YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF COMMERCE
MASTER OF BANKING AND FINANCE PROGRAMME

THE EFFECT OF FINANCIAL TECHNOLOGY SERVICES QUALITY ON CUSTOMER SATISFACTION AT BPC BANKING TECHNOLOGIES

MAY PHYO KHINE
EMBF II – 22
EMBF 10th BATCH

JUNE, 2025

THE EFFECT OF FINANCIAL TECHNOLOGY SERVICES QUALITY ON CUSTOMER SATISFACTION AT BPC BANKING TECHNOLOGIES

A thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Banking and Finance (MBF)

ACADEMIC YEAR (2023-2025)

Supervised By:

Dr. Phu Pwint Nyo Win Aung
Associate Professor
Department of Commerce
Yangon University of Economics

Submitted By:

May Phyo Khine
EMBF - 15
EMBF 10th Batch
2023-2025

JUNE, 2025

ACCEPTANCE

Accepted by the Board of Examiners of the Department of Commerce, Yangon University of Economics, in partial fulfillment for the requirements of Master Degree, Executive Master of Banking and Finance**.**

BOARD OF EXAMINERS

(Chairperson)
Prof. Dr. Tin Tin Htwe
Rector
Yangon University of Economics

(Supervisor)
Dr. Phu Pwint Nyo Win Aung
Associate Professor
Department of Commerce
Yangon University of Economics

(Examiner)
Prof. Dr. Thynn Thynn Myint
Professor/Head
Department of Commerce
Yangon University of Economics

(Examiner)
Prof. Dr. Aye Thu Htun
Professor
Department of Commerce
Yangon University of Economics

(Examiner)
Prof. Dr. May Su Myat Htway Aung
Professor
Department of Commerce
Yangon University of Economics

JUNE, 2025

ABSTRACT

The main purpose of this study is to analyze the effect of financial technology service quality and customer satisfaction in BPC Banking Technologies' Card Management System (CMS). The survey was conducted by utilizing the CARTER model service quality dimensions: compliance, assurance, reliability, tangibility, empathy, and responsiveness. The targeted population in this study was 144 employees from the IT and operations departments of three commercial banks using the SmartVista card management system by BPC Banking Technologies. 105 employees are selected with the stratified random sampling method. This study used quantitative research methods, including descriptive statistics and multiple linear regression analysis for data analysis. The first objective is to identify the financial technology services of BPC Banking Technologies. Based on the finding from second objective, it was found that independent variables have somewhat level of effect on customer satisfaction at the SmartVista card management system of BPC Banking Technologies. The results indicated that empathy and responsiveness influence customer satisfaction. Compliance, assurance, reliability, and tangibility factors do not influence customer satisfaction. This study suggests that personalized engagement and fast, reliable support services are critical to enhancing satisfaction with financial technology systems. Therefore, BPC Banking Technologies, as a financial technology service provider, should emphasize prioritizing user-centric support strategies to improve the overall customer satisfaction of the system.

ACKNOWLEDGEMENTS

First and foremost, I would like to respectfully express my regard and gratitude to Professor Dr. Tin Tin Htwe, Rector of Yangon University of Economics, for giving me an opportunity to submit thesis for EMBF degree.

Moreover, my sincere gratitude to Professor Dr. Thynn Thynn Myint, Professor and Head, Department of Commerce of Yangon University of Economics for allowing me to undertake this thesis.

My deepest heartfelt thanks to my supervisor, Associate Professor Dr. Phu Pwint Nyo Win Aung, for her close supervision, advice, feedback, encouragement and kind support to complete this thesis. Without having her valuable guideline, this thesis will not successfully finish.

I would like to present my great appreciation and respect to Professor Dr, Aye Thu Htun, Department of Commerce, and Professor Dr. Aye Thanda Soe, Department of Commerce and Professor Dr. May Su Myat Htway Aung for their kind permission to accomplish and constructive guidance for this thesis.

Additionally, I would like to special thanks to all our professors, lectures and visiting lectures that are effort in knowledge sharing of MBF program me during academic years.

Furthermore, I would like to thank to each respondent of the questionnaires for their favor and kind participation to complete this thesis.

Finally, I would like to express my gratitude to my family, colleagues and classmates from EMBF 10th Batch for their willingly support, continuous contribution and inspiration accorded to me during the study.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

BPCBT	- BPC Banking Technologies
CMS	- Card Management System
CBM	- Central Bank of Myanmar
IT	- Information Technology
MPU	- Myanmar Payment Union
PCI DSS	- Payment Card Industry Data Security Standard
PCI SSF	- Payment Card Industry Software Security Framework
POS	- Point of Sale
SPSS	- Statistical Package for the Social Sciences

CHAPTER 1
INTRODUCTION

In the rapidly evolving digital landscape, technology has become an essential driver of effective service delivery in the banking industry, as highlighted by King (2018). To maintain a competitive edge, banks must have innovative technologies to enhance customer experiences, streamline operations, and foster growth. Banking technology is at a pivotal moment, evolving beyond traditional digital transformation to embrace ground-breaking innovations. In developed countries, artificial intelligence (AI), blockchain and Central Bank Digital Currencies (CBDCs) have the potential to disrupt traditional banking by minimizing intermediaries. Open banking, powered by APIs, will facilitate seamless data sharing and integration, enabling real-time, customized financial services for customers. Modular, ecosystem-based banking platforms will merge financial and non-financial services, fostering greater flexibility and new revenue streams. biometric authentication will strengthen digital identity security, with banks playing a central role in managing identity verification.

Over the course of year, financial technologies (banking technologies) have sharply affected on financial institutions work and bank are able to differentiate products from those of the competitors (Cihak & Singh, 2013). To remain competitive, banks must continue adopting new technologies and investing in digital infrastructure. Technology is playing a crucial role in improving financial performance, customer accessibility, and operational efficiency. FinTech enhances customer satisfaction by improving user experiences and operational efficiency (Lee & Shin, 2018).

Services are intangible activities that solve consumer issues through customer-provider interactions. Intangible services are hard to describe and vary by consumer expectations.

Service quality measures a company's comprehensive service delivery. Higher customer satisfaction frequently follows service quality improvements. Customer satisfaction in financial technology requires great quality of service. Customers rate the quality and efficacy of electronic services like online or mobile banking (Santos, 2003).

Customer satisfaction is strongly influenced by the quality of services delivered, particularly when those services align with user expectations and operational needs. Customer satisfaction increase when service quality improves. In the context of financial technology, where banks rely on digital infrastructure provided by external vendors, evaluating service quality becomes essential to ensure consistent performance and user trust.

Banking has changed significantly with the rise of financial technology. As banks transition to the digital era, service quality is key to enhancing customer satisfaction, trust, and loyalty, driving business success (Muhammad & Sari, 2024).

BPC Banking Technologies (BPCBT) is a global provider of payment solutions and banking technology, specializing in digital banking, card processing, and payment infrastructure. Founded in 1996, BPC has established as a leading fintech company, delivering cutting-edge solutions to banks, financial institutions, and governments worldwide and technology platform works, but not in the same way for everyone with various stages of development as serving banks, neobanks, fintech firms, and central banks. It plays a significant role in emerging markets, where digital transformation and financial inclusion are key priorities. Customer satisfaction on BPCBT focuses on providing high-quality services to meet and exceed customer expectations.

Digital transformation in banking is reshaping customer expectations and experiences. Banking technology companies are at the forefront, offering seamless, efficient, and secure digital solutions. With the increasing adoption of digital banking solutions in Myanmar, BPC Banking Technologies (BPCBT) plays a key role in transforming financial services through innovative payment platforms, customer engagement, and open banking solutions. FinTech services, such as mobile banking, digital wallets, card, contactless (card-less) and virtual card payment, QR payments are reshaping customer experiences by offering faster, more efficient, and user-friendly solutions.

Therefore, this study evaluated customer satisfaction with banking technologies service quality of BPC Banking Technologies, integrating digital banking perspectives to understand how FinTech enhances service delivery and customer satisfaction. Various models have been proposed to measure service quality, Othman and Owen (2001) developed the CARTER model, an extension of SERVQUAL that incorporates an additional dimension called compliance; to better suit environments requiring strict

regulatory or ethical adherence. This modified model has been widely used in studies involving regulated financial services (Fauzi, 2019).

Customer satisfaction as a measure of financial technology service quality linked with the CARTER model to analyze BPC Banking Technologies' card management system-focused services. The six dimensions of the CARTER model investigated how these service quality dimensions influence the customer satisfaction as compliance dimension to measure regulator standard; assurance dimension to assure of user trust; reliability dimension to measure system stability; tangibility for usability of system interface; empathy dimension for adequate and active support in system and responsiveness dimension for the efficiency of support services, from the perspective of bank employee in IT and operations departments who are responsible for using and managing BPC's card management solution.

1.1 Rationale of the Study

In recent years, financial technology has rapidly altered the banking business. Integrating cutting-edge technology with financial services to create new products and solutions that defy banking norms. This transformation has been driven by the growing demand for faster, more efficient, and customer-centric financial solutions, as observed by Gomber, Kauffman, and Weber (2018). The financial technology service quality is crucial because its directly effects customer satisfaction and overall business success. When FinTech services enhance both usefulness and ease of use, and satisfaction is high, customers are less likely to switch banks or use competing financial services.

As financial technology service provider**,** BPC Banking Technologies is combination of expertise in payments, digital banking and financial inclusion as a unique and valuable player**,** especially in emerging markets like Myanmar. Even though political and economic challenges, the fintech landscape in Myanmar continues to evolve, offering innovative financial technology solutions. This can only be accomplished by offering the most up-to-date technological applications and the greatest services via financial technology applications.

Card management system handles the entire lifecycle of payment cards, from cards issuing and management to card related transaction processing. It provides merchant acquiring financial technology solutions which including point-of-sale (POS) terminals and SoftPOS systems, handling ATM transactions as well as connections to international payment systems likes Visa, Mastercard, JCB and UPI. The card

management system facilitates card authorization, clearing, settlement, and dispute management for banking financial institutions.

Since customer satisfaction is important in banking and finance, title was chosen to analyze FinTech service quality and client happiness. This paper examines how financial technology service quality influences customer satisfaction using BPC card management system services.

The CARTER model was modified to assess BPC's technological services' compliance (regulatory and ethical standards) with Central Bank of Myanmar (CBM) payment channel and mobile financial service requirements. In terms of assurance (security & trust); by applying digital payment security like multi-factor authentication (MFA), PCIDSS compliance for card and payment system, Fraud Management and monitoring system to reduce potential risk and harden security perspective. In terms of reliability (service Performance); system stability by ensuring percentage of uptime and fast transaction processing and satisfactorily of provided functionalities. In terms of tangibility (user experience); the usability and design of platforms, as financial solutions. Physical infrastructure such as secure servers and cloud-based data storage that support digital financial transactions. In terms of empathy (personalization and customer-centric services); by providing personalized financial solutions based on user preferences, spending patterns, and financial goals. And also, full concern or attention from the company and employees or individuals to consumers. In terms of responsiveness (customer service & quick resolution); this dimension pertains fast, efficient, and real-time customer service through human support. Ensuring quick resolution of transaction failures, refunds, or technical issues.

The finding of this study can help banks prioritize investments in financial technology services that drive the most satisfaction. If customers perceive financial technology as beneficial in terms of time-saving, accessibility, and convenience, they are more likely to adopt these services. If banking application services and digital payments are user-friendly and require minimal effort, customers are more inclined to adopt them. If financial technology services are compliance, reliability, usefulness and easy to use, customers are more likely to have positive experiences, leading to higher satisfaction.

By identifying service specific strength, the study can provide targeted insights rather than a generic conclusion about FinTech services. While many studies explore service quality, few studies have integrated financial aspects and financial technology into the CARTER model. This model can provide a better framework for Financial Technology Service Provider by considering both service quality and compliance.

Therefore, this research can provide valuable insights into how banks prioritize investments in technology services provider that drive the most satisfaction.

1.2 Objectives of the Study

The objectives of this study are as below:

i. To identify financial technology services quality of BPCBT
ii. To analyze the effect of financial technology services quality on customer satisfaction at BPC Banking Technologies

1.3 Scope and Method of the Study

This study focuses on employees from technology and operation department of three commercial banks who are using SmartVista card management system by BPC. In this study, quantitative method was applied to analysis the relationship between financial technology service quality and customer satisfaction. A stratified random sampling technique used for data collection. Based on the total population of 144 staff from three difference banks who are interacting card management technologies services, a sample size of 105 respondents was calculated using Taro Yamane's formula (1967) with a 5% margin of error. The sample was proportionally allocated across each stratum, and participants were randomly selected within each group to maintain representativeness. Data was collected over a one-month period in May 2025. The structured questionnaires used to collect data. Both descriptive analysis method and multiple linear regression method were applied for data analysis.

1.4 Organization of the Study

The study has five chapters. The study's history, motivation, aims, scope, and technique are presented in Chapter 1. Chapter (2) provides theoretical background and ideas, focuses on how financial technology service quality affects customer happiness, and finishes with the study's conceptual framework. In Chapter 3, BPC Banking technology in Myanmar describes its banking technology and services to satisfy clients. Chapter 4 analyzes BPC Banking Technologies' customer satisfaction and banking technology service quality based on research. Chapter 5 concludes the investigation by summarizing the key results and making recommendations based on the replies.

CHATPTER 2
THEORETICAL BACKGROUND

The theoretical supporting structures of all variables used in this research are explained in this chapter. The significance of independent factors related to customer satisfaction is described. This chapter also covered the study's relevant theory, prior research' conclusions, and conceptual framework.

2.1 Financial Technology

Gomber, Kauffman, and Weber (2018) described FinTech refers to the incorporation of advanced technologies into financial services, resulting in innovative products and solutions that challenge conventional banking practices. Fintech uses computers and smartphone software and algorithms to help firms, entrepreneurs, and individuals manage their finances. Rising demand for speedier, more efficient, and customer-focused financial services has pushed this change.

According to Geng Dan (2017), the "fintech revolution." has advanced financial services technology. These technologies have transformed channel management, credit card rewards marketing, merchant management, risk and fraud management, and omni-channel financial services restructuring in consumer banking. Thus, banks must rethink their business models and operations to meet evolving customer needs and compete with traditional and non-banks.

According to Demirguc-Kunt et al. (2018), financial technology in modern financial transactions includes mobile banking - a service linking a mobile phone to a personal or business bank account, internet banking - providing financial services through bank-operated websites, peer-to-peer lending - a funding system allowing individuals to borrow and lend money without traditional banks as intermediaries, blockchain - A digital ledger recording transactions made in cryptocurrencies in a transparent and chronological manner. And other fintech services like agency banking, credit cards, and ATMs used for financial transactions.

2.2 Concept of Service Quality

Good service quality contributes to customer retention, new client acquisition, lower expenses, a better company image, positive word-of-mouth, and higher profitability, according to Cronin et al. (2000) and Kang and James (2004). Service quality evaluation is complicated by observable, intangible, and subjective client

judgments (Silvestro, 1998). Businesses must provide high-quality services to satisfy customers. Universal service quality requirements are difficult to define.

Service quality is determined by client expectations vs actual service, argue Parasuraman et al. (1988). High-quality service is a key market-entry technique to maintain and attract clients (Fararah & Al-Swidi, 2013). Service quality improves customer happiness and loyalty and reduces risk (Rauyruen & Miller, 2007). Although the service industry is important to the economy, service quality research is less established than product quality research (Douglas & Fredendall, 2004; Zeithaml et al., 2018).

Parasuraman et al. (1988) created SERVQUAL, which contains assurance, dependability, tangibility, empathy, and responsiveness. This paradigm is used in banking, healthcare, supply chains, business schools, and hospitality (DeMoranville & Bienstock, 2003). Despite its widespread usage, the SERVQUAL model ignores attitudes, religious beliefs, geographical effects, and culture (Cronin & Taylor, 1992). Religion influences consumer behavior and purchases, according to research (Kotler & Armstrong, 2018). Othman & Owen (2001) developed the CARTER model to solve this constraint by incorporating Islamic banking concepts into SERVQUAL to improve service quality, customer trust, and satisfaction.

2.3 Concept of Customer Satisfaction

Kotler and Keller (2012) describe consumer satisfaction as delight or dismay after comparing a product's performance to expectations. The customer may be upset if the product fails. This notion examines how effectively financial technology services match client expectations in quality, convenience, and experience. It means clients view financial service as meeting a need, desire, or goal and bringing joy (Oliver, 1997).

Faizah, Wiyadi, and Sholahuddin (2023) stated that product quality, service quality, emotional satisfaction, pricing, and cost affect consumer satisfaction, with service quality being one of the primary determinants. According to Faizah (2023), customer satisfaction is the subjective assessment of a service's ability to meet or surpass expectations. Customer satisfaction comes from comparing expectations to real experiences. One aspect determining customer satisfaction is subjective value based on objective assessments of service quality and adequacy that meet consumer expectations.

Reichheld and Schefter (2000) found that high customer satisfaction boosts retention, repeat business, competitive advantage, and market stability. Satisfied clients are more inclined to use services, buy more financial products, and promote the institution through word-of-mouth.

2.4 Related Theory of the Study

The CARTER model extends the traditional SERVQUAL model by incorporating compliance, which is crucial for banking technology services. The CARTER model was developed by incorporating factors that influence decision-making (Othman & Owen, 2001). Compliance, assurance, reliability, tangibility, empathy, and responsiveness are its six features. CARTER model has six service quality dimensions:

1. Compliance: Ensuring compliance builds user trust and protects organizational reputation in financial transactions.
2. Assurance: Assurance is when personnel and systems demonstrate professionalism, civility, and transaction security to build consumer trust.
3. Reliability: Service reliability means the supplier can deliver the service offered reliably and precisely.
4. Tangibility: Tangible proof of the service includes premises, equipment, and communication tools.
5. Empathy: Empathy gives clients personalized care.
6. Responsiveness: Helping clients and providing fast service is responsiveness.

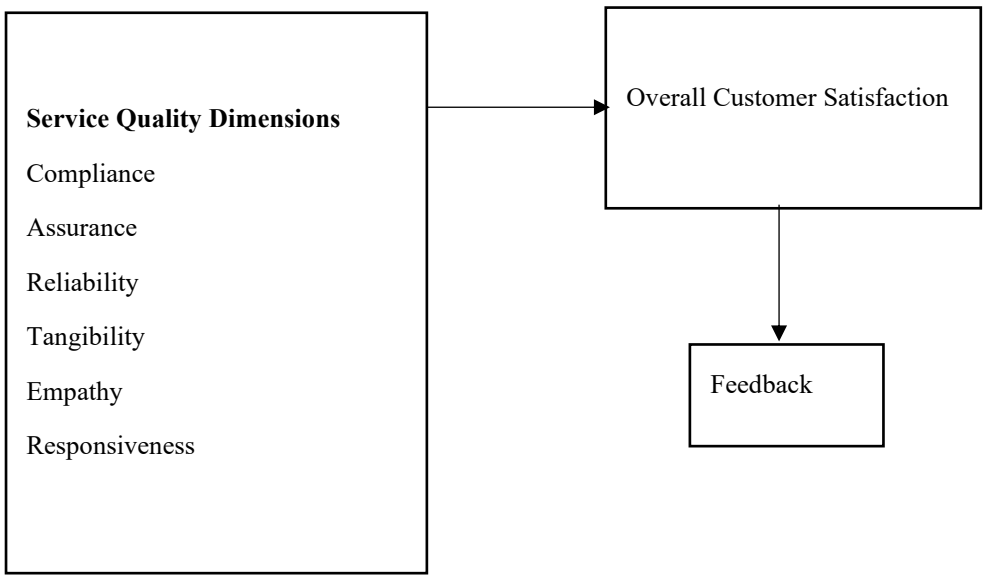
There were numerous studies which have advocated for the use of the CARTER model in evaluating service quality. Based on previous studies many researchers assert that these dimensions define service quality measures.

2.5 Previous Studies

This research thoroughly reviews four prior articles' conceptual models. The first study article was “Adopting and Measuring Customer Service Quality (Sq) In Islamic Banks: A Case Study in Kuwait Finance House” by Othman & Owen (2001). This study compares service quality (SQ) measurements from different authors and proposes Islamic bank-specific SQ dimensions. The CARTER model is proposed and validated as a complete SQ measuring methodology. Addition Compliance to the

widely used SERVQUAL model by Parasuraman, Zeithaml, and Berry (1988) accounts for Islamic banks' particular features. Kuwait Finance House (KFH), a significant Islamic bank with 1,300 workers from 22 locations, serves the people. To gather data, 500 questionnaires were distributed and 360 valid response was collected. Descriptive statistics were used to rank item importance and analyze overall satisfaction. According to authors in this study, service quality in Islamic banking must integrate both conventional service dimensions and Shari'ah compliance considerations to effectively assess customer satisfaction and perception of service excellence with the conceptual framework used in this study descried below in Figure (2.1).

Figure (2.1) Service Quality and Customer Satisfaction



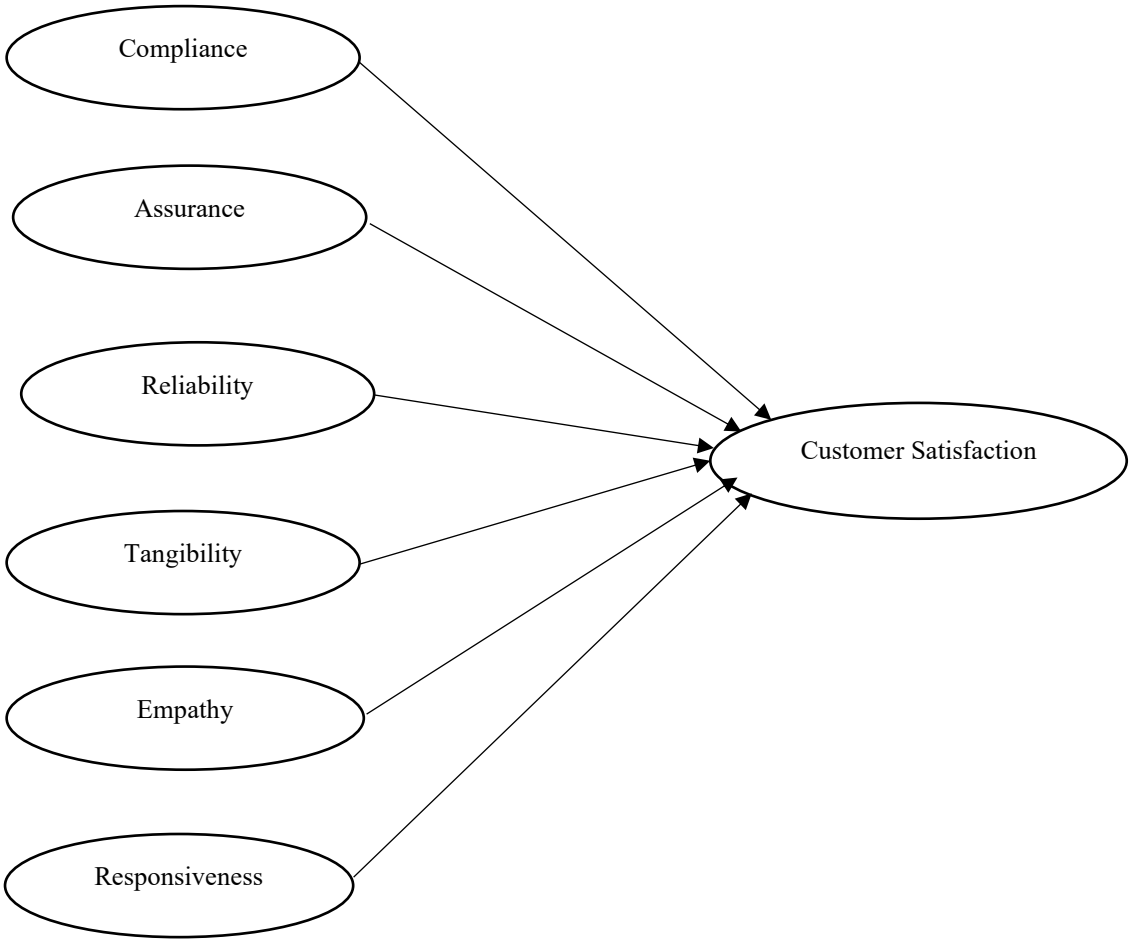
Source: Othman & Owen (2001)

This study confirms the CARTER model's effectiveness in assessing Islamic banking service quality. Customers value Shari'ah compliance, assurance, and responsiveness. Service quality and customer happiness are linked, but Islamic banks require organized quality management systems to close service gaps and improve customer experience. The framework's main linkages show that customers judge a

bank's service quality by compliance, assurance, reliability, tangibles, empathy, and responsiveness. High-quality service makes clients happier with the bank.

The second Khan et al. (2019) study, "Mobile Banking Service Quality and Customer Satisfaction: An Application of CARTER model" in Pakistan, examined the link between mobile banking service quality and customer satisfaction. Figure 2.2 shows how certainty, tangibility, responsiveness, dependability, and empathy affect consumer satisfaction in mobile banking. A structured questionnaire was used to survey 400 mobile banking customers in Rawalpindi, Islamabad, and Wah Cantt. SPSS software was used to analyze the data with multiple linear regression and correlation.

Figure (2.2) Mobile Banking Service Quality and Customer Satisfaction

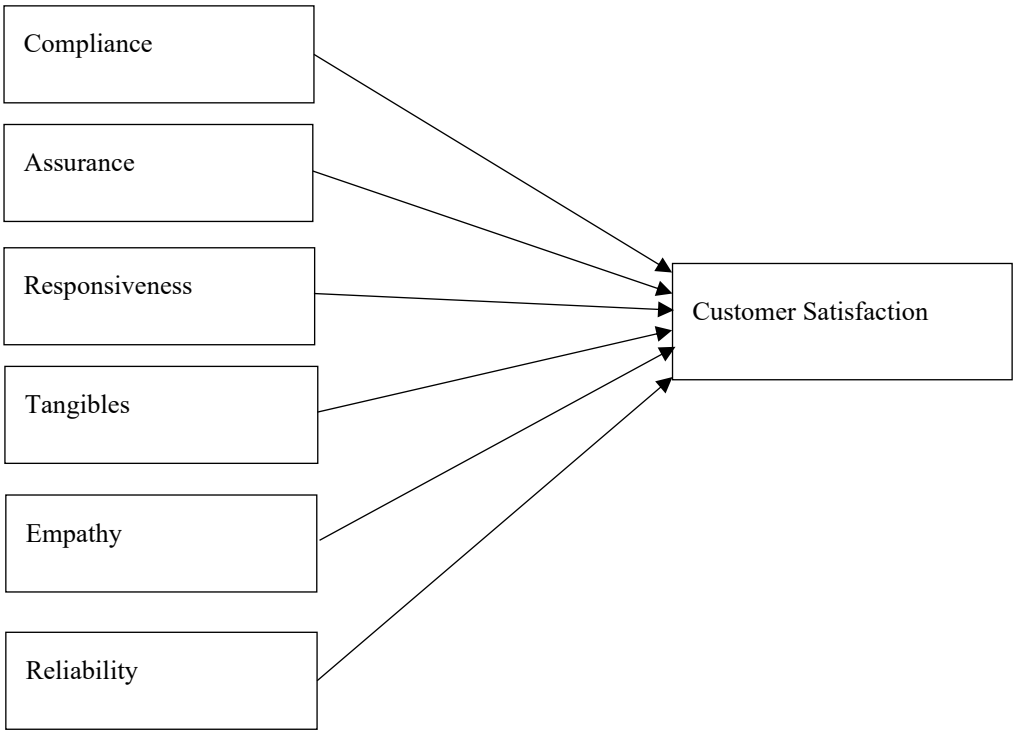


Source, Muhammad Yar Khan (2019)

Assurance, tangibility, and responsiveness increase client happiness, while dependability and empathy do not. The report advises banks strengthen their digital banking capabilities to match customer expectations and continuously improve mobile banking services. This study applies the CARTER model to developing countries and recommends modernizing mobile banking services to improve customer happiness and competitiveness (Khan et al., 2019).

In the third study, Haque et al. (2022) analyze "The Effect of the CARTER Model on Customer Satisfaction in Islamic Banking: A Study on Muslim Customers in Bangladesh". As shown in Figure 2.3, the study examined how Shariah conformity, assurance, dependability, tangibility, empathy, and responsiveness affect customer satisfaction. A quantitative technique was used to collect data from 254 Muslim clients of Islamic banks in Dhaka and Chittagong using a self-administered structured questionnaire. Exploratory Factor Analysis (EFA) and Structural Equation Modeling (SEM) validated the model and tested assumptions.

Figure (2.3) The Effect of the CARTER Model on Customer Satisfaction

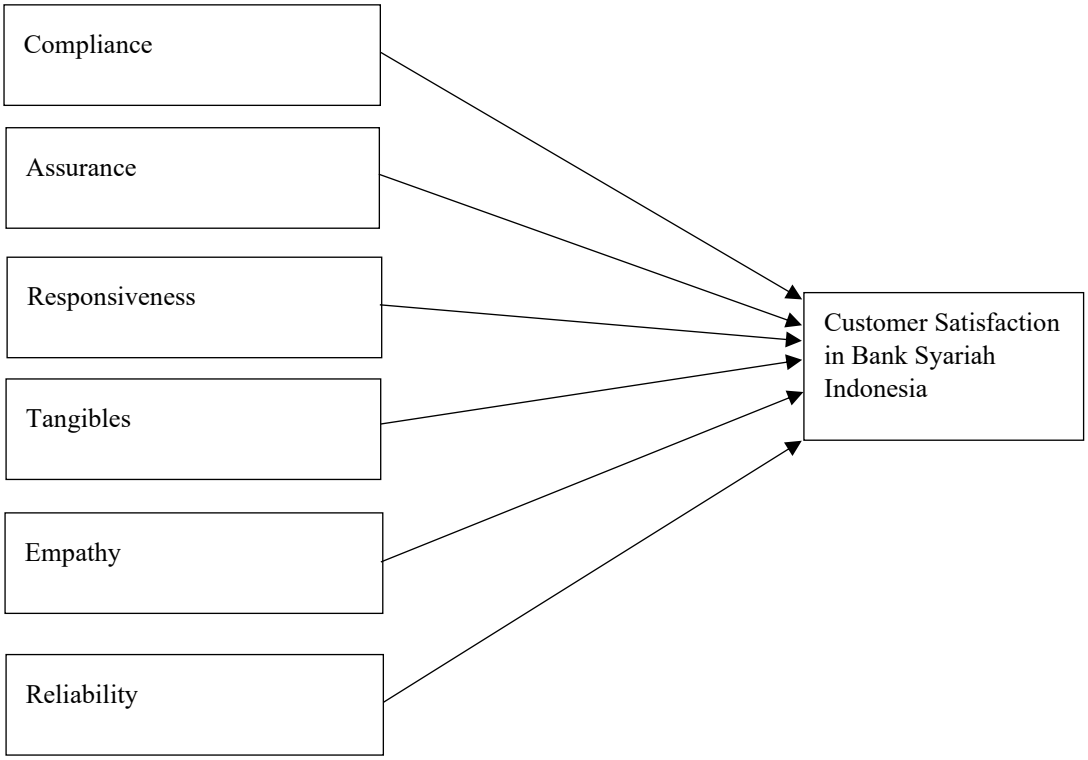


Source: Haque et al. (2022)

Shariah compliance and service quality in Islamic banking are crucial since all six service quality criteria boost client satisfaction. The study builds on previous findings that show service quality influences bank customer happiness. This study confirms that Shariah compliance and traditional service quality impact Islamic banking client satisfaction.

The fourth research was "The Impact of Service Quality using the CARTER Model on Customer Satisfaction in Bank Syariah Indonesia (BSI)". Service quality influences client satisfaction, especially in Islamic banking, according to Nur Faizah, Wiyadi, and Muhammad Sholahuddin (2023). Faizah et al. (2023) studied service quality and customer satisfaction in Bank Syariah Indonesia (BSI) using the CARTER model. Islamic banking customer satisfaction evaluates how well services meet expectations. Figure 2.4 shows the research assessed Compliance, Assurance, Reliability, Tangibles, Empathy, and Responsiveness. Partial Least Squares Structural Equation Modeling (PLS-SEM) was utilized to evaluate quantitative data from 144 online surveys in Karanganyar Regency, Indonesia, using SmartPLS 3.0.

Figure (2.4) The Impact of Service Quality on Customer Satisfaction



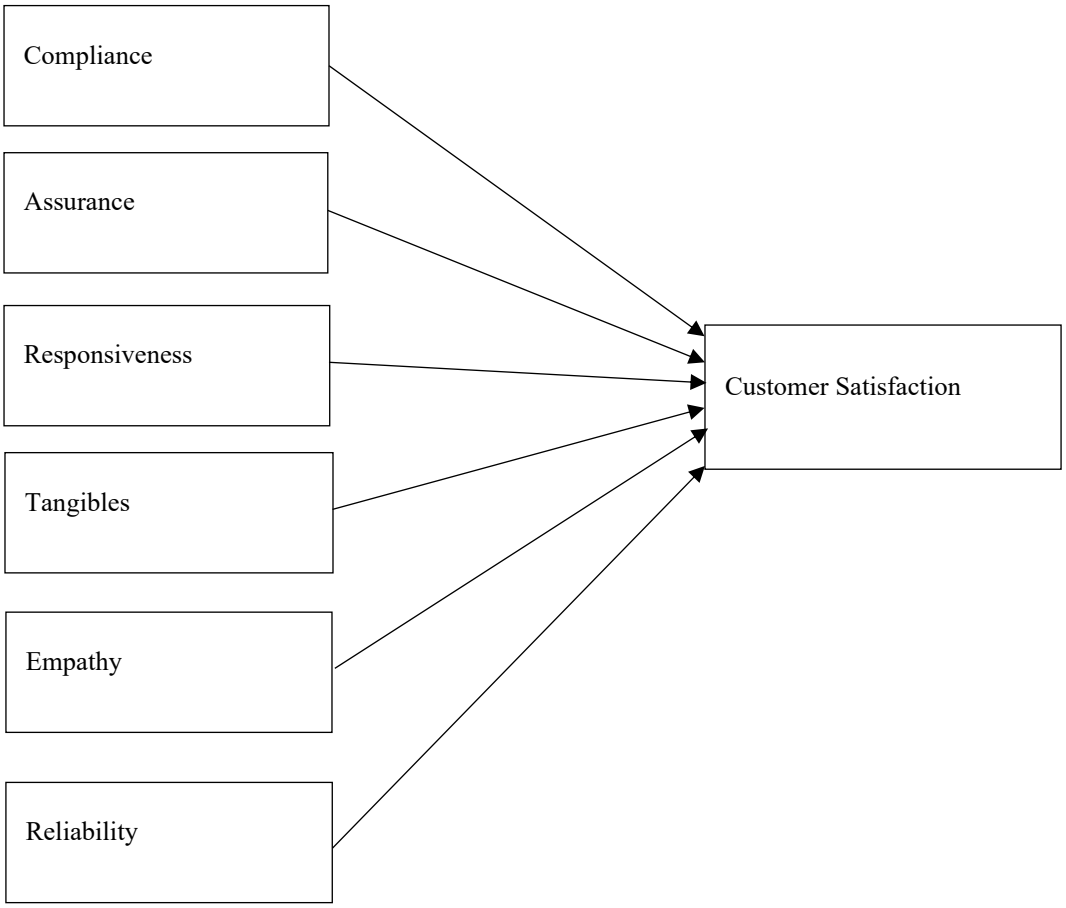
Source, Faizah, N., Wiyadi, & Sholahuddin, M. (2023).

The findings revealed that only reliability and responsiveness had a significant impact on customer satisfaction, while compliance, assurance, tangibles, and empathy did not. These results suggest that while Sharia compliance is a key characteristic of Islamic banking, customers prioritize efficiency and service responsiveness over compliance-related factors. The study recommends that Islamic banks enhance reliability and responsiveness to improve customer satisfaction and suggests further research on trust, awareness, and loyalty as additional influencing factors.

2.6 Conceptual Framework of the Study

Past research informs the conceptual framework. The study explores how compliance, assurance, responsiveness, empathy, tangibility, and dependability impact BPC technology customer satisfaction. Figure 2.5 illustrates how this paradigm leads research, data collection, and analysis.

Figure (2.5) Conceptual Framework of the Study



Source: Own Compilation (2025)

Working Definitions:

The conceptual framework outlined, service quality dimensions are identified as influencing factors, including compliance, assurance, reliability, tangibility, empathy and responsiveness. These functions are independent variables, whereas customer satisfaction is the dependent variable in financial technology service analysis.

Compliance refers to customer perceives compliance to regulatory standards and security measures by ensuring data protection and privacy.

Assurance is the ability of building trust and confidence in the system performance through transparency, especially how customer data is handled, protects with ethical practices and secure transactions.

Reliability is the ability on focusing system stability, minimal downtime, and seamless service delivery.

Tangibility refers to efficiency of processing times and the user experience of banking applications, including interface design and ease of use.

Empathy refers to understanding customer needs and attention to customer by evaluating of support and relationship management base on customers' perception of personalized service to their needs.

Responsiveness is the ability of a service provider by measuring the speed and effectiveness of customer support in addressing inquiries. Resolving issues promptly and efficiently, ensuring quick attention to customer needs and inquiries in maintaining customer satisfaction.

Customer Satisfaction is the dependent variable in this study. Customer satisfaction is based on customer expectations and its increases when their expectations are met.

CHAPTER 3
PROFILE AND FINANCIAL TECHNOLOGY SERVICES QUALITY OF BPC BANKING TECHNOLOGIES

This topic is vitally about BPC Banking Technologies Company Limited, especially about the effect of financial technology services quality on customer satisfaction based on sample data analysis. In this survey involves the profile and financial service quality of BPC Banking Technologies Company Limited. This paper data is collected from 105 respondents in different team representations from clients' bank IT and operation department who are using Card Management System.

3.1 Profile of BPC Banking Technologies

In the realm of financial technology, BPC Banking Technologies is a global corporation that assists financial institutions and enterprises in transitioning from conventional systems to contemporary digital solutions. BPC is committed to simplifying, accelerating, and enhancing the safety of the financial services that people all over the globe use on a daily basis.

BPC has become a reliable technology partner in more than 120 countries since its founding in 1996. The firm has developed significantly since then. Applications of intelligent financial technology are provided by the corporation, which contribute to the support of banking, payments, and commerce. Utilizing these apps, financial institutions are able to enhance their customer service in a variety of areas, including the issuance of debit and credit cards, the processing of payments, and the management of online banking.

It is not only banks that are the target audience for the financial technology solutions offered by BPC; small businesses and merchants, public transportation networks, and mobile wallets are all potential customers. One of the most important qualities is having an awareness of the actual requirements of individuals, companies, and governments. The BPC worked with a wide variety of clients, including financial institutions, payment service providers, and government agencies. More individuals are able to participate in the digital economy thanks to the financial technology service platforms offered by BPC, which are focused on practical solutions. BPC has ensured that their technology is not only safe but also quick and adaptable. Designed to manage

massive numbers of transactions while maintaining the confidentiality of data, the card management system known as SmartVista was developed. This application has the potential to be utilized in a wide variety of settings, ranging from conventional financial institutions to fintech businesses. In addition to this, Smart Vista serves as a supporter of digital innovation by assisting the bank in the introduction of innovative products such as QR payment systems and digital wallets.

It is stated in the mission statement of BPC that the firm is dedicated to the concept of financial inclusion, with the objective of providing digital banking services to individuals who have never had access to them before. Over 500 people are employed by BPC, which is responsible for bringing about long-term change in communities all over the world. This is accomplished by constructing robust ecosystems that involve banks, governments, and service providers. Rather than only providing software products for the financial industry, BPC Banking Technologies is known for its ability to create long-term partnerships with its customers. In order to provide services that are quicker, more dependable, and more user-friendly, BPC provides assistance to companies and banks. BPC is able to achieve greater levels of customer satisfaction and improved user experiences across a variety of markets as a consequence of this.

3.2 Card Management System Core Services of BPC Banking Technologies

BPC Banking Technologies offers a wide range of digital payment services which aligned with the needs of banks. Those services are built on the financial technology platform which name is called SmartVista by ensuring scalability, security, and performance. Among these financial technology services, the card management system stands out as one of the core services that connects and supports many other services which related to card transactions.

Card Issuing Service provides complete capabilities for issuing and managing a variety of card products, including debit, credit, prepaid, virtual, and loyalty cards not only for local card scheme called Myanmar Payment Union, but also for international payment card schemes like Visa, Master, JCB, Union Pay International. The main features include end-to-end card lifecycle management, support for EMV, virtual, and tokenized cards and secure card issuance and personalization. This service enables

financial institutions to offer secure, flexible, and customer-focused card solutions, significantly contributing to customer satisfaction and improved service delivery.

Switching Service provides a robust platform that enables financial institutions to manage and route transactions effectively. The core features include transaction routing based on parameters such as Bank Identification Number (BIN) which support for various payment interfaces, including Visa, Mastercard, American Express, Discover, and local networks like MPU and facilitates broad transaction acceptance. And also make ensures transactions are processed swiftly and securely, enhancing customer satisfaction and operational efficiency.

ATM Acquiring Service supports the effective management of ATM networks through a scalable and secure solution. This feature includes real-time monitoring and centralized configuration, support for various transaction types, including card-less withdrawals.

POS Acquiring Service supports transaction processing and POS device management for merchants and service providers. These features include terminal management, support transaction types as purchases, cash advance, pre authorization, refund, etc. And also, other out of box features like Dynamic Currency Conversion (DCC), Merchant discount rate calculation.

Ecommerce Service offers a secure and flexible e-commerce platform that enables businesses to accept online payments through multiple channels. This feature include multiple payment methods likes cards, mobile wallets, QR codes, account transfers. This solution helps merchants align their online offerings with the evolving expectations of digital consumers.

Fraud Management Service ensures to safe transactions by applying intelligent risk monitoring system. The main features include real-time and batch fraud detection, risk-based authentication, transaction-based authentication and flexible configuration of risk rules and alerts by strengthening trust in digital payment systems and supports secure service delivery across all channels.

3.3 Financial Technology Services Quality of BPC Banking Technologies

BPC Banking Technologies delivers a fully integrated range of digital payment services with the Card Management System as one of the core platforms. It provides flexible, safe, and efficient solutions for ATM, POS, e-commerce, and fraud protection for the card related transaction. These services help banks and financial institutions keep up with changing market needs by enhancing both service quality and customer satisfaction.

Compliance

In order to guarantee lawful and secure operations in industry standards and internal control mechanisms, the BPC system makes certain that it is completely matched with the local regulatory requirements that have been established by the Central Bank of Myanmar (CBM). By ensuring that banks are able to function in accordance with the frameworks and direction provided by Myanmar Payment Union, it provides assistance for the execution of national payment directives and transaction controls required for technical providers that are responsible for supporting the payment system in Myanmar. Furthermore, the Card Management System of BPC has been validated to work with major international card schemes such as Visa, Mastercard, JCB, and UnionPay International (UPI). This certification ensures that the system complies with the stringent operational, security, and compatibility criteria of these card schemes. In addition to this, the Content Management System (CMS) utilized by BPC was able to conform to international standards, such as the Payment Card Industry Software Security Framework (PCI SSF). By ensuring that the software architecture is safe by design, this framework helps to preserve the integrity of the card processing environment while simultaneously decreasing the number of vulnerabilities that can occur. In addition, the system is intended to assist financial institutions in attained and continued maintenance of PCI DSS certification, which stands for Payment Card Industry Data Security Standard. Because it regulates the manner in which sensitive cardholder data is handled, stored, and transmitted, this standard is very necessary for ensuring the safety of financial transactions. Encryption methods and fraud detection modules are included in the BPC's content management system (CMS). These mechanisms safeguard data while it is being sent and prevent unwanted access. Additionally, these mechanisms contribute to the provision of transaction integrity, which is crucial for the preservation of confidence between banks and their clients.

Assurance

For the purpose of providing a safe and dependable environment that satisfies the performance expectations of the institution, the system places an emphasis on trust and confidence in the system's ability to fulfill the requirements of the technical requirements. The system is designed to prevent unwanted access, hence maintaining the security and integrity of transactional data as well as cardholder information. In addition to this, it provides extensive support for the process of core banking systems and third-party networks, and it is tailored to meet the particular operational requirements of the bank. The system is maintained by a technical support staff that is both prompt and skilled. This team guarantees that client banks receive fast assistance and makes certain that the system performs at its highest possible level. Additionally, the system is equipped with efficient methods for the verification of transactions and the identification of fraudulent activity, which helps to build the confidence of both customers and institutions in the platform's security and dependability.

Reliability

Achieving reliability for customers requires the system to handle transactions across a variety of channels, including as automated teller machines (ATMs), point-of-sale (POS) terminals, e-commerce platforms, and digital platforms, with precision and with minimal delays. It is meant to provide company continuity with little downtime or disruptions in service, which is vital for establishing confidence in financial services. In addition, planned maintenance work is managed in a proactive manner and informed in advance, which enables client banks to make appropriate preparations and minimize any operational disruptions. In addition, the system guarantees consistently high performance throughout both peak and off-peak hours, therefore maintaining the quality of service regardless of the amount of demand on the system. In addition, the platform generates trustworthy data and reports, which equips financial institutions with the ability to make decisions that are both timely and well-informed.

Tangibility

Through the utilization of a cutting-edge, user-friendly, and user-friendly graphical user interface that enables both card issuing and acquiring activities, the BPC system ensures that the quality of service is maintained. Simple navigation is made possible by its menus, dashboards, and reports, all of which are well-organized and straightforward. The visual design of the system improves its usability, which in turn

makes it practically applicable to day-to-day activities. In addition, the platform is capable of being customized to fulfill the particular needs of each bank, which guarantees a higher level of operational alignment. In order to provide users with support, the system provides well-structured digital documentation, help features that are visible, and access that is based on roles. In addition, an e-learning portal and training materials are made available by BPC in order to assist bank employees in operating the system in an effective and optimistic manner.

Empathy

In order to successfully display empathy in the technology services that the BPC team provides for system users from banks, the financial technology services that are supplied through the Card Management System of the BPC are developed to fulfill the unique operational demands of banks. Banks are provided with appropriate help and time by the support staff in order to test and validate new system functions prior to putting them into production. The team working on the project makes care to keep key contact individuals on hand in order to guarantee that communication and cooperation go well. Complaints that are associated with the card management system are handled appropriately, and issues that are brought up by the bank are listened to, recognized, and dealt with in a timely manner. Taking this strategy demonstrates a dedication to comprehending the requirements of the users and establishing robust and encouraging interactions.

Responsiveness

The goal of the support team is to swiftly and effectively address any concerns or questions that may arise in the BPC card management system. This will guarantee that the system provides reliable service. For the purpose of minimizing disruptions to the bank's operations, any technical difficulties that are associated with the system are rectified as quickly as possible and within the allotted amount of time. In order to guarantee efficient and unambiguous communication, the support team provides rapid and clear responses to questions about the service. An escalation procedure that is both well-defined and efficient is necessary in order to guarantee a solution for significant technical difficulties. The customer service team is readily available at any moment throughout business hours and provides assistance that can be relied upon with ease. Additionally, unforeseen issues are notified openly and with an anticipated time of

resolution, which assists customer banks in conducting their business in a safer manner. With this strategy, a strong commitment to providing timely service and faith in the system's capacity to provide ongoing assistance are taken into consideration.

CHAPTER 4
ANALYSIS THE FINANCIAL TECHNOLOGY SERVICE QUALITY AND CUSTOMER SATISFACTION AT BPC BANKING TECHNOLOGIES

Service quality and customer satisfaction in BPC Banking Technologies' financial technology services are examined in this chapter. The research includes design, variables, analytical tools, and multiple linear regression for data analysis. A reliability test to determine survey instrument internal consistency. Additionally, the study will examine how BPCBT's Card Management System quality affects user satisfaction.

4.1 Research Design

This research examines BPC Banking Technologies' card management technology services for quality and client satisfaction. This study combined descriptive and quantitative methods for a thorough examination. Study design relied heavily on survey questionnaires. The questionnaire has three parts. The first segment addressed respondent characteristics, the second financial technology service quality, and the third BPC technology customer satisfaction. Online surveys with standardized questions were used to assess BPC's CMS technology service quality and customer satisfaction.

The targeted population for this study includes 144 employees from IT department and Operation department of three difference banks who are using Card Management System Service by BPCBT. The sample size was calculated by using the Taro Yamane formula as follows:

$$n = \frac{N}{1 + N(e)^2} = \frac{144}{1 + 144(0.05)^2} \approx 105$$

Where:

N = Population of Study

E = Degree of Error Expected

n = Simple Size

The calculated sample size was approximately 105. By using stratified random sampling method, final sample size for each group was collected proportionally from IT and Operation departments across each bank who are using card management system of BPC Banking Technologies. Sample for each group is calculated as below method.

$$\text{Sample for each group(department by bank)} = \frac{\text{Group Population}}{144} \text{ X } 105$$

Table (4.1) Sample Data Calculation by using Stratified Random Sampling Method

Bank	Department	Population	Collected Final Sample Size
CBB	IT	12	9
	Operation	40	29
KBZ	IT	12	9
	Operation	40	29
Yoma	IT	10	7
	Operation	30	22
	Total	**144**	**105**

Source: Survey Data (2025)

4.2 Demographic Profile of the Respondents

The demographic characteristics of the respondents were analyzed to understand the profile of employees from studied banks who are using BPC's SmartVista card management system in the study. A total of 105 respondents from IT and operation department of the studied bank who are using BPC card management system are completed the survey. The results are summarized in Table 4.2.

Table (4.2) Demographic Data of Respondents

No.	Particulars		No. of Respondents	Percentage (%)
Total			**105**	**100**
1	**Gender:**	Female	72	68.57
		Male	33	31.43
2	**Age:**	25 and below	8	7.62
		26 – 35	42	40
		36 – 45	49	46.67
		46 – 55	6	5.71
		55 and above	-	-
3	**Education**	Diploma or Technical Certificate	5	4.76
		Bachelor Degree	76	72.38
		Master Degree	24	22.86
4	**Role**	Officer/Executive	28	26.67
		Senior Officer/Senior Executive	16	15.24
		Assistant Manager	35	33.33
		Manager	17	16.19
		Senior Manager	9	8.57
5	**Department**	Information Technology	25	23.81
		Operation	80	76.19
6	**Duration of System Use**	Less than 1 year	17	16.19
		1–3 years	40	38.1
		3–5 years	15	14.29
		More than 5 years	33	31.43
7	**Bank Name**	CBB	38	36.19
		KBZ	38	36.19
		Yoma	39	27.62

No.	Particulars		No. of Respondents	Percentage (%)
Total			**105**	**100**
8	**Card Services Functionality**	Card Issuing	11	10.48
		Card Acquiring	35	33.33
		Both Issuing and Acquiring	59	56.19

Source: Survey Data (2025)

As shown in Table 4.2, among 105 respondents, 68.57% (73) were female, 31.43% (33) were male. Therefore, female respondents make up the majority. According to the analysis, majority in aged 26–45 (86.67%) and especially 36–45 years (46.67%) interprets those respondents are mostly mid-career professionals, indicating that they are likely experienced users and decision influencers in system-related operations. The most common roles are Assistant Manager (33.33%), which reflect both operational and mid-management point of views. Furthermore, the majority of respondents have more than 3 years of experience interacting with the BPC's CMS system, and those majority of responders involved in both card issuing and acquiring services**.**

4.3 Reliability Test of the Study

Zikmund (1997) defines dependability as the degree to which measurements are error-free and yield consistent results. Cronbach's alpha coefficient measures internal consistency in this study. The reliability coefficient Cronbach's alpha measures a set's positive correlation, according to Sekaran (2003). Cronbach's Alpha Coefficient and result criterion described in table (4.3).

Table (4.3) Rule of Thumb on Cronbach's Alpha

Alpha Coefficient Range	Strength of Association
<0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9	Excellent

Source: Sekaran (2003)

Generally, Cronbach's Alpha values above 0.9 imply high dependability, between 0.8 and 0.9 are good, and above 0.7 are acceptable. The survey findings with Cornbrash's alpha coefficient are in Table (4.4).

Table (4.4) Cronbach's Alpha Reliability Test

No.	Factors	Number of Items	Cronbach's Alpha
1	Compliance	5	0.930
2	Assurance	5	0.916
3	Reliability	5	0.919
4	Tangibility	5	0.912
5	Empathy	5	0.910
6	Responsiveness	5	0.916
7	Customer Satisfaction	6	0.921

Source: SPSS Output, (2025)

Table 4.4 shows that the composite Cronbach's alpha coefficient reliability values were between 0.910 and 0.930. All six dimensions include five elements and show good internal consistency. Empathy yielded a Cronbach's Alpha of 0.910, and tangibility scored 0.912, both indicated good to excellent reliability. Assurance and responsiveness scored 0.916, showed excellent consistency, and Reliability followed closely with 0.919. Compliance recorded the highest reliability with a value of 0.930, which also indicated as excellent. The customer satisfaction factor, with 6 items,

demonstrated a Cronbach's Alpha of 0.921, which is considered excellent. Therefore, the scales used in this study are highly reliable, and the items within each factor consistently measure the same underlying construct.

4.4 Customer Perception of Financial Technology Service Quality and Customer Satisfaction of BPC's Card Management System

All service quality components in this study were evaluated using five statements. Each statement is scored on the Likert scale: 1 for severely disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. The table below (4.5) defines the Likert Scale.

Table (4.5) Scoring Range of Likert Scale

No.	Mean Score	Interpretation
1	Very Low	1.00 - 1.80
2	Low	1.81 - 2.60
3	Moderate	2.61 - 3.40
4	High	3.41 - 4.20
5	Very High	4.21- 5.00

Source: Best (1977)

Table (4.5) shows the average mean agreement level: very low (1.00 to 1.80), low (1.81 to 2.60), medium (2.61 to 3.40), high (3.41 to 4.20), and very high (4.21 to 5.00).

Best (1977) interprets Likert scale mean values as follows: A mean value between 1.00 and 1.80 shows strongly disagree, 1.81 and 2.60 suggests disagree, 2.61 and 3.40 indicates neutral, 3.41 and 4.20 indicates agree, and 4.21 and 5.00 indicates highly agree.

Data was analyzed to establish respondents' demographics and the dependability test, which evaluates BPC's Card Management System's financial technology quality of service and customer satisfaction. Using questionnaire data, mean values, standard deviation, and correlation coefficient were calculated. After that, SPSS was used to estimate the central tendency and variance of customer satisfaction for each element. By using multiple regression analysis, the relationship between the

quality of the financial technology's services and the level of satisfaction experienced by customers are investigated.

4.4.1 Compliance

Compliance affects consumer satisfaction. Respondents were asked to evaluate whether the Card Management System aligns with banking regulations and security policies. Responses were gathered using a five-point Likert scale and analyzed through mean values and standard deviations, as shown in Table (4.6).

Table (4.6) Mean Score of Compliance

No.	Items	Mean	Standard Deviation
1	The system adheres to local regulatory body, Central Bank of Myanmar (CBM) regulations.	3.98	0.604
2	The system complies with relevant industry standards such as PCI SSF (Payment Card Industry Software Security Framework) by ensuring software security and integrity.	3.97	0.657
3	The system complies with card transaction security for bank to be certified by PCI DSS (Payment Card Industry Data Security Standard)	4.03	0.642
4	The system ensures data encryption and fraud prevention for card transactions.	3.94	0.663
5	The system provides regular updates and patches to maintain compliance with new regulations.	3.92	0.594
Overall Mean Value of Compliance		**3.968**	

Source: SPSS Output, (2025)

According to the results of Table (4.5), the range of the mean value is 3.92 to 4.03. The total mean value is 3.968, indicated that compliance dimension falls within the range of 3.41 – 4.20, which is interpreted as most respondents "agree" with statements related to compliance service quality of BPC Banking Technologies. The results showed that the highest mean score 4.03 was recorded for the item "System complies with card transaction security for bank to be certified by PCI DSS (Payment Card Industry Data Security Standard)", indicated as strong agreement and confidence in data security for card transactions. However, the inquiry item, "The system provides

regular updates and patches to maintain compliance with new regulation" had the lowest mean score of 3.92 among the compliance items.

4.4.2 Assurance

When utilizing card management technologies services, users expected receiving high quality services. Therefore, the respondents were asked their trust and confidence in Card Management System performance. The following Table (4.7) shows the means and standard deviation analysis and findings.

Table (4.7) Mean Score of Assurance

No.	Items	Mean	Standard Deviation
1	The system is secure and prevents unauthorized access.	4.00	0.555
2	The system is qualified to be used by bank user requirements.	3.81	0.652
3	The system features effectively support bank internal processes in the respective area.	3.78	0.620
4	The technical support team is responsive and knowledgeable so that bank users are confident to use the system.	3.84	0.590
5	Transaction authentication and fraud detection mechanisms are effective.	3.87	0.589
Overall Mean Value of Assurance		**3.860**	

Source: SPSS Output, (2025)

The mean value ranged from 3.78 to 4.00, as shown by the data in Table (4.7). The overall mean score of 3.86 indicated that assurance dimension falls within the range of 3.41 – 4.20, which is interpreted as respondents perceived assurance aspects and “agree” that BPC’s Card Management System provides a secure and dependable environment for banking operations. The highest-rated item is "The system is secure and prevents unauthorized access", which mean score is 4.00, indicated that users feel confident about the system's security features. The lowest-rated item is " The system

features effectively support bank internal processes in the respective area." with mean score 3.78, still indicated as high agreement.

4.4.3 Reliability

As reliability affects customer happiness, respondents were asked to rate the system's transaction consistency. Table 4.8 displays means, standard deviations, and results.

Table (4.8) Mean Score of Reliability

No.	Items	Mean	Standard Deviation
1	The transactions (via ATM, POS, e-commerce, and digital channels) are processed through the system accurately without delays.	3.73	0.683
2	The system experiences minimal downtime and operational disruptions.	3.78	0.554
3	Scheduled maintenance is communicated well in advance.	3.82	0.568
4	The system performs stably and consistently during both peak and off-peak hours.	3.80	0.508
5	The system updates and maintenance are well-planned and support in-time changes as per bank request.	3.81	0.556
Overall Mean Value of Reliability		**3.788**	

Source: SPSS Output, (2025)

The mean value ranged from 3.73 to 3.82, as seen in Table (4.8) and the overall mean score for reliability is 3.79 which indicated respondents “agree” regarding the system’s consistent and performance. The "Scheduled maintenance is communicated well in advance." which mean value is 3.82 indicated as highest mean score. The lowest-rated item is "The transactions (via ATM, POS, e-commerce, and digital channels) are processed through the system accurately without delays." with mean score 3.73, both highest and lowest mean scores indicated high level of agreement.

4.4.4 Tangibility

Tangibility is significantly influenced to customer satisfaction; the respondents were asked usability of the user experience and interface of the Card Management System platform. The following Table (4.9) shows the means and standard deviation analysis and findings.

Table (4.9) Mean Score of Tangibility

No.	Items	Mean	Standard Deviation
1	The system interface is modern, intuitive, user-friendly, and easy to navigate.	3.84	0.606
2	The system provides the supporting documentation and training materials for bank staff for assurance when handling issues.	3.81	0.573
3	System menus, dashboards, and reporting are clearly structured for user navigation.	3.90	0.678
4	Digital documentation and search functionality related to the system are well-designed and useful.	3.90	0.528
5	System features are well organized, and the system platform offers role-based access.	3.94	0.456
Overall Mean Value of Tangibility		**3.878**	

Source: SPSS Output, (2025)

The mean value was 3.81–3.94, according to Table (4.9). According to the mean score of 3.88, respondents “agree” with tangibility statements measuring customer happiness. "System features are well organized, and the system platform offers role-based access" had the highest mean score of 3.94, indicating strong agreement by an average of 3.41 to 4.20. The statement "The system provides the supporting documentation and training materials for bank staff for assurance when handling issues" received the lowest mean score of 3.81 but a high mean score per scoring range.

4.4.5 Empathy

The respondents were asked to measure the service provider as BPC CMS system understanding of the bank's unique operational needs. The following Table (4.10) shows the means and standard deviation analysis and findings.

Table (4.10) Mean Score of Empathy

No.	Items	Mean	Standard Deviation
1	BPC team fulfill bank's operational needs in card management system.	3.83	0.579
2	BPC team provides sufficient support and time to validate new system functionalities before production deployment.	3.81	0.556
3	BPC team maintains key contact persons to ensure smooth collaboration for user needs.	3.81	0.662
4	BPC team handle complaints regarding card management system service.	3.80	0.626
5	BPC team listen, acknowledge, and respond when concerns are raised by the bank team.	3.78	0.554
Overall Mean Value of Empathy		**3.806**	

Source: SPSS Output, (2025)

The overall mean value of 3.81 as shown result in Table (4.10), respondents "agree" that BPC CMS service and support team are perceived as supportive, attentive, and aligned with bank employee needs. The highest-rated item with mean value 3.83, "BPC team fulfill bank operational needs in card management system.", which indicated agreement in flexibility of the BPC card management system service and system support team. The lowest-rated item is "BPC team listen, acknowledge, and respond when concerns are raised by the bank team" had the mean score 3.78 still indicated high agreement.

4.4.6 Responsiveness

Responsiveness is also vital when using Card Management System as a financial technology service. The respondents were asked to assess how quickly and

effectively BPC team responds to issues and inquiries raised by bank team. The following Table (4.11) shows the means and standard deviation analysis and findings.

Table (4.11) Mean Score of Responsiveness

No.	Items	Mean	Standard Deviation
1	BPC team resolves system issues promptly and within expected timeframes.	3.71	0.631
2	BPC team responds to bank queries in a timely and understandable manner	3.75	0.533
3	BPC team effectively handles the escalation process for critical technical issues.	3.80	0.526
4	BPC team is easily contactable during operational hours.	3.84	0.521
5	BPC team clearly communicates unexpected incidents with estimated timelines for resolution.	3.77	0.624
Overall Mean Value of Responsiveness		**3.774**	

Source: SPSS Output, (2025)

Table (4.11) shows the mean value ranged from 3.71 to 3.84. The mean score of 3.77 showed that respondents “agree” that BPC support team is timely, accessible, and effective in responding to system issues and queries. The highest-rated statement is "BPC team is easily contactable during operational hours." had mean score of 3.84 indicated high agreement level. The lowest score was the speed of issue resolution "BPC team resolves system issues promptly and within expected timeframes" had mean score of 3.71, which indicate high agreement with some variation in expectations.

4.4.7 Customer Satisfaction

Customer satisfaction is a key component in extending financial technologies services powered by BPCBT for card management system. Six statements made to answer by respondents in order to analysis overall customer satisfaction. The following Table (4.12) shows the means and standard deviation analysis and findings.

Table (4.12) Mean Score of Customer Satisfaction

No.	Items	Mean	Standard Deviation
1	Being satisfied with user-friendliness of BPC card management system.	3.84	0.521
2	Being satisfied with processing speed and stability of BPC card management system.	3.88	0.494
3	The overall quality of the BPC card management system service meets expectations.	3.75	0.617
4	Being satisfied with BPC team prompt responds for critical technical issues.	3.93	0.505
5	Being satisfied with protection of personal card data by BPC card management system.	3.83	0.579
6	The system performs well compared to other providers offering similar services.	3.75	0.676
Overall Mean Value of Customer Satisfaction		**3.83**	

Source: SPSS Output, (2025)

The range of the mean value was between 3.75 and 3.93 as shown by the results in Table (4.12). The average score for each statement regarding customer satisfaction is over 3.41, indicated that respondents agree at a high level on the BPCBT's financial technology services. Given that the total mean score 3.83 indicated that respondents have high level of satisfaction and willingness to use BPCBT's CMS banking technologies services.

4.5 Analysis on the Effect of Financial Technology Services Quality and Customer Satisfaction

The Pearson correlation coefficient measures the degree and direction of a linear link between two continuous variables. It runs from -1 to +1, with -1 indicating a strong negative connection and +1 a high positive correlation. A negative correlation means one variable rises while the other falls. Table 4.13 shows the Pearson correlation analysis of CARTER model service quality measures and customer satisfaction.

Table (4.13) Correlation Analysis between Influencing Factors and Customer Satisfaction

No.	Description	Person Correlation Coefficient	P-value
1	Compliance	.466**	0.000
2	Assurance	.581**	0.000
3	Reliability	.578**	0.000
4	Tangibility	.623**	0.000
5	Empathy	.770**	0.000
6	Responsiveness	.748**	0.000

Source: SPSS Output, (2025) ** Correlation is significant at the 0.01 level (2-tailed).

Table (4.13) shows Pearson correlation study of service quality factors and customer satisfaction. Results show that all six CARTER characteristics (Compliance, Assurance, Reliability, Tangibility, Empathy, and Responsiveness) are positively and substantially associated with customer satisfaction ($p < 0.01$ for all). Empathy ($r = 0.770$) and Responsiveness ($r = 0.748$) had the largest connections, demonstrating that individualized assistance and prompt replies enhance pleasure. Compliance ($r = 0.466$) is the poorest correlation but still significant.

Multiple regression analysis determines the degree and type of a dependent variable's connection with numerous independent variables. Compliance, assurance, dependability, tangibility, empathy, and responsiveness are independent factors in this study, whereas customer satisfaction is the dependent variable. The investigation seeks to determine which service quality aspect substantially impacts customer happiness. Table (4.14) shows this study's multiple regression results.

Table (4.14) Effect of Financial Technology Services Quality on Customer Satisfaction at BPC Banking Technologies

Dependent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.673	.272		2.475	.015	
Compliance	-.037	.078	-.042	-.471	.639	2.166
Assurance	.117	.108	.123	1.085	.280	3.480
Reliability	.073	.110	.072	.664	.508	3.133
Tangibility	-.060	.108	-.064	-.554	.581	3.647
Empathy	.432***	.127	.459	3.414	.001	4.861
Responsiveness	.308**	.120	.307	2.560	.012	3.878
R^2	0.636					
Adjusted R^2	0.614					
F-statistic value	28.574***					

Source: SPSS Output Data (2025)

*** Significant at 1%, ** Significant at 5%, and * Significant at 10% Level

A significant multiple regression model ($F = 28.574$, $p < 0.01$) suggests that financial technology service quality dimensions collectively predict customer satisfaction at the 1% level. This shows that the six service quality criteria explain a lot of customer satisfaction variance. Based on Table 4.14, the corrected R^2 of 0.614 indicates that all components of service quality dimensions contribute to 61.4% of customer satisfaction. Every VIF value is between 1 and 5, hence multicollinearity is OK.

Empathy and responsiveness were statistically significant and positively affected customer satisfaction among the six financial technology service quality criteria.

Empathy for technology service quality is 1% important and favorable. The positive association implies that BPC's financial technology services' enhanced quality guarantee leads to improved client satisfaction. With a 1% significance level and a one-

unit empathy factor increase, BPC's card management system customer satisfaction may grow by 43.2%.

FinTech service quality responsiveness has a positive 5% significant coefficient. The positive association shows that BPC's financial technology services' timeliness and quality boost client satisfaction. Customer satisfaction may climb by 30.8 percent due to 5% significant level and 5-unit responsiveness factor enhancement at BPC financial technology services.

Other variables like compliance, assurance, reliability, and tangibility showed no statistically significant effect in this model ($p > 0.10$), indicating that although these factors are important to service delivery, they may not directly influence overall satisfaction in this research.

CHAPTER 5
CONCLUSION

This last chapter derives conclusions from study and data analysis. Financial technology service quality and customer satisfaction research at BPC Banking Technologies' card management system is presented in this chapter. The objective was to examine how financial technology service quality dimensions influence customer satisfaction, particularly from the perspective of bank employees from the IT and Operations departments who are using BPC CMS system. The analysis includes demographic profiles, descriptive statistics, correlation, regression, and reliability testing. The first part analyzes the results of the study conducted on customer satisfaction and service quality provided by BPC's card management system services. Ideas and suggestions are then presented in the next step. Following that, the research contributions and suggestions are then presented.

5.1 Findings and Discussions

The purpose of the study is to analyze the effect of financial technology service on customer satisfaction with BPC banking technologies. To accomplish the goal of this study, 105 employees from three difference studied banks - CB, KBZ and Yoma, are allocated that to be balanced representation across banks for the fair comparison in analysis. In terms of the respondents' demographic, female respondents make up the majority and aged range between 26-45 are mostly mid-career professionals and their decision influence in system-related operation. Furthermore, the majority of respondents have more than 3 years of experience interacting with the BPC's SmartVista CMS system, and those majority of responders involved in both card issuing and acquiring services**.**

Each dimension of service quality was measured by using a five-point Likert scale. From the descriptive statistics, it was found that customer generally held positive perception of customer satisfaction in financial technologies service quality of BPC Banking Technologies. Based on analysis, all six service quality dimensions were perceived positively by the respondents. Among these, compliance had the highest overall mean score, indicated that users strongly agree the CMS system adheres to relevant regulations and standards such as PCI DSS and Central Bank of Myanmar

requirements. However, the lowest-scoring service quality dimension was responsiveness, though still with high agreement interpretation range. According to the finding of the study, the respondents had positive opinions on compliance, assurance, reliability, tangibility, empathy and responsiveness.

According to the Pearson correlation study, all six service quality dimensions have positive and statistically significant correlations with customer satisfaction. Among them, empathy and responsiveness service qualities indicate a strong positive correlation, meaning that when these factors improve, customer satisfaction increases substantially. Compliance is the lowest correlation and it's showing a moderate positive relationship.

Multiple linear regression analysis shows that empathy and responsiveness drive customer happiness. Empathy improved client satisfaction significantly. This indicates that CMS service users from bank value how well BPC team understands and supports their operational needs, listens to feedback, and builds working relationships. These studies showed that satisfaction depends on individual help, attention, and bank staff teamwork. Customer impression of improved feedback and interaction at CMS technology services of BPCBT favorably and significantly impacts customer satisfaction.

Responsiveness was the second most influential dimension which shown as a significant and positive effect. This highlights those timely responses to issues and clear communication are valued by users. Customer satisfaction is significantly impacted by how system fulfill bank's operational needs, support validity of new function, how system adapt to bank policies and needs and the maintenance of key contacts in project team. Furthermore, responsiveness factors like how systems issue solving promptly and on time and respond bank queries timely and clear manner are significantly effected to customer satisfaction as well. By this result, if the users perceive better empathy or higher responsiveness, their overall satisfaction with the service will be improve.

The findings can be summarized that compliance, assurance, reliability and tangibility aspect of service quality dimensions do not influence to customer satisfaction. Instead, user-focused dimensions as per study; empathy and responsiveness dimensions play a more decisive role in shaping satisfaction levels in B2B financial technology systems, while respondents indicated strong confidence in the system’s compliance, security, and reliability. For service providers, this highlights

the importance of not only delivering secure and reliable technology but also ensuring that support services are empathetic, responsive, and personalized to client needs.

5.2 Suggestions and Recommendations

This study concludes that financial technology service quality significantly impacts customer satisfaction among users of BPC Banking Technologies' SmartVista card management system. This finding suggests that the CARTER model is appropriate for predicting satisfaction with financial technology services. Among the six dimensions of the model, empathy and responsiveness were found to be the most important factors, reflecting the importance of personal support, proactive communication, and prompt problem resolution in the delivery of technology services.

Based on the findings, BPC Banking Technologies is advised to strengthen customer support and relationship management by continuing to invest in building relationships with the service user from banks, maintaining ongoing project touchpoints, listening closely to customer concerns, and customizing solutions in line with each bank's operational policies and processes. Support teams should be trained to understand the daily challenges of both the IT department and operational staff at each bank to provide more relevant and empathetic assistance.

Responsiveness is another factor to highlight, which aims to improve the speed and clarity of support responses, especially in the event of operational issues or incident escalations. A well-documented escalation path, rapid confirmation of cases, and regular status updates are essential to maintaining user trust and satisfaction. Incorporating user feedback before full deployment can reduce operational friction and improve customer experience. By establishing regular feedback mechanisms, BPCs should conduct regular satisfaction surveys of banking customers to assess changing needs, identify emerging issues, and track the impact of service improvements. Feedback loops will help prioritize future development and support initiatives based on customer expectations. Since respondents represent both IT and operational departments, BPC may consider segmenting its training, documentation, and support communications based on the specific needs and responsibilities of the user group within the CMS services.

In conclusion, by providing excellent financial technology service quality, especially in terms of empathy and responsiveness, is critical to improving the satisfaction of banking customers who are using BPC card processing services. By

investing in empathetic service strengthens long-term relationships and builds user trust, especially in B2B contexts where operational alignment is critical. The fast and transparent communication during service incidents significantly enhances user satisfaction and operational confidence. By maintaining high standards of system performance and compliance, and prioritizing human-centric support approaches, BPC Banking Technologies can maintain customer satisfaction and strengthen its position as a trusted FinTech service provider.

5.3 Needs for Further Research

This last chapter draws conclusions from the study and data analysis. An investigation of BPC's card management technology services' quality and client satisfaction is presented in this chapter. Research on customer satisfaction is presented in the first part. The next step presents ideas and proposals. Further studies may consider expanding the scope to include other BPC technology services like digital banking and QR payments. And also, the study may expand more diverse technology providers not only for financial industries. Additionally, integrating variables such as customer loyalty, system adoption behavior, or operational efficiency could further improve the understanding of how service quality drives long-term value in banking financial technology partnerships.

REFERENCES

Amin, M., & Isa, Z. (2008). An examination of the relationship between service quality perception and customer satisfaction: A SEM approach towards Malaysian Islamic banking. *International Journal of Islamic and Middle Eastern Finance and Management,* 1(3), 191–209.

Best, R. J., Hawkins, D. I., & Albaum, G. (1977). RELIABILITY OF MEASURED BELIEFS IN CONSUMER RESEARCH. *Advances in Consumer Research*, 4(1), 326–331.

BPC Banking Technologies. (n.d.). BPC Banking Technologies. https://www.bpcbt.com

Callarisa Fiol, L. J., Bigne Alcañiz, E., Moliner Tena, M. A., & García, J. S. (2009). Customer loyalty in clusters: Perceived value and satisfaction as antecedents. *Journal of Business-to-Business Marketing*, 16(3), 276–316.

Cihak, M., & Singh, P., (2013). An analysis of national financial inclusion strategies.

Cooper, D. R., & Schindler, P. S. (2003). *Business Research Methods* (8th ed.). McGraw-Hill/Irwin.

Cronin, J. J., Brady, M. K., & Hult, G. T. M. (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. *Journal of Retailing*, 76(2), 193-218.

Dandis, A. O., & Wright, L. T. (2020). The effects of CARTER model on attitudinal loyalty in Islamic banks. *International Journal of Quality and Service Sciences*, 12(2), 149–171.

DeMoranville, C. W., & Bienstock, C. C. (2003). Question order effects in measuring service quality. *International Journal of Research in Marketing*,20(3), 217–231.

Demirgüç-Kunt, A., Klapper, L., Singer, D., Ansar, S., & Hess, J. (2020). The Global Findex Database 2017: Measuring financial inclusion and opportunities to expand access to and use of financial services. *The World Bank Economic Review*, *34*(Supplement_1), S2-S8.

Faizah, N., Wiyadi, & Sholahuddin, M. (2023). The impact of service quality using the CARTER model on customer satisfaction in Indonesian Islamic banks. *Journal of Business and Management Studies,* 5(5), 211-232.

Fararah, F. S., & Al-Swidi, A. K. (2013). The role of the perceived benefits on the relationship between service quality and customer satisfaction: A study on the Islamic microfinance and SMEs in Yemen using PLS approach. *Asian Social Science*, 9(10), 18-36.

Fauzi, A. A., & Suryani, T. (2019). Measuring the effects of service quality by using CARTER model towards customer satisfaction, trust and loyalty in Indonesian Islamic banking. *Journal of Islamic Marketing*, 10(1), 269–289.

Geng, D. (2017). *How technology Is reshaping financial services: Essays on consumer behavior in card, channel and cryptocurrency services*.

Haque, A., Chowdhury, N. A., Uddin, M. B., Islam, M. A., & Kabir, S. M. H. (2022). The effect of CARTER model on customer satisfaction towards loyalty: An investigation on Muslim customers of Islamic banks in Bangladesh. *International Finance and Banking,* 9(1).1-15

Janita, M. S., & Miranda, F. J. (2013). Exploring service quality dimensions in B2B e-marketplaces. *Journal of Electronic Commerce Research,* 14(4), 363–386.

Janahi, M. A., & Al Mubarak, M. M. S. (2017). The impact of customer service quality on customer satisfaction in Islamic banking. *Journal of Islamic Marketing*, *8*(4), 595–604.

Kang, G. D., & James, J. (2004). Service quality dimensions: An examination of Grönroos's service quality model. *Managing Service Quality: An International Journal*, 14(4), 266-277.

King, B. (2018). *Bank 4.0: Banking everywhere, never at a bank*. Wiley.

Khan, M. Y., Javeed, A., Mehmood, N., & Khan, W. (2019). Mobile banking service quality and customer satisfaction: An application of Carter model. *Sarhad Journal of Management Sciences,* 5(1),18-31.

Kotler, P., & Armstrong, G. (2018). *Principles of marketing* (17e, global edition ed.). Pearson.

Lee, I., & Shin, Y. J. (2018). Fintech: Ecosystem, business models, investment decisions, and challenges. *Business Horizons*, 61(1), 35–46.

Othman, A. and Owen, L. (2001). Adopting and Measuring Customer Service Quality in Islamic Banks. (A Case Study of Kuwait Finance House). *International Journal of Islamic Financial Services,* 3(1), p.126.

Oliver, R. L. (1977). Effect of expectation and disconfirmation on postexposure product evaluations: An alternative interpretation. *Journal of Applied Psychology*, *62*(4), 480.

Oliver, R. L. (1997). *Whence Consumer Loyalty? Journal of Marketing, 63(4_suppl1)*, 33–44

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40.

Gomber, P., Kauffman, R. J., Parker, C., & Weber, B. W. (2018). On the fintech revolution: Interpreting the forces of innovation, disruption, and transformation in financial services. *Journal of Management Information Systems*, 35(1), 220–265

Rauyruen, P., & Miller, K. E. (2007). Relationship quality as a predictor of B2B customer loyalty. *Journal of Business Research*, 60(1), 21–31.

Reichheld, F. F., & Schefter, P. (2000). E-Loyalty: Your secret weapon on the web. *Harvard Business Review,* 78(4), 105-113.

Romānova, I., & Kudinska, M. (2016). Banking and Fintech: A Challenge or Opportunity? In *Contemporary Issues in Finance: Current Challenges from Across Europe* (Vol. 98, pp. 21–35). Emerald Group Publishing Limited.

Santos, J. (2003). E-service quality: A model of virtual service quality dimensions. *Managing Service Quality: An International Journal,* 13(3), 233–246.

Sekaran, U. (2003). *Research methods for business: A skill-building approach* (4th ed.). John Wiley & Sons.

Silvestro, R. (1998). The manufacturing TQM and service quality literatures: Synergistic or conflicting paradigms? *International Journal of Quality & Reliability Management*, 15(3), 303–328.

Souiden, N., & Rani, M. (2015). Consumer attitudes and purchase intentions toward Islamic banks: The influence of religiosity. *International Journal of Bank Marketing*, 33(2), 143–161.

Yamane, T. (1967). *Statistics: An introductory analysis (2nd ed.). Harper and Row.*

APPENDIX - A

SURVEY QUESTIONNAIRE

I will be very pleased and thankful for your participation in this survey. This survey is a partial fulfillment of the requirements for a Master of Banking Finance. This questionnaire is only concerned with academic purposes of the master's degree and not related to other business purposes. All the information you provide will be kept confidential and used only for academic purposes. Please kindly answer all the questions in the below survey questionnaires. The respondent is expected to choose whichever is appropriate with his or her opinion. This study relates to "The Effect of Financial Technology Service Quality on Customer Satisfaction at BPC Banking Technologies." I would, in advance, like to thank you for sharing your valuable time in filling out this questionnaire.

Section A: Respondent Profile

1. Gender

- Male
- Female

2. Age of respondents

- Under 25 years
- 26-35
- 36-45
- 46-55
- 56 and above

3. The highest level of education completed

- Diploma or Technical Certificate
- Bachelor's Degree

- Master Degree
- Doctorate

4. Bank Name (For Analysis Purpose only; responses remain confidential)

- CBB
- KBZ
- Yoma

5. What is your related department in the organization?

- IT Department
- Operation Department

6. Which SV card services functionality do you involve to use?

- Card Issuing and Processing
- Card Acquiring and Merchant Services
- Both Issuing and Acquiring

7. Please indicate your current role within your organization?

- Officer/Executive
- Senior Officer/Senior Executive
- Assistant Manager
- Manager
- Senior Manager

8. How long have you been using (interacting with) SmartVista Card Management System?

- Less 1 year
- 1-3 years
- 3-5 years
- More than 5 years

Section B: CARTER Model Dimensions

The following questions are designed to understand your feelings about using financial technology service quality of BPC's SmartVista Card Managment System. Kindly indicate the degree to which you agree or disagree with the following statement on a scale of 1-5, where Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5).

Compliance (Evaluates whether the Card Management System aligns with banking regulations and security policies)

Sr. No.	Statement	Significant Level				
		1	2	3	4	5
1	The system adheres to local regulatory body, Central Bank of Myanmar (CBM) regulations.					
2	The system complies with relevant industry standards such as PCI SSF (Payment Card Industry Software Security Framework) by ensuring software security and integrity.					
3	The system complies with card transaction security for bank to be certified by PCI DSS (Payment Card Industry Data Security Standard).					
4	The system ensures data encryption and fraud prevention for card transactions.					
5	The system provides regular updates and patches to maintain compliance with new regulations.					

Assurance (Measures confidence in the reliability of the Card Management System.)

Sr. No.	Statement	Significant Level				
		1	2	3	4	5
1	The system is secure and prevents unauthorized access.					
2	The system is qualified to be used by bank user requirements.					
3	The system features effectively support bank internal processes in the respective area.					
4	The technical support team is responsive and knowledgeable so that bank users are confident to use the system.					
5	Transaction authentication and fraud detection mechanisms are effective.					

Reliability (Measures the system's ability to perform transactions consistently.)

Sr. No.	Statement	Significant Level				
		1	2	3	4	5
1	The transactions (via ATM, POS, e-commerce, and digital channels) are processed through the system accurately without delays.					
2	The system experiences minimal downtime and operational disruptions.					
3	Scheduled maintenance is communicated well in advance.					
4	The system performs stably and consistently during both peak and off-peak hours.					
5	The system updates and maintenance are well-planned and support in-time changes as per bank request.					

Tangibility (Measures the usability of the user experience and interface of the system platform)

Sr. No.	Statement	Significant Level				
		1	2	3	4	5
1	The system interface is modern, intuitive, user-friendly, and easy to navigate.					
2	The system provides the supporting documentation and training materials for bank staff for assurance when handling issues.					
3	System menus, dashboards, and reporting are clearly structured for user navigation.					
4	Digital documentation and search functionality related to the system are well-designed and useful.					
5	System features are well organized, and the system platform offers role-based access.					

Empathy Measures the understanding of the bank's unique operational needs.)

Sr. No.	Statement	Significant Level				
		1	2	3	4	5
1	BPC team fulfill bank operational needs in card management system.					
2	BPC team provides sufficient support and time to validate new system functionalities before production deployment.					
3	BPC team maintains key contact persons to ensure smooth collaboration for user needs.					
4	BPC team handle complaints regarding card management system service.					
5	BPC team listen, acknowledge, and respond when concerns are raised by the bank team.					

Responsiveness (Measures how quickly and effectively responds to issues and inquiries)

Sr. No.	Statement	Significant Level				
		1	2	3	4	5
1	BPC team resolves system issues promptly and within expected timeframes.					
2	BPC team responds to bank queries in a timely and understandable manner.					
3	BPC team effectively handles the escalation process for critical technical issues.					
4	BPC team is easily contactable during operational hours.					
5	BPC team clearly communicates unexpected incidents with estimated timelines for resolution.					

Section C: Customer Satisfaction

Please tick as appropriate for yourself. The meanings of numbers are as follows:

Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2, Strongly Disagree = 1

Sr. No.	Statement	Significant Level				
		1	2	3	4	5
1	Being satisfied with user-friendliness of BPC card management system.					
2	Being satisfied with processing speed and stability of BPC card management system.					
3	The overall quality of the BPC card management system service meets expectations.					
4	Being satisfied with BPC team prompt responds for critical technical issues.					
5	Being satisfied with protection of personal card data by BPC card management system.					
6	The system performs well compared to other providers offering similar services.					

APPENDIX - B

SPSS OUTPUT

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	72	68.6	68.6	68.6
	Male	33	31.4	31.4	100.0
	Total	105	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26-35	42	40.0	40.0	40.0
	36-45	49	46.7	46.7	86.7
	46-55	6	5.7	5.7	92.4
	Under 25	8	7.6	7.6	100.0
	Total	105	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree	76	72.4	72.4	72.4
	Diploma or Technical Certificate	5	4.8	4.8	77.1
	Master's Degree	24	22.9	22.9	100.0
	Total	105	100.0	100.0	

Role

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assistant Manager	35	33.3	33.3	33.3
	Manager	17	16.2	16.2	49.5
	Officer/Executive	28	26.7	26.7	76.2
	Senior Manager	9	8.6	8.6	84.8
	Senior Officer/Senior Executive	16	15.2	15.2	100.0
	Total	105	100.0	100.0	

Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	IT Department	25	23.8	23.8	23.8
	Operation Department	80	76.2	76.2	100.0
	Total	105	100.0	100.0	

Duration Of System Use

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	40	38.1	38.1	38.1
	3-5 years	15	14.3	14.3	52.4
	Less than 1 year	17	16.2	16.2	68.6
	More than 5 years	33	31.4	31.4	100.0
	Total	105	100.0	100.0	

Bank Name

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CBB	38	36.2	36.2	36.2
	KBZ	38	36.2	36.2	72.4
	Yoma	29	27.6	27.6	100.0
	Total	105	100.0	100.0	

Card Services Functionality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Both Issuing and Acquring	59	56.2	56.2	56.2
	Card Acquiring and Merchant Services	35	33.3	33.3	89.5
	Card Issuing and Processing	11	10.5	10.5	100.0
	Total	105	100.0	100.0	

Descriptive Statistics - Compliance

		C1	C2	C3	C4	C5
N	Valid	105	105	105	105	105
	Missing	0	0	0	0	0
Mean		3.98	3.97	4.03	3.94	3.92
Std. Deviation		.604	.657	.642	.663	.549

Descriptive Statistics - Assurance

		A1	A2	A3	A4	A5
N	Valid	105	105	105	105	105
	Missing	0	0	0	0	0
Mean		4.00	3.81	3.78	3.84	3.87
Std. Deviation		.555	.652	.620	.590	.589

Descriptive Statistics - Reliability

		R1	R2	R3	R4	R5
N	Valid	105	105	105	105	105
	Missing	0	0	0	0	0
Mean		3.73	3.78	3.82	3.80	3.81
Std. Deviation		.683	.554	.568	.508	.556

Descriptive Statistics - Tangibility

		T1	T2	T3	T4	T5
N	Valid	105	105	105	105	105
	Missing	0	0	0	0	0
Mean		3.84	3.81	3.90	3.90	3.94
Std. Deviation		.606	.573	.678	.528	.456

Descriptive Statistics - Empathy

		E1	E2	E3	E4	E5
N	Valid	105	105	105	105	105
	Missing	0	0	0	0	0
Mean		3.83	3.81	3.81	3.80	3.78
Std. Deviation		.579	.556	.622	.626	.554

Descriptive Statistics - Responsiveness

		RS1	RS2	RS3	RS4	RS5
N	Valid	105	105	105	105	105
	Missing	0	0	0	0	0
Mean		3.71	3.75	3.80	3.84	3.77
Std. Deviation		.631	.533	.526	.521	.624

Descriptive Statistics – Customer Satisfaction

		CS1	CS2	CS3	CS4	CS5	CS6
N	Valid	105	105	105	105	105	105
	Missing	0	0	0	0	0	0
Mean		3.84	3.88	3.75	3.93	3.83	3.75
Std. Deviation		.521	.494	.617	.505	.579	.676

Correlations

		C	A	R	T	E	R	CS
C	Pearson Correlation	1	.695**	.529**	.618**	.600**	.486**	.466**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	105	105	105	105	105	105	105
A	Pearson Correlation	.695**	1	.763**	.721**	.651**	.586**	.581**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	105	105	105	105	105	105	105
R	Pearson Correlation	.529**	.763**	1	.746**	.627**	.633**	.578**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	105	105	105	105	105	105	105
T	Pearson Correlation	.618**	.721**	.746**	1	.770**	.708**	.623**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	105	105	105	105	105	105	105
E	Pearson Correlation	.600**	.651**	.627**	.770**	1	.848**	.770**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	105	105	105	105	105	105	105
R	Pearson Correlation	.486**	.586**	.633**	.708**	.848**	1	.748**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	105	105	105	105	105	105	105
CS	Pearson Correlation	.466**	.581**	.578**	.623**	.770**	.748**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	105	105	105	105	105	105	105

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

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.798[a]	.636	.614	.28474	1.865

a. Predictors: (Constant), Responsive, Compliance, Reliability, Tangibility, Assurance, Empathy

b. Dependent Variable: CusSatisfaction

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.887	6	2.314	28.547	.000[a]
	Residual	7.945	98	.081		
	Total	21.832	104			

a. Predictors: (Constant), Responsive, Compliance, Reliability, Tangibility, Assurance, Empathy

b. Dependent Variable: CusSatisfaction

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.673	.272		2.475	.015		
Compliance	-.037	.078	-.042	-.471	.639	.462	2.166
Assurance	.117	.108	.123	1.085	.280	.287	3.480
Reliability	.073	.110	.072	.664	.508	.319	3.133
Tangibility	-.060	.108	-.064	-.554	.581	.274	3.647
Empathy	.432	.127	.459	3.414	.001	.206	4.861
Responsive	.308	.120	.307	2.560	.012	.258	3.878

a. Dependent Variable: CusSatisfaction