

A Study of Customer Delight with Special Reference to HDFC Bank In Delhi And NCR Region

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Abstract

Today businesses have begun to realize that simply satisfying customers may not be enough, rather they should strive for Customer Delight. Creating a customer for life, requires companies to take their customers to the next level (i.e. Customer Delight) from satisfaction to delight state. Companies need to elevate the relationship from casual to a more intimate relationship of loyalty. The present research aims to identify the factors of Customer Delight in HDFC bank and to study the association of demographic variables on the various identified factors that cause Customer Delight in HDFC Bank in Delhi and NCR using non-probability convenience sampling. The collected data was analysed by using correlation and multiple regression to trace the factors that motivated customers to remain with the bank or make them delighted and to further study the association of demographic variables on factors affecting Customer Delight Chi-square test was used. The key findings of the study were that the most important factors which help to build the Customer Delight in HDFC Bank are the Tangibles and Assurance offered by the Bank. In contrast, customers felt least delighted with the price of the services in which the bank charges certain amount on account maintenance. The main limitation of this study is that it has not been able to cover consumers belonging to the rural/ semi urban branch of HDFC Bank and hence may not be a true reflection of all the customers of HDFC Bank.

Key Words: Banking Industry Customer Delight, Customer Satisfaction, Demographic Variables.

Introduction

There is always a distinction between a “Totally Satisfied” customer and a “Simply Satisfied” customer. From the perspective of a marketer, the main difference lies the customer retention and repurchase behavior that is exhibited by the customer. The “Totally Satisfied” customer has a higher rate of repurchase and loyalty in comparison to a mere satisfied customer. Keeping this difference in mind, around the world, brands have been struggling to satisfy the customer beyond just the term satisfaction. This led to the association of the word “Delight” with customer. It takes satisfaction to another level, where, the customer feels a loyal association with the brand.

Products are no longer competing at the expected level. At the same time, at the augmented level of the product, almost all brands have reached. The best of brands are no longer the market leaders that can just sit back and relax. The new, old brands even the startups are offering the benefits that are beyond the basic expectation the customer

has at the time of purchase. One can't just retain a customer by giving him satisfaction. He needs to be “delighted” and delighted not just once, but perpetually.

Delight associated with customer, which we call as “Customer Delight” can be defined as pleasing the customer to the extent of surprising him with the product or service. Customer satisfaction, like explained above has got left behind in the present times on front of the endeavors to create a “delighted” customer. The key here for the businesses is to strive towards offering the right experience to the customer at the right time for the right return, as well. Customer Delight creates a very sound foundation for Customer Relationship Management (CRM) and a far better measure for it CRM we know is not a choice, but a prerequisite for survival of companies in the present times.

Customer Delight would not just help in the retention of the customer but trigger a chain of positive reactions and bring down the cost of the

company is luring new customers and brand promotion expense. This is so, because a delighted customer would be happy to bring in new and more customers without any extra effort because he would be happy with the association he has with the brand and would be proud and happy to share it with the people he cares for.

The present research has a topical relevance in the competitive scenario where brands are struggling to find strategies to create the above defined "Delighted Customer" with special reference to the service industry as there are a lot of intangibles associated in the service industry that lead to the delight of the customer, other than the core service offered. Within all the turmoil that has been witnessed in the Indian economy, India's Banking Industry has been amongst the few to maintain resilience. The pulse of growth for the

Literature Review

Customer Delight is a broad term exceeding satisfaction. It marks a print on customers and provides business a competitive edge in the market space. According to Vidhya, k., Rajkumar, Amudhra, C.S. (2013), firms should opt for Customer Delight based strategies for better returns and market value. Delight is an emerging concept and due importance should be given to it. The study reveals that in absence of customers, no revenue and market value is earned by the firm. Uppa R. K., Mishra Bishnupriya (2011) examined the nature of banking services of selected banks in Chandigarh on the basis of confidentiality, attention to customers, accuracy, reliability, e-channels, service charges and satisfaction. The basis mentioned are the key reasons for customers swapping one bank to other. Working on these will result in increased customer base and market position. Hasan Akif Syed, Raheem Saquib and subhani Imtiaz Muhammad (2011) conducted a study on "Measuring Consumer Delight: A model for banking sector". Main aim of the study was to identify the factors creating delight for customers. Factors like undue favor, bypass lengthy documentation process, unusual attractive ambience, VIP treatment, prompt feedback, caring behavior, willingness to help are necessary in delighting the customers. Uppal R.K. (2011) examined the delightedness of the consumers from the services provided by Indian private, foreign and public banks. It was revealed that the customers are more delighted by foreign and Indian private banks due to the channel services

Indian banking Industry has been extraordinary over the past years. It is obvious from the higher pace of credit extension, mounting profitability and efficiency similar to banks in advanced markets, lower occurrence of non-performing assets and focus on financial inclusion have backed to make Indian banking pulsating and robust. Indian banks have begun to review their growth approach and re-evaluate the scenarios on hand to keep the economy progressing.

The aim of this research is to study about factors that lead to Customer Delight and their association with demographic characteristics of the customer, with special reference to one of the leading private banks of the country, HDFC Bank.

offered than public banks. Majority preferred e-banks than traditional banks. Improvement in services by public sector banks was suggested. Tekchandani Ajay (2010) conducted a study on Customer Perception with reference to satisfaction and delight- its impact on sale of passenger cars. Main objective was to study consumer side perceptions about satisfaction and delight and corresponding impact on sales of the brand. Among the selected parameters after sales services received maximum weightage and a positive relationship with Customer Delight, satisfaction and market share for the brand was observed. Anand S. Vijay, Selvaraj M. (2012) studied the impact of demographic variables on customer satisfaction in banking sector. The study concluded that there is no significant relationship between demographic variables and satisfaction level apart from individual choice of bank with respect to residential area. According to Elias-Almeida Anabela., (2016), important demographic factors like age, sex, type of account and amount which influence the satisfaction of customers on e-banking. Banks are required to formulate strategies as per the age and sex composition in order to retain and increase the customer base. Shah Ankit (2012) examined the various factors that led to customer satisfaction in retail banking in India. It was concluded that customer satisfaction, transaction attribute is dependent on nine factors which can be beneficial for improving the bank management and expanding customer base. Faisal Ali, Woo Gon Kim, Kisang Ryu (2016) examined the effect of physical

environment on passenger delight and satisfaction and its relationship with the moderating role of national identity. Influence of physical environment on passenger delight and satisfaction was observed. National identity portrayed in airport moderates the relationship between them.

Objectives of The Study

The objectives of the research work are:

- To determine the factors that motivate customers to remain with the bank or make them delighted.
- To study the association of demographic variables (Age, Gender, Occupation Family income etc.) on factors affecting Customer Delight.
- To analyze the relationship of Tangibles, reliability, responsiveness, assurance, empathy and accessibility on Customer Delight in HDFC Bank.

Research Methodology

The research is to identify the factors that motivate the customers to remain with the bank i.e. HDFC Bank. Both primary and secondary data collection methods have been employed to conduct the research work. Primary data was collected using sample survey which was carried out by means of a self-administered, structured questionnaire. The sampling technique chosen for the research work was non-probability convenience sampling along with the sample size as 100. Chi Square and Correlation and Regression statistical tests were administered to analyse the collected data. A pilot testing of the questionnaire was done on a sample of 40 respondents to check the reliability and validity of the instrument.

Results and Discussion

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|--|------------|
| .807 | .811 | 40 |
| | (Source: Primary Data) | |

Table 1: Reliability Statistics

Since, the Cronbach Alpha value is 0.807 so the questionnaire was found to be reliable to be used for the study.

Demographic Profile

Questionnaires were distributed to Account holder of HDFC bank. The respondents, from which data was collected were having different level of age, gender and income. Some of the respondents were single while some were married and, the ratio of male and female having 64 and 34 respectively, the age of the respondents was divided in to four categories below 20, 21-30, 31-40 ,41-50, Over 50 and people from different group are studied to get the results. The respondents having different occupation like Government/PSU, Private Sector, Students, and Housewife etc were studied and the ratio of Private and student were more. The respondents were also studied on the basis of Monthly family and the length of relationship i.e. less than 1 year and more than 5 year etc. with the HDFC Bank.

Descriptive Statistics

Comparison of descriptive statistics of Mean and standard Deviation of various factors contributing Customer Delight at HDFC Bank (N = 100)

| S.No. | Factors | Mean | Standard Deviation |
|-------|-------------------------|--------|--------------------|
| 1. | Tangibles | 4.120 | .517 |
| 2. | Reliability | 3.840 | .572 |
| 3. | Responsiveness | 3.967 | .659 |
| 4. | Assurance | 4.093 | .67516 |
| 5. | Empathy | 3.930 | .58468 |
| 6. | Accessibility | 4.043 | .50063 |
| 7. | Price of Service | 3.6980 | .61332 |
| 8. | Product Variety | 3.8250 | .88299 |

Table 2: Descriptive Statistics Interpretation

From the above table, it can be seen that Mean is highest for Factor 1 (Tangibles) and second highest for Factor 4 (Assurance). However, on comparison of these two factors' Standard Deviation it can be observed that the value of Standard deviation for the factor1 (Tangibles) is lower than Factor4 (Assurance). Thus this show

the trend that people coming to bank are delighted with the cleanliness and the pleasant ambience of the bank and also the also the assurance offered by the bank in which people are satisfied in doing transaction with the bank.

Hypothesis of The Study

Chi-Square Test

Chi-square -test is computed for the purpose of determining the following hypotheses:

Association between the respondent’s age and factors affecting Customer Delight:

H1₀: There is no significant association between the respondent’s age and Customer Delight

H1₁: There is a significant association between respondent’s age and Customer Delight

| | | | |
|---|--------------------|---|--------|
| | | | sided) |
| Pearson Chi-Square | 1.367 ^a | 1 | 0.242 |
| Continuity Correction ^b | 0.916 | 1 | 0.338 |
| Likelihood Ratio | 1.383 | 1 | 0.24 |
| Fisher's Exact Test | | | |
| N of Valid Cases | 100 | | |
| a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 14.76. | | | |
| b. Computed only for a 2x2 table | | | |

Table 4: Chi-Square Test –respondent’s Gender and Customer Delight.

Interpretation

Since p- value is higher than .05, H1₁ is accepted. Hence, there is no significant association between the respondent’s gender and Customer Delight.

Association between the respondent’s Occupation and factors affecting Customer Delight

H3₀: There is no significant association between the respondent’s Occupation and factors affecting Customer Delight

H3₁: There is a significant association between respondent’s Occupation and factors affecting Customer Delight

| Chi-Square Tests | | | |
|--|--------------------|----|-----------------------|
| | Value | Df | Asymp. Sig. (2-sided) |
| Pearson Chi-Square | 4.764 ^a | 2 | .092 |
| Likelihood Ratio | 4.853 | 2 | .088 |
| Linear-by-Linear Association | 1.366 | 1 | .243 |
| N of Valid Cases | 277 | | |
| a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 26.99. | | | |

Table 3: Chi-Square Tests - respondent’s age and Customer Delight.

Interpretation

Since p- value is higher than .05, H1₀ is accepted. Hence, there is no significant association between the respondent’s age and Customer Delight.

Association between the respondent’s Gender and factors affecting Customer Delight:

H2₀: There is no significant association between the respondent’s Gender and Customer Delight

H2₁: There is a significant association between respondent’s Gender and Customer Delight.

| Chi-Square Tests | | | |
|---|--------------------|----|-----------------------|
| | Value | Df | Asymp. Sig. (2-sided) |
| Pearson Chi-Square | 4.766 ^a | 5 | .445 |
| Likelihood Ratio | 4.872 | 5 | .432 |
| N of Valid Cases | 100 | | |
| a. 5 cells (41.7%) have expected count less than 5. The minimum expected count is 1.64. | | | |

Table 5: Chi-Square Test –respondent’s Occupation and Customer Delight.

Interpretation

Since p- value is higher than .05, H3₀ is accepted. Hence, there is no significant association between the respondent’s Occupation and Customer Delight.

| | Value | Df | Asymp. Sig. (2- |
|--|-------|----|-----------------|
|--|-------|----|-----------------|

Association between the respondent's Marital Status and Customer Delight:

H4₀: There is no significant association between the respondent's Marital Status and Customer Delight

H4₁: There is a significant association between respondent's Marital Status and Customer Delight

| Chi-Square Tests | | | |
|---|-------------------|----|-----------------------|
| | Value | Df | Asymp. Sig. (2-sided) |
| Pearson Chi-Square | .123 ^a | 1 | 0.726 |
| Continuity Correction ^b | 0.022 | 1 | 0.883 |
| Likelihood Ratio | 0.123 | 1 | 0.726 |
| Fisher's Exact Test | | | |
| N of Valid Cases | 100 | | |
| a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 18.86. | | | |
| b. Computed only for a 2x2 table | | | |

Table 6: Chi-Square Test –respondent's Marital Status and Customer Delight.

Interpretation

Since p- value is higher than .05, H4₀ is accepted. Hence, there is a no significant association between the respondent's Marital Status and Customer Delight.

Association between the respondent's Monthly family income and Customer Delight:

H5₀: There is no significant association between the respondent's Monthly family income and Customer Delight

H5₁: There is a significant association between respondent's Monthly family income and Customer Delight

| Chi-Square Tests | | | |
|--|--------------------|----|-----------------------|
| | Value | Df | Asymp. Sig. (2-sided) |
| Pearson Chi-Square | 6.959 ^a | 2 | .031 |
| Likelihood Ratio | 6.962 | 2 | .031 |
| N of Valid Cases | 100 | | |
| a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 9.02. | | | |

Table 7 : Chi-Square Test –respondent's Monthly income and Customer Delight.

Interpretation

Since p- value is less than .05, H5₁ is accepted. Hence, there is a significant association between the respondent's monthly income and Customer Delight.

Association between the length of customer relationship and Customer Delight:

H6₀: There is no significant association between the length of customer relationship and Customer Delight.

H6₁: There is a significant association between the length of customer relationship and Customer Delight

| | Value | Df | Asymp.sig.(2-sided) |
|---------------------------|-------------------------|----------|---------------------|
| Pearson Chi-Square | .920^a | 3 | .821 |
| Likelihood Ratio | .914 | 3 | .822 |
| N of Valid Cases | 100 | | |

- a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 4.51

Table 8: Chi-Square Test –respondent's length of customer relationship and Customer Delight

Interpretation

Since p- value is higher than .05, H6₀ is accepted. Hence, there is no significant association between the length of customer relationship (how long with the bank) and Customer Delight.

Correlation

The Pearson's Product Moment Correlation Coefficient was computed for the purposes of determining the following relationships. The following hypotheses were intended.

H7₀: There is no relationship between Tangibles, reliability, responsiveness, assurance, empathy and accessibility with Customer Delight

H7₁: There is a relationship between Tangibles, reliability, responsiveness, assurance, empathy and accessibility with Customer Delight

| S.No. | Factors | Pearson Coefficient of Correlation with Customer Delight | p-Value | Degree of Correlation |
|-------|------------------|--|---------|-----------------------|
| 1. | Tangibles | .741 | .000 | High correlation |
| 2. | Reliability | .802 | .000 | High correlation |
| 3. | Responsiveness | .650 | .000 | High correlation |
| 4. | Assurance | .755 | .000 | High correlation |
| 5. | Empathy | .772 | .000 | High correlation |
| 6. | Accessibility | .649 | .000 | High correlation |
| 7. | Price of Service | .595 | .000 | Moderate correlation |
| 8. | Product Variety | .453 | .000 | Moderate correlation |

Table 9: Correlation (HDFC bank)

Analysis

The correlation of Tangibles, reliability, responsiveness, assurance, empathy and accessibility with Customer Delight was found to be significant high positive correlation. The correlation of price of service and product variety with Customer Delight was found to be moderate correlation. Hence there is high correlation exist in Tangibles, reliability, responsiveness, assurance, empathy and accessibility with Customer Delight and thus H_{70} is rejected and there is high correlation in Tangibles, reliability, responsiveness, assurance, empathy and accessibility with Customer Delight.

Interpretation

From the above analysis it can be seen that there is highly positive correlation between Tangibles, reliability, responsiveness, assurance, empathy

and accessibility with Customer Delight, this is because ultimately all these contribute to Customer Delight and are responsible for making the customer happy from the services of the bank.

Regression

The linear regression was computed for the purposes of determining the following impact on the bases of the hypotheses:

H₈₀: There is no impact of Tangibles, reliability, responsiveness, assurance, empathy and accessibility on Customer Delight

H₈₁: There is an impact of Tangibles, reliability, responsiveness, assurance, empathy and accessibility on Customer Delight

Significant high positive correlation exists between Tangibles, reliability, responsiveness, assurance, empathy and accessibility with Customer Delight in HDFC Bank. Thus, regression can be used to analyze the degree of Impact of Tangibles, reliability, responsiveness, assurance, empathy and accessibility on Customer Delight in HDFC Bank. The technique of Linear Regression was applied using SPSS (version 20) to the data collected from the Respondents as under:

Stepwise Multiple Regression between Impact of Individual Factors on Customer Delight

| Model Summary ⁱ | | | | |
|---|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .802 ^a | .643 | .639 | .25041 |
| 2 | .921 ^b | .849 | .846 | .16368 |
| 3 | .948 ^c | .898 | .895 | .13525 |
| 4 | .965 ^d | .932 | .929 | .11119 |
| 5 | .977 ^e | .954 | .952 | .09159 |
| 6 | .990 ^f | .980 | .979 | .06034 |
| 7 | .994 ^g | .988 | .987 | .04691 |
| 8 | .998 ^h | .995 | .995 | .03060 |
| a. Predictors: (Constant), Reliability | | | | |
| b. Predictors: (Constant), Reliability, Empathy | | | | |

| |
|--|
| c. Predictors: (Constant), Reliability, Empathy, Tangibles |
| d. Predictors: (Constant), Reliability, Empathy, Tangibles, Responsiveness |
| e. Predictors: (Constant), Reliability, Empathy, Tangibles, Responsiveness, Price |
| f. Predictors: (Constant), Reliability, Empathy, Tangibles, Responsiveness, Price, Accessibility |
| g. Predictors: (Constant), Reliability, Empathy, Tangibles, Responsiveness, Price, Accessibility, variety |
| h. Predictors: (Constant), Reliability, Empathy, Tangibles, Responsiveness, Price, Accessibility, variety, Assurance |
| i. Dependent Variable: Customer Delight |

Table 10: Stepwise Multiple Regression Model Summary

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|----|-------------|---------|-------------------|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 11.065 | 1 | 11.065 | 176.460 | .000 ^b |
| | Residual | 6.145 | 98 | .063 | | |
| | Total | 17.210 | 99 | | | |
| 2 | Regression | 14.612 | 2 | 7.306 | 272.712 | .000 ^c |
| | Residual | 2.599 | 97 | .027 | | |
| | Total | 17.210 | 99 | | | |
| 3 | Regression | 15.454 | 3 | 5.151 | 281.605 | .000 ^d |
| | Residual | 1.756 | 96 | .018 | | |
| | Total | 17.210 | 99 | | | |
| 4 | Regression | 16.036 | 4 | 4.009 | 324.240 | .000 ^e |
| | Residual | 1.175 | 95 | .012 | | |

| | | | | | | |
|--|------------|--------|----|-------|----------|-------------------|
| | Total | 17.210 | 99 | | | |
| 5 | Regression | 16.422 | 5 | 3.284 | 391.523 | .000 ^f |
| | Residual | .789 | 94 | .008 | | |
| | Total | 17.210 | 99 | | | |
| 6 | Regression | 16.872 | 6 | 2.812 | 772.354 | .000 ^g |
| | Residual | .339 | 93 | .004 | | |
| | Total | 17.210 | 99 | | | |
| 7 | Regression | 17.008 | 7 | 2.430 | 1104.344 | .000 ^h |
| | Residual | .202 | 92 | .002 | | |
| | Total | 17.210 | 99 | | | |
| 8 | Regression | 17.125 | 8 | 2.141 | 2286.757 | .000 ⁱ |
| | Residual | .085 | 91 | .001 | | |
| | Total | 17.210 | 99 | | | |
| a. Dependent Variable: Customer Delight | | | | | | |
| b. Predictors: (Constant), Reliability | | | | | | |
| c. Predictors: (Constant), Reliability, Empathy | | | | | | |
| d. Predictors: (Constant), Reliability, Empathy, Tangibles | | | | | | |
| e. Predictors: (Constant), Reliability, Empathy, Tangibles, Responsiveness | | | | | | |
| f. Predictors: (Constant), Reliability, Empathy, Tangibles, Responsiveness, Price | | | | | | |
| g. Predictors: (Constant), Reliability, Empathy, Tangibles, Responsiveness, Price, Accessibility | | | | | | |
| h. Predictors: (Constant), Reliability, Empathy, Tangibles, Responsiveness, Price, Accessibility, variety | | | | | | |
| i. Predictors: (Constant), Reliability, Empathy, Tangibles, Responsiveness, Price, Accessibility, variety, Assurance | | | | | | |

Table 11 :ANOVA^a

| Coefficients ^a | | | | | | | | | | | |
|---------------------------|-------------|-----------------------------|------------|---------------------------|--------|------|--------------|---------|------|-------------------------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | Correlations | | | Collinearity Statistics | |
| | | B | Std. Error | Beta | | | Zero-order | Partial | Part | Tolerance | VIF |
| 1 | (Constant) | 1.696 | .171 | | 9.945 | .000 | | | | | |
| | Reliability | .583 | .044 | .802 | 13.284 | .000 | .802 | .802 | .802 | 1.000 | 1.000 |
| 2 | (Constant) | .919 | .130 | | 7.057 | .000 | | | | | |
| | Reliability | .413 | .032 | .567 | 12.768 | .000 | .802 | .792 | .504 | .789 | 1.267 |
| | Empathy | .364 | .032 | .511 | 11.506 | .000 | .772 | .760 | .454 | .789 | 1.267 |
| 3 | (Constant) | .549 | .121 | | 4.551 | .000 | | | | | |
| | Reliability | .321 | .030 | .441 | 10.702 | .000 | .802 | .738 | .349 | .627 | 1.594 |
| | Empathy | .310 | .027 | .435 | 11.343 | .000 | .772 | .757 | .370 | .722 | 1.385 |
| | Tangibles | .227 | .033 | .282 | 6.786 | .000 | .741 | .569 | .221 | .615 | 1.625 |
| 4 | (Constant) | .390 | .102 | | 3.826 | .000 | | | | | |
| | Reliability | .246 | .027 | .339 | 9.165 | .000 | .802 | .685 | .246 | .526 | 1.901 |

| | | | | | | | | | | | |
|---|----------------|------|------|------|------------|----------|------|------|------|------|-------|
| | Empathy | .293 | .023 | .411 | 12.9 48 | .00 0 | .772 | .799 | .347 | .713 | 1.402 |
| | Tangibles | .217 | .028 | .269 | 7.86 1 | .00 0 | .741 | .628 | .211 | .614 | 1.630 |
| | Responsiveness | .140 | .020 | .221 | 6.85 8 | .00 0 | .650 | .575 | .184 | .690 | 1.450 |
| 5 | (Constant) | .266 | .086 | | 3.09 3 | .00 3 | | | | | |
| | Reliability | .242 | .022 | .333 | 10.9 28 | .00 0 | .802 | .748 | .241 | .526 | 1.903 |
| | Empathy | .251 | .020 | .352 | 12.7 86 | .00 0 | .772 | .797 | .282 | .642 | 1.556 |
| | Tangibles | .195 | .023 | .243 | 8.52 3 | .00 0 | .741 | .660 | .188 | .602 | 1.661 |
| | Responsiveness | .129 | .017 | .205 | 7.65 9 | .00 0 | .650 | .620 | .169 | .684 | 1.463 |
| | Price | .118 | .017 | .173 | 6.78 4 | .00 0 | .595 | .573 | .150 | .747 | 1.338 |
| 6 | (Constant) | .002 | .061 | | .029 | .97 7 | | | | | |
| | Reliability | .232 | .015 | .318 | 15.8 26 | .00 0 | .802 | .854 | .230 | .523 | 1.911 |
| | Empathy | .213 | .013 | .299 | 15.9 02 | .00 0 | .772 | .855 | .231 | .600 | 1.666 |
| | Tangibles | .155 | .016 | .192 | 9.94 1 | .00 0 | .741 | .718 | .145 | .568 | 1.759 |
| | Responsiveness | .108 | .011 | .171 | 9.61 1 | .00 0 | .650 | .706 | .140 | .665 | 1.505 |
| | Price | .131 | .011 | .192 | 11.3 74 | .00 0 | .595 | .763 | .165 | .739 | 1.352 |

| | | | | | | | | | | | |
|---|----------------|-------|------|------|------------|----------|------|------|------|------|-------|
| | Accessibility | .163 | .015 | .195 | 11.1 17 | .00 0 | .649 | .755 | .162 | .684 | 1.462 |
| 7 | (Constant) | -.041 | .048 | | - .859 | .39 3 | | | | | |
| | Reliability | .215 | .012 | .296 | 18.6 35 | .00 0 | .802 | .889 | .211 | .507 | 1.973 |
| | Empathy | .191 | .011 | .268 | 17.7 62 | .00 0 | .772 | .880 | .201 | .561 | 1.783 |
| | Tangibles | .150 | .012 | .186 | 12.4 16 | .00 0 | .741 | .791 | .140 | .567 | 1.763 |
| | Responsiveness | .112 | .009 | .178 | 12.8 08 | .00 0 | .650 | .800 | .145 | .662 | 1.510 |
| | Price | .140 | .009 | .206 | 15.5 35 | .00 0 | .595 | .851 | .176 | .727 | 1.376 |
| | Accessibility | .157 | .011 | .189 | 13.7 94 | .00 0 | .649 | .821 | .156 | .682 | 1.467 |
| | Variety | .047 | .006 | .099 | 7.86 7 | .00 0 | .453 | .634 | .089 | .799 | 1.251 |
| 8 | (Constant) | -.017 | .031 | | - .531 | .59 6 | | | | | |
| | Reliability | .206 | .008 | .283 | 27.1 49 | .00 0 | .802 | .943 | .200 | .500 | 1.998 |
| | Empathy | .157 | .008 | .220 | 20.5 20 | .00 0 | .772 | .907 | .151 | .472 | 2.119 |
| | Tangibles | .143 | .008 | .178 | 18.0 82 | .00 0 | .741 | .884 | .133 | .564 | 1.774 |
| | Responsiveness | .101 | .006 | .160 | 17.3 87 | .00 0 | .650 | .877 | .128 | .642 | 1.557 |
| | Price | .129 | .006 | .189 | 21.5 83 | .00 0 | .595 | .915 | .159 | .706 | 1.416 |

| | | | | | | | | | | |
|---|------|------|------|--------|------|------|------|------|------|-------|
| Accessibility | .149 | .007 | .178 | 19.855 | .000 | .649 | .901 | .146 | .674 | 1.483 |
| Variety | .045 | .004 | .096 | 11.670 | .000 | .453 | .774 | .086 | .798 | 1.253 |
| Assurance | .074 | .007 | .120 | 11.191 | .000 | .755 | .761 | .083 | .475 | 2.107 |
| a. Dependent Variable: Customer Delight | | | | | | | | | | |

Table 12: Coefficients^a**Analysis**

Stepwise multiple regression was conducted on the primary data collected from respondents to understand the contribution of each factor to the overall Customer Delight.

After eight iterations the final regression equation is

$$Y = .283X_1 + 0.220X_2 + .178X_3 + 0.160X_4 + 0.189X_5 + 0.178X_6 + 0.096X_7 + 0.120X_8 - 0.017$$

Where y = Customer Delight

X₁ to X₈ are Reliability, Empathy, Tangibles, Responsiveness, Price, Accessibility, variety, Assurance respectively.

The value of R square of 0.995 indicates that 99.5% of the variation in Customer Delight is explained by the predictor variables (Reliability, Empathy, Tangibles, Responsiveness, Price, Accessibility, variety, Assurance) at significance level of 0.000 for each of these factors. Low value of beta coefficients indicates higher sensitivity of the regression equation.

Interpretation

From the above analysis it can be seen that there is an impact of Reliability, Empathy, Tangibles, Responsiveness, Price, Accessibility, variety, Assurance on Customer Delight in HDFC bank, this is because they are the primary factors that any customer would seek when he would want to develop a relationship with the bank as he would want complete satisfaction and delight for a service being used to safeguard his hard earned money.

Findings of the Study

The dimension Tangibles had the highest mean and lowest standard deviation and also the assurance also had second highest mean and lowest standard deviation. The most important factors which help to build the Customer Delight in HDFC Bank are the Tangibles and Assurance offered by the Bank. Customers felt least delighted with the price of the services in which the bank charges certain amount on account maintenance which is either less or no charges for maintain account in other banks also had a high admin charges in comparison to other banks. The association of variables like Age, Gender, Family Income (Monthly), Occupation, Marital Status and Length of customer relationship on Customer Delight at HDFC Bank was studied. Chi square Analysis revealed that there is no significance between variables such as Age, Gender, Occupation, Marital Status, and Length of customer relationship on Customer Delight except for Family Income on monthly basis. The result from the hypothesis testing showed that significant high positive correlation exists between tangibles, reliability, responsiveness, assurance, empathy and accessibility with Customer Delight. From the analysis it is obvious that the customer is seeking more than the basic facilities from a bank in this competitive time and the bank needs to focus on many other aspects of its services to contribute towards a more holistic Customer Delight.

Conclusion

Customer Delight involves going beyond satisfaction to delivering what can be best described as a pleasurable experience for the client. Variables namely Tangibles, reliability, responsiveness, assurance, empathy and accessibility play a vital role in creating Customer

Delight. Major limitation of the study is small sample size and confined to only Delhi and NCR region which do not provide the true reflection of all the customers of HDFC Bank. It is difficult to know if all the respondents gave accurate information as some respondents tend to give misleading information. The various procedures of banks should be transparent and accurate in order to retain the old ones and attract new customers. It is crystal clear from the study that the current customers are delighted by the Tangibles and assurance provided by the bank. Therefore, it is necessary that bank employees should pay high attention to their other variables of the delight to make them more delight.

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