ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XIV, Issue VIII, August 2025

Customer Relationship Management (CRM) Practices in the SBI Bank: An Analytical Study in Darjeeling, West Bengal

Dr. Jyotirmoy Koley, WBES

Assistant Professor of Commerce, Darjeeling Government College, Darjeeling, West Bengal, India.

DOI: https://doi.org/10.51583/IJLTEMAS.2025.1408000185

Abstract: This analytical study investigates Customer Relationship Management (CRM) practices at the State Bank of India (SBI) branch in Darjeeling, West Bengal. The study's objectives are to evaluate CRM strategies, assess their impact on customer satisfaction and loyalty, and identify the challenges encountered during implementation. A combination of primary and secondary data was used, with primary data collected through a structured questionnaire administered to 75 SBI customers using convenience sampling. This study examined several key variables related to CRM, including customer awareness of CRM policies, perceptions of CRM practices, e-CRM strategies, and customer service. Statistical tools such as ANOVA, correlation analysis, multiple regression analysis, and one-sample t-test were used for data analysis. The findings reveal significant differences between customers' demographic profiles and their awareness of CRM policies. Strong positive correlations were found between CRM awareness, perception, and satisfaction. Customer service significantly influences perceptions of CRM practices, and e-CRM strategies have a substantial impact on customer satisfaction. This study underscores the importance of tailored CRM strategies, effective communication, service quality, and digital banking services in enhancing customer relationships and satisfaction. The findings provide valuable insights for SBI and other banks operating in similar contexts to improve CRM practices and customer satisfaction in the banking industry.

Keywords: Customer Relationship Management (CRM), E-CRM, Customer Satisfaction**,** Customer Loyalty, Service Quality, State Bank of India (SBI), Banking Industry, etc.

I. Introduction:

Customer Relationship Management (CRM) is an essential strategy for banks aiming to enhance customer satisfaction, loyalty, and overall organizational performance. In the competitive banking sector, effective management of customer relationships has emerged as a critical determinant of success (Blery & Michalakopoulos, 2006). The State Bank of India (SBI), a prominent banking institution in India, has been at the forefront of implementing CRM practices to strengthen customer relationships. This analytical study focuses on examining CRM practices at the SBI branch in Darjeeling, West Bengal. The banking industry has recognized CRM as a strategic tool that facilitates the management of existing customer relationships and the acquisition and retention of new customers. The implementation of effective CRM strategies can enhance customer service quality, thereby improving organizational performance (Lebdaoui & Chetioui, 2020). Technological advancements have enabled banks to adopt electronic CRM (e-CRM) systems, allowing them to provide personalized services and improve customer satisfaction (Kumar et al., 2021). SBI's CRM practices in Darjeeling exemplify a unique integration of traditional and electronic customer relationship management efforts. The bank's emphasis on leveraging CRM systems aims to foster a more responsive and customer-centric approach to service. This study explores the intricacies of CRM implementation at SBI in Darjeeling, examining the benefits and challenges encountered during the process. By analysing these aspects, this study seeks to provide valuable insights into the effectiveness of CRM strategies in enhancing customer satisfaction and loyalty within the banking industry context (Blery & Michalakopoulos, 2006; Kumar et al., 2021).

Concept of Customer Relationship Management (CRM):

Customer Relationship Management (CRM) in Indian banks is important for keeping customers happy and loyal. It includes strategies and technologies for managing interactions with customers. The main goal is to improve customer relationships by providing better services and personalized experiences. Electronic Customer Relationship Management (E-CRM) is a key component of CRM in banks. E-CRM improves customer satisfaction by enhancing their experience, which leads to increased loyalty. Studies show that E-CRM not only improves customer experience but also helps build satisfaction and loyalty (Kumar et al., 2021; Mokha & Kumar, 2021). Indian banks face challenges owing to competition and changing customer behaviour. CRM strategies are essential for meeting customer expectations and improving services. Banks can gain an edge by offering both technology-driven and traditional services to meet the changing needs of customers (Kamath et al., 2003). Customer satisfaction in Indian banks depends on service quality, customer involvement, and the bank's physical environment. A study found that service quality and customer involvement are key factors in customer satisfaction. This implies that banks should focus on these areas to retain and attract customers (Gupta & Dev, 2012). Indian banks also use corporate social responsibility (CSR) in their CRM strategies to improve satisfaction and performance. These initiatives focus on education, health, the environment, and societal growth, which help the community and improve the bank's image and performance (Narwal, 2007). In summary, CRM in Indian banks uses both traditional and electronic methods to improve customer experience, satisfaction, and loyalty. To succeed in a competitive market, banks must use technology and focus on high-quality services.

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XIV, Issue VIII, August 2025

Problem Statement:

This study examines how the State Bank of India (SBI) branch in Darjeeling, West Bengal, uses Customer Relationship Management (CRM). The main goal is to determine how CRM strategies are used at this branch, check if they help make customers happier and more loyal, and find any problems faced during this process. SBI is one of India's largest banks and operates in a highly competitive market where retaining customers is crucial. Banks worldwide now see CRM as the key to building strong customer relationships and making more money (Blery & Michalakopoulos, 2006). However, using CRM effectively is not just about technology; it requires the right organization, change management, and support from top leaders to work well (Alt & Puschmann, 2004). Past studies have shown that CRM is very important in banking for increasing customer loyalty and staying ahead of competitors by using customer knowledge (Bhat & Darzi, 2016). However, there can be challenges in CRM due to local business conditions, customer expectations, and the extent to which technology is used, which can vary in places like Darjeeling. This study aims to examine these aspects by checking the current CRM setup at SBI's Darjeeling branch, seeing if it meets customer expectations, how well it works in keeping customers happy and loyal, and finding areas to improve so that CRM helps the bank meet its goals.

II. Literature Review:

Numerous articles and research papers have been published by researchers and academics on various aspects of the role of customer relationship management in the Indian banking sector. The most recent and pertinent research articles were selected for this review. These articles are critically reviewed and presented in this section.

Ahad (2022) examined Customer Relationship Management (CRM) in Indian banking, studying its implementation across three banks using within-case and cross-case methodologies. Data were collected from the branch managers and academic journals. This study analyzed CRM in ICICI Bank, HDFC Bank, and IDBI Bank, examining their definitions, processes, technology, and structures. The analysis revealed that while CRM definitions varied, banks prioritized long-term customer relationships and effectively utilized CRM technology, with organizational structures that supported communication. The study recommends broader CRM implementation, continuous learning, customer information gathering, organizational alignment and clear implementation goals.

Dash and Nayak (2022) examined Customer Relationship Management (CRM) in banking using Machine Learning (ML). This study shows how information technology has transformed Indian banking and highlights CRM's role of CRM in sales and service automation. Data were collected through questionnaires from public and private bank customers in Odisha, India, using a five-point Likert scale. Using the x-means clustering algorithm, the analysis revealed that the Individual Customer Program (ICP) had the strongest effect on customer retention, whereas employees' understanding of specific customer needs (ESC) had the most impact on service quality. The study recommends that banks improve service quality and adopt innovative strategies that focus on customers, processes, and technology.

Nisha (2023) examined how banks use Customer Relationship Management (CRM). This study views CRM as a way for banks to maintain good relationships with clients, moving away from traditional marketing methods. It focuses on how CRM affects the Indian banking sector. CRM started in the 1970s and helped banks collect customer data to offer better services to customers. This study examines CRM's benefits of CRM, how technology affects banks, and the challenges in dealing with customers. It uses existing data to divide CRM into three types: Operational, Analytical, and Collaborative. These include Human Resource Management, Customer Service, Sales Force Automation, and Marketing. Research shows that CRM helps banks understand customers better and improve sales. However, it also highlights challenges, such as measuring customer views and the costs of maintaining customer loyalty. The study concludes that CRM is important for attracting and retaining customers in Indian banks, stressing the need for employee training and a shift from a task-focused to a result-focused work culture.

Verma et al. (2024) investigated Customer Relationship Management (CRM) in Indian banking. This study examines CRM's potential of CRM to enhance customer satisfaction and business performance through a literature review and analysis. This study explores CRM implementation challenges, including training and technology adoption. The findings indicate that CRM strategies improve service quality and customer relationships, leading to higher retention rates. The study outlines CRM tools such as customer databases, EPOS, Sales Force Automation, and Call Centers. Comparing public and private banks, the study shows that private banks implement CRM more effectively. The study concludes that CRM adoption is vital for Indian banks' success in achieving customer satisfaction and loyalty in the banking sector.

Putney and Puney (2013) examined Customer Relationship Management (CRM) in Indian banking. CRM is vital for banks in India to maintain their competitiveness and involves customer data collection, profile creation, and targeted marketing. This study emphasizes CRM's importance of CRM as the Indian banking market becomes more competitive, noting it as essential for market share and growth. The factors driving CRM implementation include competition, customer contact points, information security, customer expectations, and marketing opportunities. Banks that use CRM receive favorable customer perceptions based on reliability, responsiveness, empathy, tangibility, and satisfaction. The study concludes that Indian banks are increasingly adopting CRM to build customer relationships for competitive advantage.

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XIV, Issue VIII, August 2025

Yadav and Singh (2018) created a framework to study Customer Relationship Management (CRM), relationship quality, and customer loyalty in Indian banks. They developed a model to explore CRM, relationship quality, and customer loyalty. CRM includes communication, conflict handling, responsiveness, personalization, and customer focus. Relationship quality includes trust, commitment, and relationship satisfaction. Customer loyalty is examined through customers' behavior, thoughts, and attitudes. The authors used previous studies to develop a model linking these parts. This study provides ideas for academics and professionals regarding CRM in Indian banks. The identified parts can help professionals use CRM to improve relationship quality and loyalty. However, focusing only on Indian banks limits the applicability of these findings. Future studies could examine other financial areas and add more factors, such as service quality and switching costs.

Valetvakar et al. (2025) investigated CRM systems' effectiveness and loyalty in banking, examining their impact on customer satisfaction and retention. The research objectives included assessing CRM's impact on satisfaction, identifying loyalty-enhancing features, measuring the correlation between CRM effectiveness and loyalty, and examining implementation challenges. The study collected data through questionnaires and research papers, with respondents from Vadodara, India. The findings revealed a balanced gender distribution, with students as the primary respondents. Mobile banking was the main interaction method, and customer service was crucial for selecting a bank. Of the respondents, 45.8% were satisfied with the banking services. The study concludes that CRM systems enhance satisfaction and loyalty, requiring effective implementation and employee training to gain a competitive advantage.

Karunasree and Sudhakar (2018) studied Customer Relationship Management (CRM) practices and strategies in ICICI and HDFC banks in Hyderabad and Secunderabad, India. This study examined the perceptions of business and non-business customers regarding CRM practices and strategies. Using a descriptive research design, they surveyed 945 customers with a questionnaire. The analysis covered five CRM practices: Customer Acquisition, Customer Response, Customer Knowledge, Customer Information System, and Customer Value Evaluation, along with four CRM strategies: Customer Focus, Knowledge Management, CRM Organization, and Technology-based CRM. The findings show significant differences between non-business and business customers' perceptions. The study recommends that banks develop differentiated CRM approaches for different customer segments, considering demographic profiles, and establish departments to monitor CRM effectiveness.

Veni and Gayathri (2016) studied customer relationship management (CRM) practices in State Bank of India (SBI) branches in Virudhunagar. This study examined customer demographics, CRM policy awareness, practices in Tamil Nadu branches, and the role of electronic CRM in satisfaction. Data were collected from 100 SBI customers through questionnaires and were analyzed using statistical tools. The results showed that demographics did not affect CRM awareness, and customers approved most CRM practices, with physical services having the strongest influence. E-CRM services, especially Internet banking and ATMs, enhance customer satisfaction. The study found SBI's CRM practices to be satisfactory, highlighting the importance of customer-oriented relationships in the banking sector.

Chaudhari (2020) examined Customer Relationship Management (CRM) in Indian banking. This study presents CRM as vital in contemporary banking, highlighting its importance in the competitive global context. This study investigates CRM's significance, technology's role, and CRM processes in Indian banking using secondary data from newspapers, books, journals, and other sources. The findings show that CRM helps banks identify profitable customers by integrating technology with human resources to acquire and retain them. CRM enables banks to build relationships and maximize profits while providing customers access to new technologies and improved services. At the national level, CRM advances the banking sector, aids global competition, and enhances quality. The study concludes that CRM is essential in the era of globalization, emphasizing the importance of technology in Indian banking for achieving objectives cost-effectively.

Research Gap:

Numerous studies have examined various aspects of customer relationship management (CRM) practices and their effects on customer awareness, perception, and satisfaction in the Indian banking sector. However, there is a notable lack of substantial research specifically focused on Darjeeling, West Bengal. This study addresses this gap by investigating CRM practices and electronic CRM (e-CRM) strategies at SBI Bank and their influence on customer satisfaction, perception, and awareness in Darjeeling. The present study endeavors to explore this previously unexamined area.

Significance of the Study:

The study of Customer Relationship Management (CRM) at the State Bank of India (SBI) in Darjeeling, West Bengal, is important. This affects both academic research and real banking operations. This research helps us understand customer satisfaction and engagement. By knowing CRM practices well, banks can improve their strategies to better meet customer needs. As banking changes and customer expectations grow, this study can help SBI improve customer satisfaction and loyalty, which are key to retaining and attracting customers (Parameswar et al., 2016; Tiwary et al., 2015). In addition, CRM's impact on financial performance is important. By checking how well CRM works, banks can link customer satisfaction to financial results, aligning CRM efforts with financial goals. Good CRM systems can make operations more efficient and reduce costs, thereby boosting profits (Mbama & Ezepue, 2018). In Darjeeling, understanding the local banking needs is crucial. The area's unique social and cultural environment requires CRM practices to effectively serve different customer groups. This study offers a local view that can help SBI adapt its CRM strategies to fit the region, possibly using digital banking for easier access (Rai & Das, 2024). Finally, this study

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XIV, Issue VIII, August 2025

adds to the academic literature by providing data and insights useful for other researchers and banks looking to improve CRM practices in India and worldwide. This can lead to more research and innovation in banking CRM, promoting a customer-focused approach in the industry (Tiwary et al., 2015).

Objectives of the Study:

This study has been initiated with the following objectives: (i) to comprehend the demographic characteristics of customers utilizing SBI services, (ii) to examine customer awareness concerning SBI's customer relationship management policies, (iii) to evaluate perceptions of customer relationship management practices across various SBI branches in Darjeeling, and (iv) to investigate the impact of e-CRM strategies on achieving customer satisfaction.

III. Research Methodology:

This study is both analytical and empirical, utilizing a combination of primary and secondary data. Primary data were exclusively gathered through a structured questionnaire administered during field surveys. This questionnaire employed a three-point rating scale, as informed by prior relevant studies. Additionally, the research incorporates secondary data sourced from related research journals, articles, papers, academic publications, and online sources. The study's sample comprised customers of SBI Bank in Darjeeling, selected using convenience sampling from different SBI branches in the area. A total of 75 SBI customers provided complete and positive responses to the questionnaires. The survey was conducted from July to August of 2025. The study investigates several key variables and attributes related to customer relationship management, specifically: (i) customer awareness of CRM policies at SBI (including customer recognition, quick response, retention strategy, technology-based service, personnel assistance, cost transparency, grievance redressal, "May I help you" service, information on new services, ATM service, and online banking service); (ii) customers' perceptions of SBI's CRM practices (such as employee courtesy, bank ambiance, bank environment, bank facilities, customer-friendly products, service promptness, ability to assist customers, knowledge of customer redressal, customer familiarity, ATM locations, working hours, and service execution); (iii) e-CRM strategies at SBI (including Internet banking, ATMs, mobile banking, emails, smart cards, fund transfers, and e-cheques); and (iv) customer service (covering physical service, service reliability, service openness, service delivery, understanding of needs, and personal welfare). The reliability and consistency of the questionnaire were assessed using Cronbach's alpha test, which yielded a satisfactory score of 0.974. Primary data analysis involved frequency tables, simple percentages, and statistical tools such as ANOVA, correlation analysis, multiple regression analysis, and one-sample t-tests. The statistical software SPSS-26 was used to analyse the primary data and derive relevant conclusions from this research.

Hypothesis:

Five sets of hypotheses have been framed to achieve the research objectives. They are as follows:

H1: There is no difference between the demographic profile of customers and customer awareness of CRM policies in SBI.

H2: There is no correlation between awareness of CRM policies in SBI and satisfaction with CRM practices in SBI.

H3: There is no correlation between perception about the CRM practices in SBI and satisfaction with CRM Practices in SBI.

H4: There is no influence of customer service on customers' perception of CRM practices in SBI.

H5: There is no significant impact of the E-CRM strategies of SBI on customer satisfaction.

Analysis and Discussion:

The primary data collected from the field survey have been analyzed and are discussed in the subsequent section. This portion of the study is organized into two subsections: the demographic profiles of the respondents and the examination of various hypotheses using statistical methods such as ANOVA, correlation analysis, multiple regression analysis, and one-sample t-test. The analyses are presented below.

Demographic Profile of the Respondents:

Table-1

Demographic Characteristics	Attribute	Frequency	Percent
Gender	Male	54	72
	Female	21	28
Age	18-25Yrs	16	21.3
	26-40Yrs	24	32
	41-55Yrs	28	37.3
	Above 55 Yrs	7	9.3

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XIV, Issue VIII, August 2025

Education	Secondary	8	10.7
	HS	16	21.3
	UG	16	21.3
	PG	28	37.3
	Professional	7	9.3
Occupation	Private Job	24	32
	Govt. Job	23	30.7
	Self-Employed	21	28
	Student	7	9.3

(Source: Primary Data)

Observation: Gender Distribution: The sample demonstrated a significant male predominance, with males constituting 72% of the cohort and females representing 28%. This resulted in a sex ratio of approximately 2.6:1 (male: female) within the sample. Age Distribution: The sample was predominantly composed of middle-aged adults. The largest age cohort was 41-55 years, accounting for 37.3%, followed closely by the 26-40 years group (32%). Collectively, these two groups comprised nearly 70% of the total sample. Younger adults, aged 18-25 years, constitute 21.3%, whereas seniors aged above 55 years represent the smallest segment at 9.3%. Education Level: The group is characterized by a high level of educational attainment. The largest proportion holds a postgraduate (PG) degree, accounting for 37.3%. Individuals with an Undergraduate (UG) degree and those with a Higher Secondary (HS) qualification each constitute 21.3%. Those possessing a professional degree and individuals with only secondary education represent the smallest groups, at 9.3% and 10.7%, respectively. Occupation: Employment is fairly evenly distributed across the private sector, government, and self-employment sectors. Private sector employees form the largest group at 32%, followed closely by government employees at 30.7%. Self-employed individuals constituted 28% of the sample. Students represent the smallest occupational group at 9.3%, which corresponds with the age data, indicating that the 18-25 years cohort comprises 21.3%, suggesting that not all young adults in the sample are students.

Hypothesis Testing:

10.2.1 ANOVA: Analysis of Variance (ANOVA) is a statistical method used to evaluate the means of two or more independent groups to determine whether significant differences exist among them. This technique examines the variability within each group and compares it with the variability between groups. When the variation between groups substantially exceeds the variation within groups, it suggests that at least one group's mean is significantly different from the others. In this study, ANOVA was applied to assess whether there was any difference between the demographic profile of customers and their awareness of Customer Relationship Management (CRM) policies at the State Bank of India (SBI).

Hypothesis-1

H_0: There is no difference between the demographic profile of customers and customer awareness of CRM policies in SBI.

H_1: There is a difference between the demographic profile of customers and customer awareness of CRM policies in SBI.

Table-2

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Age	Between Groups	36.27	2	18.135	48.874	0.000
	Within Groups	26.716	72	0.371		
	Total	62.987	74			
Educational Qualification	Between Groups	57.899	2	28.95	46.56	0.000
	Within Groups	44.767	72	0.622		
	Total	102.667	74			
Occupation	Between Groups	40.556	2	20.278	47.355	0.000
	Within Groups	30.831	72	0.428		

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XIV, Issue VIII, August 2025

	Total	71.387	74			
Gender	Between Groups	7.879	2	3.939	39.168	0.000
	Within Groups	7.241	72	0.101		
	Total	15.12	74			

(Source: Compiled by author)

Interpretation: From the above table, it is seen that the P value of the test at the 5% level of significance is 0.000, which is less than 0.05 for all the demographic variables, like gender, age, education, and occupation, in relation to customer awareness of CRM policies in SBI by the respondents in the study area. So, the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, it can be concluded that there is a significant difference between the demographic profile of customers and their awareness of SBI's CRM policies.

Correlation Test: Correlation denotes the degree to which two variables are related. When variations in the magnitude of one variable are typically accompanied by variations in the magnitude of another variable, the variables are considered correlated. If an increase in one variable is generally associated with an increase in another, they are positively correlated. Conversely, if an increase in one variable is typically linked to a decrease in another variable, they are negatively correlated. When the value of one variable remains unaffected by changes in another variable, the variables are deemed uncorrelated. In this study, two correlations were examined: (i) the correlation between Awareness of CRM Policies in SBI and Satisfaction with CRM Practices in SBI, and (ii) the correlation between Perception of CRM Practices in SBI and Satisfaction with CRM Practices in SBI.

Hypothesis-2

H_0: There is no correlation between awareness of CRM policies in SBI and satisfaction with CRM practices in SBI.

H_1: There is a correlation between awareness of CRM policies in SBI and satisfaction with CRM practices in SBI.

Table-3

Correlations			
		Customer Awareness in CRM Policies in SBI	Customer Satisfaction
Customer Awareness in CRM Policies in SBI	Pearson Correlation	1	0.675
	Sig. (2-tailed)		0.000
	N	75	75
Customer Satisfaction	Pearson Correlation	0.675	1
	Sig. (2-tailed)	0.000	
	N	75	75

(Source: Compiled by author)

Interpretation: In the above table, the bivariate correlation test has been applied to test the correlation between Awareness of CRM Policies in SBI and Satisfaction with CRM Practices in SBI. In the above correlation matrix, Pearson's correlation coefficient is 0.675, and the p-value for a two-tailed test is 0.000, which is less than 0.05 at the 5% level of significance. Hence, it can be concluded that there is a positive correlation between Awareness of CRM Policies in SBI and Satisfaction with CRM Practices in SBI.

Hypothesis-3

H_0: There is no correlation between perception about the CRM practices in SBI and satisfaction with CRM practices in SBI.

H_1: There is a correlation between perception about the CRM practices in SBI and satisfaction with CRM practices in SBI.

Table-4

Correlations			
		Customers' Perception of CRM Practices in SBI	Customer Satisfaction
	Pearson Correlation	1	0.89

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XIV, Issue VIII, August 2025

Customers' Perception of CRM Practices in SBI	Sig. (2-tailed)		0.000
	N	75	75
Customer Satisfaction	Pearson Correlation	0.89	1
	Sig. (2-tailed)	0.000	
	N	75	75

(Source: Compiled by author)

Interpretation: In the above table, the bivariate correlation test has been applied to test the correlation between Perception about the CRM Practices in SBI and Satisfaction with CRM Practices in SBI. In the above correlation matrix, Pearson's correlation coefficient is 0.89, and the p-value for a two-tailed test is 0.000, which is less than 0.05 at the 5% level of significance. Hence, it can be concluded that there is a positive correlation between the Perception of the CRM Practices in SBI and Satisfaction with CRM Practices in SBI.

Multiple Regression Analysis: A multiple regression analysis was conducted to assess the relationship between a single dependent variable and multiple independent variables. This analysis typically reveals the average relationship between two variables, enabling the estimation or prediction of the unknown values of one variable based on the known values of the other. A multiple regression model has been developed, as illustrated below;

Regression model-1: $Y = a + b_{x1} + c_{x2} + d_{x3} + e_{x4} + f_{x5} + E$ ----------(1)

Where,

Y is the dependent variable, i.e., Customers' Perception of CRM Practices in SBI

'a' is a Constant

$_{x1}$ is the independent variable, i.e., Need Understanding

$_{x2}$ is the independent variable, i.e., Openness in Service

$_{x3}$ is the independent variable, i.e., Reliability in Service

$_{x4}$ is the independent variable, i.e., Physical Service

$_{x5}$ is the independent variable, i.e., Service Delivery

b, c, d, e, f are the regression coefficients and

E is the Residual (error)

Hypothesis-4

H_0: There is no influence of customer service on customers' perception of CRM practices in SBI.

H_1: There is an influence of customer service on customers' perception of CRM practices in SBI.

Table-5

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.953	0.908	0.902	0.20744
Predictors: (Constant), Need Understanding, Openness in Service, Reliability in Service, Physical Service, Service Delivery				
Dependent Variable: Customers' Perception of CRM Practices in SBI				

(Source: Compiled by author)

Table-6

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XIV, Issue VIII, August 2025

1	Regression	29.378	5	5.876	136.543	0.000
	Residual	2.969	69	0.043		
	Total	32.347	74			

(Source: Compiled by author)

Interpretation: In this model, the p-value of the beta coefficient is 0.000, which is significant at 5% level of significance. So, the null hypothesis is rejected and the alternative hypothesis is accepted. Hence, it can be concluded that customer service influences customers' perception of CRM practices in SBI. Here, the value of F is 136.543, which is also significant at the 5% level of significance. The R-squared value is 0.908, which indicates that the model is a good fit and that there is a high correlation between customer service and customers' perception of CRM practices in SBI. A positive sign of the regression coefficient indicates a direct or positive relationship between CRM practice in SBI and customer service. The adjusted R-squared value is 0.902, which implies that customer service can explain approximately 90% of the customers' perception of CRM practices in SBI. Finally, it can be concluded that various customer services positively impact customers' perception of CRM practices in SBI.

One-Sample t-test: The one-sample t-test is a statistical method employed to ascertain whether the mean of a sample significantly deviates from a known or hypothesized population mean. Unlike tests that compare two distinct groups, this technique evaluates the mean of a single sample against a specified value. In this context, a one-sample t-test was used to determine whether E-CRM strategies significantly impact customer satisfaction.

Hypothesis-5

H_0: There is no significant impact of the E-CRM strategies of SBI on customer satisfaction.

H_1: There is a significant impact of the E-CRM strategies of SBI on customer satisfaction.

Table-7

One-Sample Test						
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Internet Banking	19.117	74	0.000	1.46667	1.3138	1.6195
ATMs	19.441	74	0.000	1.49333	1.3403	1.6464
Mobile Banking	19.117	74	0.000	1.46667	1.3138	1.6195
Emails	19.117	74	0.000	1.46667	1.3138	1.6195
Smart Card	18.216	74	0.000	1.37333	1.2231	1.5236
Fund Transfer	20.595	74	0.000	1.77333	1.6018	1.9449
E Cheques	22.574	74	0.000	1.98667	1.8113	2.162

(Source: Compiled by author)

Interpretation: From the above table, it is found that the P value of the test at the 5% level of significance is 0.000, which is less than 0.05 for all the E-CRM strategies of SBI, as assumed by the respondents in the study area. So, the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, it can be concluded that the E-CRM strategies of SBI have a significant impact on customer satisfaction.

IV. Findings of the Study:

Based on the analysis and discussion presented, the key findings of the study on Customer Relationship Management (CRM) practices at the State Bank of India (SBI) branch in Darjeeling, West Bengal, are as follows:

There is a significant difference between customers' demographic profiles and their awareness of CRM policies at SBI. Factors such as gender, age, education, and occupation influence awareness levels.

There is a positive correlation (0.675) between customers' awareness of CRM policies and their satisfaction with SBI's CRM practices.

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XIV, Issue VIII, August 2025

There is a strong positive correlation (0.89) between customers' perceptions of CRM practices and their satisfaction with those practices at SBI.

Customer service significantly influences customers' perceptions of CRM practices at SBI. The regression model showed that customer service could explain approximately 90% of the variation in perceptions of CRM practices.

The E-CRM strategies of SBI have a significant impact on customer satisfaction, as evidenced by the one-sample t-test results.

The demographic profile of respondents showed a predominance of male customers (72%), with the largest age group being 41-55 years (37.3%). Most respondents had postgraduate degrees (37.3%) and were employed in the private sector (32%).

The study found high levels of customer awareness and positive perceptions of SBI's CRM policies and practices in Darjeeling.

Both traditional customer service aspects and e-CRM strategies were found to be important factors in shaping customer satisfaction and perceptions of CRM at SBI.

These findings highlight the importance of tailored CRM strategies that account for demographic factors, as well as the need for banks to focus on both in-person service quality and electronic banking services to enhance customer relationships and satisfaction.

V. Conclusion:

This study provides significant insights into the effectiveness of Customer Relationship Management (CRM) practices at the State Bank of India (SBI) in Darjeeling. The findings indicate that CRM strategies substantially impact customer satisfaction and perception. Demographic factors are crucial in shaping customer awareness of CRM policies, underscoring the need for customized approaches tailored to distinct customer segments. The strong positive correlations between CRM awareness, perceptions, and satisfaction highlight the importance of effective communication and the implementation of CRM practices. The notable influence of customer service on CRM perceptions emphasizes the necessity of a sustained focus on service quality and delivery. E-CRM strategies have emerged as critical components in enhancing customer satisfaction, reflecting the growing importance of digital banking services. This trend aligns with the broader movement towards technological adoption within the banking sector. The findings of this study have important implications for SBI and potentially for other banks operating in similar contexts. To enhance customer relationships and satisfaction, banks should develop targeted CRM strategies that account for demographic variations, improve customer awareness of CRM policies through effective communication, continuously enhance customer service quality, and invest in and promote e-CRM services. Future research could investigate the long-term impact of CRM practices on customer loyalty and bank performance and explore the specific needs of different customer segments in Darjeeling. In conclusion, this study contributes to the understanding of CRM practices in the banking sector, particularly within the context of Darjeeling, and provides actionable insights for improving customer relationships and satisfaction in the banking industry.

References:

1. Ahad, A. (2022). Customer Relationship Management (CRM) in Indian Banking Industry. International Journal of Research in Commerce and Management Studies, 5(2). https://doi.org/10.33545/26179210.2022.v5.i2.422
2. Alt, R., & Puschmann, T. (2004). Successful Practices In Customer Relationship Management. IEEE Xplore, 8, 9 . https://doi.org/10.1109/hicss.2004.1265415
3. Bhat, S. A., & Darzi, M. A. (2016). Customer Relationship Management. International Journal of Bank Marketing, 34(3), 388–410. https://doi.org/10.1108/ijbm-11-2014-0160
4. Blery, E., & Michalakopoulos, M. (2006). Customer Relationship Management: A Case Study of a Greek Bank. Journal of Financial Services Marketing, 11(2), 116–124. https://doi.org/10.1057/palgrave.fsm.4760014
5. Chaudhari, V. M. (2020). Role of CRM in the Indian Banking Sector. International Journal of Engineering and Management Research, 10(1), 59-63.
6. Dash, G. P., & Nayak, B. (2022). The Impact of Customer Relationship Management (CRM) in the Banking Sector Using Machine Learning. Journal of Economics, Finance and Management Studies, 5(7). DOI: 10.47191/jefms/v5-i7-17
7. Gupta, A., & Dev, S. (2012). Client Satisfaction in Indian Banks: An Empirical Study. Management Research Review, 35(7), 617–636. https://doi.org/10.1108/01409171211238839
8. Kamath, K. V., Ravichandran, N., Kuppuswamy, P. T., Nayak, R. M., Shenoy, P. S., Kohli, S. S., & Kumar, R. (2003). Indian Banking Sector: Challenges and Opportunities. Vikalpa: The Journal for Decision Makers, 28(3), 83–100. https://doi.org/10.1177/0256090920030308
9. Karunasree, P., & Sudhakar, A. (2018). A Study on Customer Relationship Management Practices and Strategies with Reference to ICICI and HDFC Banks in Hyderabad and Secunderabad. Journal of Emerging Technologies and Innovative Research (JETIR), 5(4), 250-256.
10. Kumar, P., Pattnaik, S. C., & Mokha, A. K. (2021). Electronic Customer Relationship Management (E-CRM), Customer Experience and Customer Satisfaction: Evidence From The Banking Industry. Benchmarking: An International Journal, 29(2), 551–572. https://doi.org/10.1108/bij-10-2020-0528
11. Lebdaoui, H., & Chetioui, Y. (2020). CRM, Service Quality, and Organizational Performance in the Banking Industry: A Comparative Study of Conventional and Islamic Banks. International Journal of Bank Marketing, 38(5), 1081–1106. https://doi.org/10.1108/ijbm-09-2019-0344

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XIV, Issue VIII, August 2025

12. Mbama, C. I., & Ezepue, P. O. (2018). Digital Banking, Customer Experience, and Bank Financial Performance. International Journal of Bank Marketing, 36(2), 230–255. https://doi.org/10.1108/ijbm-11-2016-0181
13. Mokha, A. K., & Kumar, P. (2021). Examining the Interconnections Between E-CRM, Customer Experience, Customer Satisfaction, and Customer Loyalty. Journal of Electronic Commerce in Organizations, 20(1), 1–21. https://doi.org/10.4018/jeco.292474
14. Narwal, M. (2007). CSR Initiatives of the Indian Banking Industry. Social Responsibility Journal, 3(4), 49–60. https://doi.org/10.1108/17471110710840233
15. Nisha. (2023). A Study on Customer Relationship Management in the Banking Sector. International Journal of Multidisciplinary Research (IJFMR), 5(60), 1-10.
16. Parameswar, N., Dhir, S., & Dhir, S. (2016). Banking on Innovation, Innovation in Banking at ICICI Bank. Global Business and Organizational Excellence, 36(2), 6–16. https://doi.org/10.1002/joe.21765
17. Putney, A., & Puney, M. M. (2013). A Study on the Role of Customer Relationship Management (CRM) in the Indian Banking Sector. International Journal of Management & Business Studies, 3(2), 88-89.
18. Rai, P. C., & Das, A. P. (2024). Ethnobotanical Significance of the Flora of Neora Valley National Park in the District of Darjeeling, West Bengal (India). Nelumbo, 46, 337–355. https://doi.org/10.20324/nelumbo/v46/2004/74181
19. Tiwary, B. K., Chakraborty, R., Bihani, S., Kumar, A., & Ghosh, R. (2015). The in Vitro Cytotoxic Activity of Ethno-Pharmacological Important Plants of Darjeeling District of West Bengal Against Different Human Cancer Cell Lines. BMC Complementary and Alternative Medicine, 15(1). https://doi.org/10.1186/s12906-015-0543-5
20. Valetvakar, S., Vaghela, P., & Bhambhani, S. (2025). Effectiveness and Loyalty of Customer Relationship Management in the Banking Industry. International Journal of Research Publication and Reviews, 6(4), 1419-1425.
21. Veni, K. P., & Gayathri, V. (2016). A Study on Customer Relationship Management Practices Followed by State Bank of India Branches with Special Reference to Virudhunagar. Shanlax International Journal of Management, 3(4), 1-8.
22. Verma, A., Gupta, A., & Sharma, T. (2024). A Study on Customer Relationship Management in the Banking Sector. International Journal for Multidisciplinary Research (IJFMR), 6(3), 1-8.
23. Yadav, B. K., & Singh, V. (2018). Customer Relationship Management (CRM), Relationship Quality and Customer Loyalty in the Indian Banking Sector: A Conceptual Approach. BHU Management Review, 6(1&2), 12-25.