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CUSTOMER RELATIONSHIP MANAGEMENT IN FINANCIAL SERVICES: A STUDY ON SOME SELECTED PRIVATE COMMERCIAL BANKS IN BANGLADESH

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Abstract-*The financial service industry is facing immense competition across the world and, in Bangladesh, the scenario is not different. The banks in Bangladesh are operating their business in a highly competitive business environment. The main objectives of the study are to explore antecedents of Customer Loyalty and to develop a model of Customer Relationship Management for financial services industry especially for Private Commercial Banks (PCBs) in Bangladesh. To achieve the objectives, this study has looked into the available literature and conducted an empirical study on the causal relationships among different factors such as services quality, customer trust, customer perceived value, customer satisfaction, customer switching barrier, customer culture, and customer loyalty which are directly and indirectly related to CRM. A model has been developed based on comprehensive literature review, focus group discussion, and an extensive survey of the customers of some selected PCBs. The survey has been administered on 450 respondents with a structured questionnaire and the response rate has been 89.44%.In EFA, the study has explored seven factors which are related to CRM namely services quality, customer trust, customer perceived value, customer satisfaction, customer switching barrier, customer culture, and customer loyalty. Confirmatory Factor Analysis (CFA) has been performed to ensure the validity of the constructs. Except for one factor namely Customer Culture, all other factors have ensured the convergent and discriminant validity. The study has revealed that Customer Satisfaction is the most important determinant of Customer Loyalty whereas Services Quality, Customer Trust, and Customer Perceived Value act as significant antecedents of Customer Satisfaction. This study makes a significant contribution to the existing literature by showing the influences of different factors on Customer Loyalty and by developing a model of CRM in the financial service industry of Bangladesh.*

Keywords: *customer, relationship, management, financial, private, bank, Bangladesh.*

I INTRODUCTION

The financial sector is the backbone of any economy in the world. The success of financial institutions is highly correlated to the success of an economy. Among all these financial institutions, the banks are the most important financial institutions in the financial sector in any country (Kaura, V. et al., 2015).

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In the 1980s, the concept of Customer Relationship Management (CRM) was originated from the term "contact management' which focuses on accumulating all relevant information about customers whenever they come in touch with companies (Melnick, E. L. et al., 2000). In CRM, companies collect, store, retrieve and analyze information about their customers for managing the successful relationship with their customers. After the independence of Bangladesh, the banking industry started its journey with eleven banks including six nationalized commercial banks, two state-owned specialized banks and three foreign banks (https://www.bb.org.bd). And, the industry achieved major expansion in 1980's with the advent of private banks. As of February 24, 2020, sixty (60) scheduled banks are operating their business in Bangladesh under the control and regulations of Bangladesh Bank Order, 1972 and Bank Company Act, 1991 (https://www.bb.org.bd). Out of 60 scheduled banks, there are 6 State-Owned Commercial Banks, 3 Specialized Banks, 42 PCBs in which 34 are conventional PCBs and 8 are Shariah based Islamic PCBs and 9 Foreign Commercial Banks operating their business in Bangladesh (https://www.bb.org.bd).Customer Relationship Management (CRM) is not enjoying the same status within all local and multinational companies in Bangladesh. However, the importance of CRM is growing day by day in these companies. (Rahman, et al., 2006). Despite the benefits of CRM in business, adequate literature is not available on the practice and evaluation of CRM systems in the financial sector of developing countries as well as in Bangladesh.

II RATIONALE OF THE STUDY

An organization cannot succeed without its customers. And, customers are the most important and strategic asset of any organization. This is equally true for the banking sector of Bangladesh. As financial institutions, banks need growth and stability to ensure the prosperity of any country as these firms are largely responsible for the savings of the citizens and communities in a country. To survive in this competitive business environment, banks and other financial firms need to emphasize building and maintaining relationships with their clients. Consequently, Customer Relationship Management (CRM) is of strategic importance in the banking sector.

In the first world country, most of the organizations have dedicated world-class tools for CRM. The significance of CRM in the business organization is already proven and accepted (Chakraborty, M., 2012)**.**Banks can accelerate their goodwill as well as an image by maintaining the good relationship with the customers. It also helps the banks boost up their market share (Chakraborty, M., 2012).

The entrance of the private commercial banks in the 1980s made the banking industry in Bangladesh highly competitive. In this deadly competitive environment, the banks and other financial institutions are trying hard to identify the drivers of customer loyalty, the main focus of CRM, for their survival and growth.

According to Sayani (2015), the relationship of the banks with the customers eventually leads to higher customer loyalty and retention and gives a competitive advantage to the bank over other competitors. However, CRM is widely focused and practised by manufacturing and service firms in the developed countries. Conversely, adequate literature has not been found on CRM in developing countries such as Bangladesh, particularly in the banking industry. Moreover, the models of CRM being practised in developed countries are

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not tested whether these models are applicable in Bangladesh because of the difference of consumers' perception between developed and developing countries.

In these circumstances, the researcher wants to observe CRM practices in the banking sector of Bangladesh as well as to find out the major facets that affect the loyalty of the customers, the main focus of Customer Relationship Management (CRM) for the survival and growth of banks in the banking industry of Bangladesh. And, the researcher expects that the finding of this research would be useful for the financial institutions to develop customer loyalty, to overcome high competition, and to improve the applications of CRM in the financial service industry of Bangladesh.

III OBJECTIVES OF THE STUDY

The study has been carried out with the following objectives.

1. To find out how Private Commercial Banks (PCBs) are practising Customer Relationship Management (CRM) in Bangladesh;
2. To explore the major factors that affect customer loyalty, the main focus of CRM, and develop a model in the context of Bangladesh;
3. To make some recommendations by which the banks can enhance long-term relationships with their customers in order to create competitive advantage.

IV LIMITATIONS OF THE STUDY

i. The study has focused on customer perspective of CRM and has not given much focus on the Banks perspective.

ii. The sample of the study covers the customers of 1st, 2nd, and 3rd generations of the banks while there is no bank from 4th generation.

iii. The study has been confined to greater Dhaka Division of Bangladesh only which is another major limitation of this study.

iv. The study has not considered the public commercial banks although the operations of public commercial banks are significant in the banking industry of Bangladesh.

V LITERATURE REVIEW

4.1 Customer Relationship Management (CRM)

The concept 'Customer Relationship Management' is not a new phenomenon. Still, there is lack of agreement on the universally accepted definition of Customer Relationship Management. "CRM is a comprehensive strategy and process of acquiring, retaining and partnering with selective customers to create superior value for the company and the customers" (Parvitiyar and Sheth, 2001). "CRM is about the development and maintenance of long term mutually relationship with strategically significant customers" (Buttle, 2001). "CRM aligns business processes with customer strategies to build customer loyalty and to increase profits over time"

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(Reichheld and Schefter, 2002). CRM can be regarded as a holistic process that consists of getting, holding and growing targeted customers. (Strauss, J. et al., 2003)

Customer Relationship Management is a business strategy which assimilates inside functions and procedure along with outside networks in order to produce and deliver superior values to the targeted customers with expected return. It is to mention that the strategy is highly integrated with high-quality data and Information Technology (Buttle, 2009).

Over the past decades, Customer Relationship Management (CRM) has become an important tool in increasing a firm's profitability by enabling it to recognize the best customer and satisfy his needs, in order to make him remain loyal to the firm's products or service (Nguyen & Mutum, 2012).

Customer Relationship Management (CRM) is not only the relationship of customers. It is much more like developing the system of integration between the environment, customer expectation and the management of knowledge of customer expectation and customer satisfaction (Maroofi, et al., 2013).

Customer Relationship Management (CRM) is defined as a strategy for managing a company's relationships with clients and potential clients. It is regarded as an initiative to strengthen and drive sales for an organization (Stokes, 2013).

At present, Customer Relationship Management (CRM) has received much attention from academic and business communities and it is regarded as one of the most dynamic topics of this time, a key factor to the success of an organization (Jan and Abdullah, 2014; Thakur, 2014). Moreover, Balakrishnan and Krishnaveni (2014) revealed that the proper CRM practices will increase the customer satisfaction and build a relationship with present and prospective customers. This can be done by managing information and improving the performance of delivering products and services at a great speed that facilitates the acquisition and retention of customers.

The basic purpose of Customer Relationship Management (CRM) is to understand customers and the factors that affect customer retention and loyalty in order to build long-lasting successful relationships with customers (Thakur, 2014; Al-hawari, 2015)

As a result, many financial firms such as banking institutions, insurance firms, leasing firms, and other service providers have realized the impact and significance of Customer Relationship Management (CRM) and its prospects or potential benefits to facilitate them in acquiring new customers, holding existing customers and maximizing customer lifetime value (Vikram, B. B., 2015).

Ponnam, A. and Paul, R. (2017) identified that the interactions or encounters taken place between service providers and receivers are very important in building and maintaining a relationship in financial services.

For this study, the researcher is defining CRM as a philosophy that shows the ways how a company can work in order to build long-term successful relationships with their customers. And, CRM comprises the process of getting, holding, and growing with carefully targeted customers to produce superior value for the company, the customers, and other stakeholders.

4.2 Factors of customer Relationship Management

The key factors that affect the loyalty of the customer, the key focus of Customer Relationship Management (CRM), are discussed below.

Service Quality

Service quality is one of the major factors which can make a bank sustainable and competitive in the industry. Malik et al. Kaura (2013) expressed that banks require giving emphasis on service quality to improve their customers' satisfaction which is important to make customers loyal to the bank. It has been observed that a high-quality service provides a good number of benefits which include: good corporate image, higher customer satisfaction, opportunities for cross-selling, reduced loss of customers, increased chances of positive word-of-mouth, and finally, the maintenance of long-term relationships with customers (Ilyas, et al., 2013).

Customer Trust

According to Chaudhuri and Holbrook (2001), "Customer trust has a strong influence on customer loyalty". Because of the financial crisis of 2008, trust in the banking system or process, trust in banks, and trust in non-bank financial institutions (NBFI) such as insurance companies and pension funds, has declined in many countries (Hurley, et al., 2014; Jarvinen, 2014). The crisis has indicated the important role of trust in banks. The typical banking system and some specific banks are perceived as the root of the financial crisis. Thus, trust has been breached and must be considered from both broad scope as well as narrow-scope perspective (Gillespie and Hurley, 2013). According to Jarvinen (2014), consumer trust in the context of the banking industry is based on consumer experience about the ability of banks to deal with customers in a dependable way, maintain the rules and regulations, work well and serve the general interest and requirements of the customers

Customer Perceived Value

Customer perceived value is the difference between all the benefits a customer has from a product and all the costs incurred to obtain that product in relation to available competing offers in the market (Kotler, P. et al., 2010). And, customers will purchase the market offering that offers them the highest customer value from available competitive ones. In a study, Khan et al. (2013) explored the dimensions of customer perceived value in the retail banking customers in Malaysia. They proposed that functional values and relational values were two broad conceptual aspects of customer perceived value.

Customer Satisfaction

According to Philip Kotler (2010) "Customer satisfaction is the extent to which a product's perceived performance matches a buyer's expectations." It has been observed and believed that satisfied customers maintain their contact and relationship with the company or the provider and purchase more and more products or services more repetitively than dissatisfied customers (Paul, 2016).

Customer Switching Barriers

When considering a switch in service providers, a customer may face a number of barriers that make it difficult to leave one service provider and begin a relationship with another (Zeithaml, et al., 2012). In banks, switching barriers are the barriers or factors which make it difficult or costly for the customers to move from the

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service of a bank to another. Based on different studies, it can be stated that there is a relationship between customer switching barriers and customer loyalty.

Customer Culture

Culture is a compound term that encompasses knowledge, belief, art, law, morals, customs and any other abilities and habits acquired by an individual as a member of a given society.It is evident that the decision-making pattern of a customer represents a persistent style of cognitive and affective responses to the stimulus. And, national culture has been proved to have a significant impact on a customer's values, attitudes and preferences (Hofstede, 1984), and to have a strong influence on the decision decision-making process of the consumer (Leo, C., et al., 2005).

Customer Loyalty

The most important goal of Customer Relationship Management (CRM) is gaining customer loyalty. Li and Zheng (2013) defined loyalty as a customer's likelihood of generating positive word-of-mouth and repurchasing intentions to buy a particular product or service. Hussein et al. (2014) in a study mentioned that customer's loyalty is the attitudinal and behavioural tendency of a customer to prefer a particular brand to others due to better services, expected performance, positive word of mouth and so on. Finally, Customer Loyalty can be defined as a psychological trait constituted by the continuous satisfaction of the customer along with the emotional involvement with the provider of a service which leads to a state of willingness and persistence to be in the relationship with that service provider.

Proposed Model of Customer Relationship Management for the Financial Services Industry of Bangladesh

For survival and growth, all financial firms opt to make their customers loyal. Here, a logical question may arise is 'what affects the loyalty of customers to a financial firm such as a bank?'

Based on the reviewed literature and analyzed models in this study, some factors have been identified which are expected to affect customer loyalty in the financial services industry. The researcher has identified a lot of factors related to CRM such as customer's satisfaction, service quality, price, product quality, customer's trust, reduction of perceived risk, customer's habit, customer's culture, customer's switching barriers, and customer's perceived value and so on. Among all these factors, some major factors have been identified and selected which are expected to influence the loyalty of customers, the main focus of CRM, in the banking sector of Bangladesh. The author proposes a model showing the major factors which affect CRM in the banking industry of Bangladesh. It is expected that the proposed model would be useful for the financial service firms such as banks in Bangladesh for their survival and growth by developing customer loyalty. The model of Customer Relationship Management proposed by the researcher is shown below.

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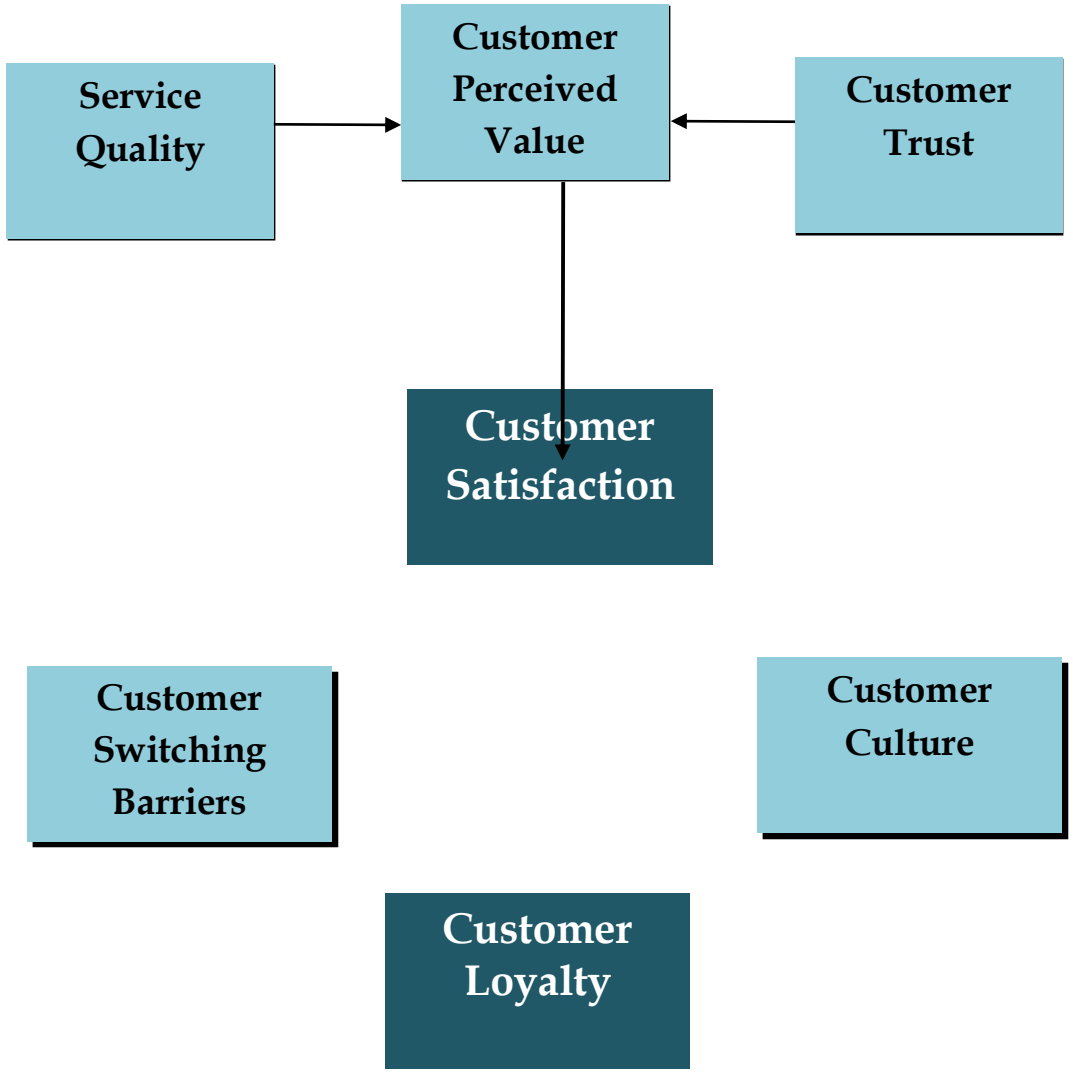
Proposed Model Developed by the Researcher



Source: Researcher's Own Construction

VI RESEARCH METHODOLOGY

A mixed form of research methodology has been applied combining qualitative and quantitative approach. A combination of exploratory, descriptive and causal studies has been followed to conduct the study.

In selecting the banks as a sample from the population of this study, the researcher has followed judgmental sampling method and the following banks have been selected for this study:

Table 4.1: Name of the Banks with Generation

No.	Name of the Bank	Category of Bank	Generation of Bank
1	IFIC Bank Limited	Conventional PCB	1st Generation
2	Islami Bank Bangladesh Limited	Islami Sharia-Based PCB	1st Generation
3	Southeast Bank Limited	Conventional PCB	2nd Generation
4	Al Arafah Islami Bank Limited	Islami Sharia based PCB	2nd Generation
5	Dutch-Bangla Bank Limited	Conventional PCB	2nd Generation
6	Mercantile Bank Limited	Conventional PCB	3rd Generation
7	Mutual Trust Bank Limited	Conventional PCB	3rd Generation
8	BRAC Bank Limited	Conventional PCB	3rd Generation
9	Standard Chartered Bank	Foreign PCB	Foreign Commercial Bank
10	HSBC	Foreign PCB	Foreign Commercial Bank

5.1 Sample Size and Sample Selection

To observe Customer Relationship Management (CRM) in Private Commercial Banks (PCBs) of Bangladesh, the researcher has taken a sample size of 450 respondents from 10 different private commercial banks. A structured questionnaire has been administered to these 450 customers who have been selected from 45 branches of 10 Private Commercial Banks. The branches of the banks have been selected from different locations of the country such as different places of Dhaka City Corporation, Savar, Manikgong, Narayanganj, Hemayetpur, Jhitka Bazar, and Tongi. A total of 450 questionnaires have been distributed and filled out during the survey. Out of 450 questionnaires, a total of 45 questionnaires have been rejected due to the incomplete and ambiguous filling. The respondents of the study are the account holders of those 10 selected banks such as depositors or borrowers.

5.2 Independent and Dependent Factors of CRM

Based on comprehensive literature review and a focus group discussion with 9 Customer Relationship Officers from the banks selected as sample, a good number of factors related to Customer Relationship Management in the financial service industry have been identified. The mentionable factors are customer's satisfaction, service quality, price, product quality, customer's trust, perceived risk, customer's habit, customer's culture, customer's switching barriers, customer's perceived value, and so on. To identify the factors for final customer survey, different levels of screening have been performed. After screening, the researcher has identified 7 major factors related to the Customer Relationship Management practices in the financial services industry of Bangladesh. The major factors are Service quality, Customer Trust, Customer Perceived Value, Customer Satisfaction, Customer Switching Barriers, Customer Culture, and Customer Loyalty. Among all these factors, Customer Loyalty, the main focus of CRM, is the dependent variable in the proposed model and the rest of the variables such as Service Quality, Customer Trust, Customer Perceived Value, Customer Satisfaction, Customer Switching Barriers, and Customer Culture are independent variables.

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5.3 Instrument of the Research

To measure service quality, the researcher has used the SERVQUAL scale developed by Parasuraman, et al. (1988). For measuring customer's trust, the researcher has used the measure of Hess (1995), Jarvenpaa and Tractinsky (1999). To measure customer's satisfaction, the researcher has adopted the measures of Wang, et al. (2001). For measuring customer's perceived value, the measures of Lassar, et al. (1995) scale has been implemented in this study. The measures of Kim, et. al., (2003) have been adopted to measure customer's switching barriers for the purpose of the study. To examine customer's culture, the researcher has used the measures of Hofstede (1984) scale. Finally, to measure customer's loyalty, the researcher has used the measures of Srinivasan, et al. (2002) and Huang (2008).

5.4 Analyses of Data

Based on literature review and focus group discussion, it has been identified that a total of 34 attributes under 7 major factors are related to the Customer Relationship Management (CRM) in the financial service industry of Bangladesh. In the qualitative study, the researcher has conducted a focus group discussion with 9 Customer Relationship Officers from the selected banks. Their comments and ideas have been incorporated into the development of the final questionnaire. After three-phase pretesting of the questionnaire, the researcher has finally selected 34 items in the questionnaire for the study because all of the items have achieved satisfactory alpha (greater than 0.70) value which indicates the reliability of the items. For the overall questionnaire, the reliability value has been greater than 0.80 which is highly acceptable. The respondents have been asked different attributes which are usually considered and preferred to purchase financial services, especially in banking services by using 5 points Likert scale. Exploratory Factor Analysis (EFA) has been applied using Principle Components Analysis (PCA) as a method of convergence and Kaiser as a method of normalization. To check the relationships, significance, and model summary, linear regression analysis with the forward method has been performed. For making the study fruitful, the researcher has divided the study framework (conceptual framework) into three separate models (Model A, B, and C), and then, has checked the relationships between independent variables and dependent variables.

Confirmatory Factor Analysis (CFA) has been performed to confirm the factors for the conceptual model of CRM. In CFA analysis, the researcher has tested the convergent validity and discriminant validity. In convergent validity test, Average Variance Extracted (AVE) and Composite Reliability (CR) have been tested. The factors of the study have been confirmed by the convergent validity. The study has also conducted discriminant validity test. In the study, all the possible reliability and validity measures have been tested which permits the study of structural equation modelling (SEM).

Finally, Structural Equation Modeling (SEM) with the help of AMOS-21 has been performed to test the hypotheses of the study and check the goodness of fit indices of the proposed model of Customer Relationship Management. All the data have been analyzed in Statistical Package for Social Science (SPSS-21) integrated with AMOS.

The methodology of the research can be summarized in the following flowchart:

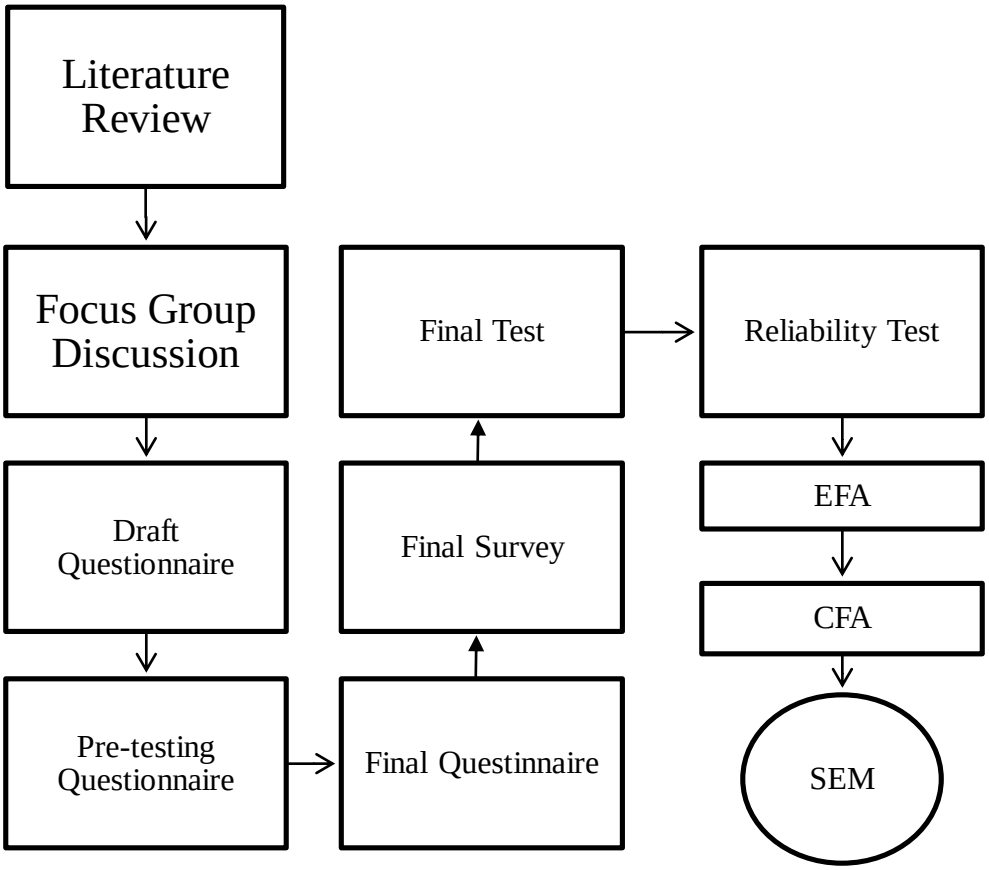

Figure 4.1: Flow Chart of the Research Process

5.5 Hypotheses of the Study

The following hypotheses have been developed by the researcher on the basis of the purpose of the research:

- H 01: There is a substantial impact of Service Quality on Customer Perceived Value.
- H 02: There is a substantial impact of Service Quality on Customer Satisfaction.
- H 03: There is a substantial impact of Service Quality on Customer Loyalty.
- H 04: There is a substantial impact of Customer Trust on Customer Perceived Value.
- H 05: There is a substantial impact of Customer Trust on Customer Satisfaction.
- H 06. There is a substantial impact of Customer Trust on Customer Loyalty.
- H 07: There is a substantial impact of Customer Perceived Value on Customer Satisfaction.
- H 08: There is a substantial impact of Customer Satisfaction on Customer Loyalty.
- H 09: There is a substantial impact of Customer Switching Barriers on Customer Loyalty.
- H 10: There is a substantial impact of Customer Culture on Customer Loyalty.

VII 6. Data Analysis and Findings

6.1 Scale Reliability

This study consists of seven (7) constructs and 34 items. In the overall scale reliability analysis, the study has found that the value of Alpha is 0.885 which is highly reliable (Nunnally and Bernstein, 1994; Chi, 2005).

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Table 6.1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.881	.885	34

Source: Data Collected from the Survey

The alpha value of this study indicates that the constructs and each item of the study are acceptable that is a good indication of reliability.

6.2 Exploratory Factor Analysis (EFA)

In order to identify the factors and attributes of customer relationship management that influence customer loyalty in case of having banking services, the study has conducted an exploratory factor analysis with the help of principal components analysis. Initially, the study has considered 34 items. The KMO value is 0.864 indicating that the sample size is adequate and the data are normally distributed as the KMO value is above 0.5. Bartlett's Test of Sphericity has been applied in this study to test the null hypotheses and it has been found that the variables of the study are not correlated. The Chi-Square test value is 4212.411, which is significant at 0% level of significance.

Table: 6.2: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin (KMO) Measure of Sampling adequacy	.864	
Bartlett's Test of Sphericity	Approx. Chi-Square	4212.411
	Df	561
	Sig.	.000

Source: Data Collected from the Survey

6.3 Constructs Extracted From EFA

The principal component analysis has been performed as the extraction method associated with the rotation method of Varimax with Kaiser Normalization. The study has measured the commonalities of each attribute accounted for the research. Primarily, 34 items have been approached for the test. And, this study has not found absolute communalities scores for all the items shown in the Table - 6.3. Hence, 11 items have been dropped from the study. The items have been dropped because of lower loading (Cut off point 0.50), cross loading, high standard error, being loaded on a separate construct and lack of consistency with the construct (by applying the judgment of the researcher).

Table 6.3: Rotated Component Matrix with Factor Loadings

Components/ Factors	Items	Components/ Factors/ Constructs						
		Customer Trust (CT)	Customer Switching Barrier(CSB)	Customer Satisfaction (CS)	Customer Loyalty (CL)	Services Quality (SQ)	Customer Perceived Value (CPV)	Customer Culture (CC)
CT	CT2	.821						
	CT3	.767						
	CT1	.710						
	CT6	.605						
CSB	CSB3		.824					
	CSB2		.762					
	CSB1		.747					
	CSB5		.641					
CS	CS1			.724				
	CS2			.697				
	CS4			.664				
	CS3			.626				
CL	CL6				.751			
	CL5				.730			
	CL4				.640			
SQ	SQ1					.793		
	SQ2					.705		
	SQ5					.614		
CPV	CPV1						.789	
	CPV2						.752	
	CPV3						.654	
CC	CC3							.860

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	CC4							**.744**

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization

Rotation converged in 7 iterations.

Source: Data Collected from the Survey

6.4 Reliability Statistics of the Constructs

After performing EFA (Exploratory Factor Analysis), this study has found seven factors in the proposed model. The study has also checked out the reliability of all the constructs separately and it has been found that all the constructs have a higher degree of reliability. The reliability statistics of the constructs are shown in the following Table -6.4.

Table 6.4: Reliability Statistics of the Constructs

Constructs/ Factors	**Alpha Value**
CT (Customer Trust)	0.772
CSB (Customer Switching Behavior)	0.762
CS (Customer Satisfaction)	0.756
CL (Customer Loyalty)	0.700
SQ (Services Quality)	0.650
CPV (Customer Perceived Value)	0.700
CC (Customer Culture)	0.600

Source: Data Collected from the Survey

6.5 Scree Plot

In Principal Components Analysis, scree plot is used to extract the factors which eigenvalues are greater than 1 (Cattell, 1966). To assess the factors that explain the most of the variability in the data, scree plots have been generated and it shows the number of factors in descending order.

The Figure-7.1 illustrates the eigenvalues on the y-axis and the number of *factors* on the x-axis. Here, the study has explored seven factors which eigenvalues are greater than 1.

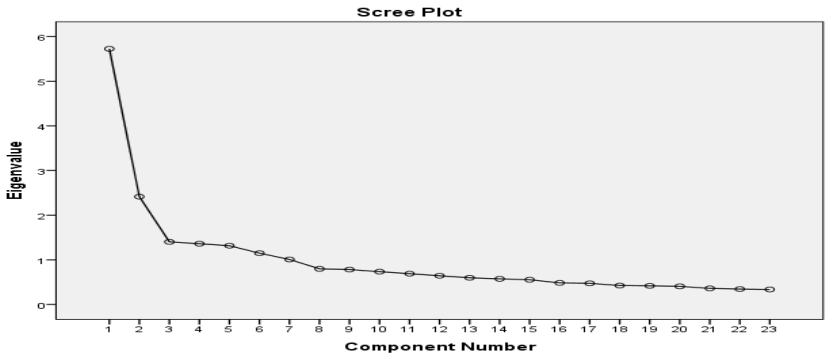

Figure 6.1: Scree Plot

Source: Data Collected from the Survey

6.6 Correlation Analysis

Correlation analysis of the constructs based on the data collected through questionnaire is discussed below.

6.7.1 Correlations between Services Quality and Customer Trust

In this study, the researcher has found the correlation value (0.353) for these two variables i.e. Customer Trust and Services Quality. This correlation value indicates that a moderate positive correlation exists between services quality and customer trust. This result also indicates that services quality has a significant impact on customer trust.

Table 6.5: Correlations between Services Quality and Customer Trust

		Services Quality	Customer Trust
Services Quality	Pearson Correlation	1	.353**
	Sig. (2-tailed)		.000
	N	405	405
Customer Trust	Pearson Correlation	.353**	1
	Sig. (2-tailed)	.000	
	N	405	405

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data Collected from the Survey

6.7.2 Correlations between Customer Trust (CT) and Customer Perceived Value (CPV)

In this study, the researcher has found the correlation value for these two variables i.e. customer trust and customer perceived value is .352. This correlation value indicates that there is a moderate positive correlation between customer trust and customer perceived value.

Table: 6.6: Correlations between Customer Trust (CT) and Customer Perceived Value (CPV)

		Customer Trust	Customer Perceived Value
Customer Trust	Pearson Correlation	1	.352**
	Sig. (2-tailed)		.000
	N	405	405
Customer Perceived Value	Pearson Correlation	.352**	1
	Sig. (2-tailed)	.000	
	N	405	405

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data Collected from the Survey

6.7.3 Correlations between Customer Trust (CT) and Customer Satisfaction (CS)

In this study, it has been found that the correlation value between these two variables i.e. customer's trust and customer's satisfaction is 0.472. This correlation value indicates that there is a moderate positive correlation between customer's trust and customer's satisfaction. This result also says that customer's trust has a significant impact on customer's satisfaction.

Table 6.7: Correlations between Customer Trust (CT) and Customer Satisfaction (CS)

		Customer Trust	Customer Satisfaction
Customer Trust	Pearson Correlation	1	.472**
	Sig. (2-tailed)		.000
	N	405	405
Customer Satisfaction	Pearson Correlation	.472**	1
	Sig. (2-tailed)	.000	
	N	405	405

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data Collected from the Survey

6.7.4 Correlations between Customer Trust (CT) and Customer Loyalty (CL)

In this study, the researcher has found that the correlation value for these two variables i.e. customer's trust and customer's loyalty is 0.410. This correlation value indicates that there is a moderate positive correlation between customer's trust and customer's loyalty. The value also shows that customer's trust has a significant impact on customer's loyalty.

Table 6.8: Correlations between Customer Trust (CT) and Customer Loyalty (CL)

		Customer Trust	Customer Loyalty
Customer Trust	Pearson Correlation	1	.410**
	Sig. (2-tailed)		.000
	N	405	405
Customer Loyalty	Pearson Correlation	.410**	1
	Sig. (2-tailed)	.000	
	N	405	405

**. Correlation is significant at the 0.01 level (2-tailed).

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Source: Data Collected from the Survey

6.7.5 Correlations between Customer Switching Barrier (CSB) and Customer Loyalty (CL)

In this study, the researcher has found that the correlation value for these two variables i.e. customer's switching barriers and customer's loyalty is 0.235. This correlation value indicates that there is a moderate positive correlation between customer's switching barriers and customer's loyalty. This result also indicates that customer's switching barriers have a significant impact on customer's loyalty.

Table 6.9: Correlations between Customer Switching Barrier (CSB) and Customer Loyalty (CL)

		Customer Switching Behavior	Customer Loyalty
Customer Switching Behavior	Pearson Correlation	1	.235**
	Sig. (2-tailed)		.000
	N	405	405
Customer Loyalty	Pearson Correlation	.235**	1
	Sig. (2-tailed)	.000	
	N	405	405

**. Correlation is significant at 0.01 level (2-tailed).

Source: Data Collected from the Survey

6.7.6 Correlations between Customer Culture (CC) and Customer Loyalty (CL)

In the Table-6.10, the value of the correlation analysis shows that there is a moderate positive correlation between customer's culture and customer's loyalty as the value is 0.176. The value also indicates that customer's culture has a significant impact on customer's loyalty. Since significance is less than 0.05, it can be said that there is a significant correlation between customer's culture and customer's loyalty.

Table 6.10: Correlations between Customer Culture (CC) and Customer Loyalty (CL)

		Customer Culture	Customer Loyalty
Customer Culture	Pearson Correlation	1	.176**
	Sig. (2-tailed)		.000
	N	405	405
Customer Loyalty	Pearson Correlation	.176**	1
	Sig. (2-tailed)	.000	
	N	405	405

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data Collected from the Survey

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6.7.7 Correlations between Services Quality (SQ) and Customer Perceived Value (CPV)

In this study, the researcher has found that there is a correlation between services quality and customer's perceived value as the value is 0.312. This correlation value indicates that there is a moderate positive correlation between services quality and customer's perceived value. The value also says that services quality has a significant impact on customer's perceived value.

Table 6.11: Correlations between Services Quality (SQ) and Customer Perceived Value (CPV)

		Services Quality	Customer Perceived Value
Services Quality	Pearson Correlation	1	.312**
	Sig. (2-tailed)		.000
	N	405	405
Customer Perceived Value	Pearson Correlation	.312**	1
	Sig. (2-tailed)	.000	
	N	405	405

**. Correlation is significant at 0.01 level (2-tailed).

Source: Data Collected from the Survey

6.7.8 Correlations between Services Quality (SQ) and Customer Satisfaction (CS)

In this study, the correlation value between services quality and customer's satisfaction is 0.409. This correlation value indicates that there is a moderate positive correlation between services quality and customer's satisfaction. This value also indicates that services quality has a substantial impact on customer's satisfaction.

Table 6.12: Correlations between Services Quality (SQ) and Customer Satisfaction (CS)

		Services Quality	Customer Satisfaction
Services Quality	Pearson Correlation	1	.409**
	Sig. (2-tailed)		.000
	N	405	405
Customer Satisfaction	Pearson Correlation	.409**	1
	Sig. (2-tailed)	.000	
	N	405	405

**. Correlation is significant at 0.01 level (2-tailed).

Source: Data Collected from the Survey

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6.7.9 Correlations between Customer Perceived Value (CPV) and Customer Satisfaction (CS)

It has been observed that the correlation value between customer's perceived value and customer's satisfaction is 0.383. This correlation value indicates that there is a moderate positive correlation between customer's perceived value and customer's satisfaction. This value also shows that customer's perceived value has a significant impact on customer's satisfaction.

Table 6.13: Correlations between Customer Perceived Value (CPV) and Customer Satisfaction (CS)

		Customer Perceived Value	Customer Satisfaction
Customer Perceived Value	Pearson Correlation	1	.383**
	Sig. (2-tailed)		.000
	N	405	405
Customer Satisfaction	Pearson Correlation	.383**	1
	Sig. (2-tailed)	.000	
	N	405	405

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data Collected from the Survey

6.7.10 Correlations between Services Quality (SQ) and Customer Loyalty (CL)

It has been found that the correlation value is 0.329 between services quality and customer's loyalty. This correlation value indicates that there is a moderate positive correlation between services quality and customer's loyalty. This result also shows that services quality has a significant impact on customer loyalty

Table 6.14: Correlations between Services Quality (SQ) and Customer Loyalty (CL)

		Services Quality	Customer Loyalty
Services Quality	Pearson Correlation	1	.329**
	Sig. (2-tailed)		.000
	N	405	405
Customer Loyalty	Pearson Correlation	.329**	1
	Sig. (2-tailed)	.000	
	N	405	405

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data Collected from the Survey

6.7.11 Correlations between Customer Satisfaction (CS) and Customer Loyalty (CL)

In this study, the correlation value of the variables customer's satisfaction and customer's loyalty is 0.497. This value is very close to 0.5. For this reason, the researcher can conclude that there is a moderate relationship between customer's satisfaction and customer's loyalty. Here, the value also indicates that customer's satisfaction has a significant impact on customer's loyalty

Table 6.15: Correlations between Customer Satisfaction (CS) and Customer Loyalty (CL)

		Customer Satisfaction	Customer Loyalty
Customer Satisfaction	Pearson Correlation	1	.497**
	Sig. (2-tailed)		.000
	N	405	405
Customer Loyalty	Pearson Correlation	.497**	1
	Sig. (2-tailed)	.000	
	N	405	405

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data Collected from the Survey

6.7.12 Correlations between Customer Perceived Value (CPV) and Customer Loyalty (CL)

In this study, Pearson's r for the relationship between the variables customer's perceived value and customer's loyalty is 0.310. Based on this value, it can be said that there is a strong relationship between customer's perceived value and customer's loyalty. This value also shows that customer's perceived value has a significant impact on customer's loyalty. Thus, the relationship between customer's perceived value and customer's loyalty is significant as the correlation is significant at the level 0.01 (2-tailed) which is shown in the Table - 6.16.

Table 6.16: Correlations between Customer Perceived Value (CPV) and Customer Loyalty (CL)

		Customer Perceived Value	Customer Loyalty
Customer Perceived Value	Pearson Correlation	1	.310**
	Sig. (2-tailed)		.000
	N	405	405
Customer Loyalty	Pearson Correlation	.310**	1
	Sig. (2-tailed)	.000	
	N	405	405

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data Collected from the Survey

Table 6.17: Correlations among the Seven Constructs

Constructs	Services Quality	Customer Trust	Customer Perceived Value	Customer Satisfaction	Customer Loyalty	Customer Switching Behavior	Customer Culture
Services Quality	1						
Customer Trust	.353**	1					
Customer Perceived Value	.312**	.352**	1				
Customer Satisfaction	.409**	.472**	.383**	1			
Customer Loyalty	.329**	.416**	.310**	.497**	1		
Customer Switching Behavior	.118*	.158**	.292**	.132**	.235**	1	
Customer Culture	.199**	.137**	.174**	.165**	.176**	.337**	1

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Data Collected from the Survey

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The Table - 6.17 shows the details of correlation analysis of all the studied variables and they have been found significant at 0.01 level (2-tailed) and 0.05 level (2-tailed). Thus, the correlations among all studied factors are significant.

VIII REGRESSION ANALYSIS

The study has taken measures to check the relationships and significance of the relationships among the constructs considered in this study. To make the study fruitful, the researcher has divided the study framework (conceptual framework) into three separate models (Model A, B and C) and then checked the relationships between independent variables and dependent variables.

7.1 Regression for Model-A (Predictors: Customer Trust, Services Quality; Dependent Variable: Customer Perceived Value)

The first part (Model-A) of the conceptual framework is made of three (3) variables namely Customer Trust, Services Quality, and Customer Perceived Value. Here, Customer Perceived Value is the dependent variable; on the other hand, Customer Trust and Services Quality are independent variables. To check the relationships, significance and model summary, linear regression analysis with the forward method has been performed.

Table 7.1: Model Summary of the Model: A

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.352[a]	.124	.122	.58661
2	.405[b]	.164	.160	.57363

a. Predictors: (Constant), Customer Trust

b. Predictors: (Constant), Customer Trust, Services Quality

Source: Data Collected from the Survey

The variance explained by the model 1 is 12% that indicates that the predictor 'Customer Trust' has an impact on Customer Perceived Value as R Square is 0.12. The model indicates that the variables are correlated as the multiple coefficients of correlation is R=0.35. The adjusted R Square value is 0.122.

The variance explained by the model 2 is 16% which indicates that the predictor 'Services Quality' has an impact on Customer Perceived Quality as R square is (0.16). The model indicates that the variables are correlated as the multiple coefficients of correlation is (R=0.405). The adjusted R Square value is (0.160).

ANOVA Table:

ANOVA table represents that the Regression Model 01 & 02 are significant. It indicates that customer's trust and services quality have a substantial influence on customer's perceived value as F values are 56.945 and 39.497. The value indicates the influence of the factor in the study with a significance of 0.000. The details are shown in the table - 7.2.

Table 7.2: ANOVA for the Model: A

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.595	1	19.595	56.945	.000[b]
	Residual	138.675	403	.344		
	Total	158.271	404			
2	Regression	25.993	2	12.996	39.497	.000[c]
	Residual	132.278	402	.329		
	Total	158.271	404			

a. Dependent Variable: Customer Perceived Value

b. Predictors: (Constant), Customer Trust

c. Predictors: (Constant), Customer Trust, Services Quality

7.2 Regression for Model-B (Predictors: Customer Trust, Services Quality and Customer Perceived Value; Dependent Variable: Customer Satisfaction)

The second part (Model-B) of the conceptual framework is made of 4 variables which are customer's trust, services quality, customer's perceived value, and customer's satisfaction. Here, customer's satisfaction is the dependent variable whereas customer's trust, services quality, and customer's perceived value are independent variables. To check the relationships, significance, and model summary, linear regression analysis has been performed.

Table 7.3: Model Summary of the Model-B

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.472[a]	.222	.220	.58409
2	.538[b]	.290	.286	.55898
3	.568[c]	.322	.317	.54672

a. Predictors: (Constant), Customer Trust

b. Predictors: (Constant), Customer Trust, Services Quality

c. Predictors: (Constant), Customer Trust, Services Quality, Customer Perceived Value

The variance explained by the model 1, 2 & 3 are 22%, 29% and 32% respectively indicating that the predictors customer's trust, services quality, and customer's perceived value, have combined and individual influences on customer's satisfaction.

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Based on the ANOVA table - 7.4, it has been observed that the Regression Model 01, 02 and 03 are significant. It indicates that customer's trust, services quality, and customer's perceived value have combined and individual influences on customer's satisfaction.

Table: 7.4 ANOVA for the Model: B

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	39.314	1	39.314	115.237	.000[b]
	Residual	137.486	403	.341		
	Total	176.800	404			
2	Regression	51.190	2	25.595	81.914	.000[c]
	Residual	125.610	402	.312		
	Total	176.800	404			
3	Regression	56.940	3	18.980	63.498	.000[d]
	Residual	119.860	401	.299		
	Total	176.800	404			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Customer Trust

c. Predictors: (Constant), Customer Trust, Services Quality

d. Predictors: (Constant), Customer Trust, Services Quality, Customer Perceived Value

7.3 Regression for Model-C (Predictors: Customer Trust, Services Quality, Customer Perceived Value, Customer Satisfaction, Customer Culture and Customer Switching Barrier; Dependent Variable: Customer Loyalty)

The third part (Model-C) of the conceptual framework is made of Seven (7) variables. Here, Customer Loyalty is the dependent variable while Customer Trust, Services Quality, Customer Perceived Value, Customer Satisfaction, Customer Culture, and Customer Switching Barrier are independent variables. To check the relationships, significance, and model summary, linear regression analysis (Forward Method) has been performed in the study.

In the model summary shown in the Table – 7.5, the study has found four (4) predictors namely Customer Satisfaction, Customer Trust, Customer Switching Barriers, and Services Quality which have a significant impact on Customer Loyalty. And, two variables - Customer Perceived Value and Customer Culture - do not have a direct impact on customer loyalty significantly.

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The researcher has performed forward method for linear regression and criterion for entering variables (Criterion: Probability-of-F-to-enter <= .050). The two variables- Customer Perceived Value and Customer Culture- have been excluded from the model. The significance level of these two variables are 0.316 and 0.547, which are greater than 0.05 (the criterion). The variables entered criteria are shown in the Table- 7.29. And, the excluded variables are shown in the Table-7.30.

Table 7.5: Variables Entered

Model	Variables Entered	Variables Removed	Method
1	Customer Satisfaction		Forward (Criterion: Probability-of-F-to-enter <= .050)
2	Customer Trust		Forward (Criterion: Probability-of-F-to-enter <= .050)
3	Customer Switching Barriers		Forward (Criterion: Probability-of-F-to-enter <= .050)
4	Services Quality		Forward (Criterion: Probability-of-F-to-enter <= .050)

Source: Data Collected from the Survey

Table 7.6: Variables Excluded

Excluded Variables

Model		Beta In	T	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Customer Trust	.225[b]	4.719	.000	.229	.778
	Services Quality	.151[b]	3.235	.001	.159	.833
	Customer Perceived Value	.140[b]	3.024	.003	.149	.853
	Customer Switching Barrier	.172[b]	4.017	.000	.196	.983
	Customer Culture	.097[b]	2.222	.027	.110	.973
2	Services Quality	.113[c]	2.402	.017	.119	.800
	Customer Perceived Value	.099[c]	2.136	.033	.106	.816
	Customer Switching Barrier	.152[c]	3.603	.000	.177	.971
	Customer Culture	.083[c]	1.956	.051	.097	.968

	Services Quality	.104[d]	2.256	.025	.112	.798
3	Customer Perceived Value	.062[d]	1.308	.192	.065	.766
	Customer Culture	.039[d]	.877	.381	.044	.870
	Customer Perceived Value	.048[e]	1.005	.316	.050	.750
4						
	Customer Culture	.027[e]	.602	.547	.030	.857

a. Dependent Variable: Customer Loyalty

b. Predictors in the Model: (Constant), Customer Satisfaction

c. Predictors in the Model: (Constant), Customer Satisfaction, Customer Trust

d. Predictors in the Model: (Constant), Customer Satisfaction, Customer Trust, Customer Switching Barrier

e. Predictors in the Model: (Constant), Customer Satisfaction, Customer Trust, Customer Switching Barrier, Services Quality

According to the Table - 7.6, it has been observed that two independent variables - Customer Perceived Value and Customer Culture don't have a significant impact on the dependent variable 'Customer Loyalty' directly. In the table, it has been found that the significance level for the two variables- Customer Perceived Value and Customer Culture- are 0.316 and 0.547 respectively which indicate that they do not have a significant impact on Customer Loyalty directly. So, these two variables are excluded from the Model C.

Now, the Model C has been reconfigured into five variables where Customer Trust, Services Quality, Customer Satisfaction, Customer Switching Barrier are independent variables and Customer Loyalty is the dependent variable. The model summary for the model C is shown in the Table - 7.7.

Table 7.7: Model Summary for Model: C

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.497[a]	.247	.245	.59244
2	.535[b]	.287	.283	.57740
3	.556[c]	.309	.304	.56899
4	.564[d]	.318	.311	.56611

a. Predictors: (Constant), Customer Satisfaction

b. Predictors: (Constant), Customer Satisfaction, Customer Trust

c. Predictors: (Constant), Customer Satisfaction, Customer Trust, Customer Switching Barrier

d. Predictors: (Constant), Customer Satisfaction, Customer Trust, Customer Switching Barrier, Services Quality

In this model, the dependent variable is customer' loyalty while independent variables are customer's satisfaction, customer's trust, customer's switching barrier, and services quality.

The variance explained by the models 1, 2,3 and 4 are 25%, 29%, 31%, 32% indicating that the predictors Customer Satisfaction, Customer Trust, Customer Switching Barrier, and Services Quality altogether have a significant influence on Customer Loyalty as R square value are 0.247, 0.29, 0.309 and 0.318 respectively.

ANOVA Table:

The ANOVA table (Table-7.8) shows that the Regression Model 1 is significant. It shows that customer's satisfaction has a substantial impact on customer's loyalty as F value is 132.178 with a significance of 0.000.

The regression model 2 is also significant. It indicates that customer's satisfaction and customer's trust have combined impact on customer's loyalty as F value is 80.711 with a significance of 0.000.

The regression model 3 is also found significant. It means that Customer Satisfaction, Customer Trust, and Customer Switching Barrier have a mutual impact on Customer Loyalty as F value is 59.739 in the study with a significance of 0.000.

The Table-7.32 shows that the regression model 4 is also significant. It shows that customer's satisfaction, customer's trust, customer's switching barrier and services quality have a mutual impact on customer's loyalty as F value is 46.534 with a significance of 0.000.

Table 7.8: ANOVA for Model C

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.393	1	46.393	132.178	.000
	Residual	141.449	403	.351		
	Total	187.842	404			
2	Regression	53.817	2	26.909	80.711	.000
	Residual	134.025	402	.333		
	Total	187.842	404			
3	Regression	58.020	3	19.340	59.739	.000
	Residual	129.822	401	.324		
	Total	187.842	404			
4	Regression	59.652	4	14.913	46.534	.000
	Residual	128.190	400	.320		
	Total	187.842	404			

a. Dependent Variable: Customer Loyalty

b. Predictors: (Constant), Customer Satisfaction

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c. Predictors: (Constant), Customer Satisfaction, Customer Trust

d. Predictors: (Constant), Customer Satisfaction, Customer Trust, Customer Switching Barrier

e. Predictors: (Constant), Customer Satisfaction, Customer Trust, Customer Switching Barrier, Services Quality

7.4 Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) is a tool of statistics used to check and verify the structure of factors or variables being observed in a study. CFA helps the researchers to check the hypothesis that there are relationships between the variables being observed and their underlying latent constructs in a study. In this study, the researcher has conducted CFA to test whether the indicators actually measure the constructs or not.

In this study, Confirmatory Factor Analysis (CFA) has been performed using AMOS-21 on the variables of customer relationship management with the factors generated by EFA about the items that converged on the proposed seven factors. The initial model has been developed based on the factors identified through EFA. Then, the model has been evaluated using the goodness of fit results and using modification indices to confirm that the final model has a good fit to the data. Through conducting CFA, the factor 'Customer Culture' has been eliminated because of high standard error (in unidimensionality checking, the measurement model for Customer Culture has become unidentified). An unidentified model should not be retained with the final Structural Model.

Through conducting CFA, the factor 'Customer Culture' has been eliminated. After that, the study has found the results that fit well. The fit measures indicate that the model is acceptable (Chi-square = 286.326; df = 172; Probability level 0.00; RMSEA= 0.041; NFI= 0.889; CFI= 0.952; AGFI= 0.92; GFI= 0.94; RMR=0.03).

Table 7.9: Table for GFI and RMR

Model	RMR	GFI	AGFI	PGFI
Default model	.031	.937	.916	.698
Saturated model	.000	1.000		
Independence model	.170	.443	.388	.403

Source: Data Collected from the Survey

The Table-7.9 indicates the GFI (Goodness of Fit Index), AGFI (Adjusted Goodness of Fit Index) and PGFI (Parsimonious Goodness of Fit Index) values are 0.937, 0.916 and 0.698 which are acceptable. The threshold value for GFI, AGFI and PGFI are ($0.90 \leq GFI \leq 0.95$; $0.90 \leq AGFI \leq 0.95$ and $PGFI > 0.5$). The RMR (Root Mean Squared Residual) is 0.031 which is also moderately acceptable.

Table 7.10: The CMIN Table

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	59	286.326	172	.000	1.665

Model	NPAR	CMIN	DF	P	CMIN/DF
Saturated model	231	.000	0		
Independence model	21	2575.405	210	.000	12.264

Source: Data Collected from the Survey

The Cmin/df value ought to be lower than 2 to consider the model to be a good fit, for the present study the Cmin/df value is 1.665 as per Table - 7.10.

Both the values of Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI) are 0.94 and 0.92 respectively indicating good Fit of the model. During the model improvement process, the value of RMR has continuously been monitored and current model has minimum RMR (0.03).

Table 7.11: Parsimony - Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.819	.728	.779
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

Source: Data Collected from the Survey

Table 7.12: RMSEA (Root Mean Square Error of Approximation)

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.041	.032	.049	.972
Independence model	.167	.161	.173	.000

Source: Data Collected from the Survey

Table-7.11 and Table-7.12 show that all the Parsimonious Goodness of Fit Indexes need to have values which are greater than 0.5. Here the values of PNFI and PCFI are 0.73 and 0.78 respectively which indicate a good fit of the model to the data. It is to note that the factor 'Customer Culture' has been excluded with the help of CFA due to high standard error and under-identification in unidimensionality checking. The RMSEA value is 0.41 where the threshold value is ($0.05 \leq \text{RMSEA} \leq .08$).

7.5 Confirmatory Factor Analysis (CFA) Diagram

The CFA diagram obtained from AMOS is presented below:

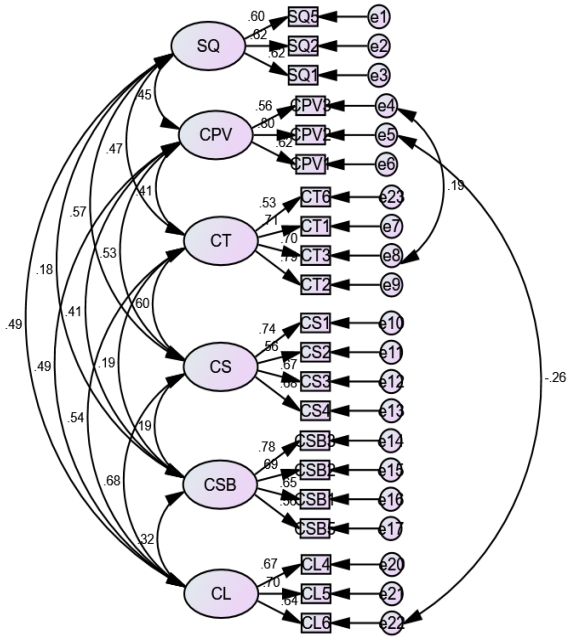

Figure: 7.1: CFA- Diagram for CRM Tools

In the study, it has been observed that the model fits the data rationally well since the fit measures are (Chi-square= 286.326; df = 172; Probability level 0.00; RMSEA= 0.041; NFI= 0.889; CFI= 0.952; AGFI= 0.92; GFI= 0.94; RMR=0.03). The Parsimonious Goodness of Fit Indexes need to have values that are greater than 0.5; here the values of PNFI and PCFI are 0.73 and 0.78.

In Confirmatory Factor Analysis (CFA), this study has tested the following:

a. Convergent Validity (Actually Internal validity)
b. Discriminant Validity

a. Convergent Validity (Actually Internal Validity)

Convergent Validity denotes the degree to which two measures of constructs, which are supposed to be related, are truly related to each other. It also examines whether the items of the constructs are loaded up very well or not. Primarily, Convergent Validity examines the internal validity of a measurement model. Convergent Validity also measures the reliability, factor loadings and variance of the items in the study.

In this study, the internal validity of the measurement model has been examined by calculating the following;

i. Internal Consistency (Alpha),
ii. Average Variance Extracted (AVE) and
iii. Composite Reliability (Fornell and Larker, 1981).

i. Internal Consistency

Table- 7.13 Internal Consistency

Constructs/ Factors	Alpha Value

CT	**.772**
CSB	**.762**
CS	**.756**
CL	**.700**
SQ	**.650**
CPV	**.700**

Source: Data Collected from the Survey

The Table - 7.13 in the study indicates that all the items except Services Quality (SQ) have the alpha value greater than 0.70. The construct Services Quality (SQ) also has the value 0.650 which is close to 0.70. So, the researcher can conclude that all the constructs have met the threshold value of internal consistency in the study.

ii. Average Variance Extracted (AVE)

The Average Variance Extracted (AVE) is a method to perform and ensure the convergent analysis of the measurement. And, the AVE depicts the amount of variance found by the construct's measures in relation to the measurement error and the correlations among the latent variables in the study. The AVE also shows the average variance extracted of an individual construct on the basis of its corresponding items. Again, Fornell and Larcker (1981) suggested that the Average Variance Extracted (AVE) can be used as a criterion of convergent validity in a study. An AVE value of 0.5 or above indicates substantial convergent validity which means that a latent variable is capable of explaining more than half of the variance of its indicators on an average (Hensler, et al., 2009).

Table 7.14: Table for AVE (Average Variance Extracted)

Constructs / Factors	**Alpha Value**	**AVE**
CT	**0.772**	**0.533**
CSB	**0.762**	**0.557**
CS	**0.756**	**0.461**
CL	**0.700**	**0.502**
SQ	**0.650**	**0.501**
CPV	**0.700**	**0.539**

Source: Data Collected from the Survey

The Table- 7.14 shows that the AVE of each measure extracted in the study is more than or equal to 50% of the variance except CS (Customer Satisfaction). The factor 'Customer Satisfaction (CS)' has 46% variability, which is close to 50%. So, the researcher can conclude that the internal validity of the measurement model in the study is adequate (Bagozzi and Yi, 1998).

iii. Composite Reliability

Convergent Validity shows a set of indicators which represent a single and the same underlying construct to be exhibited through their unidimensionality. And, this measure is being regarded as superior one to the traditional measure of consistency (Cronbach's alpha) since this measure is not influenced by the number of indicators**.** At times, it is considered the same as Cronbach alpha as a measure, but it is preferred in this study context since it estimates internal consistency on the basis of actual construct loading (White, et al., 2003). On the other hand, Bagozzi, et al., (1998) pointed out that the cut-off point value for the internal consistency is 0.60. Again, the internal consistency of 0.70 or more is regarded as adequate to establish the Convergent Validity of a measurement model (Barclay, et al., 1995).

Table 7.15: Table for Composite Reliability (CR)

Constructs / Factors	**Alpha Value**	**CR**
CT	**.772**	**0.819**
CSB	**.762**	**0.833**
CS	**.756**	**0.773**
CL	**.700**	**0.751**
SQ	**.650**	**0.749**
CPV	**.700**	**0.777**

Source: Data Collected from the Survey

It has been found that all the composite reliabilities shown in the Table-7.15 are above the recommended value 0.7 (Nunnally and Bernstein, 1994). Thus, all the constructs of the study have satisfactory composite reliability.

7.6 Whether Convergent Validity established or Not?

In this study, the convergent validity for all the constructs has been established. For the construct 'Customer Trust (CT)', the Alpha value is 0.772 (threshold 0.70), AVE is 0.53 (threshold 0.50) and CR (Composite Reliability) is 0.819 (threshold 0.70). The construct CT meets the three criteria. So, the researcher has come to a conclusion that the convergent validity of the construct 'Customer Trust (CT)' has been established.

Table 7.16: Convergent Validity

Constructs/ Factors	**Alpha Value**	**AVE**	**CR**	**Convergent Validity**
CT	**.772**	**0.533**	**0.819**	**Established**
CSB	**.762**	**0.557**	**0.833**	**Established**
CS	**.756**	**0.461**	**0.773**	**Established**

CL	**.700**	**0.502**	**0.751**	**Established**
SQ	**.650**	**0.501**	**0.749**	**Established**
PCV	**.700**	**0.539**	**0.777**	**Established**

Source: Data Collected from the Survey

The convergent validity for the construct 'Customer Switching Barrier (CSB)', the Alpha value is 0.762 (threshold 0.70), AVE is 0.557 (threshold 0.50) and CR (Composite Reliability) is 0.833 (threshold 0.70). The construct CSB meets all required criteria. Thus, the researcher has come to a conclusion that the convergent validity of the construct 'Customer Switching Barrier (CSB)' has been established.

The convergent validity for the construct 'Customer Satisfaction (CS)', the Alpha value is 0.756 (threshold 0.70), AVE is 0.461 (threshold 0.50) and CR (Composite Reliability) is 0.733 (threshold 0.70). The construct CS meets almost three criteria. In fine, the researcher has come to a conclusion that the convergent validity for the construct 'Customer Satisfaction (CS)' has been established.

The convergent validity for the construct 'Customer Loyalty (CL)', the Alpha value is 0.70 (threshold 0.70), AVE is 0.501 (threshold 0.50) and CR (Composite Reliability) is 0.751 (threshold 0.70). The construct 'Customer Loyalty' meets the three criteria. Thus, the researcher has come to a conclusion that the convergent validity of the construct 'Customer Loyalty (CL)' has been established.

The convergent validity for the construct 'Service Quality (SQ)', the Alpha value is 0.650 (threshold 0.70), AVE is 0.502 (threshold 0.50) and CR (Composite Reliability) is 0.749 (threshold 0.70). The construct 'Service Quality (SQ)' meets the three criteria. So, the researcher has come to the conclusion that the convergent validity of the construct 'Service Quality (SQ)' has been established.

The convergent validity for the construct 'Customer Perceived Value (CPV)', the Alpha value is 0.70 (threshold 0.70), AVE is 0.539 (threshold 0.50) and CR (Composite Reliability) is 0.777 (threshold 0.70). The construct 'CPV' meets all the three criteria. So, the researcher has come to a conclusion that the convergent validity of the construct 'Customer Perceived Value (CPV)' has been established.

b. Discriminant Validity

The discriminant validity of the variables in a study shows to what extent the constructs are different from one another.

Table 7.17: Discriminant Validity

Discriminant Validity	**Factor Correlation**	**Correlation Squared**	**AVE1**	**AVE2**	**Validity AVES should be > r square**
SQ<-->CPV	.449	0.201601	0.501	0.539	Established
SQ<-->CT	.471	0.221841	0.501	0.533	Established
SQ<-->CS	.566	0.320356	0.501	0.461	Established

SQ<-->CL	.485	0.235225	0.501	0.502	Established
SQ<-->CSB	.181	0.032761	0.501	0.557	Established
CPV<-->CT	.406	0.164836	0.539	0.533	Established
CPV<-->CS	.534	0.285156	0.539	0.461	Established
CPV<-->CL	.490	0.2401	0.539	0.502	Established
CPV<-->CSB	.408	0.166464	0.539	0.557	Established
CT<-->CS	.595	0.354025	0.533	0.461	Established
CT<-->CL	.538	0.289444	0.533	0.502	Established
CT<-->CSB	.190	0.0361	0.533	0.557	Established
CS<-->CL	.681	0.463761	0.461	0.502	Established
CS<-->CSB	.187	0.034969	0.461	0.557	Established
CSB<-->CL	.319	0.101761	0.557	0.502	Established

Source: Data Collected from the Survey

In the present study, discriminant validity has been tested by calculating the correlation of the pairwise paths. At first, correlations of the pairwise paths have been calculated. Finally, the squared correlation has compared with the values of the AVE (Average Variance Extracted). In all cases, it has been found that the squared correlation value is less than the AVE (S). So, the researcher has come to a conclusion that the discriminant validity of the study for all constructs has been established.

The Table - 7.17 shows the information for discriminant validity. In the first path SQ<-->CPV, the study has found correlation value 0.449. The squared value of the path is 0.202 which is less than AVE for Services Quality (SQ) and AVE for Customer Perceived Value (CPV). The AVE (S) for SQ and CPV are 0.501 and 0.539 respectively. So, the validity of the path SQ<-->CPV has been established.

In the path SQ<-->CT, the study has found correlation value 0.471. The squared value of the path is 0.222 which is less than AVE for Services Quality (SQ) and AVE for Customer Trust (CT). The AVE (S) for SQ and CT are 0.501 and 0.533 respectively. So, the validity of the path SQ<-->CT has been established.

Similarly, the validity of all possible paths has been established.

7.7 Hypotheses Testing

SEM has been performed in this study to examine the hypotheses developed in the beginning of the study as well as to check the goodness of fit of the hypothesized model. The results of the hypotheses tested in the study are shown in the following Table - 7.18.

Table 7.18: Results of the Research Hypotheses

Hypotheses	Dependent Variable	Independent Variable	Estimate	Standardized Estimate	SE	C.R.	P	Supported

H1	CPV	SQ	.347	.313	.097	3.568	***	Supported
H2	CS	SQ	.331	.284	.096	3.463	***	Supported
H3	CL	SQ	.106	.097	.096	1.107	.268	Rejected
H4	CPV	CT	.272	.280	.075	3.629	***	Supported
H5	CS	CT	.351	.345	.073	4.790	***	Supported
H6	CL	CT	.172	.179	.077	2.224	.026	Supported
H7	CS	CPV	.278	.265	.076	3.650	***	Supported
H8	CL	CS	.485	.515	.096	5.073	***	Supported
H9	CL	CSB	.150	.179	.048	3.103	.002	Supported
H10	CL	CC	**Please see the table no. 7.44**					

Source: Data Collected from the Survey

The hypothesized relationships among the antecedents of Customer Satisfaction and Customer Loyalty have been checked. The factor Customer Culture (CC) has been eliminated from the conceptual framework due to under-identification and high standard error in confirmatory factor analysis. After that, the model has been reconfigured with 6 constructs of the CRM model and relationships have been checked.

The study has found that the construct 'Services Quality (SQ)' has significant influences on Customer Perceived Value (CPV) as H 01 is supported. This study also has found that Services Quality (SQ) has significant influences on Customer Satisfaction (CS) since H 02 is supported. Services Quality (SQ) does not have a direct influence on Customer Loyalty (CL) as H 03 is rejected. On the other hand, it has been observed that Services Quality (SQ) indirectly affects Customer Loyalty (CL) because Services Quality (SQ) leads to Customer Satisfaction (CS) and Customer Satisfaction (CS) has substantial influences on Customer Loyalty (CL) as H 08 is supported.

It has been found that Customer Trust (CT) has significant impacts on Customer Perceived Value (CPV), Customer Satisfaction (CS) and Customer Loyalty (CL) as H 04, H 05, and H 06 are supported.

It has also been found that Customer Perceived Value (CPV) has a direct impact on Customer Satisfaction (CS) as H 07 is supported.

It has also been observed that Customer Switching Barrier (CSB) has a direct impact on Customer Loyalty (CL) as H 09 is accepted.

For the hypothesis H 10, the researcher has performed regression analysis and the regression Table-7.19 (variables excluded) shows that the factor 'Customer Culture (CC)' does not have a substantial influence on Customer Loyalty (CL).

In multiple regression analysis with the forward method, the study has found that the factor 'Customer Culture (CC)' does not have a substantial influence on Customer Loyalty (CL). In the Table - 7.19, model 4 indicates that Customer Culture (CC) does not have significant influences on Customer Loyalty as significance level or p-value is 0.547.

Table 7.19: Excluded Variable (Customer Culture)

Model		Beta In	T	Sig.
1	Customer Trust	.225[b]	4.719	.000
	Services Quality	.151[b]	3.235	.001
	Customer Perceived Value	.140[b]	3.024	.003
	Customer Switching Behavior	.172[b]	4.017	.000
	Customer Culture	.097[b]	2.222	.027
2	Services Quality	.113[c]	2.402	.017
	Customer Perceived Value	.099[c]	2.136	.033
	Customer Switching Behavior	.152[c]	3.603	.000
	Customer Culture	.083[c]	1.956	.051
3	Services Quality	.104[d]	2.256	.025
	Customer Perceived Value	.062[d]	1.308	.192
	Customer Culture	.039[d]	.877	.381
4	Customer Perceived Value	.048[e]	1.005	.316
	Customer Culture	.027[e]	.602	.547

a. Dependent Variable: Customer Loyalty

b. Predictors in the Model: (Constant), Customer Satisfaction

c. Predictors in the Model: (Constant), Customer Satisfaction, Customer Trust

d. Predictors in the Model: (Constant), Customer Satisfaction, Customer Trust, Customer Switching Barrier

e. Predictors in the Model: (Constant), Customer Satisfaction, Customer Trust, Customer Switching Barrier, Services Quality

Again, a regression model

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has been performed by considering Customer Loyalty as Dependent Variable where Services Quality, Customer Trust, Customer Satisfaction, Customer Perceived Value, Customer Switching Barrier, and Customer Culture have been the independent variables. In that regression model, the coefficients statistics of the construct 'Customer Culture' are shown in Table-7.20.

Table 7.20: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.387	.262		1.480	.140
Services Quality	.101	.051	.094	2.003	.046
Customer Trust	.200	.055	.178	3.648	.000
Customer Switching Barrier	.122	.043	.128	2.826	.005
Customer Satisfaction	.345	.052	.335	6.665	.000
Customer Perceived Value	.052	.052	.047	.994	.321
Customer Culture	.025	.043	.026	.586	.558

a. Dependent Variable: Customer Loyalty

The Table - 7.20 indicates that the predictor 'Customer Culture (CC)' does not have significant influences on Customer Loyalty as p-value is 0.558. So, the hypothesis (H10) is rejected.

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7.8 The Model of Customer Relationship Management (CRM)

The researcher has reached the final model of Customer Relationship Management (CRM) that shows the factors which have significant influences on Customer Loyalty, the main focus of CRM in financial services industry. The final model of Customer Relationship Management is shown in the following Figure -7.2.

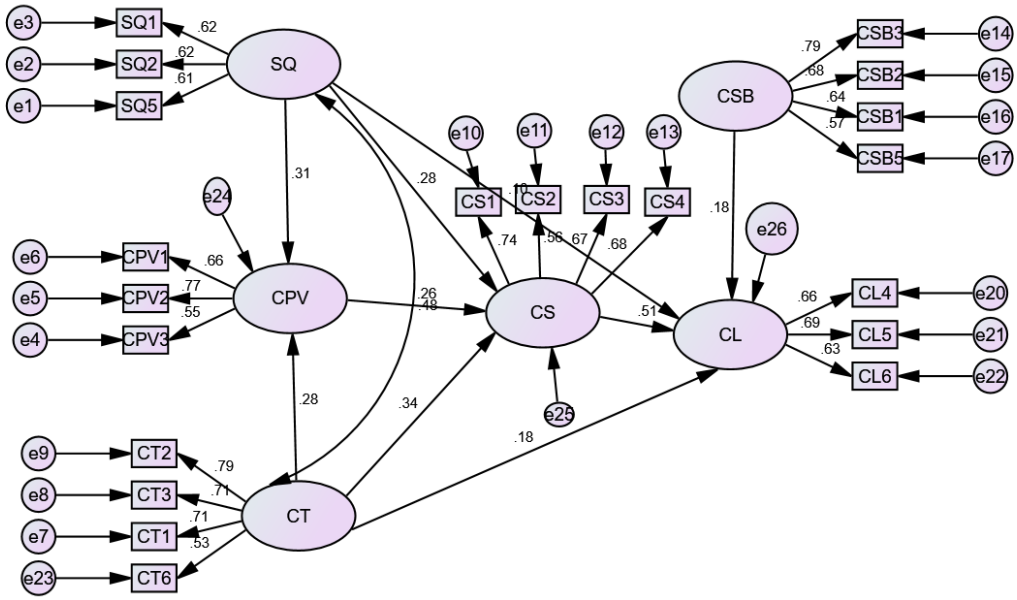

Figure 7.2: The Model of Customer Relationship Management

The overall fit of the final hypothesized model has been tested by using the maximum likelihood, goodness of fit indices and modification indices to ensure that the final model has a good fit to the data. The Chi-Square statistics provided in the AMOS (a software package for SEM, Version-21) output and their fit indices such as the ratio of Chi-Square to Degrees of Freedom (df), Goodness-of-Fit Index (GFI), The Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), Normed Fit Index (NFI). Chi-Square and Degree of freedom were 351.013 and 179. The Cmin/df value should be smaller than 02 to consider a model with a good fit, the Cmin/df value is 1.961 in the existing study. The goodness of fit indices of the final hypothesized model of CRM tools and Customer Loyalty are shown in subsequent Table - 7.20, Table - 7.22 Table - 7.23, Table - 7.24, Table - 7.25, Table - 7.26 respectively.

Table 7.21: Table for GFI and RMR

Model	RMR	GFI	AGFI	PGFI
Default model	.054	.924	.902	.716
Saturated model	.000	1.000		

Independence model	.170	.443	.388	.403

Source: Data Collected from the Survey

The Table - 7.21 indicates the GFI (Goodness of Fit Index), AGFI (Adjusted Goodness of Fit Index) and PGFI (Parsimonious Goodness of Fit Index) values are 0.924, 0.902 and 0.716 respectively and all these values are acceptable. The threshold value for GFI, AGFI and PGFI are ($0.90 \leq GFI \leq 0.95$; $0.90 \leq AGFI \leq 0.95$ and $PGFI > 0.5$). The RMR (Root Mean Squared Residual) is 0.054 which is also highly acceptable where the threshold value is $0.05 \leq RMR \leq 0.10$.

Table 7.22: The CMIN Table

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	52	351.013	179	.000	1.961
Saturated model	231	.000	0		
Independence model	21	2575.405	210	.000	12.264

Source: Data Collected from the Survey

The Cmin/df value should be lower than 02 to consider a model with a good fit, the Cmin/df value is 1.961 in this current study which is shown in the Table - 7.22.

Both the values of Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI) are 0.924 and 0.902 respectively which indicate a good fit of the proposed model. During the model improvement process, the value of RMR has continuously been monitored and the current model has minimum RMR (0.054).

Table-7.23: Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.852	.736	.790
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

Source: Data Collected from the Survey

Table-7.24: RMSEA (Root Mean Square Error of Approximation)

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.049	.041	.056	.595
Independence model	.167	.161	.173	.000

Source: Data Collected from the Survey

The Table - 7.23 and Table - 7.24 show that all the Parsimonious Goodness of Fit Indexes need to have values which are greater than 0.5 and here the values of PNFI and PCFI are 0.74 and 0.79 respectively that indicate a good fit of the model to the data. The RMSEA value is 0.49 / 0.50 where threshold value is ($0.05 \leq$ RMSEA $\leq .08$).

Key Goodness of Fit Indices of the final hypothesized model of CRM in the financial services industry is summarized in the following Table - 7.25.

Table 7.25: Key Goodness – of – Fit Indices

Type of Fit	Key Index	Acceptable Level	In Proposed Model
Absolute Fit	Chi-Square (x^2)	$2df \leq x^2 \leq 3df$	351.013
	Root Mean Square Error of Approximation (RMSEA)	$0.05 \leq$ RMSEA $\leq .08$	0.049
	Goodness of Fit Index (GFI)	$0.90 \leq$ GFI ≤ 0.95	0.93
	Root Mean Squared Residual (RMR)	$0.05 \leq$ RMR $\leq .10$	0.054
Comparative Fit	Normed Fit Index (NFI)	$0.90 \leq$ NFI ≤ 0.95	0.868
	Relative Fit Index (RFI)	$0.90 \leq$ RFI ≤ 0.95	0.84
	Incremental Fit Index (IFI)	$0.90 \leq$ IFI ≤ 0.95	0.93
	Comparative Fit Index (CFI)	$0.90 \leq$ CFI ≤ 0.95	0.93
Parsimonious Fit	Parsimonious Normed Fit Index (PNFI)	PNFI > 0.5	0.74
	Parsimonious Goodness-of-Fit Index (PGFI)	PGFI > 0.5	0.72
	Parsimonious Fit Index (PCFI)	PCFI > 0.5	0.79

Source: Adapted from Kline, 2005; Engel & Moosbrugger, 2003; Byrne, 2001; Kelloway, 1998.

The final model of CRM in the financial services industry of Bangladesh indicates that the constructs - Customer Trust (CT), Customer Satisfaction (CS), Customer Perceived Value (CPV), and Customer Switching Barrier (CSB) have direct and significant influences on Customer Loyalty (CL). The construct 'Service Quality (SQ)' does not have direct influences on Customer Loyalty (CL). The construct 'Service Quality (SQ)' has direct influence on Customer Satisfaction (CS) and Customer Satisfaction influences Customer Loyalty. So, the construct 'Services Quality (SQ)' has indirect impacts on Customer Loyalty (CL). Services Quality (SQ) has a

direct influence on Customer Perceived Value (CPV) and Customer Satisfaction (CS). Customer Perceived Value (CPV) has significant influences on Customer Satisfaction (CS). The construct 'Customer Trust (CT)' has direct influences on Customer Perceived Value (CPV), Customer Satisfaction (CS), and Customer Loyalty (CL). It has also been observed that the construct 'Customer Switching Barrier (CSB)' has a direct influence on the construct 'Customer Loyalty (CL)'.

IX DISCUSSION ON FINDINGS

What makes the customers loyal to a bank? In literature, it has been found that Services Quality, Customer Perceived Value, and Customer Trust lead to Customer Satisfaction. That means Services Quality, Customer Perceived Value and Customer Trust are the antecedents of Customer Satisfaction. Again, Services Quality, Customer Perceived Value and Customer Trust, Customer Satisfaction, Customer Switching Barriers, and Customer Culture are the antecedents of Customer Loyalty, the main focus of CRM, in the financial services industry of Bangladesh, especially in private commercial banks.

Based on the literature review, the researcher has developed 10 hypotheses for the study. The findings of the hypotheses are discussed in this section.

H 01: There is a substantial impact of Service Quality on Customer Perceived Value.

According to the SEM based statistical analysis in AMOS, the Table - 7.18 depicts that Services Quality has a strong influence on Customer Perceived Value i.e. the study supports the hypothesis H 01 strongly (Estimate: 0.347; P: 0.00).

If any financial institution provides quality services for its customers, customers think that they are getting more value from the financial service provider.

H 02: There is a substantial impact of Service Quality on Customer Satisfaction.

According to the SEM based statistical analysis in AMOS, the Table - 7.18 depicts that Services Quality has a strong influence on Customer Satisfaction i.e. the study supports the hypothesis H 02 strongly (Estimate: 0.331; P: 0.00). If any financial service provider such as banks provides quality services to its customers, customers tend to be satisfied.

H 03: There is a substantial impact of Service Quality on Customer Loyalty.

Based on a statistical analysis in AMOS shown in the Table -7.18, it has been found that Services Quality does not have a direct influence on Customer Loyalty. The study rejects the hypothesis H 03 (Estimate: 0.106; P: 0.268). The study finding shows that the influence of Services Quality on Customer Loyalty is mediated by Customer Satisfaction. If any financial firm such as bank provides quality services to its customers, customers tend to become more satisfied and that satisfied customers are likely to be loyal to the firm. So, Services Quality has an indirect influence on Customer Loyalty.

H 04: There is a substantial impact of Customer Trust on Customer Perceived Value.

The statistical analysis based on SEM in AMOS of this study has been illustrated in the Table- 7.18. The table depicts that Customer Trust has a strong influence on Customer Perceived Value. The study accepts the hypothesis H 04 strongly (Estimate: 0.272; P: 0.000). The finding indicates that if any financial service provider can build customer trust in the services offered, the customers of the service provider perceive that they are getting greater value from the firm.

H 05: There is a substantial impact of Customer Trust on Customer Satisfaction.

According to the statistical analysis in AMOS of this study shown in the Table - 7.18, the study accepts the hypothesis H 05 strongly (Estimate: 0.351; P: 0.000) which means Customer Trust has a strong influence on Customer Satisfaction. This finding indicates that the financial service providers such as banks should take all measures to build customer trust in the banks. Once customers have trust in the provider, they are more likely to become satisfied with the banks as well as with the services of the banks.

H 06. There is a substantial impact of Customer Trust on Customer Loyalty.

The Table-7.18 shows the statistical analysis of data following SEM in AMOS. Based on the value in the table, the study accepts the hypothesis H6 strongly as Estimate: 0.172; P: 0.026 which means that Customer Trust has a strong influence on Customer Loyalty.

H 07: There is a substantial impact of Customer Perceived Value on Customer Satisfaction.

The SEM based statistical analysis in AMOS of this study shown in Table - 7.18 demonstrates that Customer Perceived Value has a strong influence on Customer Satisfaction. The study accepts the hypothesis H 07 (Estimate: 0.278; P: 0.00). This finding indicates that if any financial service provider such as a bank can create higher customer perceived value, the customers of the bank tend to become more satisfied.

H 08: There is a substantial impact of Customer Satisfaction on Customer Loyalty.

The SEM based statistical analysis in AMOS of this study shown in Table-7.18 demonstrates that Customer Satisfaction has strong influences on Customer Loyalty. The study accepts the hypothesis H 08 (Estimate: 0.485; P: 0.00). This finding indicates that if a financial service provider such as a bank can make its customer satisfied, the customers of the bank are likely to become loyal to the provider.

H 09: There is a substantial impact of Customer Switching Barriers on Customer Loyalty.

The Table – 7.18 depicts the SEM based statistical analysis in AMOS of this study. The value in the table says that Customer Switching Barrier has a substantial influence on Customer Loyalty. The study accepts the hypothesis H 09 (Estimate: 0.150; P: 0.02). This finding says that if a financial service provider can create customer switching barrier, the customers of the provider tend to become more loyal.

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H 10: There is a substantial impact of Customer Culture on Customer Loyalty.

For the hypothesis H 10, the researcher has performed regression analysis. In the regression Table – 7.19 (variables excluded), it has been found that the factor 'Customer Culture' does not have a significant influence on Customer Loyalty.

In multiple regression analysis (method forward), the study has found that the factor 'Customer Culture' doesn't have a significant impact on Customer Loyalty. In the Table- 7.19, model 4 indicates that Customer Culture (CC) does not have significant influences on Customer Loyalty as significance level or p-value is 0.547. So, the study rejects the hypothesis H 10.

X RECOMMENDATIONS

1. As service quality of the financial services is positively related to customer's loyalty, the banks should focus on delivering high-quality services to the customers.
2. Customer satisfaction is the function of customer expectation. To satisfy the customers, the financial service providers in Bangladesh such as banks should undertake extensive research to understand the expectations of the customers and design such services that will meet their expectation.
3. The financial service providers should undertake different measures such as club marketing programs, frequency marketing programs, mass customization, letter of appreciation, home delivery, 'Thank you' bonus, and also maintain structural ties besides their core services to make their customers loyal which is the main focus of CRM.
4. Generally, customers take financial services from the provider which offer them highest customer perceived value from the alternatives available in the market. Thus, financial service providers should design their services in a way that their target market feels that they are getting highest perceived value from their services.
5. To build trust and confidence in the customers; the banks should keep their promises and follow through with their actions, maintain security and credibility in providing services face to face and online, show trustworthy behaviour, and be consistent in delivering services all the time.
6. The banks in Bangladesh should focus on brand affinity and loyalty programs by which they can raise switching barrier and enhance customers' loyalty.
7. The financial service providers can identify their strengths and weaknesses in the areas of service quality, customer's trust, customer's perceived value, customer's satisfaction, and customer's switching barriers and can take necessary measures to make their customers loyal.

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