



## THE ROLE OF PRIVATE BANKS DEPICTING THEIR INTERNAL CUSTOMER SATISFACTION IN BHUBANESWAR , ODISHA

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### Abstract

The banking services have undergone a sea change over the last few decades. Due to technological revolution it has widen its opportunities. For operating the banking services, the role of employees is more important. The satisfied employees can perform well as compared to dissatisfied ones. Here, this article highlights of internal customer satisfaction and their management responsibility towards fulfilment of that satisfaction. Besides, emphasis has been given on the level of motivation and rewards which encourage employee performance and last, but not the least, monitoring internal customer satisfaction. This paper is based on empirical work which establishes the relationship between management and employees in Banks. A questionnaire was designed to collect the data two private Banks, i.e. Axis Bank and ICICI Bank in Bhubaneswar. The findings show that management should aim at; improve social values, interpersonal training and get feedback from both internal and external customer for the overall growth of the organization. The sample sizes of the respondents were 30 employees each frm the banks and sample was be collected in Bhubaneswar itself. The primary data analyzed by using frequency, percentage , Mean and Average of the mean . The finding of the research would help to management development incurring profitability employee to enhancement their carrier growth.

### Introduction

Banks play a vital role for the economic development of a country. It depends upon the prompt financial services provided by the banks. Previously banking services were involved in the activities like Saving accounts, Current account, Recurring Deposits, Fixed Deposit, Debit and credit card services as well as loans and other investments. But now banking services are involved in the changing nature of its environment due to Cashless Economy. To maintain transparency in banking system, the Government of India gives emphasis upon online and digital banking system. Thus an effective banking system is directly linked with the growth of various sectors.

In multifaceted world there are many challenges before service providers particularly banking sector, due to availability of many competitors. To meet the challenges there is need to create value for the customers that can be possible with the help of internal customers only. To create that value organization must spend time and effort not only to improve external marketing but also to improve internal marketing. According Philip Kotler (2000) Internal Marketing is the task of hiring, training and motivating able employees who want to serve customers well. So, internal customer satisfaction should be given priority to improve quality of service for the organization. Bateson and Hoffman (1996) brings out to notice that the internal marketing requires additional dimensions such as understanding internal customers' requirements in order to fulfill the external customers' needs and preferences. Thus full filling what internal customer needs will be a precursor for external customer satisfaction.

With a view to fulfilling the internal customer needs on employee needs top management levels have embraced the philosophy that internal marketing sustains employee and employees on their part sustain company performances. Top management must implement a management vision that supports a proper leadership. While adopting a vision focused on integrated marketing communication, employees feel better to contribute to sustaining value to the customers. The most important thing is necessary that is management trust and support to organizational and management vision.

In order to attain optimum level of performance companies should successfully implement internal marketing first. That will automatically create a stable work environment that supports excellence and teamwork. Employee performance is depending upon intrinsic and extrinsic factor. The intrinsic factors includes training level, motivation degree, personal expectations, and attitudes and extrinsic factors the work environment.

### Objectives

- To study the management responsibility towards fulfillment of internal customer satisfaction
- To study the level of motivation and rewards that encourages employee performance.
- To monitor internal customer satisfaction

### Data Analysis and Interpretation

**Table 1: Response rate**

	Frequency	Percentage
Response	23	77
No response	07	23
Total	30	100

Table- 1 shows that 77% have responded and 23% gave “no response” among the 30 participants.

**Table 2: Position in the Company**

	Frequency	Percentage
Upper level Manager	12	40
Middle level Manager	14	47
Non manager	4	13
Total	30	100

The respondents were requested to mention their position which is given above. Out of the 30 respondents 47% are from middle level managers, 40% are from upper level and only 13% are from non managers.

**Table 3: Level of Education**

Activities	Frequency	Percentage
Secondary	4	14
Graduation	9	30
Post graduation	11	36
Professional	6	20
Total	30	100

This table enumerates that only 36% of the respondents are qualified for the job they hold. 20% of them are professionally qualified. Only 14% of the respondents are having secondary level of education.

**Table 4: Understanding the Procedure of Service**

	Frequency	Percentage
No	3	10
Yes	27	90
<b>Total</b>	<b>30</b>	<b>100</b>

Table-4 gives an idea about real service providers understanding level of internal customers about procedure of service in the bank. It is where the study was carried out that 90% of employees are aware well of their functions but 10% of employees do not know anything.

**Table 5: Satisfaction Level with Services**

	Frequency	Percentage
Low	4	13
moderate	12	40
High	14	47
<b>Total</b>	<b>30</b>	<b>100</b>

From the above study it is found that 47% of the respondents are highly satisfied while 40% moderately and 12% show low satisfaction.

**Table 6: Average mean for Management Responsibility**

Management Responsibility	Mean	Average Mean
Management's commitment towards	3.88	
Management is responsible employees for internal customer satisfaction	3.69	4.04
Internal customer satisfaction results from external customer satisfaction	4.37	
Management obligation is one of the factors that helps the company to fulfill the internal customer satisfaction	4.24	

From the studies made above, it is seen that internal customer satisfaction depends upon management responsibility. Further, findings from point out that 4.37 internal customer satisfaction results from their external customers' satisfaction, 4.24 mean obligation to obligation is one of the factors that helps the company to fulfill the internal customer satisfaction, 3.88 mean commitment to management and 3.69 mean management is responsible for internal customer satisfaction.

**Table7: Average Values for actions to Increase Internal Customer Satisfaction**

Actions to Increase Productivity	Mean	Average Mean
Proper training	4.37	
socialites	3.65	
Providing incentives	3.79	3.96
Gives recognition to employees for their performance	3.89	
Participation on decision making process	4.14	

Table-7 find out action to increase productivity actions like 4.37 mean indicate proper training, 4.14 mean point out employees participate on decision making process, 3.89 mean gives recognition to employees for their performance, 3.79 mean providing incentives and 3.65 mean gives emphasize on proper training.

### Employee Motivation

**Table 8: Average mean for Employee Motivation**

	Mean	Average mean
Good service depends upon incentives and rewards	4.47	
Negative reinforcement for the problematic employee	3.00	3.81
By implementing motivation and reward, the level of internal customer satisfaction will increase	3.97	

The average mean for employee motivation is 3.81. Among them the mean 4.47 incentive s and rewards depends upon good service, 3.97 by implementing motivation and rewards, the level of internal customer satisfaction will increase. On the negative side, the study reveals that 3.0 are problematic employees and hence responsible for creating negative reinforcement.

**Table 9: Average values for activities to sustain internal customer satisfaction**

Activities	Mean	Average mean
Ensuring all employees receive interpersonal training	4.50	
Reviewing questionnaires to internal customers as well as external customers	3.00	3.84
Conducting an annual audit of internal customer satisfaction	3.77	
Visiting internal customers on a regular basis	3.62	
Feedback of all employees	4.13	
Identifying the improvement in different departments	4.03	

The statistical mean 4.5 point out that to sustain internal customer satisfaction, it is essential to impart interpersonal training. Then 3.00 mean says that for the sustenance of the organization both internal and external customers , 3.77 mean indicate an annual audit of internal customer satisfaction, 3.62 is a must visit internal customers' on a regular basis, 4.14 mean force to take feedback of all employees and 3.62 points out to the managements' visit to the internal customer. While 4.13 emphasizes on the feedback of all employees to management, 4.03 mean identifies improvements in all departments, thereby bringing growth of the organization.

### Conclusion

To grow is to be human. Above all organizations should aim at the satisfaction of the internal customers and build up them to shoulder the responsibility of handling the external customers in the interest of the organization. Furthermore, it is sine qua non for the management to improve social values, impact interpersonal training and get feedback from both internal and external customers for the overall growth of the organization.

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