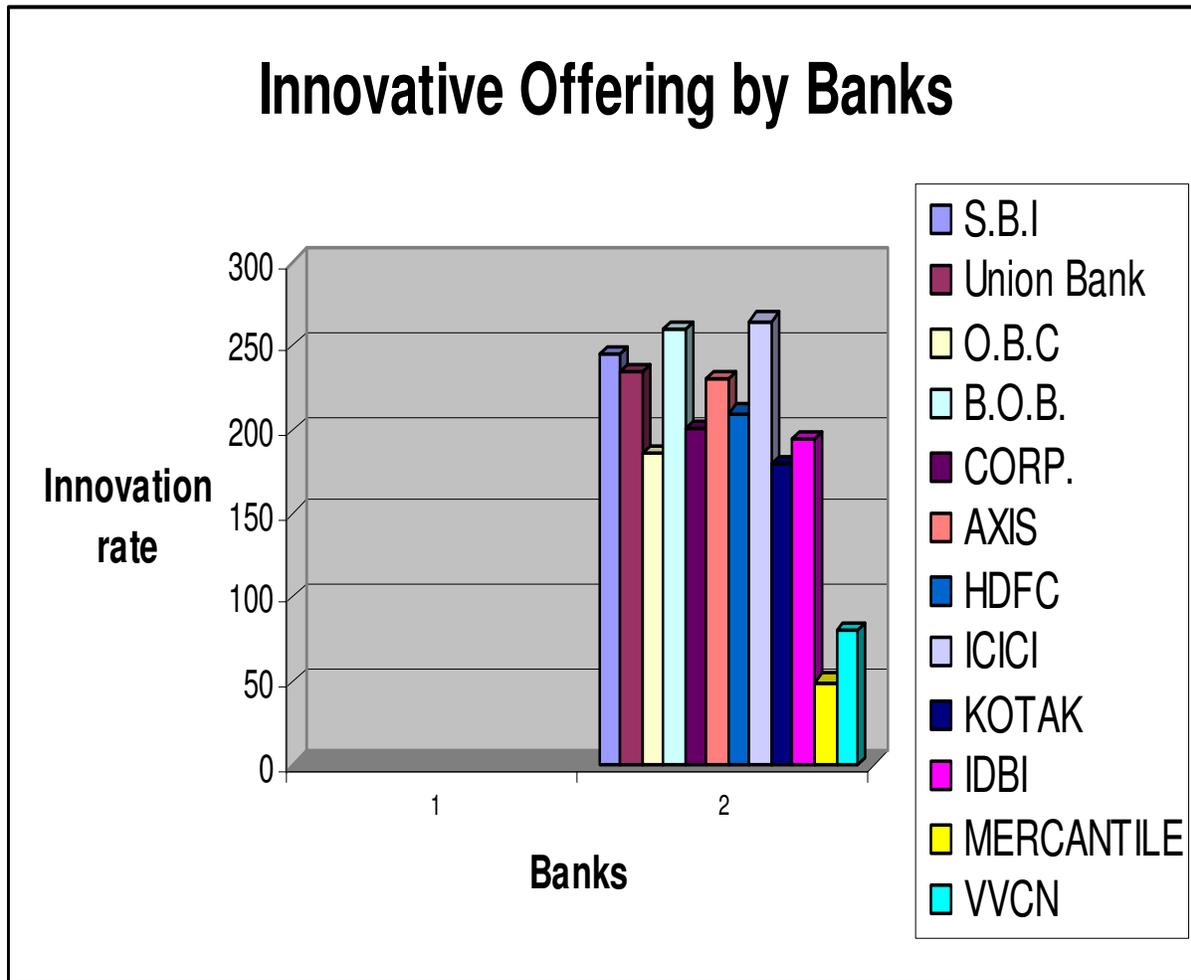


Fig.-2

