

# THE IMPLEMENTATION IMPACT OF A QUALITY PROGRAMME ON BANKING SYSTEM MANAGEMENT

PhD. Student **Elena Silvia DINCULESCU**  
The Bucharest Academy of Economic Studies

## ABSTRACT

*Taking into account the increasing competition between commercial Romanian banks, there is a real problem to come up with new clients or to preserve the old ones.*

*The only possible way to face this situation is to encourage potential or real clients confidence into services or products quality offered by a certain bank. There appear to be serious differences between the client's „expected quality” and „ the perceived one”, after the acquisition of a banking product.*

*It is thus proved that the quality management can be a successful way to face the more and more soliciting concurrence from the banking market.*

**KEYWORDS:** *Competition, received quality, expected quality, banking system*

The adjusted number of the banks lead to an increasing competition and to the market banking services' awareness, in order for the „ desired quality/issued by the bank” together with the one perceived by the client, to be both taken into account.

There appear to be serious differences between the client's „expected quality” and „ the perceived one”, after the acquisition of a banking product. There are also multiple causes for this situation, but the major one stands in the precarious interest manifested by many banks towards private clients (retail-banking) and their focusing upon certain artificial clients (corporate-banking) – who regularly undertake bigger and faster profits.

Quality management banking perspective is extremely interesting, from the point of view of the activities specific, and of the permanent area competition imposition.

There are relatively recent items regarding banking area quality management (the start has been issued within the years 80), north-american and west- european banks have continuously worked for their clients' support and the performance of their needs ( also by constant evaluation of their contentement).

Still, there is not considered to be a priority for most of the east-european banks, to work upon a quality management system.

Referring to our country's situation, only a tenth of the banking system operating banks have succeeded to implement and certify some quality management system.

These ones have come to the conclusion that quality management's means and methods can and will be successfully put in practice also for banking, having as an example the international banks which have entered their way into national market.

A certain bank's objectives, strategies and policies are main quality factors for the specific bank.

Banks being aware of the quality problems also lead to the appearance and requirement of some area working standards.

Taking into account the increasing competition between commercial Romanian banks, there is a real problem to come up with new clients or to preserve the old ones.

The only possible way to face this situation is to encourage potential or real clients confidence into services or products quality offered by a certain bank.

Only by knowing and anticipating the clients' needs and expectations throughout their dynamic, makes the success a possible one, also focusing on the achievement and maintenance of a maximum satisfaction degree and targetting to preserve clients.

Theoretically speaking, for a private or artificial client to decide and acquire a certain product from a bank, it is compulsory to be both attracted to:

- the serving quality including the client's way of welcoming into the bank;
- the specific product's receiving duration;
- interests' level (as low as possible when coming to bank credits, and higher for the active accounts), taxes and commissions.

There are certain categories of clients (especially SMC), reproaching to banks several products inadequacies and nonquality towards their needs and expectations.

According to certain studies, only 10% of the Romanian SMCs are „bank proof” and can afford to achieve a credit from any bank, any time.

According to researches, the Romanian banks' private clients are both interested in the product's purchasing costs and also in the bank's vicinity to their homes. The added value for a bank's client also includes the following important specifications, which present one or more adequate target values and unique items, certain bank's structures being active for each of them:

- the product's variety of the offer;
- bank's accessibility – as great as possible;
- interests value –higher for the deposits and lower for the credits;
- staff's attitude and behaviour– more turned to the client;
- products' merchandising conditions– as better as possible;
- products' and bank's security –as great as possible;
- products' purchasing costs- as low as possible;
- products' purchasing durations –as fast as possible.

Clients' perception can greatly be improved by using a very efficient marketing and by sustained interest for quality improvement, their needs and requirements satisfaction. A client should be given the impression he is the most important, in order for him to be willing to attend the specific bank's services.

The need of having such a programme is being emphasized in case of competition, banks establishing certain standards by themselves, as it is considered to be much more important to continuously evaluate clients' perception of the provided products and to measure their expectations and needs degree.

The initializing and maintenance of certain operations within the bank, and their permanent comparison to benchmarking, are to reach some goals for the quality area. Standards imposing and issuing together with the performance measure system are to be the main elements of a quality programme.

The need of having such a programme is being emphasized in case of competition, banks establishing certain standards by themselves, as it is considered to be much more important to continuously evaluate clients' perception of the provided products and to measure their expectations and needs degree.

It is thus proved that the quality management can be a successful way to face the more and more soliciting concurrence from the banking market.

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