



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS AND MANAGEMENT

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**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**

- Chandel K.S. (2009): "Ethics in Commerce Education." Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

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- Kumar S. (2006): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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**CRM IN BANKING: PERSPECTIVES AND INSIGHTS FROM INDIAN RURAL CUSTOMERS**

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**ABSTRACT**

*In today's competitive era Customer relationship management is an effective weapon for the business organizations to sustain their position and to survive in the market. The goal of this study is to identify the major constructs of CRM from the rural customer's point of view specifically catering to Indian banking sector. 41 rural banking customers who were attending a training programme (NAREGA) were interviewed and asked for the major issues they are having while dealing with their bank followed by data collection through schedule and a usable sample size of 250 was obtained. The factor analysis is performed to identify the major CRM constructs based on which authors have proposed a framework, which is validated through confirmatory factor analysis. One of the major findings of this study clearly indicates that Indian banks are not at all concerned with proper implementation of CRM specifically in rural areas. Rural customers represent a major chunk of Indian banking customers but still the banks are not giving proper attention to them. Academically even though there is a vast literature availability specifically catering to Indian banking sector there is a lack of studies pertaining to rural customer's point of view. The present study bridges this gap in the literature. Managerially it provides a comprehensive CRM framework which can be implemented in rural banks for identifying and availing better opportunities as well as for the economic development as a whole.*

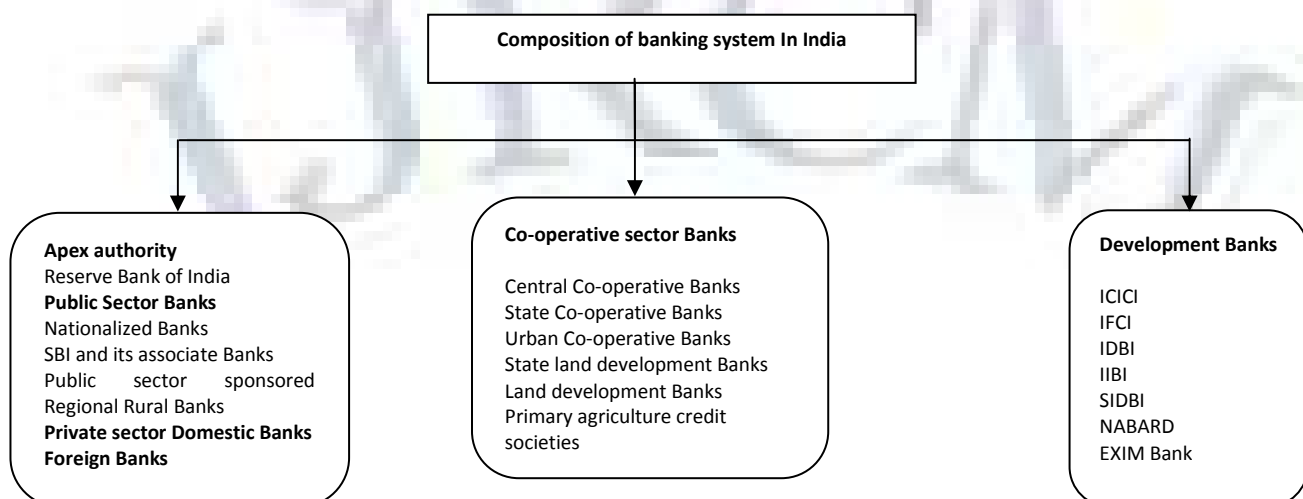
**KEYWORDS**

Customer relationship management, Factor analysis, rural customers, Indian banking, framework

**INTRODUCTION**

Any positive developments have been seen in the Indian banking sector in the past decade. This sector is growing at a faster pace than ever before, is expected to reach top league in coming years, according to the international consultant firm McKinsey & Company, in its research report. The banking index has grown at a tremendous rate at an annual compounded rate of more than 51% since April, 2001. As on 31<sup>st</sup> March, 2010 there were 167 commercial banks operating in India out of which 163 are scheduled commercial banks and 4 were non-scheduled commercial banks. Out of 163 scheduled commercial banks 82 are regional rural banks (RBI Report, 2011). Apart from the public sector/nationalized banks there are private and foreign players which are contributing a major chunk in Indian banking sector. The share of private sector banks increases to 30 per cent of total sector assets, from current levels of 18 per cent, while that of foreign banks increases to over 12 per cent of total assets. Foreign banks also grow faster at 30 per cent due to a relaxation of some regulations. The share of banking sector value adds to GDP increases to over 4.7 per cent. In the current Indian banking scenario of intense competition, deregulation and the availability of internet, the customers of have a diversified array of banking and financial products and services to choose from. Indian rural banking sector is among i.e. RRB (Regional Rural Banks) contributes only 3 percent of the market of Indian banks (Kamath, 2007). Indian banks are realizing the importance of implementing customer relationship management (CRM) for attracting and retaining their customers.

**LITERATURE REVIEW**



**FIGURE 1: COMPOSITION OF BANKING SYSTEM IN INDIA (KAMAT, 2007)**



The structure of Indian banking sector:

The Reserve Bank of India (RBI) is the apex authority and called as central bank of the country it regulates the working and operations of other banks, manages money supply and discharges other countless responsibilities that are generally associated with a central bank. Indian banking system comprises of commercial and cooperative banks, out of which the commercial banks account for more than 90 percent of the assets of the banking system. There are two types of categories within the commercial banks. These are Schedule commercial banks (which are listed in RBI Act, 1934 under Schedule II) and Non-scheduled commercial banks.

Schedule commercial banks have been further categorised into three fold classification depending upon the ownership pattern:

- (1) Public Sector Banks which includes State Bank of India (SBI) and its associate banks, nationalized banks (NB), and other Public Sector Banks.
- (2) Private sector banks consists of private domestic banks (which can further be classified as old private banks that are in business prior to 1995, and private banks that were established after 1995) and foreign banks.
- (3) Others comprising regional rural banks (RRBs) and local area banks.

A fairly developed Indian commercial banking system is in existence since the time of independence in 1947. The Reserve Bank of India (RBI) was established in 1935. While the RBI became a state-owned institution from 1 January 1949, the Banking Regulation Act (BRA) was enacted in 1949, providing a framework for regulation and supervision of commercial banking activity. The banks that were in the private sector were nationalized in 1969 for social and political reasons. No major reforms were put in place until the 1980s, when the actual liberalization process of Indian public sector banks started by giving them more autonomy. Greater competition was introduced into the banking system by permitting the entry of private sector banks, liberal licensing of more branches by foreign banks, and the entry of new foreign banks. With the development of a multi-institutional structure in the financial sector, the emphasis is on efficiency through competition, irrespective of ownership.

Since non-bank intermediation has increased, banks have had to improve their efficiency to ensure their survival. The recent studies on banking industry specifically catering to India have concentrated only on the efficiency measurement of banks in terms of utilization of resources (i.e. operating efficiency), but the main aspects of effectiveness of banks in achieving their pre-determined policy objectives is completely ignored (Debnath and Shankar, 2008; Sanjeev, 2006; Sensarma, 2006; Ram Mohan and Ray, 2004; Shanmugam and Das, 2004; Kumbhakar and Sarkar, 2003; Sathye, 2003; Mukherjee *et al.*, 2002; Saha and Ravisankar, 2000; Bhattacharyya *et al.*, 1997; Das, 1997). As indicated from the work of prominent authors it can be safely concluded that the overall performance of the organization appraisal should take into consideration both the criteria i.e. resource utilization efficiency and effectiveness in achieving pre decided goals (Asmild *et al.*, 2007; Mouzas, 2006). Many of the researchers have already validated the positive associations between performance outcomes and levels of market orientation (e.g. Narver and Slater, 1990; Ruekert, 1992; Jaworski and Kohli, 1993; Kumar *et al.*, 1998). However some of the researchers have found that performance is related to market orientation only under moderate environmental conditions (Greenley, 1995; Harris, 2000). As identified by Megicks *et al.*, 2005, the institutional characteristics along with the behaviour of the managers are the major factors influencing customer satisfaction, Service innovation; market orientation and outreach performance within RRBs. As mentioned (by e.g. Liedholm and Mead, 1999; Ramola and Mahajan, 1996; Fisher and Mahajan, 1997) lack of credit and availability of working capital are the major reasons for rural sector business failure.

RRBs in India are an integral component of the microfinance sector, which is a combination of a number of institutions that utilise different "self-financing" methods for poverty alleviation. Indian RRBs mainly have two major goals of profitability and growth by their ability in uniting the major agendas namely social and economic while at the same time providing ample opportunities for Indian rural population to get benefitted through their own commercial endeavours. As validated by the previous researchers that the main pillar of organizational success is the market-led approach which has triggered the necessity for investing the nature of market orientation (Siguaw and Diamantopoulos, 1995; Deshpande *et al.*, 1993; Webster, 1992; Shapiro, 1988), the barriers and antecedents faced while implementation (Harris, 2000; Avlonitis and Gounaris, 1999; Slater and Narver, 1995; Felton, 1959; Ennew *et al.*, 1993), its key components (Kumar *et al.*, 1998; Kohli and Jaworski, 1990) and the relationship of performance outcomes with it (Harris, 2001; Pelham, 1999; Doyle and Wong, 1998; Greenley, 1995; Diamantopoulos and Hart, 1993; Hooley *et al.*, 1990).

The terms relationship marketing and customer relationship management are almost used interchangeably in many of the previous research papers. Still there exist differences between the concepts of *relationship marketing* and *customer relationship management* as highlighted by Sin *et al.*, 2005. Various prominent authors (Berry *et al.*, 1983; Gupta, 1983; Gummenson 1990; Wehrli and Juettner, 1994; Dion *et al.*, 1995; Gronroos 1996; Dawar *et al.*, 1996; Holm *et al.*, 1996; Conway, 1996) have identified different defining constructs in the area of relationship marketing pertaining to different industrial and national contexts. But there is no general consensus on what actually constitutes relationship marketing. In fact, many scholars have claimed that the precise meaning of relationship marketing is not always clear in the literature (Nevin, 1995; Parvatiyar and Sheth, 2001). In fact relationship marketing as an emerging discipline is in need of further theoretical development (Gummesson, 2002).

There is very little research which has been done on defining constructs of CRM specifically catering to Indian rural banking. This paper aims to address this issue. The paper is organized as; firstly there is an overview of the Indian banking sector followed by the role of banking sector in the upliftment of Indian rural people. A snapshot the banking specific defining constructs is given in the annexure. The methodology consists of data collection through depth interviews as well as through the schedule. The conclusion and future research lines are given at the end.

## METHODOLOGY

For this research, we initially developed scale items for identifying CRM constructs from relevant literature review. A pilot survey of the questionnaire was performed to assess the content validity of measurement scales. Content validity can be evaluated by a panel of persons, sometimes experts, who judge whether a scale logically appears to accurately reflect what it purports to measure (Zikmund, 1991). The finalized survey questionnaire consists of two parts, first part is related to identify the demographic characteristics of the respondents, and second part consists of 52 questions which are related to CRM constructs. 52 questionnaire items, measuring the respondents' perceptions on specific characteristics of banking services and overall banking services quality.

The respondents were requested to select the response that best indicated their experiences or perceptions on each statement, using a Likert-type five point scale where 1= Strongly disagree, 2= Disagree, 3= No opinion, 4= Agree, 5= Strongly agree.

The informants of this study were the government employees who were attending the training programme NAREGA. The suitability of these respondents was deemed to be appropriate for the study because all of them belong to the rural areas of Madhya Pradesh. A total of 250 sample size was obtained. Furthermore the reliability analysis, sampling adequacy analysis, factor analysis and confirmatory factor analysis are done by using SPSS and AMOS software.

## RESULTS

The major findings of the depth interview:

TABLE 1: DEMOGRAPHIC PROFILE OF THE RESPONDENTS (DEPTH INTERVIEW)

S.No.	Demographic Criteria	%
1	<b>Age</b>	
	Between 18 -30 years	73.09%
	Between 30-45 years	16.83%
	Greater than 45 years	10.08%
2	<b>Education Level</b>	
	Undergraduate	29.4%
	Graduate	68.5%
	Post Graduate	2.1%
3	<b>Gender</b>	
	Male	72.27%
	Female	27.73%
4	<b>Marital Status</b>	
	Single	95.03%
	Married	4.97%
5	<b>Association with the bank</b>	
	Less than 6 Months	7.03%
	Between 6-12 Months	87.09%
	More than 12 Months	5.88%

- Monthly Salary: 3200/- Rs.
- Designation: Gram Sahayak
- Facilities: ATM, Passbook, Cheque book
- Banks: SBI, Punjab National Bank, ICICI, UCO Bank, Chambal Chatriya Gramin Bank.

**ISSUES:**

- Personalized services like loan on low interest rate(for farmers)
- Timely services
- Basic amenities (e.g. parking facilities, Drinking water, electricity etc.)
- For cash payment more cashiers should be there(Understaffing),
- Face problems due to server failure
- Cheque collection problems(No posting for 8 days)
- Behaviour of the employees including security personnel
- Passbook and Cheque book issue is a very lengthy process even the employees ask for money for the same.
- Lengthy queue in banks
- Kisan credit card and loan mangers take commission through some intermediary (Broker).
- 20 days for a/c opening (at least 20 times you have to go, even they don't give the a/c opening forms)
- Rural bank branches don't carry sufficient money even in case of emergency they cant pay even 1 lakh rupees.
- Rural people don't know the proper use of ATM. (e.g. fill 25k for withdraw at a time).
- No proper complaint redressal mechanism.
- Bank managers are not competent enough even sometimes they use dirty words.
- Banking space is not sufficient
- No separate queue for ladies and senior citizens
- From one a/c one cheque book from bank branch and other from head office (money fraud)
- Banks should open more and more bank a/c and put camps frequently.
- Even branch should have on ATM otherwise no use so for reducing the queue length.
- They are ready to open the a/c with the nearest bank branch.
- There is only one bank at block level (SBI).
- Labor payment is a major issue that Gram Sahayak is facing (for one week payment there is a delay of more than 4 weeks), that's why labor doesn't want to work.
- The bank office is in rented building.
- Sometimes the people love to wait full day from 9 am to 5 pm for payment outside the banks.
- Employees of the bank even don't give the information if asked any.
- Lot of opportunities even for private banks.
- Location should be convenient.
- Opening the a/c of labor is very hard if should be easy and comfortable for labor on the basis of job card they should open the a/c.
- Printer failure, no passbook updating even for 6 months.
- ATM is functional only for 15 days in a month.
- Bank staff doesn't have time to tell the information.
- Minimum 1 hour waiting time for any transaction.
- New employees are having less experience.
- On village level there should be a bank currently it is on block level which is 20-40 km for from the village.
- In RRBC (Chambal chetriya Gramin bank), only 2 people are there so generally customer don't want to open the a/c there.
- Even bank people don't want to give the information to a/c holder regarding their bank balance.
- Before passbook they got the ATM without code.
- On the basis of the facilities offered customers open their a/c some of them don't mind whether it is SBI or ICICI.
- Staff mentality of bank people they say to customers you have the a/c in SBI, that's why you have to face the problem.
- No timely inform about any policy and other relevant information.
- More branches should be them according to population currently for 6 laks people only 2 banks.
- Even 5-10 people can't stand at a time in the queue.
- In some branches except from the branch manager rest of the staff is careless.
- No token system at rural level in SBI.



- Non-availability of a/c opening forms even employees suggests the rural customers to open a/c in post office.
- No other bank provides the services like SBI.
- Preference for SBI because of Indian image.
- SBI insurance they are ready to take.

**INSURANCE:**

**General Insurance:** Bajaj Allianz General Insurance, National Insurance Cooperation

**Life Insurance:** LIC

**ISSUES:**

- Claim payment
- Timely payment
- The insurance providers are hiding the actual information.

No renewal of vehicle insurance only got it at the time of purchasing.

Approximate 90% of the respondents don't have the insurance of any type even they don't have any kind of information related to insurance. Followed by the depth interviews of 41 respondents attending the training programme NAREGA, the questionnaire was used as a schedule and the researcher has collected 250 responses. Further to this the factor analysis is performed to identify the important factors contributing towards the Customer relationship management in rural banking.

Followed by the depth interview the responses were collected through schedule from the rural people. A total of 250 respondents sample from rural people has been collected.

The demographic profile of the respondents is given below:

**TABLE 2: DEMOGRAPHIC PROFILE OF THE RESPONDENTS (FIELD SURVEY)**

S.No.	Demographic Criteria	%
1.	<b>Age</b>	
	Between 18 -30 years	53.79%
	Between 30-45 years	36.13%
	Greater than 45 years	10.08%
2.	<b>Education Level</b>	
	Undergraduate	29.4%
	Graduate	68.5%
	Post Graduate	2.1%
3.	<b>Gender</b>	
	Male	73.27%
	Female	26.73%
4.	<b>Marital Status</b>	
	Single	9.03%
	Married	90.97%
5.	<b>Association with the bank</b>	
	Less than 6 Months	30.23%
	Between 6-12 Months	46.61%
	More than 12 Months	23.16%
6.	<b>Monthly Salary</b>	3200/- Rs.
7.	<b>Designation</b>	Gram Sahayak

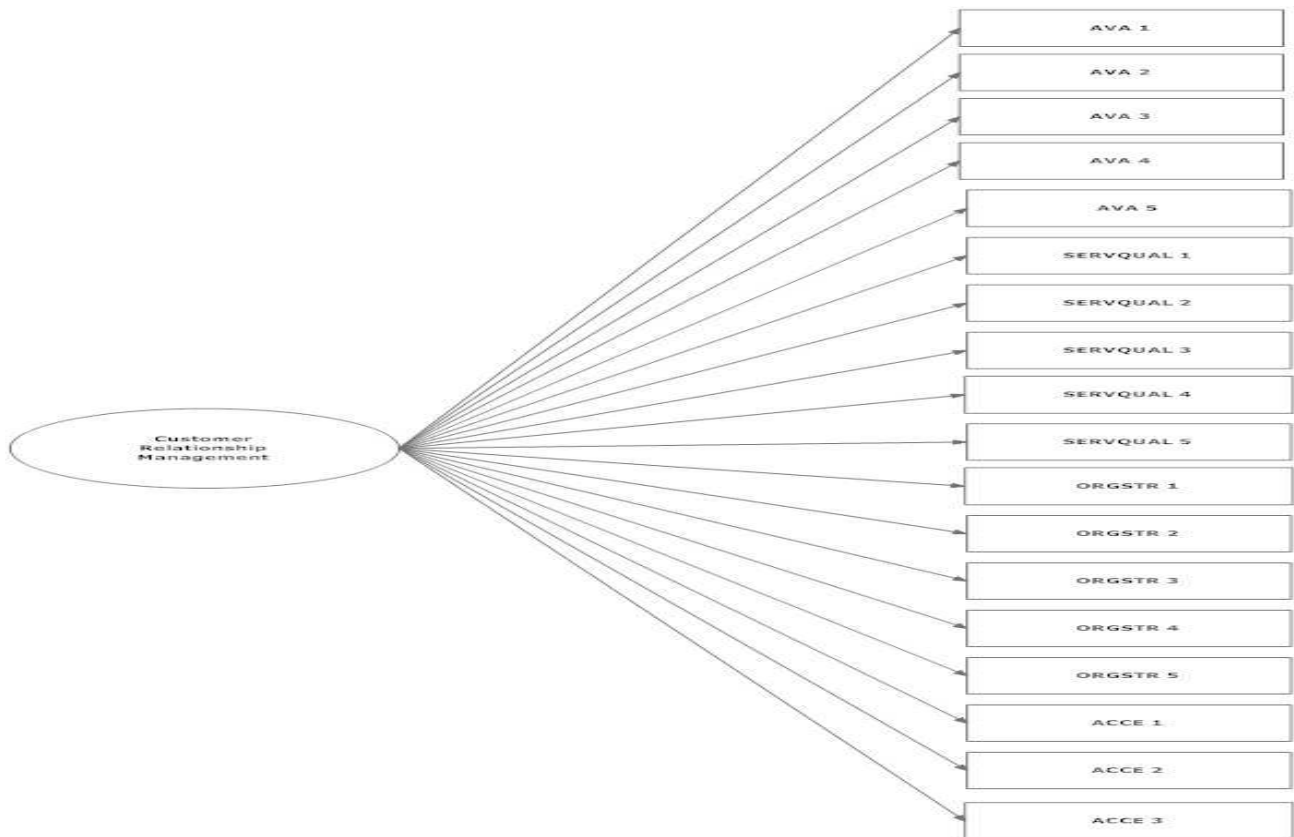
**TABLE 3: ROTATED COMPONENT MATRIX**

Variables	Tangibles	Personalization	Availability	Assurance
TAN1	0.673			
TAN2	0.731			
TAN3	0.537			
TAN4	0.631			
TAN5	0.763			
PER1		0.807		
PER2		0.513		
PER3		0.643		
PER4		0.578		
AVA1			0.529	
AVA2			0.738	
AVA3			0.661	
AVA4			0.597	
AVA5			0.497	
ASS1				0.769
ASS2				0.579
ASS3				0.893
ASS4				0.659
ASS5				0.527

The factor analysis was performed using SPSS 16.0v to identify the major factors contributing towards CRM in Indian rural banking sector. The reliability of the data was checked through the cronbach  $\alpha$  value which is found as 0.834 which is quite acceptable (Nanully, 1978). Further to this the sampling adequacy was checked using KMO test and the value was found .588 which is quite acceptable for carrying out factor analysis. Further to the exploratory factor analysis based on the extracted factors two models have been proposed. In first model customer relationship management is considered as a uni-dimensional construct and in

second model it is considered as a multi-dimensional construct. Then the confirmatory factor analysis is performed using AMOS, the comparison statistics for these two models are shown in the table below.

FIGURE 2: ONE FACTOR MODEL

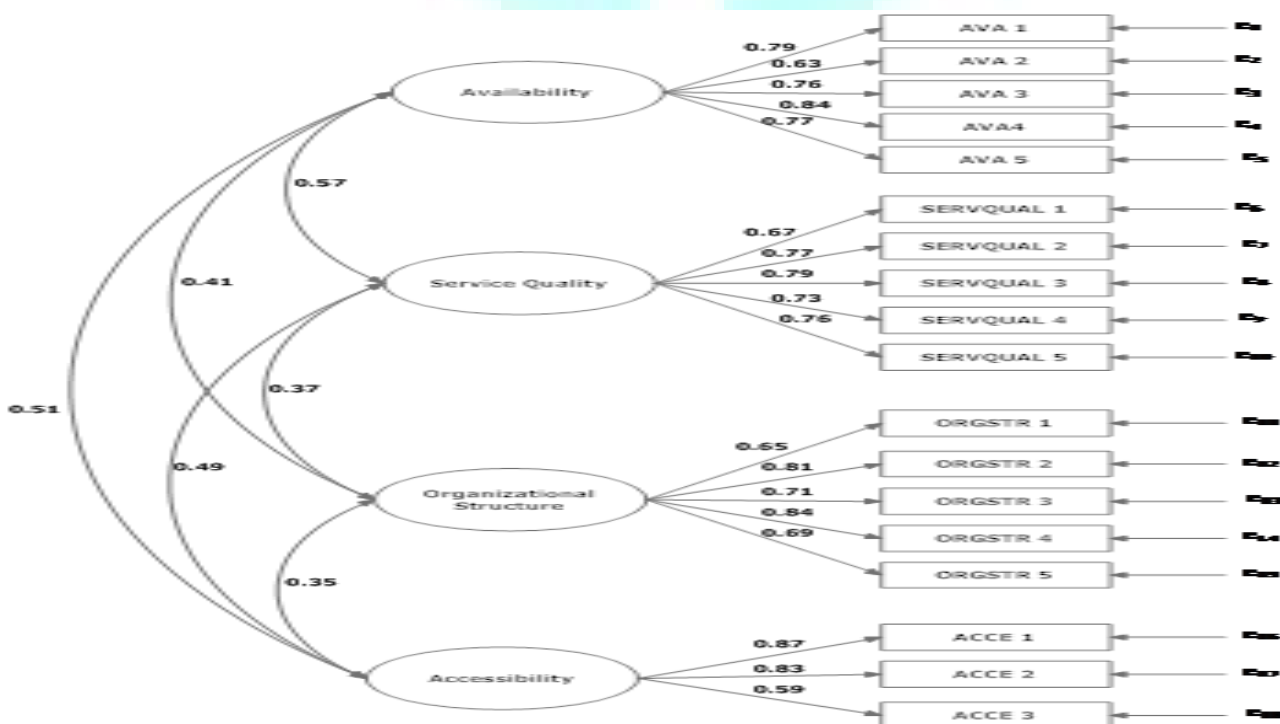


Both the proposed models have shown only moderate level of fit however model 2 has shown a good fit as comparison to model 1 on the basis of absolute measures, incremental fit measures and parsimonious fit measures.

TABLE 4: COMPARISON OF THE CALCULATED STATISTICS OF THE MODELS

S.No.	Absolute Measures			Incremental fit Measures		Parsimonious fit Measures	
	$\chi^2$	GFI	RMSEA	CFI	TLI	AGFI	$\chi^2/df$
Model 1	779.23	0.694	0.113	0.763	0.753	0.632	3.435
Model 2	487.03	0.905	0.067	0.843	0.837	0.831	2.031

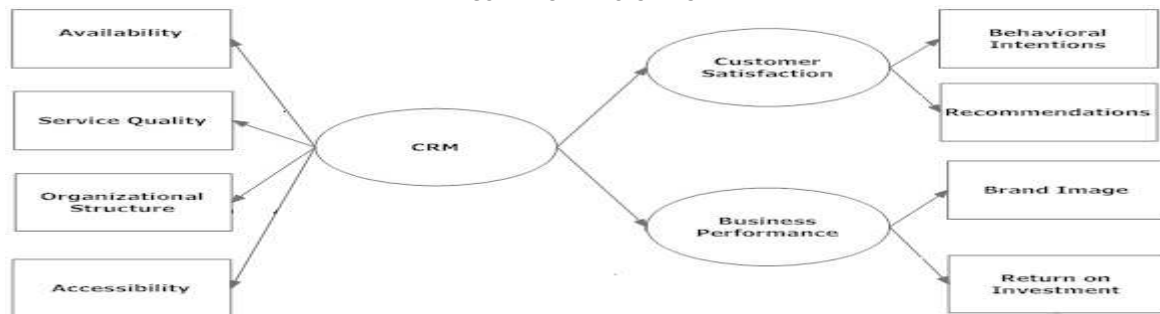
FIGURE 2: ONE FACTOR MODEL



## CONCLUSION

The findings of this study firstly verified the long held belief that CRM is a multi dimensional construct. The major issues identified are listed which will definitely going to help the managers in effectively strategy planning so as to achieve the goals in an efficient manner. The critical factors leading to CRM in rural banking has been identified as availability, service quality, organizational structure and accessibility. These factors are further related to customer satisfaction and business performance which are the primary and compulsive goals for any business organization in the current competitive scenario. The comprehensive framework is proposed as shown below.

FIGURE 2: ONE FACTOR MODEL



Academically this research work bridges the gap in the existing literature by proposing a comprehensive framework specifically catering to Indian rural banking sector. Managerially by implementing the proposed framework by Indian banks in rural areas can enhance their customer acquisition, retention rates and overall profitability. This will ultimate result in the development of Indian economy as the banking system plays a critical role in it. Novelty of this work lies in the fact by considering the views of newly appointed government employees of rural areas in Madhya Pradesh, India and proposing a comprehensive framework for better implementation of CRM in Indian rural banking.

## LIMITATIONS AND FUTURE RESEARCH LINES

The limitation of this study is that the sample size itself was relatively small and from Madhya Pradesh region of India. A large and diversified sample can be taken for the further enhancement of this research work. The applicability and validation of the proposed framework can be done by using Structural Equation modelling (SEM) and can be replicated in other national and cultural context to test the generalizability of the proposed framework.

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## ANNEXURE

S.NO.	DIMENSION	CITATION	TIMES
	SERVICE QUALITY	Rod et al.(2008) ; Parasuraman et al. (1985); Zeithaml et al. (2001); Yang & Fang (2004); Raich (2007); Zemke & Schaaf (1990); Bloemer et al. (1998); Poolthong et al. (2009); Mavri et al. (2008); Guo et al. (2008); Johns et al. (2008); Dimitriadis & Stevens(2008); Zineldin (2005); Johns & Perrott(2008); Wenying & Quan (2010); Guo et al.(2010); Lewis & Soureli,(2006); Bejou et al. (1998); Salmones et al. (2005); Brown & Dacin (1997); Lewis & Soureli (2006); Chiou & Droge (2006); Dabholkar et al. (1996); Gournaris et al. (2003); Parasuraman et al. (1988); Athanassopoulos et al. (2001); Andreassen & Lindestad (1998); Kotler (2008); Chiou & Droge (2006); Lewis & Soureli (2006); Athanassopoulos (2000); Bloemer et al. (1998)	32
	CUSTOMER SATISFACTION	Rod et al. (2008); Peter et al. (1990); McQuitty et al. (2000); Homburg et al. (2001); Anderson et al. (1994); Lassar et al. (2000); Doll & Torkzadeh (1988); Doll et al. (1994); Collins et al. (1996); Jun et al.(2004); Han and Baek (2004); Raich (2007); Leverin & Liljander (2006); Chen et al. (2005); Liang & Wang (2007); Laukkanen et al. (2008); Ellen et al. (1991); McDonald et al.(2007); Anderson et al.(2004); Luo & Bhattacharya (2006); Oliver (1980); Yi (1990); Cooil et al. (2007); Capraro et al. (2003); Cooil et al. (2007); Chakrabarty (2006); Mavri et al. (2008); Berry (1995); Levesque and McDougall (1996); Nguyen & Gaston(1998); Bolton (1998); Anderson et al. (1994); Garvin (1988); Ball et al. (2004); Brige (2006); Smith & Lakhani (2008); Kaur and Sharma(2009); Shum et al.(2008); Wenying & Quan(2010); Lin et al.(2009); Bejou et al.(1998); Poolthong et al. (2009); Bloemer et al. (1998); Salmones et al. (2005); Krishnan et al. (1999)	42
	RELIABILITY/ TRUST/ TRUSTWORTHINESS	Rod et al.(2008); Parasuraman et al. (1985); Johnston (1995); Raich (2007); Han (2007); Tapscott et al.(2000); Poolthong et al. (2009); Chiou & Droge (2006); Lewis & Soureli (2006); Zeithaml et al. (2001); Wolfenbarger et al. (2002); Yang and Jun (2002); Leverin & Liljander (2006); Parasuraman et al. (1991); Harrison (2003); McDonald et al. (2007); Brown & Dacin (1997); Drumwright (1996); Maignan & Ferrell (2001); Murray & Vogel (1997); Sen & Bhattacharya (2001); Sen et al.(2006); Manzano et al. (2008); Heffernan et al.(2008); Guo et al.(2008); Ball et al.(2004); Ndubisi et al.(2005); Ndubisi et al.(2007); Hawke & Heffernan (2006); Ibbotson et al. (2003); Loonam et al.(2008); Richard et al. (2008); Heinrich(2005); Hawke & Heffernan(2006); Adamson et al. (2003); Gournaris et al. (2003); Bejou et al. (1998); Doney & Cannon (1997); Morgan & Hunt (1994); Moorman et al. (1993); Sirdeshmukh et al. (2002); Ganesan (1994); Hess (1995); Berry (1983); Chaudhuri & Holbrook (2001); Singh and Sirdeshmukh (2000)	46
	FLEXIBILITY	Rod et al.(2008); Zeithamal et al. (2001); Loonam et al.(2008)	3
	SECURITY/PRIVACY	Rod et al. (2008); Parasuraman et al.(1985); Jayawardhena & Foley (2000); Zeithaml et al. (2001); Wolfenbarger et al.(2002); Kevork et al.(2008); Yang and Jun (2002); Manzano et al.(2008); Loonam et al.(2008); Laforet et al. (2005); Singh (2004); Geib et al. (2006)	12
	RESPONSIVENESS	Rod et al.(2008); Parasuraman et al.(1985); Zeithaml et al. (2001); Jun et al.(2004); Johnston (1995); Yang and Jun (2002); Raich (2007); Parasuraman et al. (1991); Loonam et al.(2008)	9
	ACCURACY	Rod et al.(2008); Doll & Torkzadeh (1988); Doll et al. (1994); Collins et al.(1996); Pikkarainen et al. (2006)	5
	CONTENT	Rod et al.(2008); Jayawardhena & Foley (2000); Doll & Torkzadeh (1988); Doll et al. (1994); Collins et al. (1996); Pikkarainen et al. (2006)	6
	EASE OF USE	Rod et al.(2008); Yang et al.(2004); Doll & Torkzadeh (1988); Doll et al.(1994); Collins et al.(1996); Yang & Jun (2002); Pikkarainen et al. (2006); Jun et al.(2004); Laukkanen et al.(2008); Ho et al.(2008); Manzano et al.(2008); Riquelme & Rios (2010)	12
	TIMELINESS	Rod et al. (2008); Doll & Torkzadeh (1988); Doll et al. (1994); Collins et al.(1996)	4
	INFORMATION QUALITY	Rod et al. (2008); Loonam et al.(2008)	2
	AESTHETICS	Rod et al.(2008); Zeithaml et al. (2001); Kevork et al.(2008); Manzano et al. (2008)	4
	FEEDBACK	Rod et al. (2008); Kevork et al.(2008); Zeithaml et al. (2001); Manzano et al.(2008)	4
	CUSTOMER RETENTION	Rod, et al. (2008); Han & Baek (2004); McDonald et al.(2007); Mavri et al. (2008); Athanassopoulos (2000); Poel & Lariviere (2004); Levesque & McDougall (1996); Jones et al. (2002); Bolton (1998); Ho et al.(2008); Weinstein (2002); Ibbotson et al.(2003)	12
	INTERFACE	Rod et al. (2008); Manzano et al.(2008)	2
	EMPATHY	Rod et al.(2008); Raich (2007); Parasuraman et al.(1985); Parasuraman et al. (1991); Chen et al. (2005)	5
	CUSTOMER SUPPORT	Rod et al.(2008); Margit Raich (2007); Johnston (1995); Sasser and Fulmer (1990)	4
	CUSTOMER VALUE	Raich (2007); Mavri et al. (2008); Ho et al.(2008); Chang & Wildt (1994); Weinstein (2002); Sheth et al. (1991); Sweeney & Soutar (2001)	7
	CUSTOMER LOYALTY	McDonald et al. (2007); Poolthong et al. (2009); Morgan & Hunt (1994); Chiou & Droge (2006); Lewis & Soureli (2006); Nijssen et al. (2003); Brown & Dacin (1997); Drumwright (1996); Maignan & Ferrell (2001); Murray & Vogel (1997); Sen & Bhattacharya(2001); Sen et al.(2006); Mavri et al. (2008); Ball et al.(2004); Raich (2007); Leverin & Liljander (2006); Zemke & Schaaf (1990); Bloemer et al.(1998); McDonald et al. (2007); Maignan & Ferrell (2004); Berens et al. (2007); Cone et al. (2003); Lichtenstein et al. (2004); Salmones et al. (2005); Ndubisi et al.(2007); Singh (2004); Smith & Lakhani (2008); Dimitriadis & Stevens(2008); Mundt et al. (2006); Das et al.(2009); Berry et al. (1983); Lin et al. (2009); Wenying & Quan(2010)	33
	E-MAIL	Kevork et al.(2008)	1
	MOBILE COMMERCE	Kevork et al.(2008)	1
	CSR	McDonald et al. (2007); Brown & Dacin (1997); Drumwright (1996); Maignan & Ferrell (2001); Murray & Vogel (1997); Sen & Bhattacharya (2001); Sen et al.(2006); Poolthong et al. (2009); Yeomans (2005); Scott (2006); Luo & Bhattacharya (2006); Lafferty & Goldsmith (2005); Lichtenstein et al.(2004); Maignan & Ferrell (2004); Carroll (1979, 1991, 1999); Pomeroy & Dolnicar (2006); Handleman & Arnold (1999); Stanwick & Stanwick(1998); McWilliams & Siegel (2001); Murray & Vogel (1997); Turban & Greening (1997); Mohr et al.(2001); Argenti et al.(2005); Pirsch et al.(2007); Berens et al. (2007); Poolthong et al.(2009); Rummell (1999); Salmones et al. (2005)	29
	BRAND	Poolthong et al. (2009); McDonald et al. (2007); Brown & Dacin (1997); Drumwright (1996); Maignan & Ferrell (2001); Murray & Vogel (1997); Sen & Bhattacharya (2001); Sen et al.(2006); Ballester & Aleman (2001); Chaudhuri & Holbrook (2001); Dick & Basu (1994); Fournier (1998); Gundlach et al. (1995); Brown & Dacin (1997); Cone et al. (2003); Folks & Kamins (1999); McWilliams & Siegel (2001)	17
	DEMOGRAPHY	Poolthong et al. (2009); Mavri et al. (2008); Gounaris et al.(2008)	3
	EMPLOYEE RELATIONS	Poolthong et al. (2009)	1
	ENVIRONMENT SUPPORT	Poolthong et al. (2009); McDonald et al. (2007); Barone et al. (2000); Berger & Kanetkar (1995); Creyer & Ross (1997); Bhattacharya & Sen (2004)	6
	PERCIEVED QUALITY	Poolthong et al. (2009); Rod et al.(2008); Jun et al.(2004)	3
	CUSTOMER RELATIONS	Mavri et al. (2008); Ho et al.(2008); Heffernan et al.(2008); Johns et al.(2008); Poolthong et al.(2009); Ballester and Aleman (2001)	6
	WORD OF MOUTH	Mavri et al. (2008); Jones et al. (2002); Brige (2006); McDonald et al. (2007); Handleman and Arnold (1999)	5
	PRICE	Mavri et al. (2008); Rod et al. (2008); Zeithaml et al. (2001); McDonald et al.(2007); Farquhar & Panther (2007); Poolthong et al.(2009); Ballester & Aleman (2001); Athanassopoulos (2000); Anderson et al. (1994); Garvin (1988)	11
	PRODUCT FEATURES	Mavri et al. (2008); Poel & Lariviere (2004); Ho et al.(2008); Rod et al.(2008)	4



	USEFULNESS	Ho et al.(2008); Rod et al.(2008); Yang et al.(2004); Riquelme & Rios (2010)	4
	TECHNOLOGY	Rod et al.(2008); Liang Han (2007); Laukkanen et al.(2008); Parasuraman (2000); Sanders & Temkin (2000); Frame et al. (2001); Petersen and Rajan (2002); Berger (2003); Corrocher (2006); Joseph et al. (1999); Kumar et al.(2008); Guo et al.(2008); Johns et al.(2008); Jenkins (2007); Brige (2006); Johns (2008); Sayar & Wolfe(2007); Malhotra & Singh(2010); Richard et al.(2008); Lee et al. (2005); Johns & Perott(2008)	21
	STAFF PRODUCTIVITY	Kumar et al.(2008)	1
	PERFORMANCE	Rod et al.(2008); Peter et al.(1990); Kumar et al.(2008); Manzano et al.(2008)	4
	CONSUMER BEHAVIOR	Mavri et al.(2008); Gounaris et al.(2008); Raich (2007); Baumann et al.(2007)	4
	KNOWLEDGE	Heffernan et al.(2008); Rod et al. (2008); Parasurman et al.(1985); Liang Han (2007)	4
	EXPECTATION	Heffernan et al.(2008); Rod et al. (2008); Peter et al.(1990); McQuitty et al.(2000); Dimitriadis & Stevens (2008)	5
	COMMUNICATION	Guo et al.(2008); Rod et al.(2008); Parasuraman et al.(1985); Ball et al. (2004); Ndubisi et al. (2005); Ndubisi et al.(2007); Hawke & Heffernan (2006); Aodheen et al.(2002); Riquelme & Rios (2010); Hawke & Heffernan(2006)	10
	COMPETENCE	Ndubisi et al. (2005); Ndubisi et al. (2007); Rod et al. (2008); Parasurman et al.(1985); Han (2007); Lee and Turban (2001)	6
	CONFLICT HANDLING	Ndubisi et al. (2005); Ndubisi et al. (2007)	2
	RELATIONSHIP QUALITY	Ndubisi et al. (2005); Ndubisi et al. (2007)	2
	CUSTOMER COMMITMENT	Ndubisi et al. (2007); Adamson et al. (2003); Heinrich(2005); Dash et al. (2009); Guo et al.(2010)	5
	SIMILARITY	Hawk et al. (2006)	1
	PROFESSIONALISM	Hawke & Heffernan (2006)	1
	PERSONALITY	Hawke & Heffernan(2006)	1
	WEB USABILITY	Loonam et al. (2008)	1
	ACCESS	Loonam et al.(2008); Rod et al.(2008); Parasurman et al.(1985); Zeithaml et al. (2001); Yang and Jun (2002)	5
	SERVICE RECOVERY	Mary Loonam et al.(2008); Mavri et al. (2008); Levesque & McDougall (1996)	3
	CUSTOMIZATION/PERSONALIZATION	Mary Loonam et al(2008); Laforet et al. (2005); Zeithaml et al. (2001)	3
	RISK PERCEPTION	Laforet et al. (2005); Riquelme & Rios (2010); Richard et al. (2008); Lee(2005); Laukkanen et al. (2008); Sheth (1981,1989)	7
	TECHNOLOGICAL SKILLS	Laforet et al.(2005)	1
	LEADERSHIP BEHAVIOUR OF SALESPERSON	Jayakody et al. (2006); Kaur and Sharma (2009)	2
	FINANCIAL LITERACY	Brige (2006)	1
	IMAGE	Brige (2006); Poolthong et al. (2009); Bloemer et al. (1998); Salmones et al. (2005)	4
	PRESTIGE	Andra Brige (2006); Poolthong et al. (2009); Bloemer et al. (1998); Salmones et al. (2005)	4
	INNOVATIVENESS	Malhotra & Singh(2010); Waite (2001); Laukkanen et al.(2008); Gatignon & Robertson(1985, 1991); Ram (1987); Sheth (1981) Mittelstaedt et al. (1976); Gournaris et al. (2003); Mavri et al. (2008); Athanassopoulos (2000)	11
	COMPETITIVENESS	Zineldin (2005); Shum et al.(2008)	2
	VALUE CREATION	Zineldin (2005)	1
	PRODUCT DIFFERENTIATION	Zineldin (2005)	1
	INCREASED PROFITABILITY	Smith & Lakhani(2008)	1
	GENDER/MASCULINITY OR FEMININITY	Riquelme & Rios(2010)	1
	CUSTOMER CENTRIC MKG.	Kaur and Sharma(2009); Law et al.(2003)	2
	VALUE CONGRUENCY	Kaur and Sharma(2009)	1
	CUSTOMER ORIENTATION	Kaur and Sharma(2009)	1
	ORGANIZATION CULTURE	Kaur and Sharma(2009); Richard et al.(2008)	2
	CUSTOMER ATTRACTIVENESS	Heinrich(2005)	1
	RELATIONSHIP VALUE	Heinrich(2005)	1
	CO-ORDINATION	Dimitriadis & Stevens(2008)	1
	REDUCE COST	Dimitriadis & Stevens(2008)	1
	CREATING ORGANISATION CHANGE	Shum et al.(2008)	1
	EMPLOYEE'S COMMITMENT	Shum et al.(2008)	1
	JOB SATISFACTION	Shum et al.(2008); Saura et al.(2005)	2
	CROSS FUNCTIONAL INTEGRATION	Shum et al.(2008)	1
	SOCIAL BONDING	Dash et al. (2009)	1
	LONG TERM RELATIONSHIP ORIENTATION	Dash et al.(2009)	1
	LOW MORALE	Richard et al.(2008); Lin et al.(2010)	2
	EMPLOYEE TRAINING	Richard et al.(2008)	1
	STAFF QUALITY	Richard et al.(2008)	1
	CROSS-SELLING	Mundt et al.(2006)	1
	COMPATIBILITY	Lee et al.(2005)	1
	RELATIONSHIP PORTFOLIO MANAGEMENT	Proença & Castro(2005)	1
	STAFF MOTIVATION	Nigel Waite, (2001)	1
	CO-CREATIVE APPROACH	Monica Law et al (2003)	1
	Internet Banking	Vimi (2010); Rod et al.(2008); Jayawardhena & Foley (2000); HanBaek (2004); Laukkanen et al. (2008); Pikkarainen et al.(2006); Szmigin & Foxall (1998); Akinci et al. (2004); Gerrard & Cunningham, (2003); Karjaluoeto (2002); Karjaluoeto et al. (2002); Ravi et al.(2006); Rotchanakitnui & Speece(2003); Yiu et al.(2007); Ho et al.(2008); Sweeney & Soutar (2001); Gounaris, et al(2008)	17
	Perceived Value	Wenying, W. & Quan, S(2010); Poolthong, et al. (2009); Nijssen et al. (2003)	3
	Data Mining	Ranjan & Bhatnagar(2010); Chiang et al.(2003)	2
	Customization of CRM Modules	Lin et al.(2010)	1
	Empowering employees with decision making	Lin et al.(2010)	1
	Decision Support System	Lin et al.(2010)	1
	Customer Lifetime Value	Haenlein et al.(2007)	1
	Interpersonal Liking	Hawke & Heffernan(2006)	1
	Cooperation	Hawke & Heffernan(2006)	1
	Product Value	Zineldin(2005)	1

## **REQUEST FOR FEEDBACK**

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