

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

**CUSTOMER ENGAGEMENT AT BIDV YANGON BRANCH**

**THU THU LINN**

**MBF 60**

**MBF 5<sup>th</sup> BATCH**

**JUNE, 2025**

# **CUSTOMER ENGAGEMENT AT BIDV YANGON BRANCH**

A thesis submitted as a partial fulfillment towards the requirements for  
the degree of Master of Banking and Finance (MBF)

**Supervised by:**

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

**Submitted by:**

Thu Thu Linn  
MBF - 60  
MBF 5<sup>th</sup> Batch  
2023-2025

**JUNE, 2025**

## ACCEPTANCE

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

## BOARD OF EXAMINERS

-----  
(Chairperson)

Prof. Dr. Tin Tin Htwe

Rector

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(Supervisor)

Dr. Phu Pwint Nyo Win Aung

Associate Professor

Department of Commerce

Yangon University of Economics

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Yangon University of Economics

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Department of Commerce

Yangon University of Economics

-----  
(Examiner)

Prof. Dr. May Su Myat Htway Aung

Professor

Department of Commerce

Yangon University of Economics

**JUNE, 2025**

## **ABSTRACT**

The main objective of this study is to examine the factors influencing customer engagement at BIDV Yangon Branch. The study aims to analyze how personalization, brand trust, service quality, communication, and digital banking contribute to the level of customer engagement among corporate customers. A quantitative research method was applied utilizing a descriptive analytical approach. Primary data were collected through structured questionnaires, with a total of 200 corporate customers selected through simple random sampling according to Taro Yamane's formula (1967). The collected data were analyzed using descriptive statistics and multiple linear regression to identify relationship between variables. Secondary data were obtained from internal reports of BIDV, academic journals, and online resources to support the analysis. The findings indicate that all five variables have statistically significant influence on customer engagement. Among them, service quality is identified as the most influential factor, followed by brand trust and communication. This study suggests that BIDV Yangon Branch priorities the maintenance of service quality standards, strengthen brand trust through transparent and dependable services, and improve communication channels to better connect with customers. Moreover, it is recommended that the bank adopt more personalized approaches and leverage digital banking platforms to improve customer experiences and foster long-term engagement.

## ACKNOWLEDGEMENTS

First of all, I would like to show my sincere gratitude to Professor Dr. Tin Tin Htwe, Rector of Yangon University of Economics, and the Master of Banking and Finance program for giving me the opportunity to study this valuable knowledge for my career in the banking industry.

Secondly, I would like to acknowledge Professor Dr. Thynn Thynn Myint, Programme Director and Head of the Department of Commerce, Yangon University of Economics, for her constructive comments, valuable advice, and academic support during the course of this study.

Thirdly, I would like to acknowledge my supervisor, Dr. Phu Pwint Nyo Win Aung, Associate Professor of the Department of Commerce, Yangon University of Economics, for her continuous guidance, insightful suggestions, and unwavering encouragement throughout the preparation of this research paper. I deeply appreciate her patience, support, and expertise which helped me complete this work successfully.

Fourthly, I would like to express my appreciation to all board of examiners and the lecturers from Department of Commerce, Yangon University of Economics for sharing their profound knowledge and offering their constant encouragement throughout my studies.

I would also like to acknowledge my family for their continuous support both emotionally and financially during the preparation of this research. My heartfelt thanks go to my classmates for their cooperation, encouragement, and valuable feedback throughout the journey of the MBF program.

Lastly, I would like to express my thanks to the Chairman of BIDV, BOM and co-workers of BIDV Yangon Branch for their support in providing data and information, and for taking the time to participate in the research survey. Their contribution was essential in completing this paper successfully.

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## LIST OF ABBREVIATIONS

BIDV	Joint Stock Commercial Bank for Investment and Development of Vietnam
BOD	Board of Directors
CEO	Chief Executive Officer
CE	Customer Engagement
CRM	Customer Relationship Management
CSR	Corporate Social Responsibility
MMK	Myanmar Kyat
SPSS	Statistical Package for the Social Sciences
IT	Information Technology
VIF	Variance Inflation Factor

# CHAPTER I

## INTRODUCTION

The banking industry is essential for promoting economic development through mobilization of savings, allocation of capital, and facilitation of trade and investment activities. Banks, functioning as financial intermediaries, offer crucial services such as deposit-taking, lending, credit creation, and payment processing both individual and corporate financial activities. The strength and resilience of a nation's banking industry significantly impact its financial stability and growth in the current global economy. According to Mishkin and Eakins (2018), the effectiveness of financial institutions in managing stakeholder relationships and delivering value-added services is crucial for establishing their competitive advantage and enhancing overall economic development.

The significance of the banking sector has intensified concomitantly with processes of globalization, financial liberalization, and digital innovation. Modern banking paradigms extend beyond traditional brick-and-mortar establishments, embracing technological advancements, innovative digital solutions, and customer-centric methodologies to address the evolving expectations of consumers. This evolution has heightened competitive pressures, rendering customer loyalty and engagement critical determinants of sustainable success. As banks diversify their offerings and contend with emerging fintech disruptors, cultivating enduring customer relationships through strategic engagement initiatives has emerged as a key differentiator (KPMG, 2020).

Customer engagement has ascended as a fundamental strategic element within the banking industry, characterized as the emotional, cognitive, and behavioral nexus between clients and financial institutions (Brodie et al., 2011). Engaged customers are more likely to demonstrate enhanced loyalty, increased utilization of banking products, and advocacy behaviors. In the banking context, customer engagement transcends mere satisfaction; it encompasses trust, commitment, and active participation in the service relationship. With the proliferation of digital touch points, banks must prioritize personalized communication, consistent service quality, and comprehensive customer experience management to deepen engagement levels (Van Doorn et al., 2010).

Multiple antecedents influence customer engagement, including personalization, brand trust, service quality, communication, and digital banking. Empirical evidence suggests that emotional bonds and trust are integral to fostering long-term engagement within financial services (So et al., 2016). Furthermore, digital banking platforms, responsiveness, and customized experiences are essential for fostering and sustaining strong customer relationships. Banks that invest in comprehending customer preferences and customizing their engagement strategies are more likely to secure competitive advantages and foster customer retention.

JSC Bank for Investment and Development of Vietnam (BIDV), a prominent state-owned commercial bank in Vietnam, expanded its operational footprint to Myanmar via the establishment of the BIDV Yangon Branch. Since its inception in 2016, the branch has aimed to facilitate trade and investment flows between Vietnam and Myanmar, offering corporate banking, international settlement, and financial advisory services. As Myanmar's banking landscape continues to evolve, understanding the dynamics of customer engagement within BIDV Yangon is essential for optimizing service delivery, fostering customer loyalty, and enhancing strategic positioning within the local market.

The rapid proliferation of digital banking services and escalating expectations for personalized and convenient financial solutions present both opportunities and challenges for foreign banking branches like BIDV Yangon. In an increasingly competitive environment, identifying the primary drivers of customer engagement is a strategic necessity. The diversification of customer touchpoints through digital platforms necessitates a nuanced understanding of how digital experiences, relationship management practices, and service quality collectively influence customer engagement outcomes.

Consequently, this research aims to how personalization, brand trust, service quality, communication, and digital banking influence customer engagement at BIDV Yangon Branch. By analyzing these relationships, the research seeks to provide practical insights that can support BIDV in strengthening customer relationships, improving service delivery, and achieving long-term strategic growth within Myanmar's financial services industry.

## **1.1 Rationale of the Study**

The Bank for Investment and Development of Vietnam (BIDV) is one of the largest and most reputable state-owned commercial banks in Vietnam. As part of its regional expansion strategy, BIDV established the Yangon Branch in Myanmar in 2016 to support bilateral trade, investment, and financial cooperation between the two nations. Operating in a foreign market poses several challenges, including competition from local and international banks, regulatory changes, and dynamic customer preferences. To navigate these complexities and establish a loyal customer base in Myanmar, it is essential for BIDV Yangon Branch to understand and strengthen customer engagement strategies tailored to the local context.

Customer engagement has become a strategic priority in the financial services industry. Unlike traditional marketing approaches that focus primarily on customer acquisition, customer engagement emphasizes building long-term relationships and maximizing customer lifetime value (Kumar & Pansari, 2016). In the banking sector, where services are often intangible and trust-based, engagement is especially critical for fostering loyalty, increasing cross-selling opportunities, and reducing customer churn. For BIDV Yangon Branch, adopting a proactive customer engagement approach is vital not only for business sustainability but also for achieving differentiation in an increasingly competitive and digitalized market.

Personalization, brand trust, service quality, communication, and digital banking influence customer engagement. Pansari and Kumar (2017) state that service quality, the bank's consistency, responsiveness, and reliability influences customer engagement. Brand trust reflects customers' confidence in the bank's capability, integrity, and long-term commitment to customer welfare. Communication, both digital and interpersonal, plays a vital role in keeping customers informed, connected, and involved, thereby enhancing their engagement. Personalization, the degree to which services are tailored to individual preferences, helps strengthen emotional and behavioral ties with the bank. Additionally, digital banking, including ease of use, 24/7 access, and secure transaction capabilities, has become increasingly critical in fostering engagement in today's technology-driven environment. Understanding how these

variables interact is crucial to creating effective customer engagement strategies tailored for BIDV Yangon Branch.

The study focuses that how foreign banks operating in Myanmar can enhance customer engagement effectively. It focuses on key influencing factors such as personalization, brand trust, service quality, communication, and digital banking. Although these factors have been widely studied in developed countries, they haven't been studied as much in developing markets like Myanmar, where cultural and technological conditions are quite different. By focusing on how these engagement strategies can be adapted to the local context, the study offers practical insights for foreign banks. It also adds to academic discussions by examining how customer experience plays a role in shaping engagement, helping to build a fuller picture of how strong, lasting relationships can be created in international banking environments.

From a managerial perspective, this study provides valuable information that can help BIDV Yangon Branch improve its customer relationship management practices. By identifying the most influential factors affecting engagement, bank executives can prioritize investments in areas such as digital infrastructure, frontline employee training, and personalized service design. Moreover, enhanced engagement may lead to increased customer retention, better brand reputation, and higher financial performance factors that are crucial for the long-term viability of BIDV's operations in Myanmar.

The benefits of conducting this study also extend to the broader financial services community. Local banks and other foreign financial institutions can use the findings to benchmark their engagement practices and adapt strategies based on customer behavior trends. Policymakers and regulators may also gain insights into how customer-centric approaches can contribute to financial inclusion and stability in Myanmar. As the country continues to modernize its financial system, evidence-based strategies such as those proposed in this study can support a more inclusive and customer-focused banking ecosystem.

This study is both timely and relevant. It addresses the pressing need for strategic customer engagement in Myanmar's evolving banking sector and provides a

focused analysis of how BIDV Yangon Branch can strengthen its position through relationship-building practices. By exploring key engagement variables and offering practical recommendations, the research aims to support decision-making, academic understanding, and financial service development in a growing market.

## **1.2 Objectives of the Study**

The main objective of this study is:

- (a) To identify influencing factors on customer engagement at BIDV Yangon Branch;
- (b) To analyze factors influencing customer engagement at BIDV Yangon Branch.

## **1.3 Scope and Method of the Study**

This study examined on analyzing factors influencing customer engagement at BIDV Yangon Branch. The research examined customer engagement at BIDV Yangon Branch. The study was conducted using a quantitative research approach. Research objectives were met by collecting primary and secondary data. Structured questionnaires collected primary data. Taro Yamane's formula (1967) was applied to calculate the sample size. Based on the population of BIDV Yangon in March 2025, which is about 400, a simple size of 200 is needed. The survey questionnaire is randomly sent to 200 corporate customers of BIDV Yangon Branch to analyze their level of engagement and satisfaction with the bank's customer engagement initiatives. BIDV Yangon Branch customers' engagement impressions were assessed by the structured questionnaire. Secondary data were obtained from books, academic journals, research papers, and reliable web sources to support the analysis. The report examined Myanmar's banking environment and consumer engagement trends in March 2025.

## **1.4 Organization of the Study**

This study is segmented into five chapters. Chapter 1 consists of the introduction, covering the rationale of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter 2 presents a review of relevant literature, focusing on key concepts and theories related to customer

engagement. Chapter 3 provides an overview of BIDV Yangon Branch. Chapter 4 presents the research methodology, survey design, demographic profile of respondents, and data analysis. Chapter 5 provides the discussions of research findings, conclusions, recommendations, research implication and the needs for further studies.

## **CHAPTER II**

### **THEORETICAL BACKGROUND**

In this chapter, the definition and concept of customer engagement and factors influencing customer engagement are discussed. Moreover, the review on previous studies and conceptual framework of the study are also expressed.

#### **2.1 Concept of Customer Engagement**

Customer engagement has become a fundamental concept in marketing literature, illustrating the dynamic and interactive nature of customer-firm relationships. It is characterized as the level of a customer's cognitive, emotional, and behavioral commitment in specific brand interactions (Hollebeek, 2018). This engagement beyond mere transactional relationships, incorporating a wider array of participatory behaviors, including content sharing, giving feedback, and co-creating value with the brand.

The concept of customer engagement is multidimensional, typically encompassing cognitive (thought-based), emotional (feelings-based), and behavioral (action-based) dimensions (Brodie et al., 2019). Cognitive engagement involves the customer's level of interest and attention toward a brand, emotional engagement reflects the positive feelings a customer develops, and behavioral engagement is demonstrated through participation such as writing reviews or recommending the brand. These dimensions are often interrelated and together contribute to stronger customer-brand relationships.

Customer engagement is not only a psychological state but also a process that evolves over time through repeated interactions (Kumar & Pansari, 2018). It is influenced by customer experiences, perceived value, and satisfaction, and in turn influences customer loyalty, advocacy, and business performance. Companies that strategically manage engagement can foster long-term relationships and competitive advantage.

Digital technology and social media have significantly transformed the way customer engagement occurs. Online platforms enable real-time, two-way interactions

that allow customers to engage with brands beyond traditional touchpoints (Dessart, 2020). Through likes, comments, shares, and user-generated content, customers can actively participate in brand communities, enhancing the depth and breadth of engagement.

Customer engagement is closely tied to value co-creation, where both the firm and the customer contribute to the development of personalized experiences and outcomes (Islam & Rahman, 2021). In this sense, engagement becomes a collaborative process, not just a result of marketing efforts. Businesses are thus encouraged to design participatory platforms, personalized experiences, and interactive environments to foster higher engagement levels.

Empirical studies have shown that higher levels of customer engagement lead to greater brand loyalty, increased customer lifetime value, and improved word-of-mouth marketing (Rather, 2019). Engaged customers act as brand ambassadors, voluntarily promoting the brand within their networks. As such, customer engagement is now considered a critical metric for measuring marketing success and long-term customer relationships.

In conclusion, customer engagement is a multifaceted, dynamic concept that plays a central role in modern marketing. It reflects the emotional, cognitive, and behavioral connections customers develop with brands over time. With advancements in digital technology, businesses have unprecedented opportunities to interact with customers and co-create meaningful engagement experiences that enhance satisfaction, loyalty, and business growth.

## **2.2 Factors Influencing Customer Engagement**

Customer engagement in banking is influenced by multiple factors, including personalization, brand trust, service quality, communication, and digital banking. Effective customer engagement strategies help banks foster loyalty, improve customer retention, and drive long-term profitability (Kumar & Reinartz, 2018). In an increasingly competitive banking sector, understanding these influencing factors is crucial for optimizing engagement strategies. This study examines key determinants of customer engagement at BIDV Yangon Branch, considering theoretical and empirical insights from existing literature.

### **(a) Personalization**

Hollebeek and Macky (2019) contend that personalized banking experiences are crucial for enhancing customer engagement. They claim that customers feel more emotionally and operationally engaged to the institution that banks offer personalized services such as individualized financial advice or customized product suggestions. Personalization adds relevance and attentiveness to the interaction of bank's customers.

Grewal et al. (2017) emphasize that personalization enhances engagement and brand loyalty beyond basic customer satisfaction. Customers who see services as customized to their unique needs are more likely to maintain long-term engagement with an organization. This emphasizes personalization's long-term value for customer retention and advocacy.

Smith (2020) points out that the use of data analytics in banking has revolutionized the ability to offer customer-centric experiences. By analyzing behavioral and transactional data, banks can proactively meet customer needs, anticipate preferences, and deliver timely and relevant solutions. In an increasingly digital and competitive market, such data-driven personalization is vital for maintaining a strong engagement strategy.

### **(b) Brand Trust**

Syaifuddin et al. (2020) emphasize that trust and reputation are fundamental to customer engagement in the financial services sector. Given the sensitive nature of financial transactions, customers prioritize reliability and transparency when choosing a banking partner. Institutions that consistently demonstrate dependability and openness are more likely to foster stronger relationships and long-term engagement with their clients.

Rather and Hollebeek (2021) highlight the role of a positive brand image in reinforcing trust and encouraging customer interaction. When customers view a bank as ethical, secure, and credible, they are more inclined to deepen their engagement. A reputable brand not only boosts confidence but also leads to increased usage of services and the likelihood of customers recommending the institution to others.

Morgan (2018) further supports the importance of maintaining consistent and honest communication in building trust-based relationships. He argues that clear messaging and adherence to ethical standards form the foundation of customer confidence. In the competitive banking industry, trust developed through transparency and responsible behavior directly contributes to customer loyalty and advocacy.

### **(c) Service Quality**

Customer engagement, contentment, and loyalty depend on service quality excellent. Parasuraman et al. (1988) established the SERVQUAL model, to evaluate service quality across five dimensions: tangibility, reliability, responsiveness, assurance, and empathy. These dimensions give a systematic way to assess customer satisfaction in service-intensive sectors like banking. The approach is still used in current service quality assessments, proving its usefulness.

Al-Hawary and Aldaihani (2022) assert that high service quality is a key driver of customer engagement. Their research shows that banks delivering consistently superior services are more likely to cultivate engaged customers who are satisfied, loyal, and more inclined to participate actively in the service relationship. Satisfied customers often demonstrate stronger emotional bonds and are more responsive to future offerings, contributing to long-term engagement.

Lee (2020) assert that emphasizes that favorable service quality not only influence satisfaction but also promote customer engagement and advocacy. A bank's prompt and sympathetic service makes consumers more inclined to connect with the business, offer feedback, and share positive experiences. This dynamic enhance the bank's reputation and client loyalty through word-of-mouth.

### **(d) Communication**

Verhoef et al. (2010) emphasize that effective communication plays a vital role in shaping customer engagement by enhancing perceptions of reliability, consistency, and transparency. These elements are essential in establishing trust, which serves as a critical foundation for deeper emotional and behavioral commitment. In the banking sector, clear and coherent communication helps customers feel informed and reassured, which increases their willingness to interact regularly with the brand.

Brodie et al. (2011) further elaborate that interactive communication fosters customer participation in value co-creation, which is central to modern engagement strategies. When customers feel heard and involved in shaping the service experience, their sense of ownership and connection to the brand strengthens. This participatory process builds stronger relational bonds, promoting long-term loyalty and enhancing customer advocacy in highly competitive markets such as financial services.

Nguyen et al. (2018) highlight the growing importance of integrated, multi-channel communication strategies in the digital era. As customer expectations evolve, especially in banking, timely and responsive communication across both traditional and digital touch points becomes critical. Providing clarity about service offerings, delivering real-time support, and maintaining personalized messaging across platforms help sustain engagement and meet the demands of an increasingly tech-savvy customer base.

#### **(e) Digital Banking**

Marinković, Senic, and Kijevcanin (2020) highlight that digital banking has fundamentally transformed customer engagement by improving accessibility, speed, and convenience. Their research shows that banks providing user-friendly mobile apps, chatbots, and seamless online platforms experience significantly higher levels of customer interaction. These digital tools make banking services more readily available, encouraging more frequent and efficient customer engagement.

Le and Ho (2022) emphasize that technological innovations in digital banking go beyond convenience to enhance personalization and responsiveness. By leveraging data analytics and AI-driven tools, banks can tailor services to individual customer needs, thereby improving satisfaction. This personalized approach fosters stronger emotional connections and loyalty, which are essential components of sustained customer engagement.

Kumar (2021) notes that the integration of digital solutions in banking enables a more interactive and responsive customer experience. Real-time communication channels and instant transaction capabilities create an environment where customers feel valued and supported. Such digital enhancements are critical for maintaining

engagement in a competitive financial landscape that increasingly relies on technology-driven service delivery.

#### **(f) Customer Engagement**

Pansari and Kumar (2017) emphasize that customer engagement is vital in the banking sector because it directly impacts customer loyalty, retention, and long-term profitability. They explain that engaged customers develop both emotional and transactional bonds with the bank, which increases their lifetime value and decreases the likelihood of switching to competitors. This dual connection encourages customers to utilize a wider range of financial products and to advocate positively for the brand.

Islam and Rahman (2016) focus on the role of trust, service experience, and relationship quality as critical elements of customer engagement in banking. Their research shows that these factors contribute to deeper, more meaningful relationships, which in turn enhance customer satisfaction. Engaged customers who experience high-quality service and strong trust are more likely to maintain long-term loyalty, which is essential in a competitive and evolving financial landscape.

Verhoef et al. (2010) highlight the growing importance of proactive engagement strategies such as personalized services, digital innovation, and responsive communication. They argue that as banking becomes increasingly digitized and customer expectations rise, effective engagement is crucial for banks seeking to differentiate themselves in crowded markets. Strong engagement helps sustain competitiveness and supports continued growth by building lasting relationships with customers.

### **2.3 Related Theories of the Study**

Customer engagement is deeply rooted in several theoretical frameworks that explain how customers interact with brands and build long-term relationships.

### **(a) Relationship Marketing Theory**

Relationship Marketing Theory is commonly used in this area (Morgan & Hunt, 1994). This approach theory emphasizes trust, dedication, and reciprocal value creation to develop long-term customer relationships. Relationship marketing banks use personalized communication, loyalty programs, and proactive customer service to enhance engagement. Understanding relationship marketing may help BIDV Yangon build stronger customer relationships and increase satisfaction and loyalty.

### **(b) Customer Engagement Theory**

Customer Engagement Theory emphasizes customer engagement, involvement, and emotional connection, beyond standard marketing approaches (Brodie, Hollebeek, Jurić, & Ilić, 2011). This theory suggests that engagement is a multidimensional construct that includes cognitive, emotional, and behavioral aspects. In banking, engaged customers are more likely to use multiple services, recommend the bank to others, and provide feedback that helps in service improvement. Applying customer engagement theory to BIDV Yangon can provide insights into how customers interact with the bank's digital platforms, service quality, and relationship management efforts.

### **(c) Technology Acceptance Model**

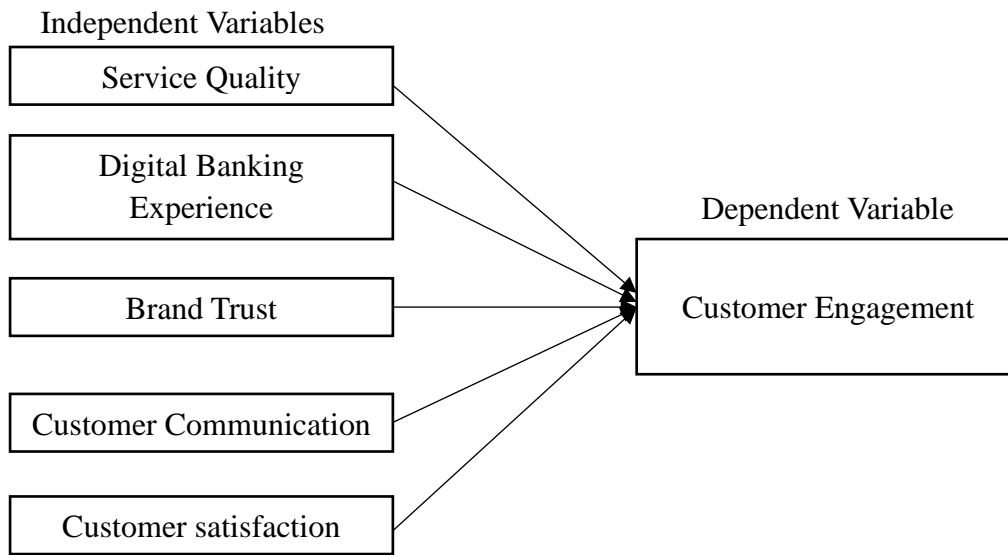
With the rise of digital banking, the Technology Acceptance Model (TAM) (Davis, 1989) is another important paradigm in modern banking. TAM discusses how perceived utility and ease of use affect customers' adoption of new technology. With Myanmar's banking sector undergoing digital transformation, understanding TAM can help BIDV Yangon assess how customers perceive its mobile banking applications, and online services. By improving digital engagement strategies based on TAM, the bank can enhance convenience, accessibility, and overall customer experience.

## **2.4 Previous Studies**

Several studies have identified the factors influencing customer engagement in the banking sector, identifying key independent variables such as service quality, digital banking experience, brand trust, customer communication and customer satisfaction.

Pansari and Kumar (2017) examined the impact of customer satisfaction on customer engagement in retail banking.

**Figure 2.1 Factors Influencing Customer Engagement**

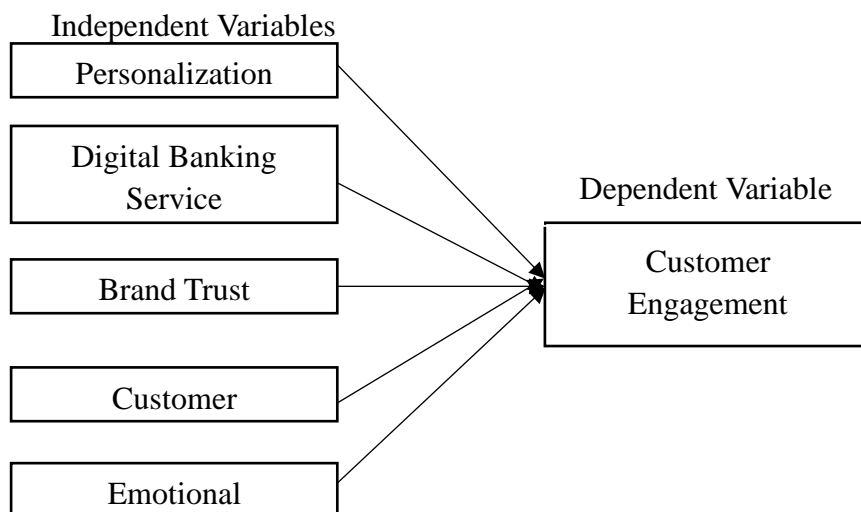


Source: Pansari and Kumar (2017)

Using a quantitative survey method, they found that satisfied customers exhibited higher levels of engagement, including repeat interactions, brand advocacy, and positive word-of-mouth. Their findings highlight the critical role of service excellence in fostering deeper customer relationships, which is particularly relevant for BIDV Yangon in enhancing its service delivery.

Hollebeek, Srivastava, and Chen (2019) investigated how personalization and digital banking services affect customer engagement.

**Figure (2.2) Impact of Personalization and Digital Banking Services on Customer Engagement**



Source: Hollebeek, Srivastava, and Chen (2019)

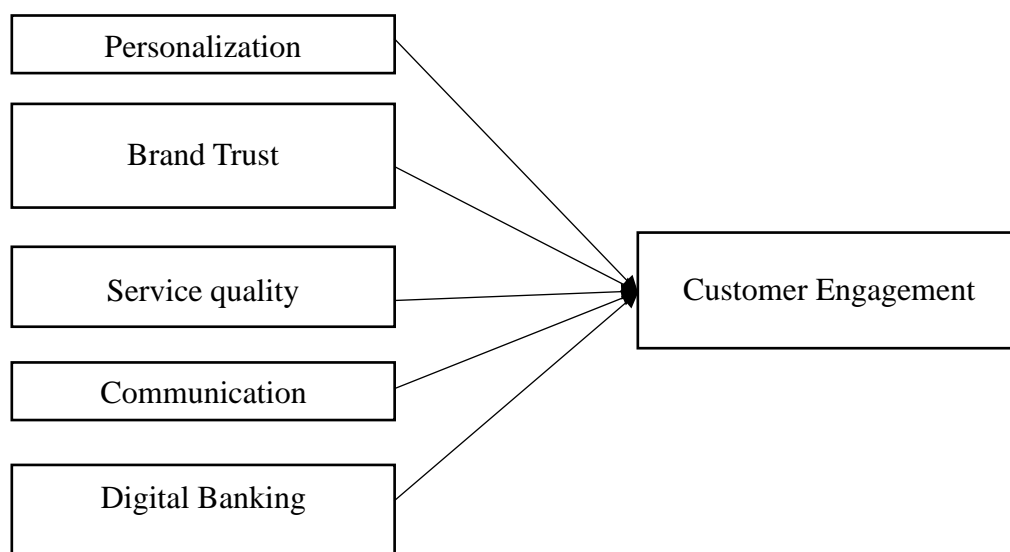
This study employed a mixed-method approach, combining surveys and in-depth interviews with banking customers. The findings revealed that customers who received personalized banking experiences, such as tailored financial advice and targeted promotions, demonstrated stronger engagement behaviors. Additionally, the study emphasized that easy-to-use digital banking platforms significantly enhance engagement by providing seamless access to banking services. These insights underscore the importance of digital transformation for BIDV Yangon in optimizing customer interactions.

Using a structural equation modeling (SEM) approach, the study found that customers who perceive a bank as trustworthy are more likely to engage in long-term relationships and participate in brand-related activities. The results suggest that transparency, ethical banking practices, and consistent service quality play a crucial role in strengthening engagement. For BIDV Yangon, building brand trust through clear communication and ethical business practices can be a key strategy in enhancing customer engagement.

## 2.5 Conceptual Framework of the Study

The conceptual framework of this study has been established and laid out in accordance with the theoretical concepts and prior studies as shown in Figure (2.3).

**Figure 2.3 Conceptual Framework of the Study**



Source: Own Compilation, 2025

The conceptual framework of this study identifies on five independent variables that improve customer engagement (CE). Personalization, brand trust, service quality, communication, and digital banking are independent. The dependent variable is customer engagement.

## **2.6 Working definition**

### **Personalization**

At BIDV Yangon Branch, personalization refers to the bank's efforts to tailor financial products, services, and interactions based on the unique needs and preferences of each customer. This includes offering customized loan solutions, account services, and client-specific support, with the goal of building stronger, more relevant relationships with each customer.

### **Brand Trust**

Brand trust at BIDV Yangon Branch means the confidence that customers have in the bank's reliability, honesty, and consistent performance. As a foreign bank operating in Myanmar, building brand trust involves delivering dependable services, maintaining transparency, and demonstrating long-term commitment to customer engagement.

### **Service Quality**

At BIDV Yangon Branch, service quality refers to the standard of service provided to customers in areas such as speed, accuracy, professionalism, and responsiveness. This includes how quickly transactions are processed, how effectively staff handle customer needs, and the overall experience customers receive when interacting with the bank.

### **Communication**

Communication at BIDV Yangon Branch involves the sharing of clear, accurate, and timely information with customers through various channels. This includes explaining banking procedures, updating customers on service changes, and responding to inquiries or concerns in a professional and respectful manner.

**Digital Banking**

Digital banking at BIDV Yangon Branch refers to the use of electronic platforms, such as internet banking, to deliver banking services. It allows customers to access and manage their accounts, transfer funds, check balances, and carry out other transactions conveniently, without visiting the bank physically.

**Customer Engagement**

At BIDV Yangon Branch, customer engagement refers to the level of interest, involvement, and loyalty that customers show in their interactions with the bank. It includes repeated use of banking services, positive feedback, long-term relationships, and responsiveness to new digital tools or service offerings.

## **CHAPTER III**

### **BACKGROUND INFORMATION AND CUSTOMER ENGAGEMENT IN BIDV YANGON BRANCH**

In this chapter, the profile of the study area with organization structure, types of service available at study area and their customer engagement activities are mainly discussed.

#### **3.1 Background Information of BIDV Bank**

The Joint Stock Commercial Bank for Investment and Development of Vietnam (BIDV) is one of Vietnam's state-owned commercial banks, founded in 1957. BIDV has provided investment and development financing, trade finance, and corporate banking for over 60 years, helping Vietnam prosper economically. Its enduring presence reflects a consistent commitment to serving the financial needs of both individual and corporate clients, domestically and internationally.

Headquartered in Hanoi, BIDV maintains an extensive domestic network, complemented by a growing international presence, with branches in Myanmar, Laos, and Cambodia. Among these, the BIDV Yangon Branch holds strategic importance, particularly for corporate clients operating in Myanmar's expanding economy. This branch functions primarily as a wholesale banking hub, specializing in financial services tailored to businesses engaged in international trade, cross-border investment, and infrastructure development.

The bank offers a wide array of products, ranging from retail banking solutions such as consumer loans, savings accounts, and credit cards to corporate banking services that include trade finance, working capital support, and foreign exchange solutions. Trade finance remains one of BIDV's core competencies, with offerings such as import and export financing, issuance of letters of credit, and other structured financial instruments designed to streamline global business operations.

At the Yangon Branch, BIDV delivers specialized wholesales banking such as trade and non-trade finance services aimed at supporting the needs of corporate clients

in cross-border commercial activities. The branch plays a key role in facilitating economic cooperation between Myanmar and Vietnam, while also supporting broader regional financial integration within Southeast Asia. Its strategic location enhances connectivity for Vietnamese and Myanmar enterprises involved in bilateral trade, fostering regional investment and economic development.

BIDV's overarching mission is to become a leading financial group in Vietnam and the region by delivering high-quality, innovative financial products and services. The bank upholds core values of integrity, customer-centricity, innovation, and social responsibility. These principles guide its operations as it strives to ensure financial stability and generate long-term value for its stakeholders.

As a regional leader in trade finance, BIDV continues to contribute to international economic growth by providing reliable and adaptive financial services. Its extensive experience and professional expertise enable it to navigate the complexities of global finance effectively. The BIDV Yangon Branch, in particular, exemplifies the bank's commitment to strengthening cross-border financial relationships and fostering economic development. Through its strategic initiatives and international partnerships, BIDV remains a cornerstone in advancing financial cooperation between Vietnam, Myanmar, and the broader ASEAN region.

### **3.2 Origination Structure of BIDV Bank**

The Board of Directors (BOD), mostly non-executive, guides and oversees BIDV's top management. The BOD has four specialist committees: Board Advisory and Strategy, Risk, Audit, and Credit. These are essential for successful governance in long-term strategic planning, risk management, financial responsibility, and credit policy formation.

The bank's executive leadership is headed by the Chief Executive Officer (CEO), who is responsible for overseeing BIDV's overall operations and implementing strategic initiatives approved by the BOD. Reporting directly to the CEO are heads of various departments, each tasked with managing the day-to-day operations of their respective units. The senior management structure is segmented into four primary

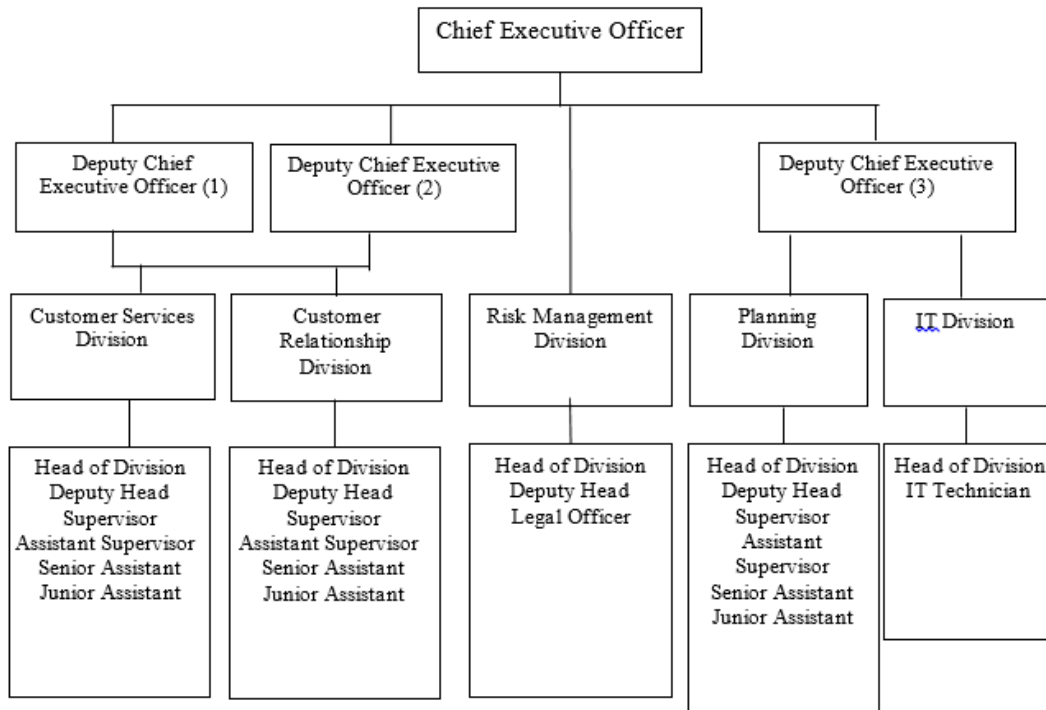
functional divisions: Business Banking, Banking Operations, Banking Resources, and Support Services. This clear division of responsibilities enables comprehensive oversight and facilitates efficient organizational performance.

The Business Banking division focuses on serving corporate clients and small and medium-sized enterprises (SMEs). It encompasses key functions such as card services, digital sales, marketing, and branding efforts that collectively strengthen BIDV's market presence and customer engagement. Meanwhile, the Banking Operations division includes core departments such as Treasury, Risk and Compliance, Audit, Credit Administration, and Branch Operations. This cluster ensures effective risk mitigation, regulatory compliance, and operational efficiency, thereby reinforcing the bank's resilience in a volatile financial environment.

Banking Resources is responsible for managing foundational support functions that are critical to the bank's infrastructure and technology-driven initiatives. This includes Project Management, Information Technology (IT), Finance, and Data Centers. These areas ensure that BIDV remains technologically competitive and operationally agile. The Support Services division complements this by managing essential administrative and organizational functions such as Human Resources (HR), the Executive Office, Legal Affairs, Secretarial Services, and overall administrative coordination.

Collectively, this structured and integrated governance model enables BIDV to operate with a high degree of accountability, transparency, and strategic focus. By aligning its organizational structure with international best practices in governance and risk management, BIDV is well-positioned to sustain growth, enhance service quality, and adapt to the evolving demands of the regional and global banking landscape.

**Figure 3.1 Organization Structure of BIDV Yangon Branch**



Source BIDV Yangon Branch

### 3.3 Types of Services at BIDV Yangon Branch

The BIDV Yangon Branch offers a comprehensive suite of wholesales banking services designed to address the diverse financial needs of its corporate customers. A central component of its offerings is wholesales banking, which features a variety of account types such as current account and checking accounts. flexibility, efficiency, and competitive interest rates to support diverse corporate financial goals. The branch further enhances customer convenience through user-friendly internet banking platforms that enable customers to manage their finances remotely and efficiently.

In support of financial growth for corporate customers, BIDV Yangon provides an extensive range of loan products These include trade finance facilities, working capital loans, and long-term business development financing. These lending solutions are supplemented by professional financial advisory services, ensuring that customers are empowered with the knowledge to make informed and responsible borrowing decisions.

Recognizing the growing importance of cross-border financial activities, the BIDV Yangon Branch places significant emphasis on foreign exchange and international banking services and companies engaged in global trade. In addition, international wire transfer facilities are available to support seamless global financial transactions. These services reflect BIDV's commitment to meeting the demands of an increasingly interconnected global economy and further reinforce its reputation as a reliable financial institution.

Beyond traditional banking, the branch also provides investment and wealth management services aimed at helping clients grow and protect their assets. BIDV offers a portfolio of investment products, including mutual funds, bonds, and fixed deposits, each tailored to match varying risk profiles. Clients are supported by experienced financial advisors who offer personalized investment strategies aligned with long-term financial goals. This focus on tailored wealth management strengthens customer loyalty and highlights BIDV's position as a full-service financial provider.

Customer satisfaction remains a core priority at the BIDV Yangon Branch. The branch is staffed with well-trained, courteous professionals committed to delivering personalized and responsive service. Initiatives such as structured feedback systems and continuous service quality improvement programs underscore the bank's dedication to exceeding customer expectations. Through these efforts, BIDV cultivates long-term relationships with its clients and further solidifies its role as a leading player in Myanmar's evolving banking sector.

### **3.4 Influencing Factors on Customer Engagement at BIDV Yangon Branch**

Customer engagement at BIDV Yangon Branch is a strategic priority aimed at fostering long-term relationships, enhancing customer satisfaction, and driving sustainable business growth. As part of one of Vietnam's largest state-owned commercial banks, BIDV Yangon adopts a customer-centric approach to its services and operations. Engagement is not limited to transactional interactions but extends to emotional and behavioral connections that customers develop with the bank. Through consistent, meaningful interactions and value-driven services, the branch strengthens

its relationship with both individual and corporate clients in Myanmar's competitive banking environment.

**(a) Personalization**

Personalization is a core component of BIDV Yangon's customer engagement strategy. The branch prioritizes understanding the distinct needs of different customer segments and delivering tailored services that address those specific requirements. Whether through customized financial products, individualized investment advice, or bespoke loan packages, BIDV Yangon ensures that customers receive relevant and timely solutions. This personalized approach not only enhances the overall customer experience but also fosters stronger emotional connections, encouraging sustained engagement and positive word-of-mouth advocacy.

**(b) Brand Trust**

Trust and transparency are fundamental to sustaining high levels of customer engagement in the banking industry. BIDV Yangon builds trust by maintaining clear, honest communication and adhering to ethical business practices. Customers are regularly informed about changes in policies, product features, and regulatory updates in an open and transparent manner. Additionally, the branch's reputation for reliability and professionalism reinforces its credibility, making customers more confident in their engagement, investment decisions, and willingness to recommend the bank to others.

**(c) Service Quality**

Customer engagement at BIDV Yangon starts with service excellence. The bank uses SERVQUAL to surpass customer expectations by emphasizing tangibility, dependability, responsiveness, assurance, and empathy. The branch establishes client trust and loyalty by regularly providing high-quality services. Frontline workers receive constant training to deliver timely, polite, and customized service, and continuous feedback systems evaluate performance and enhance service.

#### **(d) Communication**

Effective communication is vital to BIDV Yangon's efforts in fostering strong customer engagement. The branch emphasizes clear, timely, and consistent communication across multiple channels, including face-to-face interactions, telephone consultations, and digital platforms. Personalized messaging, multilingual support, and responsive customer service play key roles in addressing diverse customer needs and enhancing satisfaction. These communication efforts help customers feel valued and understood, encouraging active participation and strengthening long-term relationships. Transparency and accessibility remain central to maintaining customer loyalty and retention.

#### **(e) Digital Banking**

Digital banking is a critical driver of customer engagement at BIDV Yangon. The branch offers advanced digital tools such as online banking portals, mobile applications, and real-time account management systems to deliver convenience, accessibility, and speed. Leveraging data analytics and automation, BIDV personalizes service offerings, streamlines customer journeys, and reduces friction in transactions. This technology-driven approach ensures customers remain connected and supported across all touch points, meeting the demands of a digitally savvy clientele.

#### **(f) Customer Engagement**

BIDV Yangon integrates community involvement and social responsibility into its broader customer engagement framework. Through CSR initiatives, financial literacy programs, and participation in local economic development projects, the branch fosters strong ties beyond traditional banking services. These efforts create a sense of shared purpose and community belonging, deepening the bank's relationship with its customers. By aligning business operations with customer expectations and societal values, BIDV Yangon demonstrates a comprehensive, holistic approach to customer engagement.

## **CHAPTER IV**

### **FACTORS AFFECTING CUSTOMER ENGAGEMENT IN BIDV YANGON**

This chapter covers the research design, profile of the respondents and survey analysis concerned with detailed analysis of the respondents' demographic characteristics as well as the factors that influence their level of engagement. Additionally, the chapter discusses the multiple regression analysis conducted to explore the factors affecting customer engagement at BIDV Yangon.

#### **4.1 Research Design**

The research design for this study employs a quantitative research and descriptive design to investigate customer engagement at BIDV Yangon Branch, focusing on identifying and analyzing the factors that influence customer engagement levels. The primary method involves collecting data through structured questionnaires and surveys distributed to a sample of 200 corporate customers, selected randomly from the branch's clientele. This sample size is determined using Tora Yamane (1967) formula to ensure statistical reliability and representativeness of the broader customer base.

Sample size for 400 population was calculated as the following equation. Based on the following calculation, sample size needed to conduct is 196 respondents and the survey questions are distributed by simple random sampling method in the study area to 200 respondents.

The resulting sample size needed is 200 to conduct the survey research.

$$n = \frac{N}{1 + N(e)^2}$$
$$n = \frac{400}{1 + 400(0.05)^2}$$

Therefore,  $n = 200$  where,  
 $n$  = sample size needed  
 $e$  = level of precision (95% confidence level)  
 $N$ =total number of customers in March 2025

Secondary data collection complements primary data by reviewing existing literature, academic journals, research papers, and credible online sources related to customer engagement theories and banking practices in Myanmar. Data analysis involved descriptive statistics to summarize customer perceptions and inferential statistical techniques, such as correlation and regression analysis, to identify significant factors affecting engagement at BIDV Yangon Branch.

#### **4.2 Profile of the Respondents**

The demographic profile of the 200 respondents, who are customers of BIDV Yangon, reveals a relatively balanced gender distribution. Among them, 55% are male, while 45% are female. Table (4.1) indicates a slight male majority among the bank's customer base. The gender composition suggests that BIDV Yangon's services appeal to both men and women, with no extreme gender disparity.

In terms of age, the majority of respondents fall within the 21–30 age range, accounting for 51% of the total sample. This is followed by 26% who are between 41–50 years old, and 15% who are above 50. A smaller segment, 6%, are under 20, and only 2% are aged 31–40. These results indicate that BIDV Yangon primarily serves a young adult population, with a considerable number of middle-aged customers as well.

Regarding educational background, the vast majority of customers, 88.5%, hold a bachelor's degree, while 6% are undergraduates and 5.5% have attained a master's degree. This shows that most BIDV Yangon customers are well-educated, which could influence their expectations and preferences for financial services. The high percentage of bachelor degree holders suggests a clientele with strong academic qualifications and likely professional backgrounds.

Occupational data shows that 68% of respondents are private sector employees, followed by 26.5% students and 5.5% business owners. Income levels are concentrated between 600,001 and 1,000,000 MMK, accounting for 79% of the respondents, with

equal shares of 10.5% earning below 300,000 MMK and above 1,000,000 MMK. In terms of service usage, 32% of respondents have used BIDV's services for less than a year, 31.5% for 4–6 years, 28% for 1–3 years, and 8.5% for more than 6 years. This reflects a mix of new and long-term customers, with a notable proportion of recent users, suggesting ongoing growth in the customer base.

**Table 4.1 Profile of the respondents**

Demographic Profile	Description	Frequency	Percent
Gender	Male	110	55
	Female	90	45
Age (in years)	Under 20	12	6
	21–30	102	51
	31–40	4	2
	41–50	52	26
	Above 50	30	15
Education	Undergraduate	12	6
	Bachelor Degree	177	88.5
	Master Degree	11	5.5
Occupation	Student	53	26.5
	Private Sector Employee	136	68
	Business Owner	11	5.5
Income	Below 300,000 MMK	21	10.5
	600,001 – 1,000,000 MMK	158	79
	Above 1,000,000 MMK	21	10.5
Year of using Service	Less than 1 year	64	32
	1–3 years	56	28
	4–6 years	63	31.5
	More than 6 years	17	8.5
	Total	200	100

Source: Survey Data, 2025

#### 4.2.1 Reliability Test

The reliability analysis of the variables indicates that all six constructs possess acceptable internal consistency, as evidenced by their Cronbach's Alpha values.

**Table 4.2 Reliability Test of the Variables**

Sr. No.	Variables	Cronbach's Alpha	No. of Items
1	Personalization	0.728	7
2	Brand Trust	0.747	7
3	Service Quality	0.722	7
4	Communication	0.910	7
5	Digital Banking	0.722	7
6	Customer Engagement	0.752	7

Source: Survey Data,2025

The reliability analysis of the variables shows in Table 4.2 indicates that all six constructs exhibit acceptable to excellent internal consistency, as reflected in their respective Cronbach's Alpha values (Gliem & Gliem, 2003). The alpha coefficients range from 0.722 to 0.910, demonstrating that the items within each variable are sufficiently correlated to reliably measure the underlying constructs. The highest internal consistency is observed in the Communication variable, which recorded a Cronbach's Alpha of 0.910, indicating excellent reliability among its seven items. Other constructs such as Brand Trust (0.747), Customer Engagement (0.752), and Personalization (0.728) also reflect strong internal reliability. Service Quality and Digital Banking share identical Cronbach's Alpha values of 0.722, further confirming the consistent measurement of these variables.

Each construct comprises seven items, ensuring a balanced approach to assessing multiple dimensions of customer engagement. It also minimizes potential biases arising from uneven item distribution and supports a structured evaluation of the key factors influencing customer engagement in the banking context.

The Cronbach's Alpha values (Gliem & Gliem, 2003) demonstrate that the scale used in the study is reliable for measuring the constructs of personalization, brand trust, service quality, communication, digital banking, and customer engagement. These

reliability results provide confidence that subsequent statistical analyses, such as correlation and regression, will be based on stable and consistent measurements. Therefore, the insights derived from this study are credible and can effectively guide strategic enhancements in customer engagement practices at BIDV Yangon Branch.

### 4.3 Descriptive Analysis on Factors Affecting Customer Engagement

In the competitive landscape of banking, understanding the factors that influence customer engagement is crucial for fostering loyalty, satisfaction, and long-term relationships. Customer engagement in banking encompasses the interactions, experiences, and emotional connections that clients establish with their financial institution, which are shaped by various internal and external factors. These include the quality of customer service, the availability and convenience of digital banking channels, product and service offerings, personalized experiences, trust and security measures, as well as the bank’s ability to meet evolving customer needs and expectations. By analyzing these factors, banks can identify key drivers that enhance customer involvement and satisfaction, ultimately strengthening their market position and ensuring sustained growth in a rapidly changing financial environment. Responses were assessed using a five-point Likert Scale, as presented in Table (4.3).

**Table (4.3) Likert Scale Score Interpretation**

Sr. No.	Mean Score between	Interpretation
1	1.00 – 1.80	Very Low
2	1.81 – 2.60	Low
3	2.61 – 3.40	Medium
4	3.41 – 4.20	High
5	4.21 – 5.00	Very High

Source: Wright & Douglas (1977)

#### (a) Personalization

For analyzing factors affecting customer engagement in BIDV Yangon, seven statements are prepared to study the customer satisfaction on personalization and which are shown in Table 4.4 as followed.

**Table 4.4 Analysis on Personalization**

<b>Sr. No.</b>	<b>Personalization</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Products and services offered by the bank are tailored to individual needs.	3.46	0.600
2	Customer preferences and expectations are well understood by the bank.	3.60	0.839
3	Personalized recommendations enhance the overall banking experience.	3.60	0.757
4	Messages and offers are relevant and based on individual banking behavior.	3.62	0.748
5	Past interactions are used to deliver more appropriate services.	3.68	0.721
6	Customers feel valued due to personalized communication from the bank.	3.61	0.649
7	Proactive solutions are offered in alignment with personal financial goals.	3.58	0.746
	<b>Overall Mean</b>		<b>3.59</b>

Source: Survey Data, 2025

Table 4.4 presents the analysis of customer perceptions regarding personalization at BIDV Yangon Branch, based on seven statements rated on a Likert scale.

The responses from BIDV Yangon customers suggest that the bank is performing reasonably well in providing personalized products and services tailored to individual needs, with an average rating of 3.46. Customers feel that the bank understands their preferences and expectations fairly well, as reflected in the mean score of 3.60. This indicates a recognition among customers that their personal banking needs are being acknowledged and considered, although there is still room for further improvement.

In addition, customers appreciate that personalized recommendations and targeted messages based on their banking behavior contribute positively to their overall

experience. The scores for these aspects are around 3.60 to 3.62, demonstrating that customers find these efforts relevant and beneficial. The bank’s use of past interactions to deliver more suitable services, which received the highest mean score of 3.68, shows that BIDV Yangon is actively utilizing customer history to enhance service quality, making customers feel more valued and understood.

Overall, the customers’ perceptions of personalization at BIDV Yangon are quite positive, with an average rating of 3.59. They feel that communication from the bank is personalized and that solutions are proactively aligned with their financial goals. While the scores indicate satisfaction, continuous efforts to further customize offerings and deepen understanding could lead to even higher levels of customer satisfaction and loyalty in the future.

**(b) Brand Trust**

For analyzing factors affecting customer engagement in BIDV Yangon, seven statements are prepared to study the customer satisfaction on brand trust and which are shown in Table 4.5 as followed.

**Table 4.5 Analysis on Brand Trust**

<b>Sr. No.</b>	<b>Brand Trust</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Protection of personal and financial information is ensured by the bank.	3.41	0.737
2	Customer interests are considered a priority by the bank.	3.28	0.892
3	The bank maintains reliability and fulfills its commitments.	3.20	0.946
4	Long-term stability of the bank inspires confidence.	3.29	0.606
5	Provided information is trusted to be accurate and honest.	3.40	0.801
6	A strong reputation is maintained among customers.	3.51	0.626
7	Operational transparency and clear policies are demonstrated consistently.	3.15	0.984
	<b>Overall Mean</b>	<b>3.32</b>	

Source: Survey Data, 2025

Table 4.5 presents an analysis of customer perceptions regarding brand trust at the bank, based on seven statements rated on a Likert scale with an overall mean score of 3.32.

The responses from BIDV Yangon customers indicate a medium level of trust in the bank's brand. Customers generally agree that their personal and financial information is protected, with an average rating of 3.41, suggesting a perception that the bank makes efforts to ensure data security. The trust in the bank considering customer interests a priority is slightly lower, with a mean of 3.28, indicating that while customers believe their interests are somewhat valued, there may be opportunities to strengthen this aspect further.

Furthermore, customers perceive the bank as reliable and committed to fulfilling its promises, although these areas received lower scores around 3.20 to 3.29. The perception of long-term stability inspiring confidence is also medium, with a mean of 3.29, reflecting a general belief in the bank's stability but perhaps some reservations. Customers tend to trust the accuracy and honesty of the information provided, supported by a mean score of 3.40. Maintaining a strong reputation among customers is viewed positively, with the highest trust score of 3.51, indicating that the bank's reputation plays a significant role in building trust.

Overall, customers' trust in BIDV Yangon is medium, with an average score of 3.32. They recognize the bank's efforts in protecting information and maintaining reputation, but there is room for improvement in operational transparency and consistently demonstrating clear policies. Enhancing transparency and reliability could further boost customer confidence and foster stronger trust in the bank's brand.

### **(c) Service Quality**

For analyzing factors affecting customer engagement in BIDV Yangon, seven statements are prepared to study the customer satisfaction on service quality and which are shown in Table 4.6 as followed.

**Table 4.6 Analysis on Service Quality**

<b>Sr. No.</b>	<b>Service Quality</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Bank staff are courteous and professional.	3.29	0.798
2	Services are delivered accurately and promptly.	3.32	0.632
3	The bank's premises, furniture, and materials are clean and well-maintained.	3.27	0.647
4	Employees are always willing to help and respond to customer requests promptly.	3.27	0.965
5	Staff members have the knowledge to answer customer questions confidently.	3.29	0.990
6	The bank handles complaints and issues efficiently.	3.42	0.612
7	The bank ensures a seamless and stress-free service experience.	3.39	0.800
	<b>Overall Mean</b>	<b>3.32</b>	

Source: Survey Data, 2025

Table 4.6 presents an analysis of customer perceptions regarding service quality at the bank, based on seven statements rated on a Likert scale with an overall mean score of 3.32. The responses from BIDV Yangon customers reflect a medium level of satisfaction with the overall service quality. Customers generally perceive the bank staff as courteous and professional, with an average rating of 3.29, indicating that polite and well-behaved staff are a standard aspect of their experience. The accuracy and promptness of service delivery are also viewed positively, with a mean score of 3.32, suggesting that customers feel services are generally provided efficiently.

In terms of the physical environment, customers find the bank's premises, furniture, and materials to be clean and well-maintained, though the score of 3.27 indicates there may be some room for improvement in ensuring consistently high standards of cleanliness and ambiance. Customers appreciate the willingness of employees to assist and respond promptly to requests, but this aspect received a somewhat lower and more varied score of 3.27 with a higher standard deviation, reflecting differing experiences among customers. The knowledge ability of staff to

confidently answer questions is viewed similarly, with a mean of 3.29, but the higher standard deviation suggests inconsistent levels of expertise.

The handling of complaints and issues is viewed relatively more favorably, with a mean of 3.42, indicating that customers tend to feel their concerns are managed effectively. Additionally, customers appreciate the seamless and stress-free nature of the service experience, which scored a 3.39. Overall, the service quality at BIDV Yangon is perceived as satisfactory, but there are opportunities to enhance staff professionalism, responsiveness, and physical environment standards to elevate customer satisfaction and provide a more consistent and superior service experience.

#### **(d) Communication**

For analyzing factors affecting customer engagement in BIDV Yangon, seven statements are prepared to study the customer satisfaction on communication and which are shown in Table 4.7 as followed.

**Table 4.7 Analysis on Communication**

<b>Sr. No.</b>	<b>Communication</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Communication from the bank is clear and effective.	3.50	0.880
2	Timely updates on service or policy changes are provided.	3.67	0.711
3	Customer feedback is acknowledged and valued.	3.55	0.855
4	Information is explained in an understandable manner by service representatives.	3.68	0.686
5	Inquiries and concerns are addressed promptly.	3.51	0.833
6	New services and promotions are communicated through appropriate channels.	3.68	0.700
7	Consistency in communication is maintained across all touch points.	3.50	0.827
	<b>Overall Mean</b>		<b>3.58</b>

Source: Survey Data, 2025

Table 4.7 presents an assessment of customer perceptions regarding the bank's communication effectiveness, based on seven statements rated on a Likert scale, with an overall mean score of 3.58.

The responses from BIDV Yangon customers indicate a generally positive perception of the bank's communication effectiveness. Customers believe that communication from the bank is clear and effective, with an average rating of 3.50, suggesting that most find the information provided understandable and straightforward. The bank is perceived to provide timely updates on service or policy changes, which received an even higher mean score of 3.67, reflecting that customers feel they are kept well-informed about important updates.

Customer feedback is acknowledged and valued, with a mean of 3.55, indicating that customers appreciate their opinions being recognized. Service representatives are believed to explain information in an understandable manner, achieving the highest score of 3.68, which demonstrates confidence in the clarity of communication during interactions. Addressing inquiries and concerns promptly is also viewed favorably, with a mean of 3.51, though some variability may exist.

Communication about new services and promotions through appropriate channels is rated equally highly (3.68), showing that the bank effectively promotes offerings to customers. Maintaining consistency across all communication touchpoints scored a mean of 3.50, indicating a generally steady communication experience. Overall, the bank's communication is perceived as effective, with an average score of 3.58, but continued focus on maintaining consistency and promptness can further enhance customer trust and satisfaction in how the bank communicates.

#### **(e) Digital Banking**

For analyzing factors affecting customer engagement in BIDV Yangon, seven statements are prepared to study the customer satisfaction on engagement and which are shown in Table 4.8 as followed.

**Table 4.8 Analysis on Digital Banking**

<b>Sr. No.</b>	<b>Digital Banking</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Mobile and online banking platforms are designed for user-friendliness.	3.42	0.834
2	Banking services are accessible anytime and anywhere through digital channels.	3.48	0.649
3	Digital services are well-integrated across multiple platforms.	3.34	0.829
4	A consistent and user-friendly experience is provided digitally.	3.25	0.661
5	Online transactions are secure and reliable.	3.26	0.626
6	The bank's digital platforms are regularly updated with new and useful features.	3.19	0.935
7	Technical issues are rare while using digital banking services.	3.15	0.984
	<b>Overall Mean</b>	<b>3.30</b>	

Source: Survey Data, 2025

Table 4.8 provides an evaluation of customers' perceptions regarding the bank's digital banking, based on seven statements rated on a Likert scale with an overall mean score of 3.30. The responses from BIDV Yangon customers regarding digital banking highlight a medium level of satisfaction with the bank's digital services. Customers generally find the mobile and online banking platforms to be user-friendly, with a mean score of 3.42, indicating a positive perception of ease of use. Accessibility through digital channels is slightly higher, with a mean of 3.48, suggesting that customers can access banking services conveniently at any time and from anywhere.

However, there are some concerns about the integration and consistency of digital services. The perception that digital services are well-integrated across multiple platforms received a lower score of 3.34, and providing a consistent, user-friendly digital experience scored even lower at 3.25. This indicates potential inconsistencies or usability issues across different digital channels. Security and reliability of online

transactions are also areas with room for improvement, with scores of 3.26 and 3.15 respectively, reflecting that some customers may have concerns about the security and stability of digital transactions.

Furthermore, the frequency and usefulness of platform updates are rated relatively low (mean of 3.19), and technical issues are perceived as relatively common (mean of 3.15), with the high standard deviations suggesting variability in user experiences. Overall, the digital banking services at BIDV Yangon are viewed as functional but with notable opportunities to enhance platform integration, security, stability, and ongoing updates to improve customer satisfaction and confidence in digital banking. The overall mean of 3.30 indicates room for improvement to meet customer expectations more consistently.

**Table 4.9 Summary Overall Mean Value of Customer Engagement**

<b>Sr. No.</b>	<b>Particular</b>	<b>Overall Mean</b>
1	Personalization	3.59
2	Brand Trust	3.32
3	Service Quality	3.32
4	Communication	3.58
5	Digital Banking	3.30
	<b>Average Mean Value</b>	<b>3.42</b>

Source: Survey data, 2025

In Table 4.9, the summary of the overall mean values shows that all five factors influencing customer engagement received relatively high average scores. Among them, the personalization is the highest mean value at 3.59, closely followed by communication at 3.58. Brand trust and service quality both share the same mean value of 3.32, while digital banking has the lowest mean value at 3.30. According to the mean score interpretation in in Table 4.3, a mean value range of 3.41 to 4.20, this indicates that a high mean value range, most of the respondents recognize the importance of these selected factors customer engagement at BIDV Yangon.

### (f) Customer Engagement

For analyzing factors affecting customer engagement in BIDV Yangon, seven statements are prepared to study the customer engagement and which are shown in Table 4.10 as followed.

**Table 4.10 Analysis on Customer Engagement**

<b>Sr. No.</b>	<b>Customer Engagement</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Frequent interactions occur with the bank's digital platforms.	3.27	0.965
2	An emotional connection exists between customers and the bank.	3.29	0.990
3	Feedback and reviews are actively shared regarding services.	3.42	0.612
4	The bank is frequently recommended to others.	3.39	0.800
5	Strong loyalty and commitment are demonstrated toward maintaining the banking relationship.	3.44	0.631
6	Interest is consistently shown in the bank's offerings and updates.	3.42	0.834
7	Active participation occurs in campaigns, events, or surveys organized by the bank.	3.48	0.649
	<b>Overall Mean</b>	<b>3.39</b>	

Source: Survey Data, 2025

Table 4.10 presents an assessment of customer engagement with the bank, based on seven statements rated on a Likert scale. The data reflects customer perceptions of BIDV Yangon Branch's digital banking services, with an overall mean score of 3.30. The responses from BIDV Yangon customers regarding customer engagement reflect a medium level of involvement and emotional connection with the bank. Customers perceive that frequent interactions occur through digital platforms, with a mean score of 3.27, indicating regular but perhaps not highly intense engagement. An emotional bond between customers and the bank is also present, with a similar mean of 3.29, suggesting some level of personal connection.

Customers are somewhat active in sharing feedback and reviews about the bank's services, which received a mean of 3.42, indicating a willingness to

communicate their opinions. The bank is also fairly frequently recommended to others, with a mean score of 3.39, demonstrating a degree of customer advocacy. Loyalty and commitment to the bank are demonstrated at a slightly higher level, with a mean of 3.44, reflecting consistent engagement and a sense of allegiance.

Interest in the bank’s offerings and updates is maintained, with a mean of 3.42, and active participation in campaigns, events, or surveys organized by the bank is observed at a mean of 3.48, the highest among the engagement measures. Overall, the customer engagement at BIDV Yangon is medium, with an overall mean of 3.39, suggesting that while customers are engaged and connected, there is potential to enhance interactions, emotional bonds, and active participation to foster stronger loyalty and advocacy.

#### 4.4 Factors Affecting Customer Engagement at BIDV Yangon

The results shown in Table 4.11 below are taken from SPSS version 27 and statistical results such as (t value, significance, R<sup>2</sup> value, adjusted R<sup>2</sup>, F-value) of their independent variables.

**Table 4.11 Factors Affecting Customer Engagement**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	-0.304	0.159		-1.913	0.057	
Personalization	0.170***	0.038	0.151	4.522	0.000	1.152
Brand Trust	0.157***	0.059	0.159	2.654	0.009	3.719
Service Quality	0.582***	0.060	0.558	9.674	0.000	3.439
Communication	0.005	0.027	0.007	0.204	0.838	1.186
Digital Banking	0.183**	0.075	0.178	2.456	0.015	5.399
R	.901					
R Square	0.812					
Adjusted R Square	0.807					
F	167.754					
a. Dependent Variable: Customer Engagement						
Statistically significant indicate ***at 1%, ** at 5%, * at 10% level respectively						

Source: Survey Data, 2025

The multiple regression model used in this study analyzes the factors influencing customer engagement and is statistically significant at the 1% level ( $F = 167.754$ ,  $p < 0.01$ ), indicating that combination of independent variables has a significant impact on customer engagement. The model explains 81.2% of the variation in customer engagement ( $R^2 = 0.812$ ), with an adjusted  $R^2$  of 0.807, suggesting a very good fit. In this regression model, the unstandardized coefficient for the constant is -0.304, with a t-value of -1.913 and a p-value of 0.057. Although the p-value is just above the conventional 0.05 level, making it not statistically significant, it still holds interpretative value.

Among the predictors, service quality has a statistically significant influence at the 1% level, it is the most influential factor in enhancing customer engagement. Personalization is also a significant influence at the 1% level, showing a statistically influence. Brand trust contributes significantly at the 1% level, highlighting the importance of customer confidence in the bank. Digital banking has a significant influence at the 5% level, suggesting that improvements in digital services can meaningfully increase engagement.

However, communication does not show a statistically significant influence, as its p-value exceeds the 10% level, indicating a minimal impact on engagement in this context. All predictors show acceptable Variance Inflation Factor (VIF) values, confirming no multicollinearity issues.

In summary, the analysis indicates that Service Quality, Personalization, Brand Trust, and Digital Banking significantly and positively influence customer engagement at BIDV Yangon Branch. Enhancing these areas particularly service quality and personalized experiences could effectively strengthen customer involvement. Meanwhile, efforts to improve communication may require reevaluation or integration with other factors to have a more substantial impact on customer engagement.

## **CHAPTER V**

### **CONCLUSION**

In this chapter, findings and discussions based on analysis, suggestions based on findings and need for further studies of factors affecting customer engagement are included.

#### **5.1 Findings and Discussion**

In accordance with the findings of the demographic profile of the 200 respondents from BIDV Yangon reveals a balanced gender distribution, with a slight male majority, indicating that the bank's services appeal equally to both men and women. The majority of respondents are young adults, primarily within the 21–30 age range, complemented by a significant segment of middle-aged customers. This reflects that the bank predominantly serves a youthful, working-age population. Most customers are well-educated, with a high proportion holding bachelor's degrees, which likely shapes their service expectations and preferences. Occupationally, the majority are private sector employees, with a notable number of students and a smaller share of business owners, reflecting a diverse clientele engaged in different professional and academic pursuits. Income levels are mainly medium, and the customer base includes both recent and long-term users, demonstrating ongoing growth and retention within the bank's clientele.

The descriptive analysis of digital banking services at BIDV Yangon Branch shows that customers generally view the platforms favorably. Customers particularly value the accessibility of banking services at any time and place, which received the highest rating. Personalization and communication received the highest average ratings, followed by service quality, brand trust, and digital banking. These scores fall within the medium to high range, indicating general satisfaction with the bank's services.

According to the finding of the regression analysis confirms that multiple factors significantly influence customer engagement. Service quality, personalization, brand trust, and digital banking have statistically significant effects on customer engagement. Among these, service quality has the strongest impact, confirming that professional, accurate, and responsive service is central to fostering customer loyalty

and active involvement. Personalization also significantly contributes to engagement, showing the importance of tailoring services to individual needs and financial goals. Brand trust plays a crucial role, highlighting the importance of customer confidence in the bank's integrity and transparency. Digital banking services further contribute to engagement, emphasizing the value of efficient and user-friendly digital platforms.

In contrast, communication was not found to have a statistically significant influence on customer engagement in the regression analysis. This outcome indicates that while communication remains relevant, its effect may be indirect or less prominent compared to factors like service quality and brand trust.

Enhancing service quality, delivering personalized experiences, building brand trust, and investing in digital banking capabilities are essential strategies for boosting customer engagement at BIDV Yangon Branch.

In conclusion, the findings clearly identify that customer engagement is most powerfully influenced by tangible improvements in service delivery and trust-building initiatives. While communication efforts may benefit from reevaluation, prioritizing high-quality, personalized, and trustworthy digital banking experiences appears to be the most effective path for deepening customer relationships and fostering long-term loyalty.

## **5.2 Suggestions and Recommendations**

The study finds that Service Quality, Brand Trust, Personalization, Digital Banking significantly influence Customer Engagement. To improve these influencing factors, BIDV Yangon Branch should prioritize enhancing its service quality by ensuring reliable, efficient, and seamless banking experiences. The bank should invest in staff training, process improvements, and technological upgrades to reduce technical issues and elevate overall service standards, thereby significantly influencing customer engagement.

To deepen engagement through personalization, BIDV Yangon Branch should implement data-driven strategies that tailor banking services and communication to individual customer needs. The bank should develop customized offers, proactive financial solutions, and loyalty programs aligned with customer preferences. These

personalized approaches should help build stronger emotional and behavioral connections with customers.

Building and maintaining trust should remain a core focus of the bank's strategic direction. BIDV Yangon Branch should ensure transparent communication regarding security practices, data privacy, and service reliability may reinforce customer confidence. Regular updates and proactive customer support can help strengthen perceptions of BIDV Yangon Branch's trustworthiness, particularly in digital services.

Enhancing digital banking platforms, BIDV Yangon Branch should ensure ease of use, robust security, and frequent feature updates should be a key focus. Upgrading digital infrastructure and integrating customer feedback into platform improvements may improve satisfaction and deepen engagement. Additionally, offering training or guidance on new digital features may help customers fully benefit from these services.

Finally, while communication did not show a significant direct effect in this study, the bank should still adopt a more integrated communication approaches that support service quality and trust-building. The bank should maintain clear, consistent messaging about product updates, service improvements, and personalized offers to strengthen customer awareness and reinforce engagement over time.

### **5.3 Need for Further Study**

This study focused on the influence of service quality, personalization, brand trust, communication, and digital banking on customer engagement. The analysis was based on a specific customer segment using quantitative methods. Even though the findings offer insightful information, further research should be conducted to strengthen the understanding of customer engagement in relation to digital banking services.

Future studies should include additional variables such as customer satisfaction, perceived value, and technological innovativeness. These factors might have contribute significantly to customer engagement and provide a more comprehensive understanding of the customer experience. By including these factors, it would be easier

to identify areas in need of strategic development and contribute in the creation of engagement models that are more effectiveness.

Longitudinal studies should also be conducted to assess how customer engagement changes over time, especially in response to enhancements in service delivery, digital systems, and trust-building initiatives. This approach would support the evaluation of long-term impacts and the sustainability of engagement strategies.

In addition, qualitative methods such as interviews and focus group discussions should be used to capture in-depth insights into customer expectations, preferences, and decision-making behaviors. These methods can reveal specific motivations behind engagement patterns that structured questionnaires may not fully uncover.

Finally, comparing customer engagement strategies across different banking environments would help identify best practices that can be applied to improve relationship management and digital service effectiveness. Further studies in these areas would assist financial institutions in refining their engagement approaches and delivering more customer-centered banking experiences.

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## **APPENDIX - A**

### **Questionnaire**

This survey is conducted as part of an academic study to explore the factors influencing customer engagement at BIDV Yangon Branch. The primary objective is to better understand customer perceptions and experiences related to the bank's services, communication, trust, personalization, and digital presence. All information collected through this questionnaire will be used strictly for academic purposes and treated with the highest level of confidentiality. Participation is entirely voluntary, and individual responses will remain anonymous and will not be shared with any third parties. Your honest feedback is greatly appreciated and will contribute to the success of this research.

#### **Part A: Demographic Information**

(Please tick ✓ the appropriate answer.)

1. **Gender**

- Male
- Female

2. **Age**

- Under 20
- 21–30
- 31–40
- 41–50
- Above 50

3. **Educational Qualification**

- High School
- Diploma
- Bachelor's Degree
- Master's Degree or above

4. **Occupation**

- Student
- Private Sector Employee
- Public Sector Employee
- Business Owner
- Other: \_\_\_\_\_

5. **Monthly Income**

- Below 300,000 MMK
- 300,001 – 600,000 MMK
- 600,001 – 1,000,000 MMK
- Above 1,000,000 MMK

6. **How long have you been a customer of this bank?**

- Less than 1 year
- 1–3 years
- 4–6 years
- More than 6 years

**Part B: Statements on Independent and Dependent Variables**

**Please indicate your level of agreement with the following statements using the five-point Likert scale:**

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

7. Question concerned with Personalization

<b>Personalization</b>	<b>Agreeable Level</b>				
	1	2	3	4	5
Products and services offered by the bank are tailored to individual needs.	1	2	3	4	5
Customer preferences and expectations are well understood by the bank.	1	2	3	4	5
Personalized recommendations enhance the overall banking experience.	1	2	3	4	5
Messages and offers are relevant and based on individual banking behavior.	1	2	3	4	5
Past interactions are used to deliver more appropriate services.	1	2	3	4	5
Customers feel valued due to personalized communication from the bank.	1	2	3	4	5
Proactive solutions are offered in alignment with personal financial goals.	1	2	3	4	5

8. Question concerned with Brand Trust

<b>Brand Trust</b>	<b>Agreeable Level</b>				
	1	2	3	4	5
Protection of personal and financial information is ensured by the bank.	1	2	3	4	5
Customer interests are considered a priority by the bank.	1	2	3	4	5
The bank maintains reliability and fulfills its commitments.	1	2	3	4	5
Long-term stability of the bank inspires confidence.	1	2	3	4	5
Provided information is trusted to be accurate and honest.	1	2	3	4	5
A strong reputation is maintained among customers.	1	2	3	4	5
Operational transparency and clear policies are demonstrated consistently.	1	2	3	4	5

9. Question concerned with Service Quality

Service Quality	Agreeable Level				
	1	2	3	4	5
Bank staff are courteous and professional.	1	2	3	4	5
Services are delivered accurately and promptly.	1	2	3	4	5
The bank's premises, furniture, and materials are clean and well-maintained.	1	2	3	4	5
Employees are always willing to help and respond to customer requests promptly.	1	2	3	4	5
Staff members have the knowledge to answer customer questions confidently.	1	2	3	4	5
The bank handles complaints and issues efficiently.	1	2	3	4	5
The bank ensures a seamless and stress-free service experience.	1	2	3	4	5

10. Question concerned with Communication

Communication	Agreeable Level				
	1	2	3	4	5
Communication from the bank is clear and effective.	1	2	3	4	5
Timely updates on service or policy changes are provided.	1	2	3	4	5
Customer feedback is acknowledged and valued.	1	2	3	4	5
Information is explained in an understandable manner by service representatives.	1	2	3	4	5
Inquiries and concerns are addressed promptly.	1	2	3	4	5
New services and promotions are communicated through appropriate channels.	1	2	3	4	5
Consistency in communication is maintained across all touchpoints.	1	2	3	4	5

11. Question concerned with Digital Banking

<b>Digital Banking</b>	<b>Agreeable Level</b>				
	1	2	3	4	5
Mobile and online banking platforms are designed for user-friendliness.	1	2	3	4	5
Banking services are accessible anytime and anywhere through digital channels.	1	2	3	4	5
Digital services are well-integrated across multiple platforms.	1	2	3	4	5
A consistent and user-friendly experience is provided digitally.	1	2	3	4	5
Online transactions are secure and reliable.	1	2	3	4	5
The bank's digital platforms are regularly updated with new and useful features.	1	2	3	4	5
Technical issues are rare while using digital banking services.	1	2	3	4	5

12. Question concerned with Customer Engagement

<b>Customer Engagement</b>	<b>Agreeable Level</b>				
	1	2	3	4	5
Frequent interactions occur with the bank's digital platforms.	1	2	3	4	5
An emotional connection exists between customers and the bank.	1	2	3	4	5
Feedback and reviews are actively shared regarding services.	1	2	3	4	5
The bank is frequently recommended to others.	1	2	3	4	5
Strong loyalty and commitment are demonstrated toward maintaining the banking relationship.	1	2	3	4	5
Interest is consistently shown in the bank's offerings and updates.	1	2	3	4	5
Active participation occurs in campaigns, events, or surveys organized by the bank.	1	2	3	4	5

## APPENDIX - B

### CUSTOMER ENGAGEMENT AT BIDV YANGON BRANCH

#### SPSS Output

##### Reliability

###### Reliability Statistics

Cronbach's Alpha	N of Items
.728	7

###### Reliability Statistics

Cronbach's Alpha	N of Items
.747	7

###### Reliability Statistics

Cronbach's Alpha	N of Items
.722	7

###### Reliability Statistics

Cronbach's Alpha	N of Items
.910	7

### Reliability Statistics

Cronbach's Alpha	N of Items
.722	7

### Reliability Statistics

Cronbach's Alpha	N of Items
.752	7

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901 <sup>a</sup>	.812	.807	.22174790417 7964

a. Predictors: (Constant), TI, TP, TC, TS, TB

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.244	5	8.249	167.754	.000 <sup>b</sup>
	Residual	9.539	194	.049		
	Total	50.784	199			

a. Dependent Variable: TCE

b. Predictors: (Constant), TI, TP, TC, TS, TB

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		B	Std. Error	Beta			Tolerance
1	(Constant)	-.304	.159		-1.913	.057	
	TP	.170	.038	.151	4.522	.000	.868
	TB	.157	.059	.159	2.654	.009	.269
	TS	.582	.060	.558	9.674	.000	.291
	TC	.005	.027	.007	.204	.838	.843
	TI	.183	.075	.178	2.456	.015	.185

**Coefficients<sup>a</sup>**

Model		Collinearity Statistics
		VIF
1	(Constant)	
	TP	1.152
	TB	3.719
	TS	3.439
	TC	1.186
	TI	5.399

a. Dependent Variable: TCE

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	TP	TB	TS
1	1	5.940	1.000	.00	.00	.00	.00
	2	.024	15.676	.02	.02	.05	.02
	3	.021	16.912	.07	.29	.01	.01
	4	.007	28.691	.85	.57	.00	.00
	5	.005	33.609	.00	.00	.51	.65
	6	.003	47.291	.07	.11	.43	.32

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Variance Proportions	
		TC	TI
1	1	.00	.00
	2	.55	.02
	3	.37	.00
	4	.06	.02
	5	.02	.00
	6	.00	.95

a. Dependent Variable: TCE

## Descriptives

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
P1	200	2	5	3.46	.600
P2	200	2	5	3.60	.839
P3	200	2	5	3.60	.757
P4	200	2	5	3.62	.748
P5	200	2	5	3.68	.721
P6	200	2	5	3.60	.649
P7	200	2	5	3.58	.746
Valid N (listwise)	200				

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
B1	200	2	5	3.40	.737
B2	200	2	5	3.28	.892
B3	200	2	5	3.20	.946
B4	200	2	5	3.29	.606
B5	200	2	5	3.40	.801
B6	200	2	5	3.50	.626
B7	200	2	5	3.14	.984
Valid N (listwise)	200				

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
S1	200	2	5	3.29	.798
S2	200	2	5	3.32	.632
S3	200	2	5	3.27	.647
S4	200	2	5	3.27	.965
S5	200	2	5	3.29	.990
S6	200	2	5	3.41	.612
S7	200	2	5	3.38	.800
Valid N (listwise)	200				

DESCRIPTIVES VARIABLES=C1 C2 C3 C4 C5 C6 C7

/STATISTICS=MEAN STDDEV MIN MAX.

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
C1	200	2	5	3.49	.880
C2	200	1	5	3.66	.711
C3	200	2	5	3.54	.855
C4	200	1	5	3.68	.686
C5	200	2	5	3.51	.833
C6	200	1	5	3.68	.700
C7	200	2	5	3.50	.827
Valid N (listwise)	200				

DESCRIPTIVES VARIABLES=I1 I2 I3 I4 I5 I6 I7

/STATISTICS=MEAN STDDEV MIN MAX.

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
I1	200	2	5	3.42	.834
I2	200	2	5	3.48	.649
I3	200	2	5	3.34	.829
I4	200	2	5	3.24	.661
I5	200	2	5	3.26	.626
I6	200	2	5	3.19	.935
I7	200	2	5	3.14	.984
Valid N (listwise)	200				

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
CE1	200	2	5	3.27	.965
CE2	200	2	5	3.29	.990
CE3	200	2	5	3.41	.612
CE4	200	2	5	3.38	.800
CE5	200	2	5	3.44	.631
CE6	200	2	5	3.42	.834
CE7	200	2	5	3.48	.649
Valid N (listwise)	200				