

YANGON UNIVERSITY OF ECONOMICS
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**CUSTOMER SATISFACTION AND CUSTOMER
LOYALTY TOWARDS CORPORATE LOAN SERVICES OF
KBZ BANK**

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MBF - 6
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**CUSTOMER SATISFACTION AND CUSTOMER
LOYALTY TOWARDS CORPORATE LOAN SERVICES
OF KBZ BANK**

A thesis submitted as a partial fulfillment towards the requirements for the degree of
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ABSTRACT

This study aims to analyse the factors influencing customer satisfaction and to examine the effect of customer satisfaction on customer loyalty towards KBZ bank corporate loan services. Quantitative research methods are used. The targeted population consists of 160 corporate customers who borrow from KBZ Bank, and 114 corporate customers (representing 71.25% of the population) were selected as the sample size using simple random sampling method. In this study, price transparency, employee competence, trust, responsiveness, and reliability are analyzed as influencing factors. Price transparency is an influence on customer satisfaction, indicating a strong and statistically significant positive relationship. Trust is an influence on customer satisfaction at the showing a strong and statistically significant positive influence. Reliability is an influence on customer satisfaction, suggesting a strong and statistically significant positive effect. Responsiveness is an influence on customer satisfaction, implying a weak but marginally significant effect. Employee competences is not a significant influence on customer satisfaction, as it does not meet the acceptable significance level. Among them, reliability is the most influencing factor on customer satisfaction. It is also found that customer satisfaction has positive and significant effect on customer loyalty. KBZ Bank should prioritize timely and accurate delivery of services, communicate clearly with customers about any updates or changes, and promptly resolve any issues that arise. It should proactively communicate all fees and interest rate changes to customers well in advance. In addition, the bank should build trust by ensuring that all employees provide accurate, honest, and consistent information to customers.

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CHAPTER I

INTRODUCTION

The global economy relies on the banking industry for financial transactions, credit, and services to individuals, corporations, and governments. It includes commercial, investment, credit union, and central banks that perform deposit-taking, lending, wealth management, and monetary policy regulation. Digital banking, blockchain, and AI are improving efficiency, security, and consumer experience.

Businesses and corporations get corporate loans from banks to finance operations, expansion, and fixed asset purchases. These loans are frequently huge and short- or long-term, depending on the goal. Corporations borrow for working capital, equipment, infrastructure, and trade financing. They can be collateralized and repaid in structured installments with negotiated interest rates.

Price Transparency which to the clear and upfront information about fees, interest rates, and charges builds customer confidence and helps them make informed decisions. Employee competence including the skilled and knowledgeable staff enhance service quality by providing accurate information and efficient support. Trust is built when the bank consistently acts with honesty and keeps its promises, leading to stronger customer loyalty. Responsiveness, referring to the speed and effectiveness in addressing customer requests, complaints, or inquiries, is key to a positive customer experience. Timely responses make customers feel prioritized and respected. Reliability in performing banking services, builds customer confidence over time. When services are delivered as promised, customers perceive the bank as dependable and professional.

Client satisfaction greatly influences client loyalty (Oliver, 1999). Customers must get excellent service, especially in service sectors. Corporate and individual finance drive national growth. Banks primarily collect deposits and lend money. Banks lend to business, industry, agriculture, and individuals. Customer needs, service prices, income, repayment capacity, expectations, and quality have all affected banking business growth. Banks are the most prominent public interest.

Long-term profitability and sustainability depend on customer loyalty, which increases repeat purchases, lowers marketing costs, and builds a loyal client base (Reichheld & Sasser, 1990). Businesses may weather market swings because loyal consumers are less inclined to migrate to competitors, even when offered cheaper pricing

or incentives. Customer loyalty lets firms focus on ongoing development and innovation, knowing their customers will back them (Kotler et al., 2024).

Myanmar's financial industry relies on Kanbawza Bank (KBZ Bank). KBZ Bank, founded in 1994 in Taunggyi, Shan State, provides a variety of financial services to individuals, companies, and corporations countrywide. Bank is noted for financial inclusion, innovation, and customer-centric solutions. KBZ Bank offers online and mobile banking to improve customer service. Myanmar's economic progress has likewise relied on KBZ. A strategic commitment to client happiness, competitive lending offers, and solid risk management have helped the bank lead the financial sector.

1.1 Rationale of the Study

Today's competitive banking industry requires strong client relationships for long-term success. Financial institutions must understand customer satisfaction and loyalty to stand out in a crowded market. This study examines financial institutions using a conceptual framework that emphasizes price transparency, staff competence, trust, responsiveness, and reliability as key consumer satisfaction and loyalty variables.

To please customers, businesses must build and maintain strong relationships by meeting their diverse needs and expectations. According to Kotler & Keller (2012), excellent customer service increases client satisfaction and loyalty. High-quality services attract happy, loyal customers, which is essential for long-term business success.

In banking, offering excellent services is sometimes more important than generating money since it keeps institutions competitive (Zeithaml, Berry, & Parasuraman, 1996). Banks must meet customer needs to be competitive. Banks must understand customer satisfaction factors to attract and retain customers. Customers prioritize happy-making financial services while choosing a bank. Service and customer experience must be considered alongside cost and product quality.

Price Transparency (J.D. Power 2023) is customers appreciate clear and upfront disclosure of loan interest rates, fees, and terms. Transparent pricing reduces uncertainty and builds trust, ensuring that clients make informed financial decisions.

Employee Competence (Parasuraman, Zeithaml, and Berry 1988), refers to the knowledge, skills, and professionalism of bank employees significantly impact customer perceptions and decision-making. Competent employees provide accurate financial advice, process transactions efficiently, and assist customers in navigating complex banking products. High levels of employee competence enhance customer trust and satisfaction.

Trust (Morgan and Hunt 1994), is fundamental in financial services, as customers rely on banks to safeguard their funds, provide accurate information, and act in their best interests. Ethical banking practices, stringent security measures, and consistent service delivery help build trust, which is crucial for long-term customer relationships.

Responsiveness (Parasuraman, Zeithaml, & Berry, 1988) refers to the bank's ability to promptly address customer inquiries, complaints, and requests. Quick decision-making, efficient problem resolution, and proactive communication improve customer satisfaction and enhance the overall banking experience.

Reliability (Parasuraman, Zeithaml, & Berry, 1988) is delivering consistent and dependable banking services is essential to maintaining customer trust. Customers expect their transactions to be processed correctly, services to be available when needed, and commitments to be honored without fail. Reliability strengthens customer confidence and fosters loyalty.

Customer satisfaction leads to loyalty when banks meet or exceed customer expectations (Oliver, 1999; Parasuraman, Zeithaml, & Berry, 1988). Price transparency, employee competence, trust, responsiveness, and reliability act as essential pillars in fostering satisfaction. Customers are more inclined to use financial goods, especially corporate loans, if they believe the bank offers fair pricing, professional service, and constant assistance. Customer satisfaction influences perceptions and experiences, especially in corporate financing, where trust and dependability are crucial. Corporate clients that are satisfied are more inclined to renew their loans and use other financial services, which boosts bank earnings.

Customer loyalty reduces turnover and builds long-term partnerships, protecting against competition. Loyal consumers generate money and promote the bank, boosting its reputation and recruiting new customers (Reichheld & Sasser, 1990). This study examines the link between customer happiness and loyalty in KBZ Bank's corporate lending services to find ways to improve satisfaction via individualized service, honest communication, and effective issue solving. KBZ Bank must understand these factors to retain corporate clients, enhance its market position, and develop sustainably in a competitive financial sector.

The business industry needs to know how customers see corporate credit services. This research intends to improve KBZ Bank's corporate lending services and promote Myanmar's corporate loan industry. KBZ Bank can help businesses reduce their working capital constraints, support economic growth, and achieve sustainable financial success.

This study provides valuable insights to KBZ Bank, corporate loan providers, and customers alike, ensuring long-term stability and growth in the financial sector.

1.2 Objectives of the Study

The objectives of this study are

- 1) To analyze the factors influencing customer satisfaction towards KBZ bank corporate loan service
- 2) To examine the effect of customer satisfaction on customer loyalty towards KBZ bank corporate loan service

1.3 Scope and Method of the Study

This research examines KBZ Bank corporate loan clients' happiness and loyalty. The research was quantitative. Yamane's algorithm (1967) found 114 corporate KBZ bank borrowers from the intended population of 160. The sample was obtained using basic random sampling to assure fairness. Structured surveys measured client happiness, trust, pricing transparency during response, dependability, and loyalty. KBZ Bank annual reports, research publications, and textbooks provide secondary data. This study only covers KBZ Bank's business lending services, thus its conclusions may not apply to other client categories or institutions.

1.4 Organization of the Study

There are five chapters in this work. The introduction, justification for the investigation, goals, scope, methodology, and structure of the study are all included in Chapter 1. The theoretical basis is covered in Chapter 2. The KBZ Bank profile and corporate lending service are covered in Chapter 3. An examination of KBZ Bank's corporate lending services' client loyalty and satisfaction is presented in Chapter 4. Findings and debates, recommendations, and the need for more study are included in the conclusion of Chapter 5.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter explores the factors influencing customer satisfaction and customer loyalty in the banking industry, with a focus on corporate loan customers of KBZ Bank. The chapter discusses the key concepts, related theories, and findings from previous studies, which form the foundation for this research. The theoretical framework is built on SERVQUAL model and Trust Commitment Model, along with insights from previous studies on customer satisfaction, trust, and loyalty.

2.1 Customer Satisfaction

The extent to which a product, service, or experience meets or surpasses consumer expectations is called customer satisfaction (Kotler & Keller, 2016). Customer satisfaction in corporate loans includes loan service quality, customer assistance efficiency and responsiveness, perceived value for money, and the entire loan application and management experience (Oliver, 2010). The procedure also gives consumers emotional pleasure, which might affect their long-term bank relationship (Zeithaml, Bitner, & Gremler, 2018).

Customer satisfaction is essential for long-term business relationships because satisfied customers are more likely to return, show brand loyalty, and recommend the bank's services (Parasuraman, Zeithaml, & Berry, 1988). Expectations and performance shape corporate loan client satisfaction. Positive satisfaction emerges from lending services that match or surpass consumer expectations (Anderson & Sullivan, 1993).

2.2 Factors Influencing Customer Satisfaction

It's crucial to identify the factors that affect customer satisfaction. Satyendra (2020) claims that product quality, pricing, service, emotions, situational conditions, personal characteristics, beliefs of fairness, and product features affect consumer satisfaction. Some consumers value brand loyalty and reliability over the company's reputation and product quality. Addressing these elements can strengthen corporate customer relationships, foster loyalty, and help the bank prosper in the competitive banking business.

Green (2021) highlighted accessibility, empathy, language, reaction time, ease of use, alternatives, simplicity, quality, price, appreciation, trust, and staff competency to

better comprehend consumer happiness. These criteria are crucial to financial services client satisfaction (Parasuraman, Zeithaml, & Berry, 1988). This study focuses on pricing transparency, staff competency, trust, responsiveness, and reliability since these affect consumer satisfaction and loyalty, especially in banking.

2.2.1 Price Transparency

Price transparency refers to the clarity and openness with which a bank discloses loan-related costs, including interest rates, processing fees, and any hidden charges (Kim et al., 2021). Transparent pricing ensures that corporate clients fully understand the financial implications of their loans, reducing uncertainty and fostering trust. Lack of price transparency can lead to dissatisfaction, as hidden fees and unexpected costs create negative customer perceptions (Xia & Monroe, 2019). Price transparency can be measured through customer perception surveys using a Likert scale to assess the clarity of pricing information. Additionally, the number of complaints related to hidden fees can indicate transparency levels. A review of loan agreements and marketing materials can determine whether pricing details are communicated effectively (Chen et al., 2020).

2.2.2 Employee Competence

Employee competence refers to the skills, knowledge, and professionalism of bank employees in delivering corporate loan services (Bitner et al., 1990). Competent employees enhance customer satisfaction by providing accurate financial guidance, assisting with loan applications, and resolving issues efficiently. A well-trained workforce positively impacts customer confidence and loyalty (Bitner et al., 1990). Employees who demonstrate financial expertise and excellent communication skills contribute to an improved banking experience (Zeithaml et al., 2018). Employee competence can be assessed through customer feedback surveys, where clients rate employees on financial expertise, professionalism, and responsiveness (Zeithaml et al., 2018). Additionally, loan processing time and accuracy in documentation serve as indicators of employee efficiency. The frequency of complaints related to employee errors or misinformation can also provide insights into competence levels (Ladhari et al., 2011).

2.2.3 Trust

Trust refers to the confidence corporate clients have in the bank's fairness, ethical conduct, and ability to protect their financial interests (Morgan & Hunt, 1994). A

trustworthy bank is perceived as transparent, reliable, and committed to fair business practices, which are essential for building long-term relationships (Morgan & Hunt, 1994). In the banking industry, trust is built through consistent service delivery, fair loan terms, and data security (Doney & Cannon, 1997). Trust can be measured through customer trust surveys, where respondents evaluate the bank's credibility, fairness, and security practices. Customer retention rates, repeat loan applications, and word-of-mouth recommendations also serve as behavioral indicators of trust. Additionally, compliance with regulatory standards and the frequency of disputes related to unfair lending practices can be analyzed (Gefen et al., 2003).

2.2.4 Responsiveness

Responsiveness refers to the bank's ability to promptly address customer inquiries, complaints, and service requests (Parasuraman et al., 1988). Corporate clients expect timely responses, particularly for loan approvals, interest rate changes, and dispute resolution. Quick decision-making and proactive communication improve the overall customer experience. Poor responsiveness leads to frustration and negatively impacts customer loyalty (Zeithaml et al., 1996). Responsiveness can be assessed by tracking average response times to customer inquiries and complaint resolution times in service logs. Customer satisfaction surveys can measure perceived responsiveness, while the availability of dedicated corporate banking support can also be evaluated. The effectiveness of digital banking channels, such as email, phone, or online chat, is another indicator of responsiveness (Liu et al., 2021).

2.2.5 Reliability

Reliability refers to the bank's ability to consistently deliver accurate and dependable corporate loan services (Oliver, 1997). Customers expect their transactions to be processed correctly, services to be available when needed, and the bank to honor its commitments without failure. Reliability strengthens customer confidence and encourages long-term engagement. In the banking sector, service disruptions and transaction errors can severely impact trust and satisfaction (Grönroos, 1984). Reliability can be measured through service uptime reports and transaction accuracy rates obtained from operational data. Surveys can assess customer perceptions of service dependability, while the frequency of banking errors or loan processing delays can indicate reliability issues. Additionally,

monitoring repeat service requests due to unresolved issues provides further insights into service reliability (Cronin & Taylor, 1992).

2.3 Customer Loyalty

Customer loyalty is a valuable intangible asset that reflects a customer's ongoing commitment to a service provider, driven not merely by habitual behavior but by positive emotional attachment and satisfaction. True loyalty extends beyond repeated transactions; it is characterized by a deliberate preference for a brand or provider, even when alternatives are available. As Gremler and Brown (1996) note, loyal customers continue to repurchase not out of convenience alone, but because of a favorable attitudinal disposition toward the provider. In contrast, mere repeat purchases due to lack of alternatives or switching barriers do not constitute genuine loyalty. Wernerfelt (1991) emphasizes that loyal customers are often willing to pay more for preferred brands, while Zeithaml et al. (1996) highlight loyalty as a multidimensional construct, encompassing both behavioral and attitudinal elements. Therefore, sustained satisfaction is key to fostering true customer loyalty and maintaining long-term relationships.

2.4 Related Theories

This section discusses the study's framework's primary hypotheses. This framework explains how Hong Kong's banking sector's customer loyalty and satisfaction link. Three subjects examine how service quality affects customer happiness, loyalty predictors, and the SERVQUAL model's contribution to retail banking. Six hypotheses are generated from these study topics. Figure 1 shows six relationships between the seven constructs—tangibility, responsiveness, certainty, dependability, empathy, customer pleasure, and loyalty.

2.4.1 SERVQUAL Model

Service industries use SERVQUAL traits as tangibleness, confidence, responsiveness, empathy, and dependability (Van Iwaarden et al., 2003). Tangibles include buildings, furniture, and staff look. Modern consumer equipment, pleasant shop designs, and adequate workers to service consumers are real characteristics of banks. Retail banks need these criteria since consumers and workers engage in person.

Reliability is delivering promised service accurately and reliably. Customers invest in banks because of their reputation and integrity. Banks always ensure customer

transactions are secure. Banking services may increase customer trust if staff treat customers well. For instance, understanding each customer's predicted retirement age, annual income, and interests helps match insurance and fund products.

Staff expertise, politeness, and ability to inspire trust are assurance. Bank promises to save clients a lot of money. To build client trust in banks, employees must effectively explain complicated products like insurance, money, and margins.

Empathy—customized customer care—is the final component. Successful service workers understand their clients' needs and have the ability to meet them. Bank customers like friendly personnel. This component aims to retain bank customers (Van Iwaarden et al., 2003). The service quality metric was tested in Indian retail banking (Angur et al., 1999). This research using SERVQUAL measured two big Indian banks' clients' service quality satisfaction. Statistics show that not all criteria explained service quality variances equally.

2.4.2 Trust-Commitment Model

The Trust-Commitment Model, developed by Morgan and Hunt (1994), emphasizes the central role of trust in building and sustaining customer satisfaction and loyalty, especially in long-term business relationships. In the context of corporate loan services, trust is the foremost factor influencing how corporate clients perceive the bank and decide to maintain ongoing relationships. Trust arises when corporate customers believe that the bank acts with fairness, provides accurate financial advice, and reliably fulfills its promises particularly in delivering dependable and transparent loan products.

Bank consistently offers favorable loan terms, maintains clear communication throughout the loan process, and meets deadlines, it fosters trust among its corporate clients. This trust encourages customers to continue their relationship with the bank for future financing needs. Building on this foundation, commitment plays a critical role in transforming trust into lasting loyalty. According to Morgan and Hunt (1994), once trust is established, corporate customers develop a commitment to maintaining a long-term relationship with the bank, even when competitors offer alternative options.

The bank can enhance this commitment by creating a supportive environment where corporate clients feel valued and understood through personalized loan services, regular follow-ups on loan repayments, and attention to their overall financial health. When corporate customers perceive genuine trust from the bank, they are more likely to remain

loyal, renew their loan agreements, seek additional financial products, and recommend the bank to others.

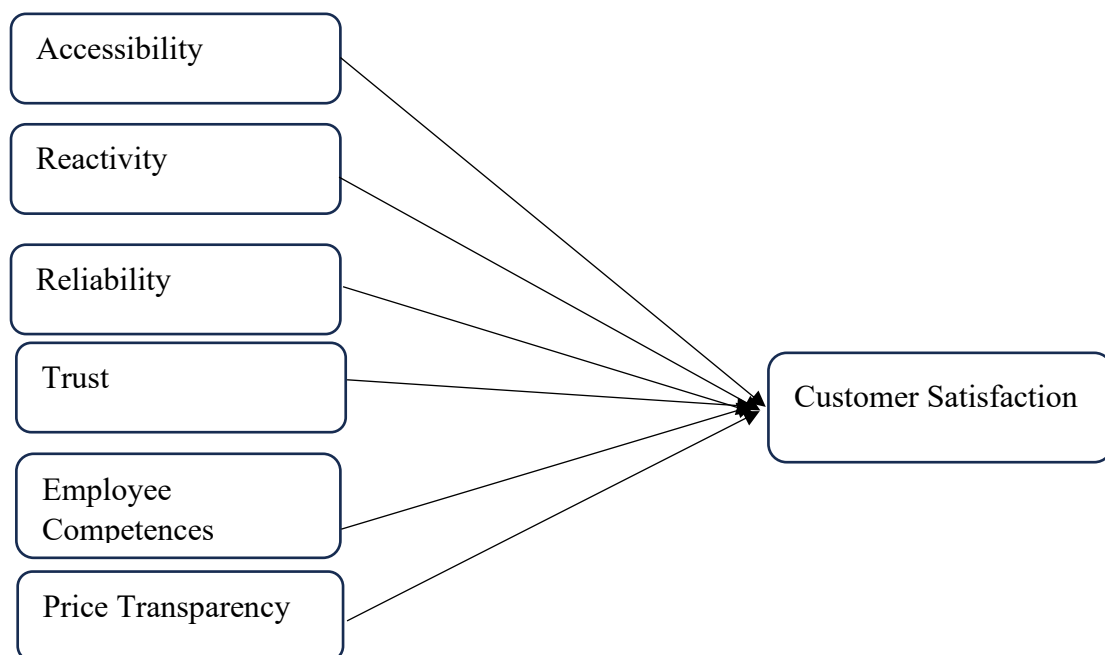
Furthermore, the Trust-Commitment Model highlights a reciprocal relationship between trust and commitment. Morgan and Hunt (1994) explain that trust fosters commitment, and in turn, commitment reinforces trust, creating a virtuous cycle that strengthens customer relationships. As trust deepens, corporate clients' emotional and financial commitment to the bank grows, leading to loyal behaviors such as repeat borrowing and increased engagement with the bank's services.

Applying the Trust-Commitment Model to Bank's corporate loan services allows for a deeper understanding of how trust being the primary independent variable forms the basis of customer satisfaction and loyalty. Trust lays the groundwork for strong, enduring relationships, while commitment further secures customer loyalty, ensuring that corporate clients remain engaged and supportive despite competitive pressures.

2.5 Previous Studies

Nils Baqué, Alban Ferati, and Rahul Singh (2021) quantified cooperative banking customer happiness. This study employed the conceptual framework in Figure (2.1) to disseminate questionnaires to Uppsala University Department of Business Studies Master's Program in Business and Management Spring Semester 2021.

Figure (2.1) Customer satisfaction in the cooperative banking industry



Source: Baqué et al. (2021)

Baqué et al. studied cooperative banking customer satisfaction in 2021. Results determined cooperative banking customer satisfaction. This research sought to understand retail banking client satisfaction. This research was based on a theoretical framework that investigated retail cooperative bank customer satisfaction. This helped us discover which customer-bank relationship factors—trust, employee competences, pricing transparency, accessibility, reliability, and responsiveness—have the greatest impact on customer satisfaction. The dataset includes 21,914 French cooperative banking office clients. In conclusion, cooperative banking has a stronger influence on client satisfaction.

Another banking service quality case study by Lau et al. (2021) was conducted in Hong Kong. This research examines Hong Kong's retail banking industry's service quality, client happiness, and loyalty.

Figure (2.2) Measuring Service Quality in the Banking Industry: A Hong Kong Based Study



Source: Lau et al. (2013)

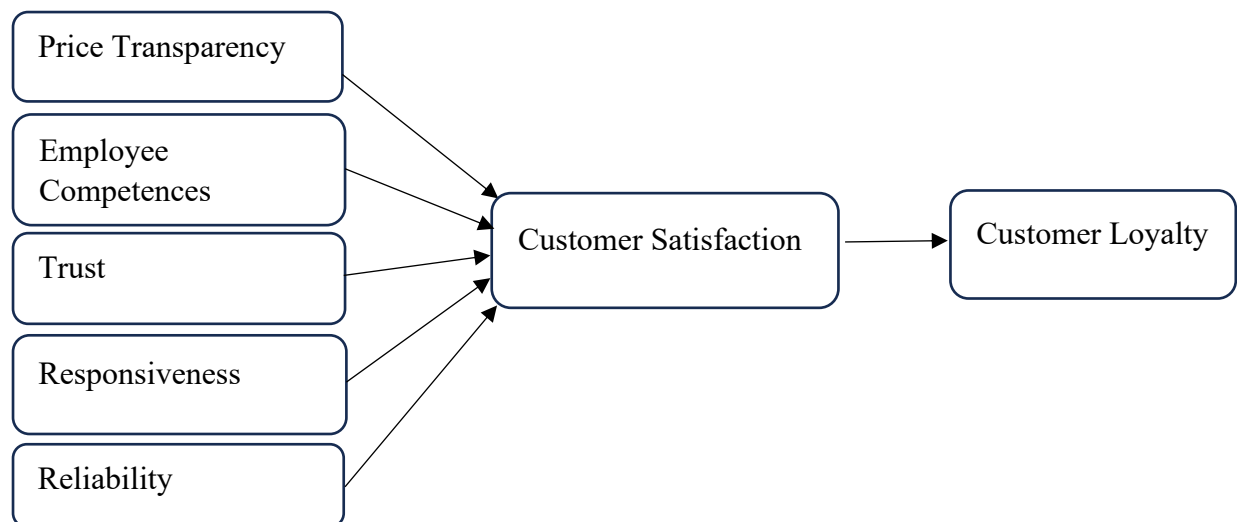
The survey also identified retail banks' most important service quality factors to determine client perceptions. Hong Kong and Shanghai Banking Corporation (HSBC) sampled 119 retail banking consumers. The questionnaire for this study was based on the SERVQUAL model, which examined how five characteristics—tangibility, responsibility, dependability, assurance, and empathy—affect customer satisfaction in banking service environments. The five SERVQUAL characteristics improved customer satisfaction. The

most essential criteria affecting consumer happiness were tangibleness, responsibility, reliability, and certainty, not empathy.

2.6 Conceptual Framework of the study

Figure (2.3) shows how this study's conceptual framework was based on theoretical notions and earlier investigations.

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2025)

Figure (2.3) shows that the conceptual framework revolves around influencing variables, customer happiness, and loyalty. According to Baqué et al. (2021) and Lau et al. (2013), pricing transparency, staff competence, trust, responsiveness, and dependability are independent variables while customer pleasure is dependent. According to Lau et al. (2013), customer pleasure is independent, and loyalty is reliant in the second portion.

Working Definitions

Price Transparency: Price transparency refers to the clarity, completeness, and accessibility of information provided to customers about loan pricing. It includes clearly explaining interest rates, fees, and all related charges in a simple way, informing customers of any changes in advance, and ensuring they fully understand the total cost before signing the loan agreement.

Employee Competence: The knowledge, skills, and professionalism demonstrated by bank employees in delivering corporate loan services. It encompasses their ability to

clearly explain loan terms and conditions, provide accurate financial advice, respond effectively to customer inquiries, and handle loan processes efficiently.

Trust: The confidence that clients have in Bank's honesty, integrity, and commitment to protecting their financial and business interests. It involves the belief that the bank provides reliable information, confidential data, and consistently fulfills its promises and agreements.

Responsiveness: The ability and willingness of Bank's employees to promptly address customer inquiries, concerns, and service requests. It includes timely problem resolution, proactive communication, and immediate assistance in urgent situations.

Reliability: The consistency and dependability of Bank in delivering services as promised. It involves meeting deadlines, fulfilling commitments, maintaining accurate loan records, and ensuring consistent service quality. Customer can trust the bank to support their financial needs without delays or errors in the long-term business relationship.

Customer Satisfaction: The bank meets or exceeds customer expectations in areas of corporate loan services. Satisfaction indicates that clients feel positive about their decision to engage with the bank and are pleased with the transparency of the corporate loan services offered.

Customer Loyalty: Customer loyalty is in customers' willingness to maintain their accounts, utilize multiple products, and recommend the bank to others. It is reflected in repeat borrowing behavior, preference for the bank in future financial decisions, resistance to switching providers, and positive word-of-mouth promotion.

CHAPTER 3

OVERVIEW OF COROPERATE LOAN IN KBZ BANKS

This chapter presents the profile of KBZ bank. It also presents the different types of corporate loan products offered, and further details on the corporate lending activities conducted by KBZ bank.

3.1 Profile of KBZ Bank

Since its establishment in 1994, KBZ Bank has been a foundational pillar of Myanmar's banking industry. With a nationwide network of over 500 branches and KBZPay Centers, the bank serves 5.2 million customers through both physical locations and a variety of digital banking services. Currently, it has 1.3 million users actively engaged with its Internet and Mobile Banking platforms, reflecting its success in promoting inclusive financial services across the country.

KBZ Bank provides a wide range of financial products and services for individual and business clients. These services include savings, current, fixed deposit, personal and business loans, overdraft facilities, house loans, hire purchase agreements, and many digital financial solutions. KBZPay, the bank's mobile wallet, promotes financial inclusion. KBZPay supports domestic and international remittances and helps Myanmar's financial services digitalize with 19.3 million users, 278,000 merchants, 100,000 agents, and 50 service centers.

Myanmar's economic development requires a stable and inclusive financial system for long-term prosperity. Myanmar's financial services were once exclusive to the wealthy. Since 90% of adults are unbanked, financial inclusion is urgent. To fill this gap, KBZ Bank has deliberately used its enormous infrastructure and innovative services to target neglected populations.

The bank's goal is financial inclusion and better living standards for all Myanmar's. To do this, KBZ Bank offers mobile and digital banking, expanded branch hours, and financial literacy programs. These initiatives have made KBZ Bank a valued banking partner nationwide.

KBZ Bank strives to be the world's best-managed bank through its key principles of Metta (loving-kindness), Thet Ti (courage), and Virya (perseverance). Its ethical behavior, business responsibility, and legal and regulatory compliance make it a leader in

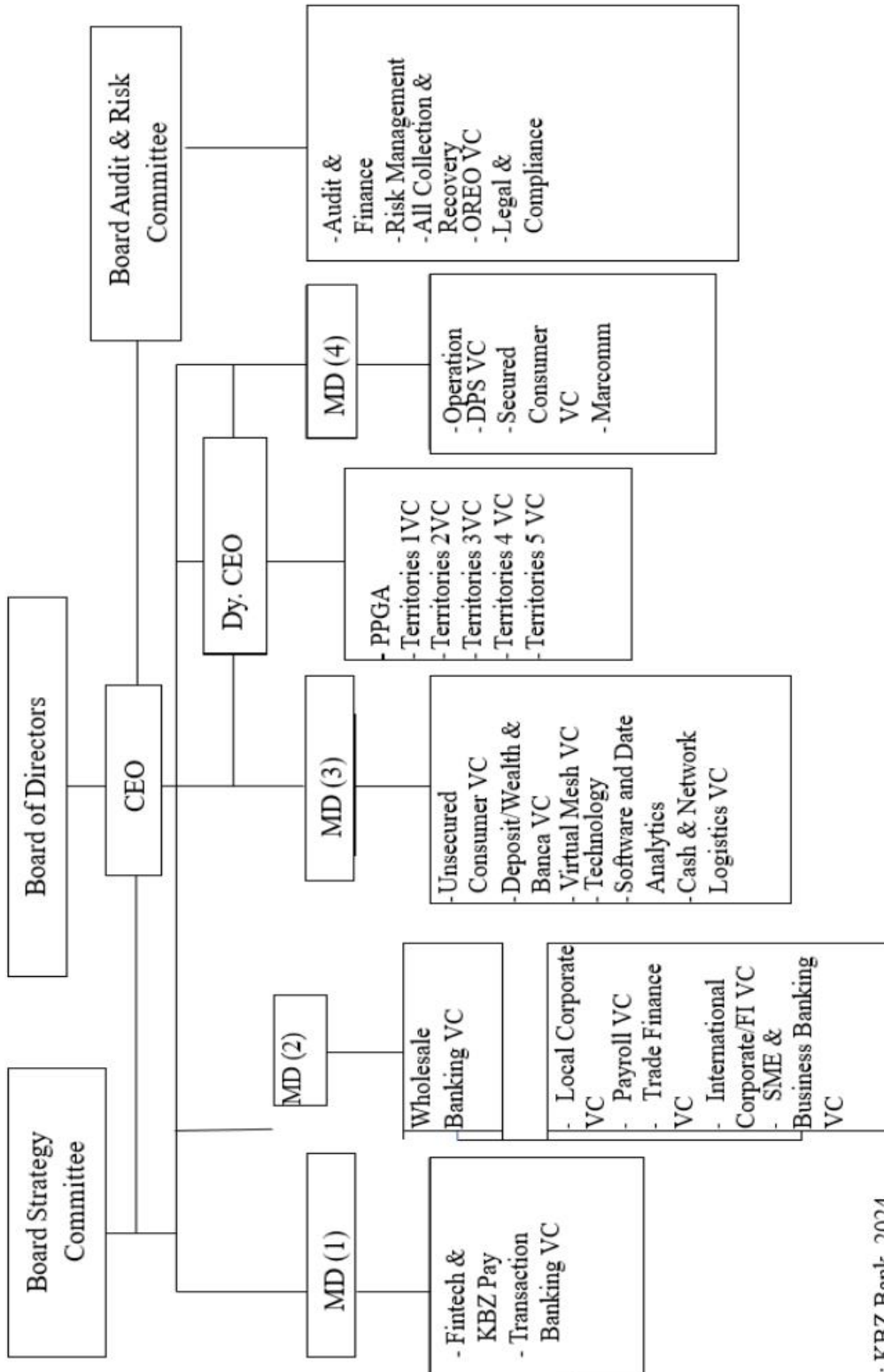
Myanmar's financial services industry. Technological innovation, response to national economic conditions, and customer-centric service delivery help KBZ Bank build Myanmar's banking future.

3.1.1 Organization Structure of KBZ Bank

Figure (3.1) shows KBZ Bank's primary value centers, functional divisions, and reporting lines in hierarchical order. KBZ Bank has deliberately reorganized to improve operational efficiency, service delivery, and customer happiness to remain Myanmar's premier private banking institution.

The bank changed its organizational structure in 2022 to meet modern banking needs, digital transformation, and long-term strategic goals. The CEO runs the bank and reports to the Board of Management. Four Managing Directors (MDs) support the CEO in key areas, while a Deputy CEO handles governance and policy.

Figure (3.1) Organizational Chart of KBZ Bank



Source: KBZ Bank, 2024

MD1 manages Fintech, KBZPay, and the Transaction Banking Platform. This includes mobile wallets, payment systems, and electronic banking technologies that assist KBZ Bank's digitization goal. MD2 manages Wholesale Banking, which comprises Local Corporate Banking, Trade Finance, Payroll Services, International Corporate Banking, Financial Institutions (FI) Banking, SME and Business Banking. Unsecured Consumer Banking, Deposits, Wealth, and Bancassurance Services, Virtual Mesh (online and virtual banking platforms), and Cash & Network Logistics are managed by MD3. Secured Consumer Banking and the DPS Value Center are managed by MD4, who focuses on secured lending products and personal consumer loans.

The Deputy CEO supervises key areas related to public policy, government affairs, and various venture capital initiatives, including Treasury VC and five territorial Value Centers which oversee regional operations.

The bank's governance framework is further supported by specialized committees that ensure effective oversight and strategic alignment. The Board of Strategy Committee provides strategic direction to promote sustainable growth and long-term stability, while the Board Audit and Risk Committee is responsible for ensuring robust internal controls. This includes oversight of Risk Management, Internal Audit and Finance, Legal and Compliance, as well as the Collections and Recovery divisions.

This well-defined and dynamic organizational structure is designed not only to enhance internal coordination and decision-making but also to improve responsiveness to customer needs, regulatory compliance, and market changes. Ultimately, it reflects KBZ Bank's commitment to operational excellence, innovation, and customer-centric banking in a rapidly evolving financial landscape.

3.2 Corporate Loan in KBZ Bank

A corporate loan is a financial facility provided by a bank to business entities such as group companies, single companies, partnerships, or sole proprietorships to support their operational and investment needs. Businesses use these loans for continuing expenditure, working capital, expansion, and new investments. The two main types of business loans are funded (term loans and overdrafts) and non-funded (bank guarantees and letters of credit). Common commercial loan items include working capital, machinery, construction, receivable, and import/export trade finance.

Corporate loans are usually available to profitable three-year-old businesses. The main hurdles are choosing the best loan product, understanding the client's needs, and making the right option. Fully secured and partially unsecured corporate loans are available. Secured loans are usually larger. If the business's demands don't meet its property's value, the bank may offer an unsecured loan for an upfront risk charge. unsecured loan based only on corporate creditworthiness. As secured corporate loans are larger than unsecured ones, some corporations must offer collateral. A customer's application is usually approved if they have a good industry reputation, are creditworthy, have a good relationship with the bank, pay interest and repayments on schedule, and make an account transaction.

The loan origination process at KBZ Bank begins with a comprehensive credit assessment, where the borrowing firm's financial strength, operational track record, market position, and management capability are thoroughly evaluated. Relationship Managers (RMs) play a key role in client engagement by guiding corporate customers through the documentation and proposal submission process. This includes financial statements, tax returns, business plans, and collateral information. The proposals are then reviewed by a dedicated Credit Risk Department, which performs a detailed risk analysis before forwarding them to credit committees for approval. Loan approvals are strictly governed by internal credit policies and regulatory ceilings, such as the single borrower exposure limit (not exceeding 20% of capital plus reserves) and sectoral lending caps. These measures are in place to minimize credit risk, ensure portfolio diversification, and maintain the bank's overall financial health.

Immediately following the disbursement of a loan, periodic reviews are carried out in order to evaluate the borrower's financial performance and make certain that the repayments are being made in line with the conditions that were agreed upon. The bank will begin the process of reorganizing or rescheduling facilities in situations where firms

are experiencing temporary problems. This decision is made after conducting a comprehensive risk assessment. Because it helps to preserve client confidence while still protecting the bank's interests, this strategy exemplifies a balance between responsible banking practices and relationship management. Additionally, in order to avoid over-concentration in certain sectors or locations, the bank keeps a careful eye on the sectoral and geographical exposure of its investments. For example, the geographical distribution of loans often reveals a concentration in Yangon (60 percent), followed by Mandalay (35 percent), and then other regions (five percent). This representation of the distribution of economic activity in the country is also reflected in the geographical areas.

A corporate loan is not only necessary for the profitability and stability of the bank, but it is also crucial for the economic growth of Myanmar. KBZ Bank's capacity to provide individualized corporate loan solutions while upholding high standards of credit discipline and service quality will continue to position it as a key player in the country's financial sector. This is because businesses are increasingly looking for trustworthy banking partners to finance their growth ambitions.

Applications for corporate lending services at KBZ Bank require applicants to furnish a thorough collection of papers to support the review process. This is a requirement for the application process. First and foremost, the individual applicant is required to provide a copy of their National Registration Card (NRC), a household registration form, and a letter of reference that unequivocally verifies their resident status. This is especially important for those who are living in shared quarters.

When it comes to loan applications that are tied to businesses, the bank demands a comprehensive collection of business paperwork. The original photographs of the current business operations and premises, as well as an updated business license, copies of tax payment slips for the previous three years, and financial statements for the most recent three years are all included in this package. An evaluation of the business entity's operational state and financial health may be made with the assistance of these papers. For the purpose of establishing corporate identification and compliance, additional evidence is required in the event that the loan application is submitted through a registered business. This comprises the registration number of the business, a description of the firm, and the most recent information regarding officers and membership, as published by the Directorate of Investment and business Administration (DICA). As an additional requirement, applicants are required to present any import/export licenses that are appropriate, as well as any other permits given by the government, receipts of revenue tax paid, and a resolution from the

board of directors (BOD). The purpose for receiving the loan, an acknowledgment of the assurance of repayment, and authorization to sign the loan arrangement are all included in the resolution passed by the Board of Directors. In addition, a recent audited financial report is required to be submitted. In addition to this, the person applying for the loan is required to fill out and submit a permission form in line with the standards of the DICA.

Applicants for loans that need collateral are required to present comprehensive paperwork for the properties that are being pledged as collateral. This comprises the grant copy for leased land (which must be free from legal problems), documentation confirming freehold title (such as sale contracts, succession deeds, or gift deeds), and a land map together with land history forms 105 and 106, which must have been issued within the last year. In addition, the original photographs that depict the collateral property from every angle must be submitted in order to provide support for the process of appraisal and verification.

The establishment of these standards is done with the intention of ensuring that sufficient due diligence is performed, that local legislation is adhered to, and that both the borrower and the bank are protected. It is possible that KBZ Bank will ask for extra information based on the type of business, the amount that is being asked for, or the nature of the mortgage loan.

3.2.1 Type of Loan Products in KBZ Bank

A wide variety of loan options are available from KBZ Bank in order to cater to the various financial requirements that enterprises in Myanmar may have. Among them are corporate loans, which are intended to meet the requirements of established businesses for large-scale operating and capital expenditures. Term loans are loans that are awarded for defined goals, such as the acquisition of equipment or the completion of expansion projects. These loans are returned over a predetermined period of time with predetermined payments. Businesses who need capital to execute granted contracts, such as infrastructure or government projects, are the target audience for the contract finance loan. This loan helps bridge the gap between the beginning of the project and the receipt of payment. In conclusion, overdraft loans provide businesses with short-term working capital support. These loans enable firms to take more money than their account balance up to a certain limit, which helps them better handle variations in their cash flow. Flexible terms are incorporated into the design of each loan product in order to accommodate a variety of company types and financial objectives.

3.2.2 Corporate Loan

KBZ Bank exhibits a strong commitment to fostering corporate growth by providing a comprehensive range of customized corporate loan solutions meant to satisfy the varied financial requirements of major firms in Myanmar. These products are designed to fulfill the needs of large enterprises in Myanmar. Comprehensive and strategic financing solutions are offered by KBZ Bank, regardless of whether the purpose is to finance the acquisition of fixed assets, to support the requirements for working capital, or to acquire money once a tender has been submitted. When it comes to acquiring a corporate loan from KBZ Bank, one of the most significant advantages is the availability of big loan amounts, beginning at MMK 1 billion. The loan amounts are determined by the size of the firm, its financial health, and the financing requirements that it has. There is a great degree of adaptability in the repayment alternatives, which are tailored to the specific cash flow cycles and operating characteristics of each individual company. KBZ Bank also provides its customers with a consolidated platform that allows them to access a comprehensive range of corporate banking services under one roof. This simplifies the process of conducting financial transactions and ensures that customers have seamless banking experience. With more than thirty years of experience in Myanmar's banking business, a network of more than five hundred branches, and a client base that exceeds eighteen million customers through KBZ Bank and KBZ Pay combined, the bank is in a position of trust and trustworthiness. KBZ Bank is able to provide not just funding, but also long-term partnership and advisory help to corporate clients that are seeking sustainable growth in a market that is constantly shifting. This is made possible by the bank's strong foundation and extensive infrastructure.

3.2.3 Term Loan

In order to facilitate capital investments in fixed assets such heavy machinery, equipment, and infrastructure, KBZ Bank offers a strong corporate financing solution that is particularly tailored to assist such expenditures. Local businesses who have been in operation for at least a year and are looking for considerable financial help to expand or update their operational capabilities are the best candidates for this product. The loan amounts begin at MMK 1 billion, and the tenure can be as long as three years. This provides generous financial flexibility for investments that are held for an extended period of time. The bank provides borrowers with the ability to return both principal and interest on a monthly basis, or at intervals of three months, six months, or even annually, depending on

the cash flow dynamics of their business. All of these repayment arrangements may be adjusted to meet the borrower's specific needs. In accordance with the conditions of the market and the risk profiles of the borrowers, the interest rate falls somewhere in the range of 12% to 15%. The implementation of this financing solution guarantees that growth projects will not be hampered by financial limitations and that firms will have access to the necessary cash on conditions that are both transparent and competitive. When it comes to facilitating sustainable company growth and asset development in Myanmar's corporate sector, KBZ Bank positions itself as a key partner thanks to its extensive industry expertise and dedication to providing banking services that are centered on the expectations of customers.

3.2.4 Contract Financing Loan

Through the provision of timely access to operating capital, the Contract Financing loan is a customized financial solution that is meant to provide assistance to businesses who have been successful in securing government tender contracts. This financing package offers up to 80 percent of the total value of the contract that has been given, which enables firms to gather resources, acquire the supplies that are required, and begin the execution of the project without experiencing any financial hardship. The loan is configured with a maximum tenor of one year, which aligns with the normal period of government contracts to guarantee conformity with project timetables. The loan is aimed specifically at businesses that are participating in projects that are being carried out by the public sector. Applicants must demonstrate that they have a verifiable operating history of at least one year in the tendering industry in order to be eligible for this facility. This demonstrates that they have the expertise and capacity to efficiently handle contracts of this nature. The minimum loan size begins at one billion Malaysian ringgit (MMK), and it is designed to accommodate medium- to large-scale businesses that are participating in significant government contracts. Importantly, the repayment of the principal amount is organized in line with the particular terms and circumstances provided in the government contract. This guarantees that a synchronized repayment schedule that matches the cash flow cycle of the project is maintained. As a result of this alignment, the danger of default is decreased, and borrowers are more likely to exercise financial discipline. Contract financing loans serve a significant role in increasing liquidity, promoting economic development, and fostering sustainable growth among enterprises working in the public procurement sector. They do this by bridge the gap between the beginning of a project and the distribution of the contract.

3.2.5 Overdraft Loan (OD)

Specifically developed to address the working capital and liquidity requirements of local business owners and corporate entities, the overdraft loan is a dynamic short-term financing option that is geared to suit those requirements. This financial instrument is appropriate for firms who are experiencing temporary cash flow gaps or that want quick money to handle operating expenditures, inventory procurement, or urgent financial commitments. It features a flexible structure and a loan duration that can last for up to one year. Due to the fact that the loan facility begins at a minimum of one billion MMK, it is particularly effective for medium- to large-sized businesses that have been in operation for at least one year and have exhibited consistent business success. One of the most important aspects of the Overdraft loan is its repayment structure, which provides ease and convenience to borrowers. Interest payments are scheduled on a quarterly basis, while the principal amount is repayable at the end of the loan term. This structure enables businesses to concentrate on day-to-day operations without the immediate pressure of having to make repayments. Furthermore, the interest rate is competitively set between 12% and 15%, depending on the borrower's creditworthiness and risk profile. This means that the product is financially feasible for a large number of businesses. The overdraft loan improves the financial agility of firms by providing instant access to cash with low limits. This enables businesses to respond promptly to market needs and unanticipated obstacles, which makes the overdraft loan an advantageous financial tool. This financing option therefore plays a significant role in supporting the short-term liquidity and financial sustainability of local firms, which contributes to the general stability and growth of the economy.

3.3 Factors Influencing Customer Satisfaction of KBZ Bank

When it comes to the banking industry, customer happiness is mainly determined by how successfully a bank accomplishes its goals across a number of important service dimensions. Price Transparency, Employee Competence, Trust, Responsiveness, and Reliability are the five important criteria that play a significant role in defining how corporate clients view and assess the services provided by KBZ Bank, particularly in accordance with the context of corporate loans. Regarding the interest rates, fees, and charges that are related with the corporate loan services that KBZ Bank provides, the bank places a strong emphasis on transparent and frank communication. The customers are provided with full breakdowns of all financial charges and are notified in advance of any changes that may occur in the price structure. The corporate clients are able to make

educated financial decisions as a result of this openness, which helps to develop trust. The KBZ Bank focuses a significant amount of importance on the training and professional development of its staff members. This is done to guarantee that the employees are prepared with the most recent information on loan products and market trends. When it comes to delivering accurate financial advice that is suited to the requirements of the company, employees are able to properly explain complicated loan terms, respond to queries in a timely manner, and communicate effectively. By ensuring that the delivery of services is carried out in a seamless and effective manner, the professionalism and experience of the staff make a substantial contribution to the happiness of the customers.

By adhering to ethical procedures, maintaining data confidentiality, and providing consistent service, KBZ Bank is able to develop this. Customers who are corporate clients have faith that the bank will operate in their best interests, fulfill agreements, and protect the confidentiality of sensitive business information on their behalf. It is the reputation of the bank for being fair, having integrity, and engaging in appropriate lending procedures that helps to develop long-term client relationships and customer loyalty. It is KBZ Bank's commitment to rapidly respond to client requests, meet their requirements for loan processing, and resolve any issues that may arise. Maintaining customer satisfaction and operational confidence requires prompt answers to urgent financial demands, particularly throughout the loan application or repayment procedures. Being able to respond quickly to these needs is extremely important. For the corporate lending operations of KBZ Bank, maintaining consistency in service delivery is of the utmost importance. It is possible for customers to trust on the bank to correctly execute transactions, meet deadlines for loan processing, and fulfil their obligations.

These elements enable KBZ to maintain and recruit consumers in a competitive banking environment, assuring its market success. KBZ Bank strengthens its position as Myanmar's premier financial institution by continuously delivering on these important service characteristics and building long-term client connections.

3.3.1 Price Transparency

Pricing transparency is achieved by ensuring that corporate clients are fully informed about all of the financial details of the loan arrangements they have established. Due to the fact that the bank offers comprehensive and up-to-date information on rate structures and associated costs, customers have a clear understanding of the interest rates that are relevant to their accounts. The terms and conditions that pertain to prices are conveyed in a straightforward and uncomplicated way, which enables customers to make decisions based on accurate information. The clients of KBZ Bank are informed in advance

of any changes in fees or interest rates, which assists companies in planning their finances in accordance with the new information. The price structure is uncomplicated and simple to comprehend, and the loan offers are given in ways that are user-friendly. Additionally, clients are provided with comprehensive breakdowns of all costs that are included in their business loan bills. These charges include interest, service fees, and other taxes that may be relevant. Additionally, any fees or charges that are optional are revealed in a transparent manner prior to the signing of any agreement, therefore avoiding the possibility of any hidden expenses. Not only do these procedures promote openness, but they also increase client trust and pleasure in the process of corporate financing.

3.3.2 Employee Competence

Employee competence in the delivery of corporate loan services through a staff that is informed, responsive, and properly trained in the field of lending. In addition to having a thorough understanding of the business loan products offered by the bank, employees are able to respond to queries in a manner that is both clear and accurate. Their clients are provided with comprehensive explanations of the terms and circumstances of the loan, which ensures that they have a complete understanding of their financial obligations before moving forward. The personnel at KBZ is also equipped to provide trustworthy financial advice that is individualized to meet the requirements of each individual client's business. The bank places a significant focus on professional conduct and operational efficiency. Employees are responsible for handling corporate loan operations in a methodical manner and providing information that is consistent and correct each and every time. Additionally, in order to guarantee that its workers are always up to speed with the most recent lending policies, regulatory changes, and market trends, KBZ Bank makes investments in ongoing training. This degree of expertise not only increases the amount of confidence and happiness that customers have with the bank, but it also makes a substantial contribution to the bank's reputation in the corporate banking industry.

3.3.3 Trust

Any financial relationship requires trust, and KBZ Bank takes it seriously. Trust is earned via openness, security, and honesty at the bank. The bank's employees consistently provide accurate and dependable information, making clients feel secure in their financial decisions. Trust is reinforced through KBZ's honest dealings, timely fulfillment of commitments, and clear communication of loan terms, fees, and conditions. The bank also prioritizes data privacy by implementing robust security systems to protect sensitive business and personal information, especially in digital transactions. In addition, KBZ

complies strictly with regulatory standards and ethical banking practices, ensuring that clients' interests are always prioritized. This high level of trust not only fosters strong, long-term relationships with corporate clients but also enhances customer loyalty and reinforces KBZ Bank's reputation as one of the most dependable financial institutions in Myanmar.

3.3.4 Responsiveness

Responsiveness by consistently addressing customer needs in a timely and efficient manner, particularly in the area of corporate banking. The bank's staff are attentive and quick to respond to inquiries, showing a clear understanding of clients' needs and urgency especially when dealing with time sensitive business matters. Whether through phone calls, emails, or the KBZ mobile app, customers have access to immediate support across multiple communication channels. Bank officers are always willing to answer questions, provide clarifications, and offer solutions without delay. KBZ also ensures that its branches are adequately staffed to minimize wait times and provide direct assistance when needed. When issues arise—such as with loan applications or service disruptions employees are trained to resolve them quickly and professionally. Bank staff can handle loan application issues immediately or shortly after. This responsiveness reassures consumers that their demands are being met, improving their banking experience.

3.3.5 Reliability

Any bank's consumer confidence depends on reliability. Reliability at KBZ Bank involves keeping commitments and handling transactions correctly. Operational efficiency helps KBZ reduce online and in-branch transaction mistakes. To maintain transparency, the bank preserves accurate client transaction records and provides thorough statements. KBZ Bank rapidly answers client difficulties, reassuring consumers that their finances are protected. For example, when a corporate client applies for a working capital loan to meet urgent business needs, KBZ Bank ensures the required documentation and disbursement are completed within the agreed timeframe—often within just a few working days. Additionally, if a client faces an issue, such as a discrepancy in their loan repayment schedule, KBZ staff promptly investigate and resolve the matter, maintaining full transparency throughout the process. This stability builds client trust and happiness because they know the bank will handle their funds correctly.

CHAPTER 4

ANALYSIS ON CUSTOMER SATISFACTION AND CUSTOMER LOYALTY OF CORPORATE LOAN SERVICES IN KBZ BANK

This chapter covers the presentation and analysis of the data used in the study. It shows the findings of the study which seek to answer the research question. The research topic is corporate loan service. Four portions. First portion covers study design, and the second section covers respondent profiles. KBZ Bank corporate loans are analyzed in the third part. Section four covers customer satisfaction factors.

4.1 Research Design

This research exclusively examines KBZ Bank corporate loan customers' happiness and loyalty. The research was quantitative.

Structured surveys assess client happiness, trust, pricing transparency during response, dependability, and loyalty. KBZ Bank annual reports, research publications, and textbooks provide secondary data. This study only covers KBZ Bank's business loan clients; thus, its conclusions may not apply to other consumers or institutions. References include original and secondary data. Primary data was collected using a 5-point Likert scale questionnaire.

According to Yamane Formula (1967), among 160 corporate loan customers, 114 corporate customers are obtained. They are selected as sample size by simple random sampling method. The Yamane sample size formula is shown as following:

$$n = \frac{N}{(1 + Ne^2)} = \frac{160}{(1 + 160 (0.05)^2)} = 114$$

The variables in this formula are:

n = the sample size

N = the population of the study

e = the margin error in the calculation

Two-section structured questionnaire. Section A requests demographic data from responders. In Section B, KBZ Bank customers score its corporate loan service on a 5-point Likert scale. Google form-based survey ran from 10 to 24 May 2025. This study uses descriptive and quantitative methodologies. KBZ Bank records, published papers, research papers, relevant textbooks, and foreign studies on the internet are secondary data.

Survey data is analyzed using regression analysis to determine the link between independent and dependent variables.

4.2 Reliability Test

The reproducibility of research outcomes under the same settings is called dependability. A test's reliability is its consistency in measuring a trait. Table (4.1) shows Cronbach's Alpha reliability results.

Table (4.1) Reliability Test

Sr. No.	Variable	No. of Items	Cronbach's Alpha
1	Price Transparency	7	.944
2	Employee Competences	7	.968
3	Trust	7	.969
4	Responsiveness	7	.961
5	Reliability	7	.963
6	Customer Satisfaction	7	.964
7.	Customer Loyalty	7	.973

Source: Survey Data, 2025

Cronbach's Alpha values for variables evaluated in this study exceed 0.7, according to reliability test. The structured questions are constant, hence this study's conclusions are legitimate and dependable.

4.3 Profile of the Respondents

Standardized questionnaires are given to 114 consumers for primary data. The respondents' profiles are also important for recognizing people's traits. Table 4.2 shows demographic data for structured questionnaire responders.

Table (4.2) Demographic Data of the Respondents

No.	Item	Category	No. of Respondents	Percent
	Total		114	100.0
1	Gender	Male	72	63.16
		Female	42	36.84
2	Marital Status	Single	40	35.09
		Married	74	64.91
3	Age (Years)	20 or younger	4	3.51
		21-30 years	30	26.32
		31-40 years	40	35.09
		41-50 years	28	24.55
		Older than 50 years	12	10.53
4	Education Level	Lower than	10	8.77
		Bachelor's degree		
		Bachelor's degree	60	52.63
		High School	18	15.79
		Master Degree	26	22.81
5	Occupation:	Junior Staff	15	13.16
		Senior Staff	38	33.33
		Supervisor	28	24.56
		Assistant Manager/ Manager	33	28.95

Source: Survey Data, 2025

Table (4.2) shows 72 men (63.16% of responses) and 42 women, 36.84%. The statistics show that most responders are men. These findings indicate that KBZ Bank attracts more men.

Respondent ages are spread as follows: 3.51% are 20 or younger, 26.32% are 21–30, 35.09% are 31–40, 24.55% are 41–50, and 10.53% are above 50. These data show that most KBZ Bank clients are youthful to middle-aged people.

Most of the respondents are married, and made up 64.91% of respondents, while single people accounted for 35.09% of respondents. This suggests that married individuals

are more likely to engage with KBZ Bank, possibly due to family financial planning and responsibilities.

Regarding the level of education, there are 18 respondents with high school education (15.79% of total respondents), and 10 respondents with lower than Bachelor’s degree (8.77% of total respondents). Majority of the respondents have a Bachelor’s degree (52.63%), while respondents with Master Degree accounted for 22.81%. These results indicate that the majority of the customers of KBZ Bank are well-educated people.

Most of the respondents are senior staff, and made up 33.33% of respondents, while 13.16% of respondents are junior staff. Furthermore, 24.56% of respondents are supervisors, and another 28.95% are assistant managers or managers. This shows that most of the customers of KBZ Bank come from working professional backgrounds.

It is concluded that majority of the customers of KBZ Bank are young to middle-aged adult males. This means male customers are generally more engaged in banking activities. Most of the customers of KBZ Bank are married, well-educated individuals with professional occupations, reflecting a dynamic and financially active customer base.

4.4 Factor influencing customer satisfaction

This section describes consumer view of five important factors: pricing transparency, employee skills, trust, responsiveness, and reliability. Google form collects structured questionnaires from 114 KBZ Bank business clients. Structured questions using a five-point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree) were used to collect primary data on consumer attitude impacting variables. According to Best (1977), Table 4.3 shows the mean rating scale.

Table (4.3) Mean Rating Scale

No.	Mean Score	Interpretation
1	1.00 – 1.80	Strongly Disagree
2	1.81-2.60	Disagree
3	2.61-3.40	Neutral
4	3.41-4.20	Agree
5	4.21-5.00	Strongly Agree

Source: Best, 1977

To evaluate structured questionnaire data using 5-point Likert scale, Best (1977) defined the mean rating scale, score range, and mean rating. This study utilizes Best (1977) mean rating score.

4.4.1 Respondent Perception on Price Transparency

Price Transparency of KBZ Bank is measured in terms of interest rate understanding, complete loan information, clear price explanation, advance fee notification, loan pricing structure, charge breakdown reception, and optional charge disclosure. Table (4.4) describes the perceptions of the respondents towards price transparency of KBZ Bank.

Table (4.4) Mean Scores on Price Transparency

Sr. No.	Price Transparency	Mean Score	Std. Deviation
1.	Understanding the interest rates of KBZ Bank's corporate loan services	3.90	0.75
2.	Providing complete information about loan fees and charges by KBZ Bank	3.95	0.66
3.	Explaining price-related terms in a clear and simple way	3.96	0.71
4.	Informing customers in advance about changes in fees or interest rates	3.76	0.75
5.	Understanding the pricing structure of KBZ Bank's corporate loans	3.78	0.64
6.	Receiving detailed breakdowns of charges in corporate loan statements	3.83	0.63
7.	Informing customers about all optional charges before signing a loan agreement	3.88	0.68
	Overall Mean	3.86	

Source: Survey Data, 2025

According to Table (4.4), As seen by the overall mean score of 3.86, most respondents agree that the price transparency of KBZ Bank's corporate loan services is

“Agree” rating category according to the Likert scale interpretation. The highest mean score of 3.96 indicates that the majority of the respondents agree that KBZ Bank explains all price-related terms in a clear and simple way. According to the second highest mean score of 3.95, most respondents agree that KBZ Bank provides complete information about loan fees and charges.

4.4.2 Respondent Perception on Employee Competences

Employee competences of KBZ bank is measured in terms of corporate loan knowledge, loan inquiry handling, term condition explanation, accurate advice delivery, loan process management, information consistency provision, and policy trend awareness. Table (4.5) shows the perceptions of the respondents towards employee competences of KBZ bank.

Table (4.5) Mean Scores on Employee Competences

Sr. No.	Employee Competences	Mean Score	Std. Deviation
1.	Being knowledgeable about corporate loan products	3.93	0.75
2.	Handling loan inquiries effectively	3.95	0.74
3.	Explaining corporate loan terms and conditions clearly	3.94	0.70
4.	Giving accurate financial advice professionally	3.99	0.69
5.	Handling corporate loan processes efficiently	3.92	0.63
6.	Providing consistent and correct information	3.96	0.79
7.	Staying updated with current loan policies and market trends	3.87	0.79
Overall Mean		3.94	

Source: Survey Data, 2025

According to Table (4.5), As seen by the overall mean score of 3.94, most respondents agree that the employee competences of KBZ Bank in handling corporate loan services are “Agree” rating category according to the Likert scale interpretation. The highest mean score of 3.99 indicates that the majority of the respondents agree that employees of KBZ Bank are qualified to give accurate financial advice. According to the second highest

mean score of 3.96, most respondents agree that KBZ Bank employees provide consistent and correct information.

4.4.3 Respondent Perception on Trust

Trust of KBZ bank is measured in terms of corporate loan security, information reliability belief, confidentiality trust assurance, organizational honesty belief, integrity-based problem handling, promise fulfillment confidence, and client interest trust. Table (4.6) shows the perceptions of the respondents towards trust of KBZ bank.

Table (4.6) Mean Score on Trust

Sr. No.	Trust	Mean Score	Std. Deviation
1.	Feeling secure when dealing with KBZ Bank for corporate loan matters	3.86	0.69
2.	Believing the reliability of information provided by KBZ Bank employees	3.81	0.77
3.	Trusting KBZ Bank to keep business information confidential	3.92	0.83
4.	Believing in KBZ Bank's honesty in all dealings	3.90	0.75
5.	Believing KBZ Bank would handle problems with integrity and fairness	3.86	0.74
6.	Feeling confident in KBZ Bank's fulfillment of promises and agreements for corporate loans	3.92	0.74
7.	Trusting KBZ Bank to act in the best interest of corporate clients	3.82	0.74
Overall Mean		3.87	

Source: Survey Data, 2025

According to Table (4.6), As seen by the overall mean score of 3.87, most respondents "Agree" that the level of trust in KBZ Bank regarding corporate loan services is high. The highest mean score of 3.92 indicates that the majority of the respondents agree that they trust KBZ Bank to keep their business information confidential and that the bank

keeps its promises and agreements for corporate loans. According to the second highest mean score of 3.90, respondents agree that KBZ Bank is honest in all of its dealings.

4.4.4 Respondent Perception on Responsiveness

Responsiveness of KBZ bank is measured in terms of quick inquiry response, customer needs understanding, immediate service assistance, willing question answering, customer assistance provision, timely issue resolution, and urgent needs response. Table (4.7) shows the perceptions of the respondents towards responsiveness of KBZ bank.

Table (4.7) Mean Score on Responsiveness

No.	Responsiveness	Mean Score	Std. Deviation
1.	Responding quickly to customer inquiries and requests	3.87	0.76
2.	Understanding customers' needs by KBZ Bank staff	3.77	0.80
3.	Providing immediate assistance with accounts or services	3.85	0.72
4.	Answering customer questions or concerns willingly	3.80	0.77
5.	Assisting customers whenever required	3.89	0.70
6.	Resolving issues raised in a timely manner	3.72	0.77
7.	Responding quickly to urgent business needs	3.81	0.72
Overall Mean		3.81	

Source: Survey Data, 2025

According to Table 4.7, According to the Likert scale, most respondents scored KBZ Bank's business lending services as "Agree" with a mean score of 3.81. According to the highest mean score of 3.89, most respondents think that KBZ Bank workers always help when needed. The second highest mean score of 3.87 indicates that KBZ Bank reacts rapidly to client queries and requests.

4.4.5 Respondent of Perception on Reliability

Reliability of KBZ bank is measured in terms of consistent service delivery, deadline meeting reliability, commitment follow-through, dependable loan support, promise fulfillment delivery, accurate loan records, and service quality consistency. Table (4.8) shows the perceptions of the respondents towards reliability of KBZ bank.

Table (4.8) Mean Score on Reliability

No.	Reliability	Mean Score	Std. Deviation
1.	Depending on KBZ Bank to deliver consistent service every time	3.73	0.72
2.	Meeting promised deadlines for corporate loan processing by KBZ Bank	3.77	0.73
3.	Relying on KBZ Bank to follow through on commitments	3.71	0.65
4.	Being dependable when support is needed with corporate loans	3.77	0.71
5.	Delivering on promises regarding corporate lending services	3.79	0.67
6.	Maintaining accurate records of loan accounts	3.90	0.73
7.	Experiencing consistency in the quality of KBZ Bank's corporate loan services	3.78	0.67
	Overall Mean	3.78	

Source: Survey Data, 2025

According to Table 4.8, The mean score of 3.78 shows that most respondents “Agree” that KBZ Bank provides reliable corporate lending services. The highest mean score of 3.90 suggests that most respondents feel KBZ Bank keeps reliable loan account data. The second highest mean score of 3.79 indicates that respondents believe KBZ Bank delivers on its corporate loan promises.

Table (4.9) Overall Mean Score

Sr. No.	Influencing Factors	Mean Score
1.	Price Transparency	3.86
2.	Employee Competences	3.94
3.	Trust	3.87
4.	Responsiveness	3.81
5.	Reliability	3.78

Source: Survey Data, 2025

According to the survey findings, all the mean scores of the influencing factors Price Transparency (3.86), Employee Competence (3.94), Trust (3.87), Responsiveness (3.81), and Reliability (3.78) fall within the range of 3.41 to 4.20, which corresponds to the “Agree” category on the mean rating scale. This indicates that respondents generally agree that these factors are present and positively influence their satisfaction with KBZ Bank’s corporate loan services.

Overall, the results show that customers hold a positive perception of KBZ Bank’s corporate loan services across all five influencing factors. This suggests that the bank is performing well in the key areas that drive customer satisfaction and is likely to foster continued customer loyalty in the corporate loan segment.

4.5 Respondents’ Perception on Customer Satisfaction

Trust of KBZ bank is measured in terms of expectation fulfillment experience, reliable service delivery, satisfactory transaction handling, timely application processing, satisfying usage decision, satisfactory service reception, and clear loan information. Table (4.10) shows the perceptions of the respondents towards trust of KBZ bank.

Table (4.10) Mean Score on Customer Satisfaction

Sr. No.	Customer Satisfaction	Mean Score	Std. Deviation
1.	Being satisfied with KBZ Bank's corporate loan services	3.75	0.73
2.	Being satisfied with the consistency and reliability of corporate loan services of KBZ bank.	3.75	0.62
3.	Being satisfied with the handling and management of corporate loan services of KBZ bank.	3.72	0.63
4.	Being satisfied with the efficiency and timeliness of loan processing.	3.73	0.71
5.	Being satisfied with the decision to choose KBZ Bank for corporate loan services.	3.80	0.63
6.	Being satisfied with the prompt services of KBZ bank.	3.75	0.68
7.	Being satisfied with the clarity and transparency of loan information provided.	3.82	0.68
	Overall Mean		3.76

Source: Survey Data, 2025

Table (4.10) shows that the highest mean score of 3.82 suggests that most respondents are happy with KBZ Bank's loan term clarity. The second highest mean score of 3.80 indicates that most respondents support using KBZ Bank for corporate loans. With mean ratings of 3.75, respondents think that KBZ Bank's corporate lending services meet or exceed their expectations and are dependable and consistent. The mean score of 3.76 indicates that respondents are happy with KBZ Bank's corporate lending services.

4.6 Respondent Perception on Customer Loyalty

Trust of KBZ bank is measured in terms of continued service usage, future choice preference, repeat loan selection, switching avoidance behavior, positive brand advocacy, loyal usage retention, and competitive advantage belief. Table (4.11) shows the perceptions of the respondents towards trust of KBZ bank.

Table (4.11) Mean Score on Customer Loyalty

Sr. No.	Customer Loyalty	Mean Score	Std. Deviation
1.	Continuing to use KBZ Bank for corporate loan services	3.77	0.70
2.	Considering KBZ Bank as the first choice for future business loans	3.80	0.68
3.	Choosing KBZ Bank again for another corporate loan	3.84	0.67
4.	Avoiding switching to another bank for corporate loan services	3.66	0.73
5.	Speaking positively about KBZ Bank to other business owners	3.81	0.68
6.	Continuing to use KBZ Bank despite slightly better terms from other banks	3.78	0.67
7.	Believing that staying with KBZ Bank provides a competitive advantage for the business	3.82	0.75
	Overall Mean		3.78

Source: Survey Data, 2025

According to Table (4.11), the highest mean score of 3.84 shows that most respondents would pick KBZ Bank for another business loan. The second highest mean score of 3.82 reveals that most respondents believe remaining with KBZ Bank gives their business an edge. A mean score of 3.81 indicates that respondents would recommend KBZ Bank to other company owners. The mean score of 3.78 indicates that respondents are loyal to KBZ Bank for business lending services.

4.7 Analysis of Influencing Factors on Customer Satisfaction

To examine the link between influencing variables and customer satisfaction using a standardized questionnaire with 114 responses. The data is analyzed using multiple regression, as shown in Table 4.12.

Table (4.12) Influencing Factors on Customer Satisfaction

Variables	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF.
	B	Std. Error				
(Constant)	.181	.104		1.739	.084	
Price Transparency	.247***	.068	.244	3.659	.000	6.616
Employee Competences	-.064	.072	-.071	-.895	.372	9.270
Trust	.192***	.063	.218	3.066	.003	7.499
Responsiveness	.100	.063	.111	1.576	.117	7.374
Reliability	.464***	.076	.482	6.103	.000	9.256
R Square	.894					
Adjusted R Square	.891					
F Value	265.133***					

Source: Survey Data, 2025

*** Significant at 1% level

In Table 4.12, the corrected R square is 0.891, indicating that this model can explain 89.1% of the variation in customer satisfaction predicted by influencing factors. This study has no serial correlation or multicollinearity because all Variance Inflation Factor (VIF) values are below 10. The model's F value is highly significant at the 1% level, demonstrating validity. Price transparency, trust, and reliability boost consumer happiness.

At 1% significance, price transparency has the largest beneficial effect on customer happiness. The 1% significance threshold shows that trust has the greatest beneficial effect on customer satisfaction. Customer satisfaction is positively influenced by reliability at the 1% significance level. The 10% significance threshold suggests a weak but substantial effect of responsiveness on customer satisfaction.

Employee competency does not affect customer happiness since its p-value surpasses 10%.

These data show that pricing transparency, trust, and responsiveness boost consumer happiness. The standardized coefficient (Beta) results show that dependability is the most significant explanatory variable. Thus, dependability dominates this model.

4.8 Analysis of Customer Satisfaction on Customer Loyalty

The link between customer pleasure and loyalty is examined using structured surveys from 114 consumers. We use regression analysis to examine the data, as indicated in Table 4.13.

Table (4.13) Effect of Customer Satisfaction on Customer Loyalty

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.
	B	Std. Error			
(Constant)	-.052	.096		-.541	.589
Customer Satisfaction	1.020***	.025	.954	40.346	.000
R Square	.910				
Adjusted R Square	.909				
F Value	1627.798***				

Source: Survey Data, 2025

*** Significant at 1% level

Table (4.13) shows that customer happiness explains 91.0% of customer loyalty variance with a R Square value of 0.910. Adjusted for predictor count, the model's Adjusted R Square value is 0.909, confirming its robustness. The regression model is statistically valid and fits the data well since the F Value of 1627.798 is highly significant at 1%. The customer happiness coefficient is 1.020, with a Beta value of 0.954, indicating a strong and statistically significant positive association between customer contentment and loyalty. KBZ Bank's business lending services gain client loyalty as customer satisfaction rises.

CHAPTER 5

CONCLUSION

This chapter begins with results and debates. Based on findings, recommendations are made. Finally, research needs are stated.

5.1 Findings and Discussions

The findings illuminate lending service customer satisfaction elements. The sample population of 114 corporate clients complete a 5-point Likert scale questionnaire to acquire main data. The majority of KBZ Bank's customers are male adults ranging from young to middle age, indicating that men are typically more active in utilizing banking services. Most of these customers are married, possess higher educational qualifications, and hold professional jobs, representing a well-informed and economically active customer group.

Price transparency improves customer happiness at the 1% significance level. This implies that business loan consumers favor clear, upfront disclosure regarding interest rates, fees, and loan conditions.

Trust also positively affects customer satisfaction at the 1% significance level. This shows that corporate clients are happier when the bank is trustworthy, fair, and protects their financial interests.

Reliability positively affects customer satisfaction the most with the greatest standardized coefficient and 1% significance. This means that consistent service, following deadlines, and keeping promises are essential to customer satisfaction.

Responsiveness has a positive but statistically insignificant effect. Although clients may appreciate promptness and support, this factor did not meet the conventional levels of statistical significance, suggesting it is a less decisive driver of satisfaction in this model.

Employee Competence was also not statistically significant and even showed a negative coefficient. This may suggest that although employees' knowledge and professionalism are important, they may not be a primary differentiator of satisfaction in the eyes of corporate clients perhaps due to uniformly high expectations or consistent performance across staff. While employee competence is generally viewed as a positive contributor to service quality, there are instances in which it may negatively impact customer satisfaction, particularly in service-intensive industries such as banking. Highly competent employees often focus on delivering technically accurate and efficient services;

however, this focus may sometimes lead to interactions that lack empathy or personal engagement. Customers may perceive such employees as overly formal, rigid, or even unapproachable, especially if communication is filled with technical jargon that is difficult to understand (Bitner, Booms, & Tetreault, 1990). Moreover, when service personnel strictly adhere to procedures without showing flexibility or warmth, customers may feel undervalued or emotionally disconnected from the service experience. This disconnect is further exacerbated when highly skilled employees assume a certain level of customer understanding that may not exist, resulting in miscommunication and unmet expectations (Parasuraman, Zeithaml, & Berry, 1988). In such cases, competence without emotional intelligence or personalization can unintentionally create a perception of indifference, reducing overall satisfaction.

Customer satisfaction is 1% significant. This shows that customer happiness greatly increases consumer loyalty. The data reveals that delighted corporate clients are far more loyal to KBZ Bank because customer pleasure improves customer loyalty.

The results show that pricing transparency, trust, and dependability boost KBZ Bank corporate loan customer satisfaction. One of the biggest influences on customer happiness is dependability. Loan disbursement or service execution delays can impact business clients' operations, cash flow, and project timeframes. Their company continuation depends on reliability, not merely a desirable characteristic.

Customer satisfaction also positively and significantly affects KBZ Bank corporate loan service customer loyalty. KBZ Bank's corporate loan customers are more likely to stay with the bank, promote it to others, and see it as a long-term financial partner.

5.2 Suggestions and Recommendations

Based on the survey results, KBZ Bank can boost corporate loan customer happiness and loyalty. First, KBZ Bank should prioritize business loan service dependability as it is the biggest determinant in client happiness.

KBZ Bank should ensure reliability by consistently following through on its commitments with transparency and accountability. The bank should prioritize timely and accurate delivery of services, communicate clearly with customers about any updates or changes, and promptly resolve any issues that arise. By maintaining a strong focus on consistency in all transactions and interactions, KBZ Bank can build trust and confidence among its customers. KBZ Bank should implement robust monitoring systems and provide

continuous staff training to consistently uphold its promises and meet customer expectations. KBZ Bank should deliver consistent service every time by standardizing its processes and ensuring all employees follow clear guidelines. The bank should regularly train its staff to maintain high-quality service and quickly address any service gaps or errors. By using reliable technology systems and conducting frequent quality checks, KBZ Bank can minimize disruptions and provide seamless experiences for customers. Clear communication and prompt problem-solving will further strengthen customers' confidence that they can depend on the bank for reliable and consistent service at all times. Strengthening reliability in this way will ultimately contribute to higher customer satisfaction and loyalty in KBZ Bank's corporate loan services.

For price transparency, KBZ Bank should proactively communicate all fees and interest rate changes to customers well in advance. The bank should provide clear, detailed information through multiple channels such as emails, SMS alerts, and updates on its website and mobile app. KBZ Bank should simplify the pricing structure of its corporate loans by clearly outlining all fees, interest rates, and charges in straightforward language. The bank should design easy-to-read documents and digital materials that break down complex terms into simple explanations. KBZ Bank should also provide accessible customer support to answer any questions and clarify details promptly. By making the pricing structure transparent and easy to understand, KBZ Bank can help customers feel more confident and secure when choosing their corporate loan options. Strengthening price transparency in this way will lead to greater confidence and loyalty among corporate loan customers at KBZ Bank.

Regarding trust, KBZ Bank build trust by ensuring that all employees provide accurate, honest, and consistent information to customers. The bank should train its staff thoroughly on product details and company policies to prevent misinformation. KBZ Bank should also encourage transparency in communication and promptly correct any errors or misunderstandings. Moreover, KBZ Bank should demonstrate its commitment to acting in the best interest of corporate clients by prioritizing their needs in every decision and service offered. The bank should maintain transparency in all transactions and offer personalized solutions that align with clients' business goals. KBZ Bank should consistently deliver ethical advice, protect client information, and respond promptly to client concerns in order to build strong, trustworthy relationships. By upholding high ethical standards and demonstrating a commitment to transparency and integrity, the bank can assure corporate clients that their interests are genuinely valued. This approach will reinforce client

confidence and demonstrate that KBZ Bank acts not only as a financial provider, but as a reliable partner dedicated to supporting their long-term success. Enhancing trust in this way will significantly improve customer satisfaction and foster long-term loyalty toward KBZ Bank's corporate loan services.

5.3 Need for Further Research

This study focuses solely on the factors affecting customer satisfaction and loyalty towards corporate loan services provided by KBZ Bank and does not include other banks in Myanmar. Therefore, further research should investigate customer satisfaction and loyalty across other private banks to provide a comprehensive view of the corporate loan services in the banking sector. Additionally, this study examines selected factors influencing customer satisfaction and loyalty based on service quality, price transparency, employee competences, trust, responsiveness, and reliability. It is recommended that future research explore additional factors such as technological innovations, customer demographics, economic conditions, and regulatory impacts. Including these factors will offer deeper insights into what drives or hinders customer satisfaction and loyalty in corporate loan services, enabling more effective strategies for improving banking services in Myanmar.

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APPENDIX A QUESTIONNAIRE

Dear Respondent,

The below mentioned questionnaire is for research title “Customer Satisfaction and Customer Loyalty towards Corporate Loan Services of KBZ Bank”. Please tick your response for the following questions. Your time and effort to complete this survey will be appreciated. The information you provide will be kept confidential and will only be used for research purpose.

Part (A) Individual Factors

1. Gender:

- Male
- Female

2. Marital Status:

- Single
- Married

3. Age:

- 20 or younger
- 21-30 years
- 31-40 years
- 41-50 years
- Older than 50 years

4. Education Level:

- Lower than Bachelor’s degree
- Bachelor’s degree
- Other, please specify _____
- High School
- Master Degree

5. Occupation:

- Junior Staff
- Senior Staff
- Supervisor
- Assistant Manager/ Manager
- Other, please specify _____

The following statements relate to in your company. To what extent do you agree or disagree with each of the statement?

Use a scale where 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree.

Part (B) Influencing Factors

I. Price Transparency

No.	Particular	1	2	3	4	5
1.	KBZ Bank clarity in explaining interest rates for corporate loan services.					
2.	KBZ Bank provides complete information about loan fees and charges.					
3.	KBZ Bank clarity in explaining all price-related terms in a simple and understandable manner					
4.	KBZ Bank practice of informing clients in advance about changes in fees or interest rates.					
5.	KBZ Bank pricing structure for corporate loans and its ease of understanding					
6.	KBZ Bank provision of detailed breakdowns of charges in corporate loan statements					
7.	KBZ Bank disclosure of optional charges before signing a corporate loan agreement					

II. Employee Competences

No.	Particular	1	2	3	4	5
1.	KBZ Bank employees have knowledgeable about corporate loan products.					
2.	KBZ Bank employees have ability to handle my loan inquiries.					
3.	KBZ Bank employee’s communication skills and knowledge of corporate loan terms and conditions.					
4.	KBZ Bank employees are qualified to give accurate financial advice.					
5.	KBZ Bank employees handle corporate loan processes professionally and efficiently.					
6.	KBZ Bank employees provide consistent and correct information.					
7.	KBZ Bank employees stay updated with current loan policies and market trends.					

III. Trust

No.	Particular	1	2	3	4	5
1.	KBZ Bank ability to make corporate clients feel secure in loan-related matters.					
2.	KBZ Bank reliability in the information provided by its employees.					
3.	KBZ Bank confidentiality in handling corporate client business information.					
4.	KBZ Bank honesty in its dealings with corporate clients.					
5.	KBZ Bank fairness and integrity in problem resolution.					
6.	KBZ Bank commitment to keeping promises and agreements related to corporate loans.					
7.	KBZ Bank intention to act in the best interest of its corporate clients.					

IV. Responsiveness

No.	Particular	1	2	3	4	5
1.	KBZ Bank responds quickly to customer inquiries and requests.					
2.	KBZ Bank employees understanding of customers' needs.					
3.	KBZ Bank provides immediate assistance when help is needed with accounts or services.					
4.	KBZ Bank employees is assisting to answer any questions or concern of customers.					
5.	KBZ Bank employees are always to assist when required.					
6.	KBZ Bank resolves any issues I raise in a timely manner.					
7.	KBZ Bank is quick to respond when I have an urgent business need.					

V. Reliability

No.	Particular	1	2	3	4	5
1.	KBZ Bank dependability in delivering consistent corporate loan services					
2.	KBZ Bank consistently meets its promised deadlines for corporate loan processing.					
3.	KBZ Bank reliability in fulfilling commitments to corporate clients					
4.	KBZ Bank is dependable when I need support with my corporate loan.					
5.	KBZ Bank delivers on what it promises regarding corporate lending services.					
6.	KBZ Bank maintains accurate records of my loan accounts.					
7.	KBZ Bank's consistency in the quality of corporate loan services provided					

Part (B) Customer Satisfaction

The following statements relate to in your company. To what extent do you agree or disagree with each of the statement?

Use a scale where 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree.

No.	Particular	1	2	3	4	5
1.	I am satisfied with KBZ Bank's corporate loan services.					
2.	I am satisfied with the consistency and reliability of KBZ Bank's corporate loan services.					
3.	I am satisfied with the handling and management of corporate loan services by KBZ Bank.					
4.	I am satisfied with the efficiency and timeliness of the loan processing.					
5.	I am satisfied with my decision to choose KBZ Bank for corporate loan services.					
6.	I am satisfied with the prompt services provided by KBZ Bank.					
7.	I am satisfied with the clarity and transparency of the loan information provided.					

Part (C) Customer Loyalty

The following statements relate to in your company. To what extent do you agree or disagree with each of the statement?

Use a scale where 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree.

No.	Particular	1	2	3	4	5
1.	I intend to continue using KBZ Bank for corporate loan services.					
2.	I consider KBZ Bank my first choice for future business loans.					
3.	I would choose KBZ Bank again for another corporate loan.					
4.	I have no intention of switching to another bank for corporate loan services.					
5.	I would speak positively about KBZ Bank to other business owners.					
6.	I would continue using KBZ Bank even if another bank offers slightly better terms.					
7.	I believe staying with KBZ Bank provides a competitive advantage for my business.					

APPENDIX B
SPSS OUTPUT

Influencing Factors on Customers Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946 ^a	.894	.891	.20043

a. Predictors: (Constant), Reliability Mean, Price Transparency Mean, Trust Mean, Responsiveness Mean, Employee Competences Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.253	5	10.651	265.133	.000 ^b
	Residual	6.307	157	.040		
	Total	59.560	162			

a. Dependent Variable: Customer Satisfaction Mean

b. Predictors: (Constant), Reliability Mean, Price Transparency Mean, Trust Mean, Responsiveness Mean, Employee Competences Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.181	.104		1.739	.084		
Price Transparency Mean	.247	.068	.244	3.659	.000	.151	6.616
Employee Competences Mean	-.064	.072	-.071	-.895	.372	.108	9.270
Trust Mean	.192	.063	.218	3.066	.003	.133	7.499
Responsiveness Mean	.100	.063	.111	1.576	.117	.136	7.374
Reliability Mean	.464	.076	.482	6.103	.000	.108	9.256

a. Dependent Variable: Customer Satisfaction Mean

Effect of Customer Satisfaction on Customer Loyalty

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 ^a	.910	.909	.19508

a. Predictors: (Constant), Customer Satisfaction Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.949	1	61.949	1627.798	.000 ^b
	Residual	6.127	161	.038		
	Total	68.077	162			

a. Dependent Variable: Customer Loyalty Mean

b. Predictors: (Constant), Customer Satisfaction Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.052	.096		-.541	.589
	Customer Satisfaction Mean	1.020	.025	.954	40.346	.000

a. Dependent Variable: Customer Loyalty Mean