

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

EFFECT OF CUSTOMER RELATIONSHIP
MANAGEMENT PRACTICES ON CUSTOMER
SATISFACTION AND CUSTOMER LOYALTY TOWARDS
MYANMA TOURISM BANK

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EMBA II – 89

EMBA 20th BATCH (ONLINE)

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ACADEMIC YEAR (2023-2025)

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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that the thesis entitled “**Effect of Customer Relationship Management Practices on Customer Satisfaction and Customer Loyalty towards Myanmar Tourism Bank**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

This study aims to examine the influence of customer relationship management practices on customer satisfaction and to investigate the mediating role of corporate image in the connection between customer satisfaction and customer loyalty to Myanmar Tourism Bank. The sample size is determined using the Yamane sampling formula. A total of 397 customers are chosen from a group of 60,251 customers using the simple random sampling technique. The method of online surveys is utilized to gather primary data. Secondary data is collected from MTB, earlier research studies, websites, and textbooks. For data analysis, descriptive statistics and regression analysis are utilized. The regression analysis shows that reciprocity, responsiveness, and reliability positively and significantly influence customer satisfaction. It is also discovered that corporate image acts as a mediator in the connection between customer satisfaction and customer loyalty. To enhance customer satisfaction and loyalty according to the results, MTB ought to ensure consistent service by efficiently leveraging its customer relationship management system. It must also guarantee that every customer interaction is documented and refreshed in the customer relationship management system to deliver consistent service throughout all divisions.

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CHAPTER 1

INTRODUCTION

The banking sector is crucial for the economic growth of every nation, and Myanmar is not an exception. As a developing economy in Southeast Asia, Myanmar has undergone major changes in its financial sector, especially following the implementation of market-driven reforms in the early 2010s. Creating a strong banking system is crucial for encouraging investment, easing trade, aiding small and medium enterprises (SMEs), and improving overall financial inclusion. In Myanmar, the banking industry acts as a key means of gathering savings and distributing financial resources to productive areas. It serves as an essential connection among different economic participants, such as individuals, companies, and the government. With the nation's ongoing integration into the global economy, banking institutions are playing a more crucial role in maintaining macroeconomic stability and promoting sustainable growth.

Customer relationship management (CRM) is a strategic method employed by companies to handle interactions with both existing and potential customers by utilizing data and technology to enhance business relationships (Buttle & Maklan, 2019). Customer relationship management is described as a process that enhances customer value via continuous marketing efforts based on deep customer understanding gained through the gathering, management, and utilization of customer data and interaction history (Zakaria et al., 2014). Customer relationship management involves strategic business and process, not just technological. Customer relationship management helps financial institutions achieve customer satisfaction by managing interactions with customers, clients, and sales prospects. Technology organizes, automates, and aligns corporate operations (Kebede, 2018). Customer relationship management improves relationships to boost customer satisfaction and loyalty.

Customer relationship management practices involve the strategic application of technologies, processes, and interpersonal interactions to oversee a company's relationships with existing and prospective customers (Buttle & Maklan, 2019). Customer relationship management involves overseeing interactions with current, former, and possible customers. It encompasses the utilization of diverse instruments, technologies, and methods to enhance and reinforce the connection between a business and its clients. Customer relationship

management allows organizations to gather and examine customer data to gain insights into behavior and preferences, aiding in customizing services and enhancing engagement. Through the use of customer history and data analytics, businesses can improve their communication and service approaches, promoting more robust and tailored relationships. Chernet (2023) states that customer relationship management involves aspects like customer orientation, connection, mutual benefit, reactivity, and dependability, which together foster enduring trust and loyalty between companies and their clientele.

Customer focus involves prioritizing the clients, acknowledging them on special events, and encouraging their return to the bank. (Padmavathy & Sivakumar, 2017). Customer focus is a key principle of customer relationship management, stressing the importance of aligning business strategies and processes with the needs and expectations of customers. It includes comprehending customer preferences, offering tailored experiences, and fostering lasting relationships that benefit both the customer and the organization (Buttle & Maklan, 2019).

Business bonding involves the customer and supplier working together toward a same goal (Taleghani et al., 2011). In customer relationship management, bonding is perceived as a process that enables customers to experience a connection and loyalty to the service provider. This bond can be developed via ongoing communication, reciprocal respect, and beneficial interactions over time (Ndubisi, 2007).

Reciprocity is characterized as a facet of a business relationship that allows either party to offer assistance or accommodations to the other with the expectation of receiving equivalent assistance or accommodations in the future (Chattananon & Trimetsoontorn, 2009). It operates under the idea that when companies offer advantages—like tailored services, rewards, or exceptional customer assistance—customers tend to reciprocate with loyalty, repeat purchases, and favorable recommendations. Reciprocity fosters a feeling of equity and justice within the relationship, enhancing trust and sustained involvement (Peltier et al., 2006).

Responsiveness refers to the readiness to assist customers and deliver timely service (Ananth et al., 2010). It indicates the speed, precision, and quality of service provision, which directly affects customer satisfaction and loyalty. A responsive organization is focused on customer requirements and communicates effectively and efficiently, thus improving the overall customer experience (Parasuraman et al., 1988).

Reliability in customer relationship management signifies an organization's capability to consistently provide promised services with accuracy and dependability (Padmavathy & Sivakumar, 2017). Customers are satisfied when a company's products and services meet or exceed expectations. 2015 (Shaon, Rahman). Oliver (1999) described consumer loyalty as a strong desire to buy or support a favorite product or service again. Customers' perceptions of a company define its image (Virvilaite & Daubaraitė, 2011).

CRM has become essential for improving customer happiness and loyalty (Buttle & Maklan, 2019). Customer satisfaction shows how effectively a product or service meets or exceeds expectations (Kotler & Keller, 2016). Client loyalty and long-term partnerships depend on client pleasure (Anderson et al., 1994).

Corporate image denotes the general perception that stakeholders, especially customers, develop about a company influenced by their experiences, interactions, and the company's visual representation and principles (Nguyen & Leblanc, 2001). A favorable corporate reputation can act as a strategic advantage, setting the company apart in competitive markets and fostering emotional ties with consumers. Customer loyalty indicates a customer's ongoing preference and dedication to buy again or keep using a brand, product, or service over time, regardless of competing options or shifts in market conditions. It goes beyond just frequent transactions, including emotional connections and favorable word-of-mouth actions (Oliver, 1999).

Myanmar Tourism Bank (MTB) was founded in 2018. At present, MTB operates 17 branches nationwide. Myanmar Tourism Bank (MTB), a bank centered on customers, provides services by utilizing customer relationship management. This study examines how MTB customer relationship management affects satisfaction and loyalty.

1.1 Rationale of the Study

Customer loyalty holds significant importance for Myanmar Tourism Bank (MTB) as it directly impacts the bank's long-term viability, profitability, and competitive stance in the banking industry. Committed customers are more inclined to engage in repeat transactions, use various financial services, and suggest the bank to others, resulting in natural expansion and lower marketing costs. In a competitive financial landscape such as Myanmar, where clients have growing access to different banking choices, loyalty guarantees customer retention and a steady revenue flow. Moreover, loyal customers are

generally more understanding during service interruptions and are more inclined to offer helpful feedback, allowing the company to improve its offerings and services. Through consistent service, trust, and customer satisfaction, MTB can foster solid connections that create a loyal customer base, bolstering its long-term objectives and market standing.

Myanma Tourism Bank (MTB) needs customer loyalty to succeed. Happy bank customers are more likely to stay, use more services, and recommend the bank. For MTB, elevated customer satisfaction aids in customer retention and minimizes the necessity for expensive customer acquisition initiatives. Moreover, pleased customers generally interact more with the bank, utilize a broader array of financial products, and demonstrate increased loyalty as time goes on.

Customer relationship management is crucial in enhancing customer satisfaction. Content customers are beneficial to the company not only due to their likelihood of making repeat purchases but also because they recommend the business through word of mouth. Fostering and upholding strong connections with the king (customer) is one of the key challenges for any organization. Customers were once uncomplicated individuals who were content with any product or service provided to them. As competition rises and technology progresses, customers have grown more conscious of their rights over the years.

A focus on customers in relationship management practices is crucial for enhancing customer satisfaction in banks, as it allows them to better understand and address individual needs. Banks can gather and assess comprehensive customer information through the use of customer relationship management tools. This allows for the provision of customized services, tailored promotions, and pertinent financial guidance. When clients get individualized care, they sense worth and gratitude, leading to heightened loyalty. Additionally, customer-centric customer relationship management ensures uniform service across various channels, including online, in-branch, and call centers, resulting in quicker issue resolution and an improved overall experience. For MTB, prioritizing customers is particularly crucial as it functions in a competitive financial industry where client expectations are increasing. Focusing on customer experience as the core of its operations allows MTB to strengthen relationships, cultivate trust, and provide more tailored and significant services.

Creating connections in customer relationship management practices is essential for establishing robust, enduring relationships between banks and their clients. Banks that

maintain consistent communication and provide tailored services cultivate emotional and professional connections. This kind of connection transcends basic transactions, emphasizing the importance of grasping customer needs and reacting with compassion. It demonstrates the bank's dedication to the financial health of the customer. Consequently, customers experience a stronger bond and loyalty, decreasing the likelihood of switching to rivals and enhancing overall contentment. In MTB, establishing bonds is crucial as it fosters trust and familiarity with clients amid a highly competitive banking landscape. Building connections can improve customer loyalty and strengthen MTB's position as a trusted financial ally in the everyday lives of its clients.

Reciprocity in managing customer relationships is essential as it fosters a mutually advantageous connection between banks and their clients. When banks acknowledge loyalty with tailored offers or unique services, customers sense they are valued. This motivates them to stay involved and committed to the bank. Reciprocity encourages transparent communication, enabling customers to share candid feedback. This feedback aids banks in enhancing their services and aligning more closely with customer expectations. For MTB, reciprocity holds special significance as it enhances the trust-oriented connection with its clientele. By continually acknowledging and rewarding customer loyalty, MTB can improve customer satisfaction, foster long-term loyalty, and set itself apart in a competitive market where retaining customers is essential for sustainable growth. In a competitive market where keeping customers is vital for sustainable growth, practicing reciprocity enables MTB to enhance its customer base and differentiate itself as a customer-focused financial institution.

Being responsive in customer relationship management practices is essential for meeting customer expectations in the current rapid banking landscape. Customers anticipate that their issues will be resolved swiftly and their inquiries answered without delay. An effective customer relationship management system facilitates the tracking and handling of customer interactions seamlessly. This allows bank personnel to offer prompt and precise assistance. When customers obtain quick and useful replies, they sense appreciation, which enhances their confidence and contentment. In MTB, being responsive is crucial for sustaining a competitive advantage and fostering solid customer connections. Prompt and dependable service boosts customer confidence, strengthens trust in the bank's reliability, and fosters long-term loyalty—elements crucial for differentiating in the current highly competitive banking landscape.

Reliability in customer relationship management guarantees that banks provide stable and trustworthy service consistently. Clients must have confidence that their bank will offer precise details and meet obligations. An effective customer relationship management system enables banks to maintain accurate customer records and promptly address requests. Uniformity in service minimizes mistakes and avoids miscommunications that could annoy clients. This reliable service fosters trust and loyalty, greatly improving customer satisfaction. For MTB, dependability is crucial as it bolsters the bank's image as a reliable financial entity. In a competitive banking landscape, consistently fulfilling commitments and ensuring precise, clear communication enables MTB to build customer trust, minimize complaints, and keep clients for the long haul.

The corporate image holds significance for a bank as it fosters trust and confidence within its customer base. A favorable reputation indicates that the bank is trustworthy and secure, which motivates individuals to select and remain loyal to the bank. It aids the bank in distinguishing itself from rivals and upholding a positive image, particularly in challenging periods. In general, a robust corporate image fosters customer loyalty and enhances business development. For MTB, the corporate image plays a crucial role in strengthening its status as a reliable and customer-centric financial organization. A robust and cohesive image enables MTB to draw in new clients, keep current ones, and compete successfully in a changing banking industry. It aids the bank in establishing trust with investors, regulators, and the broader community, fostering enduring sustainability and achievement.

Currently, in Myanmar, the banking sector is growing steadily; consequently, users have numerous options to choose from, and as a result, they are prioritizing service quality. In Myanmar, numerous clients express worries regarding inefficiency and poor quality in the banking industry. Customer relationship management is trendy to stay competitive in the booming business. Each bank requires good customer relationship management to maximize competency. Improving customer satisfaction requires customer relationship management. Thus, customer relationship management increases market share by recruiting more consumers. Longer relationships allow banks to better understand client demands and keep them through their offerings.

Myanma Tourism Bank (MTB) delivers quality services to clients through effective customer relationship management strategies. Nonetheless, it encounters substantial competition within the sector and must enhance customer satisfaction and maintain loyal

clients. Thus, this study examines Myanmar Tourism Bank customer relationship management, satisfaction, and loyalty.

1.2 Objectives of the Study

The goals of the research are outlined below:

- 1) To examine how customer relationship management practices influence customer satisfaction with MTB and
- 2) To examine the mediating influence of corporate image on the connection between customer satisfaction and customer loyalty for MTB.

1.3 Scope and Method of the Study

Customer relationship management, satisfaction, and loyalty in MTB are the focus of this research. Primary and secondary data are used. MTB has 60,251 customers in 2024. Yamane sampling formula determines sample size. Simple random sample selects 397 clients from 60,251. Online surveys collect data. Structured questionnaires with 5-point Likert scales collect primary data. Secondary data comes from MTB, research papers, websites, and textbooks. Data analysis uses descriptive statistics and regression.

1.4 Organization of the Study

This study has five chapters. Chapter one introduces the study's motivation, goals, scope, methodology, and organization. Chapter two covers customer relationship management, customer happiness, customer loyalty, company image, preceding research, and this thesis' conceptual framework. Chapter three covers MTB's profile, company structure, CRM procedures, responder characteristics, and reliability analysis. Chapter four examines how CRM strategies affect MTB customer happiness and loyalty. Chapter five presents the findings, debates, suggestions, and research gaps.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter covers customer relationship management theory and practices, including customer orientation, connection, mutual benefit, responsiveness, and dependability. It also discusses consumer happiness, corporate image, and loyalty. Finally, it presents previous research and the investigation's theoretical foundation.

2.1 Customer Relationship Management Practices

Customer relationship management refers to the use of information or knowledge related to customers to provide appropriate products or services to them (Blery & Michalakopoulos, 2006). Customer relationship management involves establishing and nurturing a designated connection with valuable customers by utilizing suitable information and communication technologies (Payne & Frow, 2005). Berndt et al. (2005) characterized customer relationship management as a management philosophy aimed at establishing long-lasting connections with customers. As stated by Bohling et al. (2006), it is characterized as a management strategy that includes methodologies, processes, and software that aid in creating a structured relationship with customers.

Customer relationship management, which involves cultivating a connection with consumers, is an essential method for fostering loyalty; loyal customers tend to be both valuable and profitable (Tordzrol et al., 2014). An alternative definition characterizes customer relationship management as a straightforward philosophy that centers the customer within a business organization's processes, activities, and culture, aiming to enhance their satisfaction with service and, consequently, optimize the organization's profits (Agarwal, 2009). In a more specific context, customer relationship management refers to the handling of detailed information regarding individual customers and the meticulous management of customer interactions to enhance loyalty, while in a broader context, it encompasses the comprehensive process of establishing and sustaining profitable customer relationships through the delivery of exceptional customer value and satisfaction (Kotler & Armstrong, 2010).

Customer relationship management is a business approach aimed at comprehending, anticipating, and addressing the requirements of both an organization's

existing customers and potential clients. It is a strategic journey of tactical procedures, collaboration, and specialized transformation where an organization seeks to improve its management of customer behaviors. Customer relationship management is a customer-focused marketing initiative responsible for collecting and managing customer information to serve clients both now and in the future (Chernet, 2023).

Customer relationship management is an essential marketing process aimed at anticipating, understanding, and addressing the needs of customers. Customer relationship management involves the establishment, enhancement, support, and improvement of long-term mutually beneficial relationships. It is a combination of business strategies to identify, validate, protect, develop, and sustain sustainable profitability and customer loyalty by delivering suitable products and services promptly (Galbreath & Rogers, 1999). To align revenue gains with maximum customer satisfaction, it requires gathering and sharing insights about customers and applying this information across various touchpoints. Customer relationship management may build long-term relationships and increase revenues through efficient management systems and customer-focused techniques (Chernet, 2023).

Customer relationship management helps banks effectively coordinate efforts to send a consistent message to customers. Thus, a different proposal must be provided to the customer by phone, mail, face-to-face interaction, or email, depending on their preferred channel (Laketa et al., 2015). Banks now recognize how maintaining customer connections helps retain current customers and increase customer lifetime value (Tamilarasan, 2011). Thus, Rouholamini and Venkatesh (2011) stated that banking and customer relationship management methods are now so linked that considering one without the other is practically impossible. It implies they are inseparable. Customer Relationship management learns about consumers' requirements and habits to improve interactions. Strong client connections drive corporate success. Customer relationship management is a hot topic in business. CRM has important service marketing applications.

To maintain customer pleasure and loyalty, every company preserves and uses client requirements, expectations, and preferences. Customer loyalty helps a firm make money. But gaining consumer loyalty is hard. The main goals are to build strong customer connections, satisfy their requirements, and manage their expectations. A good customer relationship management system may help a firm achieve these goals. Customer relationship management impacts firm loyalty (Shaon et al., 2015).

Hanuman et al. (2011) argued that customer relationship management was as important to the banking industry at the start of the 21st century as it was to any other. Chothani et al. (2010) stated that private banks consider themselves 'customer-focused,' offering specialized services to rich clientele. Muhammad and Haq (2012) argue that private sector banks have satisfied customers with superior services and retained clients by offering better amenities than public sector banks, but they still need to improve to be customers' preferred choice.

Businesses need customer relationship management to boost customer happiness, loyalty, and revenues. Businesses use CRM methods, technology, and strategies to manage and assess customer contacts throughout the lifecycle (Ghafari et al., 2011). Internal programs emphasize corporate structure, culture, and knowledge management, whereas external programs entail consumer interaction. This research evaluates customer relationship management strategies based on customer focus, bonding, reciprocity, responsiveness, and reliability.

Buttle and Maklan (2019) asserted that CRM goes beyond technology, emphasizing the need for customer-focused business strategies that nurture significant relationships. They highlight that effective CRM efforts bring together people, processes, and technology to provide uniform customer experiences. Nguyen and Mutum (2012) contended that CRM practices are essential for customer retention as they allow companies to enhance customer services and proactively address customer requirements.

2.1.1 Customer Focus

Customer focus pertains to how managers view the creation of competitive value for customers via customer relationship management (Day, 2000). It involves grasping customer requirements, anticipations, responses, interactions, and customer-centric metrics. As stated by Padmavathy and Sivakumar (2017), customer focus involves prioritizing customers, acknowledging them during special events, and encouraging their return to the bank. Moreover, Sheth et al. (2000) characterized customer focus as a combination of engaging in conversations with customers about tailoring their needs, personalizing products, evaluating customer needs, and executing information regarding customer needs.

Customer focus refers to an organization's capability to strategically and effectively direct its efforts toward activities that improve customers' experiences with its products and services. By concentrating on their customers, companies can enhance the value delivered to them. This commonly involves obtaining a clear insight into different customer segments, generating quality at reasonable expenses, and fulfilling all promises made. It may also refer to the ability to set prices and market the appropriate products and services to the suitable customers at the correct time (Gartner, 2003).

Clients are the key catalyst for an organization's success and financial gain. Customer perceptions and thoughts regarding a company and/or its products are crucial elements of its success. Banks have realized that customer relationship management is one of the best ways to build long-term client relationships and boost profits through an effective management system and customer-focused strategies (Nyarku et al., 2013).

An organization aiming to effectively implement customer relationship management must have a structure, culture, policy, and reward system that prioritize the customer (Ryals & Knox, 2001). This entails a comprehensive customer-focused approach and consistently providing exceptional value to chosen key clients through tailored/customized solutions. This dimension requires customer-focused marketing, customer lifetime value identification, customization, and interactive co-creation marketing (Sheth et al., 2000). Engaging important consumers is about building strong relationships that make the seller essential to its most profitable clients (Vandermerwe, 2004). With a company-wide understanding and internal support for essential customer connections, the sales team is usually better empowered and inspired to build lasting customer relationships through more tailored products and services and improved customer satisfaction (Kotler & Armstrong, 2012).

2.1.2 Bonding

Customer bonding is described as a mutually advantageous aspect of business for both the customer and the company (Tumbelaka et al., 2022). Customer bonding refers to the process of fostering a relationship between the organization and the consumer, wherein the company aims to uphold a strong and mutually advantageous connection between the purchaser and the vendor. Bonding refers to the aspect of a business relationship where both parties (the customer and the supplier) work together cohesively towards a common

objective (Taleghaniet et al., 2011). They said bonding is a dynamic process that evolves over time in buyer-seller relationships. Effective customer relationship management helps firms retain lifelong clients, increase customer value, and build customer loyalty (Tamiliarasan, 2011). A seller's need to find a buyer and a customer's desire to buy a product that fits their needs begins the bonding process. Different party links indicate different levels of relationship.

Cross and Smith (2002) defined customer bonding as a process by which marketers build or maintain consumer trust for mutual benefit. This shows that customer bonding includes building a good relationship between a firm and its customers. Kotler and Armstrong (2008) also stated that customer relationship management—the comprehensive process of developing and sustaining profitable relationships through excellent customer value and satisfaction—is necessary to acquire, retain, and expand customers.

Customer bonding refers to the relationship between customers and service providers for personal reasons. These represent various phases of connection among parties of diverse characteristics. This connection is important to the relationship between clients and the service providers. Bonds can be divided into two types: social bonds and structural bonds. Customer engagement is a tactic employed to retain clients within each business (Tumbelaka et al., 2022).

Dwyer (2020) suggests that certain dimensions reflect customer attachment. The elements are awareness, exploration, enhancement of relationships, and dedication. Awareness signifies that all involved must be mindful of one another and contemplate the potential for fostering positive connections among multiple parties. During the exploration (guarding), every group should assess and evaluate their abilities for retaining guests. During the relationship enhancement phase, the business and the loyal customer experience a sense of interdependence or ease with each other. During the commitment, each party must uphold mutual trust and comprehend the other's objectives, and guest purchases will automatically remain firmly integrated with the company.

The aim of customer bonding is to develop customers who are devoted and dedicated to the products or services. Within the marketing mix framework, there exists a notion of a system that the company can develop to sustain connections with customers. Kuspriyono and Nurelasari (2018) state that customer bonding is a mutually advantageous relationship for both the customer and the company. Consequently, customer bonding

serves as a strategy for businesses to keep their clients. The stronger the improvement of the relationship via bonding, the more dedicated the customer becomes to the relationship, making it less probable for him/her to switch to rival companies.

2.1.3 Reciprocity

Reciprocity denotes the reciprocal interaction among two or more parties. It is a societal custom where an individual offers something to another individual, and the recipient reciprocates either right away or later on (Mauss, 2002). The principle of reciprocity suggests that a person is more inclined to assist someone after having received a favor or gift from them first. Reciprocity is described as a behavioral pattern where an individual responds to a received beneficial act with an action that is advantageous to the person (or group) who offered the initial beneficial act (Beltran et al. 2023). In marketing, companies can leverage reciprocity marketing to foster a feeling of obligation in their customers by providing them with something (Pfeiffer et al., 2005). Reciprocity is the aspect of a business relationship that allows either party to offer favors or concessions to the other, expecting similar favors or concessions in return at a future time (Taleghani et al., 2011).

Malinowski (1926) contended that reciprocity formed the foundation of economic transactions, legal systems, political relations, and social organization in small-scale communities. Each link of reciprocity becomes even more compelling by being an integral part of an entire system of mutual support. Morales (2005) characterized personal reciprocity as a customer's deliberate inclination to participate in a mutually beneficial and reciprocal relationship with a service provider. Fournier et al. (1998) emphasized that a successful consumer-firm relationship requires a balance between 'giving' and 'receiving'.

Reciprocity is seen as a fundamental element that can solidify a durable long-term relationship between consumers and firms (Fournier et al., 1998). Bagozzi (1995) noted that reciprocity occurs in relationships between consumers and firms. Individuals desire a mutual connection with the vendors from whom they buy goods and services (Schultz & Bailey, 2000). Morales (2005) suggested that consumers exhibit "personal reciprocity" by rewarding companies for efforts aimed at them specifically. Schultz and Bailey (2000) advocated for establishing reciprocity as a theoretical foundation for developing customer relationships. Reciprocity is a key theoretical underpinning of a resource investment and

customer loyalty paradigm (Morais et al., 2004). Personal reciprocity mediates brand trust and loyalty into future brand purchases. In the same vein, personal reciprocity serves as an essential connecting element to draw in prospective customers who know about a product category but have not experienced a specific brand within that category (Wu et al., 2008).

2.1.4 Responsiveness

Response is ready to help consumers and provide fast service (Ananth et al., 2010). Responsiveness is helping clients right away. Responsiveness is the willingness to help consumers, provide fast service, and offer choices when needed (Cheng et al., 2019). Customers evaluate service providers' responsiveness as their readiness to help immediately, according to Loke et al. (2011). Additionally, responsiveness is reacting to something or someone, especially quickly or positively (Das et al., 2009).

Chothani et al. (2010) define responsiveness as consumers' perception of carriers' service providers' promptness. How successfully chosen financial organizations answer consumer wants and desires is called responsiveness. To be adaptive, a firm must understand customer behavior, profile it, have real-time customer information and loyalty insights, and employ service control aspects (Herhausen et al., 2019).

Customer responsiveness gauges the speed and effectiveness with which a company addresses its customers' needs. It is evaluated by measuring the speed at which customer questions and issues are addressed, as well as the effectiveness of suggestions made and the way feedback is handled. Customer responsiveness pertains to how quickly and accurately orders are processed (Negassa & Japee, 2023). Effective customer responsiveness is crucial for upholding customer satisfaction and loyalty since customers value prompt replies to their questions and feedback (Homburg & Klarmann, 2007).

Fruchter and Matyszkiel (2023) define responsiveness as the degree to which the quality provided meets customer expectations. Being responsive usually indicates a deliberate choice to react to a significant change in conditions or to adjust to a constantly evolving environment (Narver et al., 2004). Thus, companies that prioritize responsiveness aim to create, share, and utilize market insights to more effectively meet expressed demands within their existing product/market areas (Kohli & Jaworski, 1990). Fruchter et al. (2022) noted that companies can enhance customer loyalty over time by being more attentive to their expectations. Responsiveness allows customers to access a wider variety of

information, resulting in more precise quality expectations that, in turn, improve customer loyalty (Fruchter & Matyszkiew, 2023).

2.1.5 Reliability

Reliability denotes the degree to which banks meet their commitments by delivering pertinent information to customers, ensuring effective communication with them, and engaging with customers in a cooperative manner (Padmavathy & Sivakumar, 2017). Parasuraman et al. (1988) expressed that reliability refers to a customer's anticipation that service outcomes will be consistent. As per Akter et al. (2008), reliability refers to the capability to perform the promised service consistently and correctly. In the banking industry, reliability signifies the consistent and trustworthy capability of the system to accurately store, retrieve, and process customer information, guaranteeing that banking services are provided as expected, without interruptions or mistakes, ultimately fostering trust and loyalty with customers by offering a dependable experience across all platforms (Onut et al., 2006).

Dependability is among the most prevalent elements of customer relationship management. It allows customers to evaluate the banks' performance in delivering services related to maintaining stable service quality and dependable service (Zineddin, 2005). Reliability signifies the degree to which banks consistently and accurately provide services to their clients as guaranteed (Marflee, 2004). According to Padmavathy et al. (2012), reliability is a crucial factor that enables banks to provide better customer value compared to their rivals, meeting customer expectations and needs. As noted by Padmavathy and Sivakumar (2017), banks honor their commitments by delivering pertinent information to clients; through efficient communication with customers; and by engaging with customers collaboratively.

As stated by Bahia and Nantel (2000), reliability, which evaluates the capacity of bank staff to provide the promised service correctly and without mistakes, is a key dimension associated with particular banking services. Clients anticipate that companies will foresee their requirements and deliver service consistently at standards exceeding their expectations. As a result, customers remain faithful to the company for extended durations (Chen & Popovich, 2003). Firms that operated efficient facilities and had more resources

successfully met customer demands with standardized offerings, benefiting from increased productivity and reduced expenses.

Mithas et al. (2005) claimed that customer relationship management solutions help organizations improve consumer experience by processing orders and questions quickly and accurately and managing client accounts. Parasuramal et al. (2004) claim that customer relationship management activities attempt to satisfy customer expectations and improve service quality, which requires trustworthiness. Reliability is defined as executing the task consistently and correctly. Thus, reliability positively influences customer relationship management efforts and customer satisfaction. When a bank consistently fulfills its service commitments and operates as anticipated, customers tend to be more satisfied with their banking experiences.

2.2 Customer Satisfaction

Kotler and Keller (2012) define satisfaction as an individual's feelings of happiness or discontent from comparing perceived product performance to expectations. According to Kotler & Keller (2012), consumers are unhappy when performance does not meet their expectations, satisfied when it does, and delighted or very satisfied when it exceeds them. Businesses know about customer happiness. The commercial idea defines customers' positive feelings about the company's products and services (Ramachandran & Chidambaram, 2012).

According to Agarwal (2009), involves involving customers in a company's operations, activities, and culture to improve service and boost revenues. Customer satisfaction builds a mutually beneficial connection between clients and banks (Rouholamini & Venkatesh, 2011). They also said customer happiness might be connected to frontline workers, main service, or organization satisfaction.

Businesses value customer happiness as a key performance indicator. Banks explore ways to improve financial performance and stay relevant to clients (Liu et al., 2020). If clients are unhappy with operations and tactics, a bank cannot fulfill financial goals. Customer satisfaction greatly affects business success (Mburu et al., 2013). Service leaders address customers wants because customer happiness is key to corporate success (Ramachandran & Chidambaram, 2012). Bank survival increasingly depends on customer service. Competition may empower clients to switch banks if they're unhappy with service.

Customer happiness has long been considered a key component in why customers leave or stay with a firm (Cohen et al., 2006). To satisfy their individualistic, quality-focused, and impulsive shopping tendencies, consumers need a wide range of items and services in one place (Chopra et al., 2012).

A consumer expects the bank to suit their needs (Mishra et al., 2011). The bank may personalize its goods, services, and communications to specific clients. Customization allows firms to meet consumer needs, serve different client profiles, and include personalization, according to Berndt et al. (2005). This will improve consumer connections and loyalty, which is vital in today's competitive environment (Agarwal, 2009).

Customer satisfaction increases customer lifetime value since it greatly affects the company's income from the customer, and maintaining current customers is cheaper than getting new ones (Sun & Kim, 2013). Customer happiness and loyalty are highly interconnected. Hanuman et al. (2011) suggested that customer happiness and loyalty are vital to corporate performance and profitability; the higher the satisfaction, the stronger the loyalty and longer the connection.

2.3 Corporate Image

Public impression of a company's physical and behavioral attributes is called its corporate image (Hatch et al., 2003). According to Richard and Zhang (2012), corporate image is a customer's perception of a firm. Hong and Marimuthu (2014) have claimed that a company's image grows from knowledge about it, culminating in a perspective or attitude. Thus, corporate image is the cumulative appraisal of trustworthy acts. Hatch et al. (2003) noted that corporate image is a customer's overall impression of a firm. The corporate image represents the company's history and product quality to potential consumers, distinguishing it from competitors (Leaniz & Rodríguez, 2016). Customer experiences and interactions affect business image (Richard & Zhang, 2012).

Liat et al. (2014) also suggested that corporate image boosts revenue, market share, and customer loyalty. Any firm relies on its corporate image since it affects how clients view the company when they hear its name (Hatch et al., 2003). Richard and Zhang (2012) considered corporate image crucial to firm performance evaluation. Building a corporate image takes time and resources, but it can help the company launch new brands and boost

sales of existing ones (Gronroos, 2010). Service organizations should use effective marketing strategies to build a positive corporate image (Richard & Zhang, 2012).

Establishing a robust corporate image and reputation, particularly in banks, is considered vital for fostering customer loyalty (Ozkan et al., 2020). Clients who view service providers positively will eventually contribute to the capitalization of a beneficial image, boosting market share (Omoriegie et al., 2019), since banks are vital for mobilizing savings and allocating resources in any economy.

2.4 Customer Loyalty

Customer loyalty is a positive attitude toward brand and recurring purchases (Day, 1969). Casidy and Wymer (2016) defined consumer loyalty as emotional attachment to the loyalty object, not only repeated purchases. A customer's long-term support of a bank is called customer loyalty (Ladhari et al., 2011). Customer loyalty is the tendency and behavior of customers to choose one brand over its competitors, whether due to product or service satisfaction (Bansal & Gupta, 2001). Thakur (2016) defined attitudinal loyalty as a customer's inclination to shop with a certain supplier again.

Customer loyalty, according to Abubakar et al. (2014), is a strong commitment to a brand, product, or service that leads to repeat purchases even in the face of harsh competition. Oliver (1999) defined customer loyalty as a consumer's commitment to acquire certain products, services, and brands from a firm regardless of rivals' new offerings and advances. Marketers encourage repeat purchases to build consumer loyalty (Thurau et al., 2002). Thus, loyalty comes from passive interactions with someone and having them return to you several times (Ghavami & Olyaei, 2006).

Customer loyalty is the willingness of consumers to stay with a firm and use its products and services (Lovelock & Wright, 2002). It may contain customer recurring transactions. Service management also requires client loyalty (Caruana, 2002). Customer loyalty has many facets (Dahiyat et al., 2011). This can be measured by behavioral, attitudinal, and composite variables (Cifci & Erdogan, 2016). Attitude loyalty is when a client stays loyal because they like a brand. A consumer's continued purchase of a product, service, or brand is called behavioral loyalty (Khajeheian & Ebrahimi, 2020). Companies benefit from behavioral loyalty by increasing repeat sales. Composite loyalty includes

behavioral and attitudinal characteristics (Iordanova, 2017). Composite loyalty helps organizations grow sales by building a base of loyal clients (Rasoolimanesh et al., 2019).

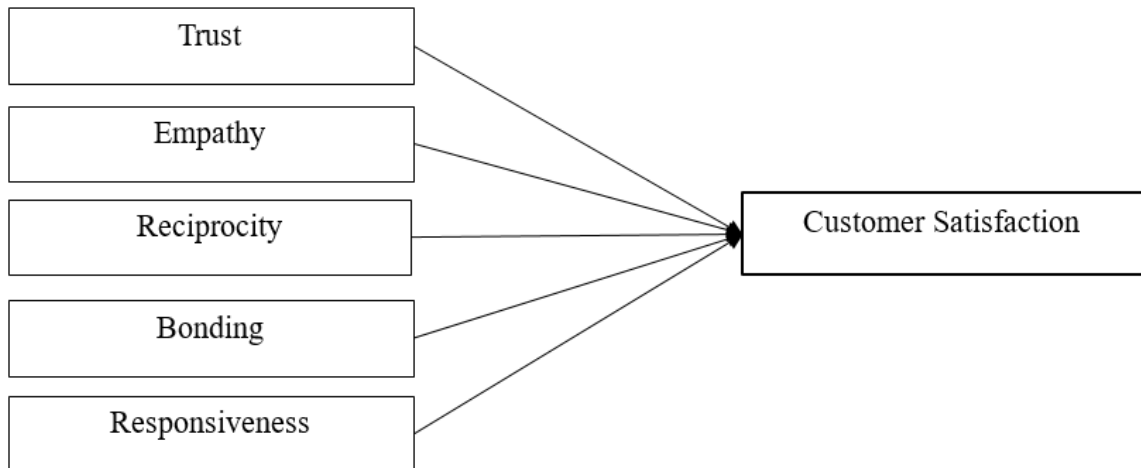
Bank performance depends on customer loyalty (Ashraf et al., 2018). Banks get a durable competitive benefit from loyal consumers (Hosseini & Saravi-Moghadam, 2017). Additionally, consumer loyalty affects bank success (Liat et al., 2014). client-focused banks build strong client relationships (Renganathan et al., 2012). Developing loyal clients is often cited as the key to long-term financial success, leading to higher sales, market share, and pricing (Alrubaiee & Nazer, 2010).

Customer relationship management improves corporate performance by boosting customer happiness and loyalty (Lombard, 2011). Thus, loyalty keeps them with the company. Customer retention boosts profits by reducing customer acquisition costs (Cohen et al., 2006). Due of their continuous business with the company, customers remain loyal.

2.5 Previous Studies

Chernet (2023) evaluated how customer relationship management affects customer satisfaction at United Bank, Bomb-Tera Branch, Addis Ketema Sub-City, Addis Ababa. The study used explanatory and descriptive research approaches. To achieve this, 301 bank clients were surveyed using simple random samples, and 5 bank management staff (Branch Manager, Assistant Manager, Supervisor, Credit Division Manager, and International Trade Division Manager) were interviewed using purposive sampling. Data was collected using a self-administered, somewhat guided survey and interview guide. The data was analyzed using SPSS 20. Data was analyzed using descriptive and inferential statistics. Respondent demographics and perspectives on customer relationship management and customer satisfaction were described using frequency distribution, percentage, mean, and standard deviation. Figure (2.1) shows Chernet (2023)'s conceptual framework.

Figure (2.1) Conceptual Framework of Charnel

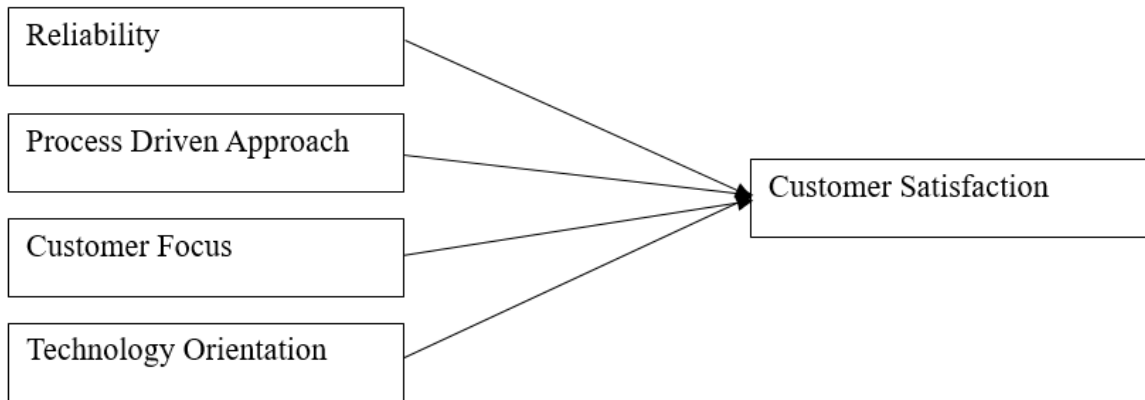


Source: Chernet (2023)

Pearson correlation and multiple regressions were used to show how customer relationship management practices affect customer satisfaction and bank customer satisfaction. United Bank and Bomb-Tera branch customer satisfaction was positively, weak to strongly, and significantly correlated with all five customer relationship management methods. All five customer relationship management methods investigated in this research affected Bomb Tera branch customer satisfaction, and all coefficients were significant. Empathy was the most important component in regression, followed by connection and responsiveness.

Customer relationship management and satisfaction at United Bank S.C. were examined by Aberra (2020). Customer satisfaction was examined using behavioral criteria including dependability, process-driven approach, customer focus, and technology orientation as independent factors in customer relationship management. To attain study aims, the researcher used descriptive and explanatory research. The researcher used easy sampling to get a representative population sample. The researcher used a standardized questionnaire to assess customers' satisfaction with customer relationship management methods at four United Bank S.C. locations. Of 394 questionnaires sent out for data collection, 357 were completed and returned. The data was analyzed using SPSS 20. Demographic information, hypotheses, and research questions were addressed using descriptive statistics (mean, standard deviation) and inferential statistics (correlation and regression). Figure (2.2) shows Aberra (2020)'s conceptual framework.

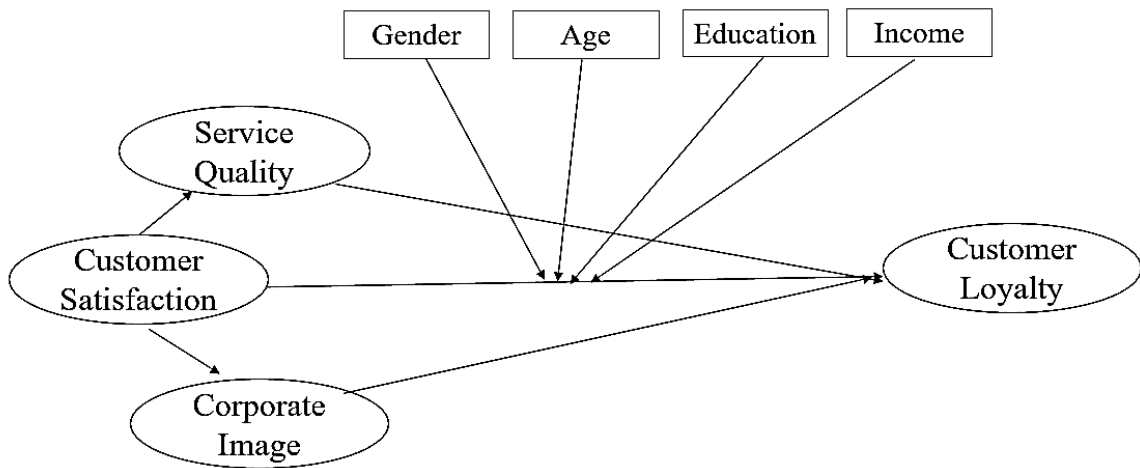
Figure (2.2) Conceptual Framework of Aberra



Source: Aberra (2020)

The statistical result revealed that four behavioral components of customer relationship management positively and significantly affected customer satisfaction. Chikazhe et al. (2021) examined banking customer satisfaction and loyalty mediating and moderating variables. A cross-sectional study in Chinhoyi, Zimbabwe, obtained structured questionnaire data from 308 bank clients. Analyses used structural equation modeling and moderated regression. Figure (2.3) shows Chikazhe et al. (2021)'s conceptual framework.

Figure (2.3) Conceptual Framework of Chikazhe et al.



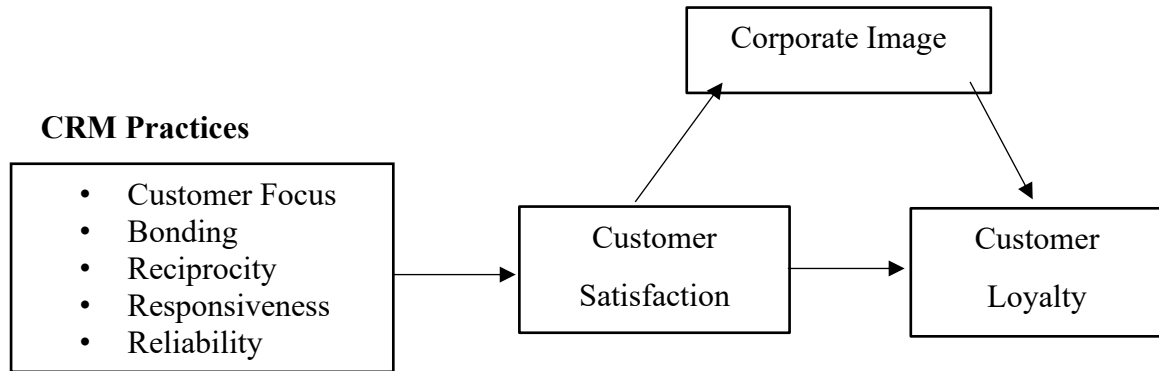
Source: Chikazhe et al. (2021)

client pleasure greatly and directly increased client loyalty. The results also showed that service quality and company image were partly mediators, implying that improving these factors increased satisfaction and loyalty. However, demographic parameters including gender, age, education, and income did not affect this association, demonstrating that pleasure and loyalty were consistent across client groups.

2.6 Conceptual Framework of the Study

The preceding literature reviews and research inform the study's conceptual framework. Study's conceptual framework is shown in Figure 2.4.

Figure (2.4) Conceptual Framework of the Study



Source: Own Compilation (2025)

As shown in Figure (2.4), this study's conceptual framework has two connected parts. Customer relationship management practices (customer orientation, connection, mutual benefit, promptness, and dependability) are independent variables, while customer satisfaction is the dependent variable, according to Chernet (2023) and Aberra (2020). According to Chikazhe et al. (2021), customer happiness is the independent variable, customer loyalty is the dependent variable, and company image is the mediating variable.

CHAPTER 3

PROFILE AND CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES OF MYANMA TOURISM BANK

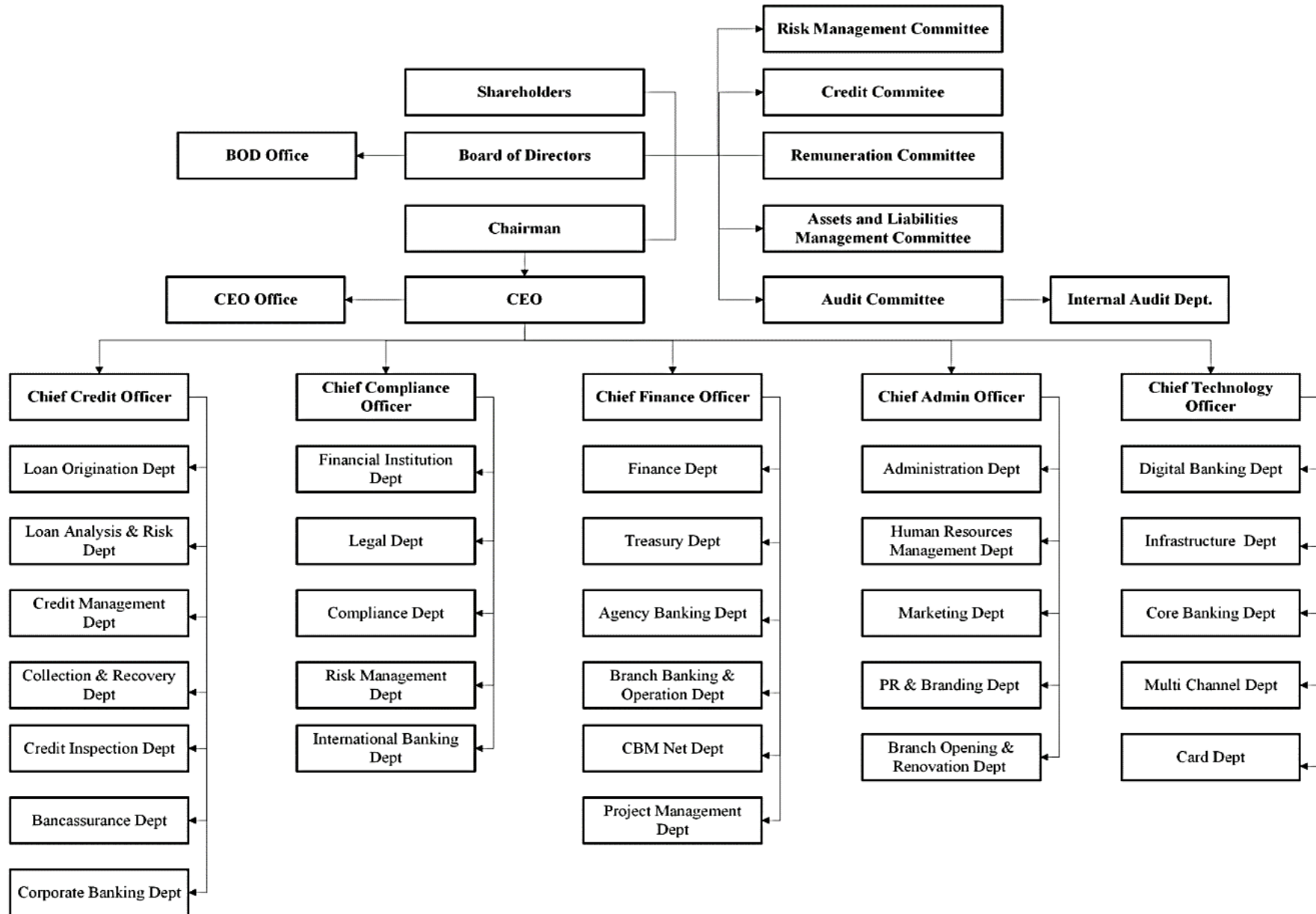
This chapter outlines the profile, vision and mission, and organizational structure of MTB. MTB's CRM methods are also shown. This chapter also covers respondent demographics and variable reliability.

3.1 Profile of Myanmar Tourism Bank

Myanmar Tourism Bank (MTB) is a dedicated financial entity founded in 2018, aiming primarily to aid the growth of Myanmar's tourism industry. Established in accordance with the national economic strategy, MTB was developed to offer customized financial services to enterprises and individuals engaged in tourism and hospitality sectors. The bank specializes in providing tailored banking solutions like loans, credit options, and consulting services to industries such as hotels, resorts, travel agencies, transportation services, and local cultural businesses. MTB significantly enhances financial access for small and medium-sized enterprises (SMEs) in the tourism sector, promoting inclusive economic development. At present, MTB operates 17 branches throughout the nation. MTB, as a progressive institution, employs contemporary banking technologies to improve service quality and broaden financial inclusion throughout the nation. The bank's mission goes beyond just providing financing; it also actively supports sustainable and responsible tourism in partnership with local communities, investors, and governmental bodies.

MTB aims to establish itself as a top financial institution in Myanmar by offering outstanding financial products that satisfy client demands. Myanmar Tourism Bank (MTB) aims to provide efficient and accessible banking services through the adoption of innovation and investment in contemporary banking technologies. Myanmar Tourism Bank (MTB) carefully enhances its organizational framework to fulfill the company's vision and mission. Figure (3.1) displays the organizational structure of Myanmar Tourism Bank (MTB).

Figure (3.1) Organizational Chart of Myanmar Tourism Bank (MTB)



Source: Myanmar Tourism Bank (2025)

Myanmar Tourism Bank (MTB) comprises thirty departments along with five management committees, such as the Board of Directors and an independent audit committee, which together constitute the foundation of MTB's organizational framework. The chairman heads the executive committee and the Board of Directors, guaranteeing synchronization between strategic planning and operational implementation. The Board of Directors mainly focuses on defining the corporate strategy, sanctioning significant investments, and guaranteeing adherence to regulations and risk management. The independent audit committee is essential for supervising internal controls, ensuring the accuracy of financial reporting, and upholding audit integrity to foster transparency and accountability.

At the operational level, the senior management team, including roles like assistant general manager, deputy general manager, general manager, and senior general manager, oversees the daily functions of their specific departments. Their duties include executing strategies approved by the board, overseeing departmental performance, guaranteeing regulatory compliance, improving service quality, and promoting innovation and employee growth throughout the bank.

3.2 Customer Relationship Management Practices of MTB

Myanmar Tourism Bank (MTB) utilizes an extensive customer relationship management approach incorporated into its Oracle FLEXCUBE Core Banking Software and Oracle Digital Banking Platform. This integration allows MTB to ensure uniform and dependable services throughout all customer interactions. Through the centralization of customer information and interaction records, the customer relationship management system guarantees that all departments can access current data, enabling consistent service provision across all branches and channels. Myanmar Tourism Bank (MTB) prioritizes robust customer relationship management strategies centered on customer orientation, connection, mutual benefit, responsiveness, and trustworthiness.

3.2.1 Customer Focus of MTB

Myanmar Tourism Bank (MTB) employs a sophisticated customer relationship management system to provide tailored banking experiences for its primary clients. The

customer relationship management system gathers extensive information, including customer transaction history, product utilization, preferences, and interaction logs across every service channel. The analysis of this data enables the formation of accurate customer segments, permitting MTB to develop and provide personalized financial products such as custom loans or individualized deposit plans that specifically meet each client's distinct requirements. To consistently amaze and please customers, the customer relationship management system facilitates tailored marketing campaigns and individualized communication—delivering special offers, crucial updates, or pertinent financial guidance precisely when customers require it. MTB systematically collects customer feedback using integrated customer relationship management system tools like automated surveys, feedback forms, and direct customer service input; these responses are recorded, organized, and quickly allocated to specific teams tasked with follow-up. The customer relationship management system monitors the complete feedback process, guaranteeing prompt replies and the resolution of customer issues. Additionally, all staff members can access detailed and current customer profiles through the customer relationship management system dashboard, allowing them to deliver knowledgeable, compassionate, and personalized service at each interaction.

3.2.2 Bonding of MTB

Myanma Tourism Bank (MTB) has established a sophisticated customer relationship management system that underpins its customer interaction and relationship development strategies. This customer relationship management system consistently gathers and refreshes in-depth details about every customer's interactions, preferences, and transaction history, enabling MTB to uphold ongoing and personalized communication. By utilizing automated notifications and focused communications, the bank maintains regular contact by delivering tailored updates, promotional deals, and essential reminders through SMS, email, and phone calls, making sure customers feel appreciated and well-informed consistently. The customer relationship management allows MTB to categorize clients based on diverse criteria—such as company size, transaction behaviors, and financial requirements—enabling the bank to create and provide tailored financial solutions that foster long-term growth and customer loyalty. Employees utilize this centralized customer information to thoroughly understand each client, fostering significant and collaborative relationships in which the bank actively collaborates with customers to tackle their

individual challenges and objectives. Additionally, the customer relationship management system optimizes internal processes by swiftly directing customer inquiries and feedback to the right departments, guaranteeing timely and unified responses. MTB employs customer relationship management to regularly inform clients about service changes, policy updates, or new products via proactive communication campaigns, reducing unexpected situations and fostering trust.

3.2.3 Reciprocity of MTB

Myanmar Tourism Bank (MTB) aids customers in addressing challenges via a systematic problem-solving approach, featuring specialized customer service teams equipped to evaluate specific situations and provide customized financial support, including adjustable repayment options. This method encourages a feeling of accountability in clients to fulfill their obligations in exchange for the bank's assistance. To fulfill its commitments, MTB has established a strong service management system that monitors all customer inquiries and guarantees prompt responses, with explicit responsibility designated to the relevant personnel. The bank promotes mutual advantage by frequently working with customers through tailored consultations and feedback meetings, which assist in creating financial products that align with the interests of both sides. Recognizing their interconnectedness, MTB employs customer relationship management tools to retain comprehensive customer profiles, allowing staff to foresee needs and offer proactive service. Furthermore, MTB utilizes an urgent case escalation system, classifying issues by priority levels to ensure that high-priority matters get immediate attention, allowing customer problems to be comprehended in context and resolved swiftly.

3.2.4 Responsiveness of MTB

Myanmar Tourism Bank (MTB) offers efficient service via organized internal procedures like digital queue management systems and automated core banking software that enhance transaction processing and minimize wait times. MTB establishes specialized customer service teams with strategically designed staffing schedules, particularly during peak times, to guarantee that employees have ample opportunity to adequately address customer inquiries, aided by customer relationship management systems that equip staff

with in-depth customer data for effective communication. The bank fosters customer trust by conducting ongoing training initiatives centered on professionalism, communication, and service ethics, in addition to performance assessment and mentoring to uphold elevated standards of employee conduct. To deliver authentic and comprehensive information, MTB supplies its staff with current product manuals, internal knowledge repositories, and training programs, while also implementing oversight reviews for intricate questions to guarantee precision. Ultimately, the bank nurtures a culture of assistance by enabling frontline employees to make choices and independently address problems, backed by incentive schemes that promote proactive customer service.

3.2.5 Reliability of MTB

Myanma Tourism Bank (MTB) employs its customer relationship management system to guarantee dependable service via organized internal processes that enhance consistency, transparency, and responsiveness. The customer relationship management allows the bank to provide uniform service by standardizing client interaction procedures and automating standard tasks, which helps prevent mistakes and hold-ups. Every customer request and service record is documented and monitored in the customer relationship management system, guaranteeing that all employees adhere to identical procedures, providing customers with a consistent experience no matter the branch or staff member. MTB provides dependable services through customer relationship management to oversee service delivery schedules, monitor follow-ups, and escalate problems as needed, guaranteeing that promises are fulfilled without exception.

The customer relationship management functions as a centralized communication platform, enabling the bank to provide precise, immediate information—like service updates, policy modifications, or product notifications—via SMS, emails, or app alerts, thereby enhancing transparency and fostering trust. In addressing customer inquiries, customer relationship management allows staff to access comprehensive customer histories, which helps them reply quickly and collaboratively with personalized solutions. MTB employs customer relationship management to automate the collection of feedback through satisfaction ratings and post-service surveys, enabling regular assessment of customer satisfaction. The results are examined to pinpoint service deficiencies and enhance future engagements. By incorporating these features into its customer relationship

management system, MTB guarantees dependable, effective, and customer-oriented service provision throughout the organization.

3.3 Corporate Image of MTB

Myanma Tourism Bank (MTB) improves its brand reputation by strategically leveraging its customer relationship management system and Oracle Digital Banking platforms. Internally, the customer relationship management guarantees that every customer interaction is managed with professionalism and uniformity, aiding in presenting MTB as a trustworthy and customer-oriented organization. When a customer submits a complaint or question, the customer relationship management system automatically creates a case number, assigns it to the correct department, and monitors it until resolution. This guarantees prompt replies and establishes a reputation for responsibility and effectiveness. Customer relationship management also facilitates brand-consistent communication by overseeing the content and timing of SMS, email, and app notifications, guaranteeing that customers get refined and pertinent messages—whether regarding new product launches, policy updates, or service changes. These automated messages convey a forward-thinking and clear corporate image.

Additionally, customer relationship management collects and evaluates customer satisfaction information via post-transaction surveys and feedback forms. Management routinely examines this data to recognize trends and pinpoint areas that could enhance service quality. By promptly addressing this feedback, MTB demonstrates its dedication to ongoing enhancement, reinforcing its reputation as a customer-focused and responsive bank.

From the employee perspective, the customer relationship management system aids in tracking service quality throughout every branch. Performance data of staff—including resolution times, follow-up rates, and customer feedback—serves training and development purposes, ensuring every team member reflects the professional and courteous image that MTB seeks to convey. By utilizing these focused internal processes driven by customer relationship management, MTB strengthens a reliable, consistent, and robust corporate image among its customers and stakeholders.

3.4 Profile of the Respondents

This study collects structured questionnaires from 397 MTB clients. Demographic questions include gender, married status, age, education, employment, monthly income, and MTB relationship length. Table (3.1) shows customer demographics. Table (3.1) shows 215 men (54.2%) and 182 females (45.8%). The results show that most responders are men. These statistics imply that most men choose Myanmar Tourism Bank.

Table (3.1) Profile of Respondents

Sr. No.	Particular	Frequency	Percentage
	Total	397	100.0
1	Gender		
	Male	215	54.2
	Female	182	45.8
2	Age (Years)		
	Under 20	18	4.5
	20-25	65	16.4
	26-30	92	23.2
	31-35	75	18.9
	36-40	60	15.1
	41-45	35	8.8
	46-50	25	6.3
	Above 50	27	6.8
3	Marital Status		
	Single	172	43.3
	Married	225	56.7
4	Education Background		
	High School	54	13.6
	Undergraduate	144	36.3

Sr. No.	Particular	Frequency	Percentage
	Total	397	100.0
	Graduate	129	32.5
	Post Graduate	70	17.6
5	Occupation		
	Company Employee	136	34.3
	Government Staff	85	21.4
	Business Owner	96	24.2
	Retired	80	20.1
6	Monthly Income		
	300,000 Kyats and Below	64	16.1
	300,001 – 500,000 Kyats	128	32.2
	500,001 – 700,000 Kyats	102	25.7
	700,001 – 900,000 Kyats	59	14.9
	Above – 900,000 Kyats	44	11.1
7	Years of Dealing with Myanmar Tourism Bank		
	Less than 1 year	52	13.1
	1-4 years	188	47.3
	5-7 years	96	24.2
	More than 7 years	61	15.4

Source: Survey Data (2025)

The age distribution of respondents is as follows: 4.5% are in the under 20 age group, 16.4% are between 20 and 25 years old, 23.2% fall into the 26-30 year range, 18.9% are aged 31-35 years, 15.1% are in the 36-40 year bracket, 8.8% are between 41-45 years old, 6.3% are aged 46-50 years, and 6.8% are over 50 years old. These findings indicates that most customers of Myanmar Tourism Bank are young to middle-aged individuals.

A majority of the respondents are married, representing 56.7% of the total, while single individuals comprised 43.3% of the respondents. This indicates that couples are more inclined to utilize the services of Myanmar Tourism Bank than those who are single, likely due to greater financial planning and travel requirements related to family.

In terms of educational attainment, there are 54 individuals with a high school education (13.6% of the total), while 144 respondents hold undergraduate degrees (36.3% of the total). A total of 129 participants (32.5%) hold a graduate degree, whereas those with a postgraduate degree made up 17.6%. The findings indicate that most customers of Myanmar Tourism Bank are highly educated people.

A majority of the respondents are employees of companies, comprising 34.3% of those surveyed, while government personnel represented 21.4% of the respondents. In addition, 24.2% of participants are entrepreneurs, and 20.1% of participants are individuals who have retired. This indicates that most of Myanmar Tourism Bank's customers are employees of companies.

In total, 64 respondents (16.1%) earn 300,000 Kyats or less, 128 respondents (32.2%) earn between 300,001 and 500,000 Kyats, and 102 respondents (25.7%) earn from 500,001 to 700,000 Kyats. Moreover, 59 participants (14.9%) make between 700,001 and 900,000 Kyats, while 44 participants (11.1%) earn over 900,000 Kyats. According to the data, individuals in the middle to upper-middle income bracket are more inclined to interact with Myanmar Tourism Bank.

In terms of duration with Myanmar Tourism Bank, 52 respondents (13.1%) have had accounts for under 1 year, 188 respondents (47.3%) have been with the bank for 1 to 4 years, 96 respondents (24.2%) for 5 to 7 years, and 61 respondents (15.4%) for over 7 years. These findings indicate that most customers have been with Myanmar Tourism Bank for 1 to 4 years, showing robust customer retention during this period.

It can be inferred that the majority of respondents are young adult males aged 26 to 35. Furthermore, they mainly consist of married people who hold bachelor's degrees and are employed in private sector organizations. Most individuals earn a monthly income between 300,001 and 500,000 Kyats. The majority of these respondents have been clients of Myanmar Tourism Bank for a duration of 1 to 4 years.

3.5 Reliability Analysis

Statisticians use reliability analysis to assess a measuring instrument or system's consistency, stability, and trustworthiness. Hair et al. (2010) list five dependability levels. Table (3.2) shows Cronbach's alpha.

Table (3.2) Analysis Value of Reliability

Sr. No.	Cronbach's Alpha Value Level	Level of Reliability
1	0.0 - 0.20	Less Reliable
2	0.20 – 0.40	Rather Reliable
3	0.40 – 0.60	Quite Reliable
4	0.60 – 0.80	Reliable
5	0.80 – 1.00	Very Reliable

Source: Hair et al. (2010)

Table 3.2 shows that Hair et al. (2010) classified five dependability levels using Cronbach's Alpha range. This study uses Hair et al. (2010)'s Cronbach's Alpha reliability value. Table 3.3 shows the Cronbach's Alpha values for this research's variables.

Table (3.3) Reliability Test

Sr. No.	Variable	No. of Items	Cronbach's Alpha	Interpretation
1	Customer Focus	5	.924	Very Reliable
2	Bonding	5	.944	Very Reliable
3	Reciprocity	5	.935	Very Reliable
4	Responsiveness	5	.938	Very Reliable
5	Reliability	5	.937	Very Reliable
6	Customer Satisfaction	5	.939	Very Reliable
7	Customer Loyalty	5	.931	Very Reliable
8	Corporate Image	5	.938	Very Reliable

Source: Survey Data (2025)

Based on the reliability test, Cronbach's Alpha values for each variable are computed. Every variable receives a score ranging from 0.80 to 1.00. The findings suggest

that the Cronbach's Alpha values demonstrate high reliability for each variable, affirming that the survey data is both valid and highly dependable.

CHAPTER 4

ANALYSIS ON THE EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES ON CUSTOMER SATISFACTION AND CUSTOMER LOYALTY TOWARDS MYANMA TOURISM BANK

This chapter details MTB's customer relationship management, customer satisfaction, business image, and client loyalty data. Additionally, it examines how CRM strategies affect customer satisfaction. It shows how business image mediates consumer happiness and loyalty to MTB.

Primary data is collected using a 5-point Likert scale questionnaire (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree). This research uses descriptive statistics. Table 4.1 shows the Best (1977) mean rating scale-derived mean rating scale.

Table (4.1) Mean Rating Scale

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

Source: Best (1977)

In Table (4.1), five average rating scales were created to evaluate the survey data. These scales, first suggested by Best (1977), rely on the range of average scores. In this research, they are utilized to analyze the typical outcomes.

4.1 Customer Perception on Customer Relationship Management Practices of MTB, Customer Satisfaction, Corporate Image and Customer Loyalty

This section illustrates the customer perspective on MTB’s customer relationship management practices, customer satisfaction, corporate image, and customer loyalty regarding mean score and standard deviation.

4.1.1 Customer Perception on Customer Relationship Management Practices of MTB

This section outlines the customer views on customer relationship practices (customer focus, bonding, reciprocity, responsiveness, and reliability), with each result displayed in terms of mean score and standard deviation. Additionally, the overall average score is computed for each variable to encapsulate customer perception for every variable.

(a) Customer Focus

Five statements are employed to evaluate customer focus. The outcomes from the survey are presented in Table (4.2).

Table (4.2) Customer Focus

Sr. No.	Description	Mean Score	Std. Dev.
1	Providing customized services and products to its key customers.	3.91	0.848
2	Striving to constantly surprise and delight its key customers.	3.79	0.806
3	Making an effort to find out what key customer needs	3.85	0.822
4	Taking customer feedbacks seriously and replies to them.	3.87	0.788
5	Treating customers with special care by all employees in Myanmar Tourism Bank	3.99	0.786
	Overall Mean	3.88	

Source: Survey Data (2025)

As per Table (4.2), all mean values (including the overall mean) range from 3.41 to 4.20, indicating an agree level. This suggests that the majority of respondents concur with the assertions about the customer orientation of Myanmar Tourism Bank. Participants concur that the bank offers tailored services and products to its major clients and continually strives to comprehend their unique requirements. They also concur that Myanmar Tourism Bank appreciates customer input and addresses it suitably. Additionally, participants concur that staff provide exceptional attention to clients and that the bank aims to amaze and please its important customers.

(b) Bonding

Five statements are utilized to evaluate bonding. The findings from the survey are presented in Table (4.3).

Table (4.3) Bonding

Sr. No.	Description	Mean Score	Std. Dev.
1	Keeping in touch constantly with its customers	3.96	0.789
2	Trying very hard to establish a long-term relationship with its customers	3.91	0.855
3	Working in close cooperation with its customers	3.86	0.757
4	Knowing customers very well by employees of Myanmar Tourism Bank	3.88	0.825
5	Myanmar Tourism Bank's officials inform the customer about changes in their services	3.93	0.749
Overall Mean		3.91	

Source: Survey Data (2025)

As shown in Table (4.3), every mean value (including the overall mean) ranges from 3.41 to 4.20, indicating an agreement level. This suggests that a majority of participants concur with the statements related to the bonding practices of Myanmar Tourism Bank. Participants concur that the bank maintains regular communication with its clients and works diligently to foster enduring relationships. They also concur that the bank collaborates closely with customers and that staff members know their clients well.

Additionally, participants concur that bank staff notify clients regarding any modifications in services.

(c) Reciprocity

Five statements are utilized to evaluate reciprocity. The outcomes from the survey are shown in Table (4.4).

Table (4.4) Reciprocity

Sr. No.	Description	Mean Score	Std. Dev.
1	Helping customers solve their difficulties at MTB makes customer feel responsible for repaying their kindness	3.89	0.696
2	Keeping its promises	4.00	0.739
3	Working for mutual benefit	3.97	0.765
4	Being interdependence between Myanma Tourism Bank and its customers	4.03	0.773
5	Understanding the degree of urgency and related issues by Myanma Tourism Bank	3.83	0.744
Overall Mean		3.95	

Source: Survey Data (2025)

Based on Table (4.4), all average values (including the overall average) range from 3.41 to 4.20, indicating an agreement level. This suggests that the majority of respondents concur with the statements concerning reciprocity in the relationship between Myanma Tourism Bank and its clients. Participants concur that the bank aids them in overcoming challenges, and they experience a duty to return that favor. They likewise concur that the bank fulfills its commitments and that both the bank and its clients collaborate for shared advantage. Moreover, participants concur on the sense of mutual reliance between the bank and its clients, and they affirm that the bank comprehends the urgency and nature of customer concerns.

(d) Responsiveness

To assess responsiveness, five statements are used. The results from the survey are displayed in the Table (4.5).

Table (4.5) Responsiveness

Sr. No.	Description	Mean Score	Std. Dev.
1	Providing prompt service to its customers	3.89	0.822
2	Devoting time to reply to any of customer's questions	3.87	0.731
3	Inspiring confidence in customers through employee <u>behavior</u>	3.95	0.676
4	Providing genuine and detailed information regarding customer transactions	3.89	0.673
5	Willing to help customers	4.09	0.742
Overall Mean		3.94	

Source: Survey Data (2025)

As shown in Table (4.5), all average values (including the overall average) range from 3.41 to 4.20, placing them at the agree level. This suggests that a majority of participants concur with the statements about the responsiveness of Myanmar Tourism Bank. Participants concur that the bank delivers quick service and that staff members take time to address customer questions. They concur that employee behavior boosts customer trust and that employees provide authentic, thorough details about transactions. Additionally, participants concur that staff members are eager to assist customers when necessary.

(e) Reliability

To assess reliability, five statements are used. The results from the survey are displayed in the Table (4.6).

Table (4.6) Reliability

Sr. No.	Description	Mean Score	Std. Dev.
1	Maintaining consistent service	3.89	0.729
2	Providing reliable services	3.94	0.699
3	Communicating effectively to customers	4.01	0.691
4	Being co-operative with its customers in handling their request	3.92	0.710
5	Assessing customer satisfaction regularly	3.93	0.708
	Overall Mean	3.94	

Source: Survey Data (2025)

Based on Table (4.6), all average values (including the overall average) range from 3.41 to 4.20, indicating an agree level. This suggests that the majority of respondents concur with the statements about the dependability of Myanmar Tourism Bank. Participants concur that the bank delivers steady service and offers dependable services to its clientele. They also concur that the bank engages well with customers and collaborates with them in addressing their needs. Additionally, participants consent that the bank frequently evaluates customer satisfaction to maintain service excellence.

4.1.2 Customer Satisfaction

Five statements are utilized to evaluate customer satisfaction. The findings from the survey are shown in Table (4.7)

Table (4.7) Customer Satisfaction

Sr. No.	Description	Mean Score	Std. Dev.
1	Taking customer feedback seriously and replies to customer	3.92	0.728
2	Being satisfied with the bank's customer handling procedure	3.87	0.707
3	Being satisfied with the quality of services provided by Myanmar Tourism Bank	3.94	0.728
4	Being satisfied with the speed of the service delivery	3.92	0.681
5	Being very pleased with what Myanmar Tourism Bank does for customer	3.89	0.717
	Overall Mean	3.91	

Source: Survey Data (2025)

Table (4.7) indicates that all mean values, including the overall mean, range from 3.41 to 4.20, placing them at the agree level. This shows that the majority of participants concur with the statements related to customer satisfaction at Myanmar Tourism Bank. Participants concur that the bank values customer input and reacts appropriately. They likewise conveyed contentment with the bank's customer service processes and the general standard of services offered. Moreover, participants concur that they are content with the pace of service delivery and are typically happy with the bank's actions on their behalf.

4.1.3 Customer Loyalty

Five statements are utilized to evaluate customer loyalty. The survey results are presented in Table (4.8).

Table (4.8) Customer Loyalty

Sr. No.	Description	Mean Score	Std. Dev.
1	Recommending MTB to colleagues and friends	3.99	0.772
2	Preferring MTB to any other bank in Myanmar	3.82	0.782
3	Talking positive things about Myanma Tourism Bank	4.03	0.743
4	Considering MTB as first choice.	3.83	0.805
5	Continuing to hold an account with MTB	3.97	0.735
	Overall Mean	3.93	

Source: Survey Data (2025)

As shown in Table (4.8), all average values (including the overall average value) range from 3.41 to 4.20, indicating an agreement level. This shows that the majority of respondents concur with the statements related to customer loyalty toward Myanma Tourism Bank. Participants concur that they would suggest the bank to peers and acquaintances, and they generally favor Myanma Tourism Bank over other banks in Myanmar. They also concur that they express favorable opinions about the bank and view it as their top option. Additionally, participants indicated their desire to maintain an account with the bank.

4.1.4 Corporate Image

Five statements are utilized to evaluate corporate image. The findings from the survey are presented in Table (4.9).

Table (4.9) Corporate Image

Sr. No.	Description	Mean Score	Std. Dev.
1	Being innovative and pioneering	3.85	0.746
2	Being ethical when doing business	3.92	0.734
3	Being successful and self-confident	3.96	0.826
4	Being open and responsive to customers	3.94	0.736
5	Being very persuasive and sensible	3.85	0.830
	Overall Mean	3.90	

Source: Survey Data (2025)

Table (4.9) indicates that all mean scores, including the overall mean score, range from 3.41 to 4.20, reflecting an agree level. This suggests that the majority of respondents concur with the assertions related to the corporate identity of Myanmar Tourism Bank. Participants concur that the bank is regarded as innovative and trailblazing, along with being ethical in its business conduct. They viewed the bank as prosperous, self-assured, approachable, and attentive to clients. Moreover, participants concur that the bank portrays itself as convincing and rational in its activities.

4.2 Analysis on the Effect of Customer Relationship Management Practices on Customer Satisfaction

Customer relationship management solutions for Myanmar Tourism Bank customer satisfaction are presented below. Effects are assessed using linear regression. Customer satisfaction is the dependent variable, whereas customer relationship management methods (focus, bonding, reciprocity, responsiveness, and reliability) are independent factors. The regression result is in Table 4.10.

Table (4.10) Effect of Customer Relationship Management Practices on Customer Satisfaction

Variables	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	.220	.086		2.565	.011	7.586
Customer Focus	.074	.051	.082	1.438	.151	7.630
Bonding	-.038	.051	-.042	-.739	.460	5.507
Reciprocity	.124***	.047	.128	2.635	.009	8.263
Responsiveness	.206***	.058	.211	3.545	.000	6.723
Reliability	.571***	.054	.565	10.510	.000	7.586
R Square	.832					
Adjusted R Square	.830					
F value	387.487***					

Source: Survey Data (2025)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

Table (4.10) reveals that the adjusted R squared value is 0.830, indicating that the model's independent variables explain 83.0% of the dependent variable's variation. This shows good explanatory skills. The model's accuracy and statistical significance are supported by a F value of 387.487, significant at the 1% level.

The regression findings show that reciprocity positively and significantly influences customer satisfaction at the 1% level. MTB not only fulfills its commitments and strives for mutual advantage but also shows interdependence and a readiness to grasp their needs and urgency. These elements of reciprocity enhance a feeling of shared responsibility and trust, which subsequently promote greater satisfaction. Moreover, clients acknowledge and appreciate the mutual aspect of their relationship with the bank, enhancing its beneficial impact on customer satisfaction.

In the same way, responsiveness positively and significantly impacts customer satisfaction at the 1% level, showing a meaningful contribution. Customers feel that MTB reacts quickly, invests time in handling their questions, and offers straightforward, comprehensive information. Additionally, staff instill trust and demonstrate a sincere desire to assist, all of which enhance a positive customer experience. Consequently, the bank's responsiveness aligns with customer expectations, thus improving overall satisfaction.

Moreover, reliability exerts a positive and substantial influence on customer satisfaction at the 1% significance level. Myanmar Tourism Bank (MTB) guarantees dependable and consistent service provision. Effective communication, attentiveness to customer requirements, and frequent satisfaction evaluations foster trust and improve customer contentment.

According to the standardized coefficients (Beta values), the bank's reliability is the primary factor impacting customer satisfaction. Nevertheless, customer focus and connection hold minimal significance regarding customer satisfaction at Myanmar Tourism Bank. The results indicate that enhancing reciprocity, responsiveness, and reliability results in greater customer satisfaction. Thus, improving these customer relationship management practices is essential for boosting overall satisfaction. Providing attentive assistance and consistently meeting customer expectations can enhance customer satisfaction for Myanmar Tourism Bank, which could subsequently lead to higher customer loyalty

4.3 Analysis on Mediating Effect of Corporate Image on the Relationship between Customer Satisfaction and Customer Loyalty

To test the mediating effect of corporate image on the relationship between customer satisfaction and customer loyalty, the following steps are followed:

1. Total effect through regression analysis on effect of independent variable on dependent variable.
2. Regression analysis on effect of independent variable on mediating variable
3. Regression analysis on effect of independent variable and mediating variable on dependent variable.
4. Sobel test for significance of mediating variable.
5. Finding indirect effect, direct effect, and total effect.

Table (4.11) shows that the corrected R squared is 0.765, indicating that the independent variable accounts for 76.5% of the variation in the dependent variable. This is highly explanatory. The model's F value of 1292.639, which is significant at 1%, proves its validity.

Table (4.11) Effect of Customer Satisfaction on Customer Loyalty

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	.291	.102		2.835	.005	
Customer Satisfaction	.930***	.026	.875	35.953	.000	1.000
R Square	.766					
Adjusted R Square	.765					
F value	1292.639***					

Source: Survey Data (2025)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

Moreover, customer satisfaction positively and considerably influences customer loyalty at the 1% level of customer loyalty. Customers value MTB's quick response to feedback, adept management processes, and prompt service execution. The consistently high average scores in these areas suggest that customers perceive themselves as valued

and adequately served. This overall contentment cultivates a feeling of trust and assurance in the bank, which subsequently promotes enduring loyalty and sustained interaction with its services. This discovery highlights the significant impact of customer satisfaction on developing customer loyalty. Table (4.12) shows how customer happiness affects business image.

Table (4.12) shows that this model explains for 74.8% of the variability in the dependent variable caused by the independent variable with an adjusted R squared of 0.748. This figure indicates great explanatory power. Overall model significance is 1%, as shown by the F value of 1174.224. This shows the model is correct.

Table (4.12) Effect of Customer Satisfaction on Corporate Image

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	.229	.109		2.112	.035	
Customer Satisfaction	.940***	.027	.865	34.267	.000	1.000
R Square	.748					
Adjusted R Square	.748					
F value	1174.224***					

Source: Survey Data (2025)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

The regression findings show that the independent variable customer satisfaction positively and significantly influences corporate image at the 1% level. This indicates that customer satisfaction improves the company's reputation.

Next, the third step in evaluating the mediating effect is performed. Table (4.13) illustrates that the independent variables include customer satisfaction and corporate image, with customer loyalty serving as the dependent variable.

Table (4.13) Effect of Customer Satisfaction and Corporate Image on Customer Loyalty

Variables	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	.160	.082		1.943	.053	
Customer Satisfaction	.394***	.041	.371	9.584	.000	3.973
Corporate Image	.570***	.038	.583	15.068	.000	3.973
R Square	.852					
Adjusted R Square	.851					
F value	1129.699***					

Source: Survey Data (2025)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

Table (4.13), the adjusted R squared value is 0.851, indicating that the model's independent variables explain 85.1% of the dependent variable's variation. This shows excellent explanation. The model's F value of 1129.699, which is significant at 1%, confirms its validity and statistical relevance.

The results of the regression show that customer satisfaction and corporate image have a significant and positive impact on customer loyalty at the 1% level. When clients are pleased with the bank's offerings, they are more inclined to perceive MTB as innovative, ethical, confident, responsive, and reasonable. These perceptions, evident in consistently elevated mean scores, suggest that a favorable service experience bolsters the public's view of the bank, improving its overall corporate reputation. These results suggest that advancements in customer satisfaction and upgrades in corporate image significantly reinforce customer loyalty.

Table (4.14) Sobel Test Result for Mediating Effect of Corporate Image on the Relationship between Customer Satisfaction and Customer Loyalty

Input			Test statistic	Std. Error	p-value
a	.940	Sobel test:	13.7757796	0.03889435	0.00000000
b	.570	<u>Aroian</u> test:	13.77098909	0.03890788	0.00000000
S _a	.027	Goodman test:	13.78057511	0.03888082	0.00000000
S _b	.038				

Source: Survey Data (2025)

Based on Table (4.14), the p value from the Sobel test is 0.000, which is under the 0.01 significance threshold, signifying that the test is significant. This verifies that the mediator variable (corporate image), together with the independent variable (customer satisfaction), accounts for the dependent variable (customer loyalty). Thus, corporate image plays a mediating role in the connection between customer satisfaction and customer loyalty at the 1% significance threshold. The findings from the Sobel test, Aroian test, and Goodman test all confirm the presence of this mediating effect. The overall impact, immediate impact, and secondary impact are outlined below:

Total Effect = .930

Direct Effect = .394

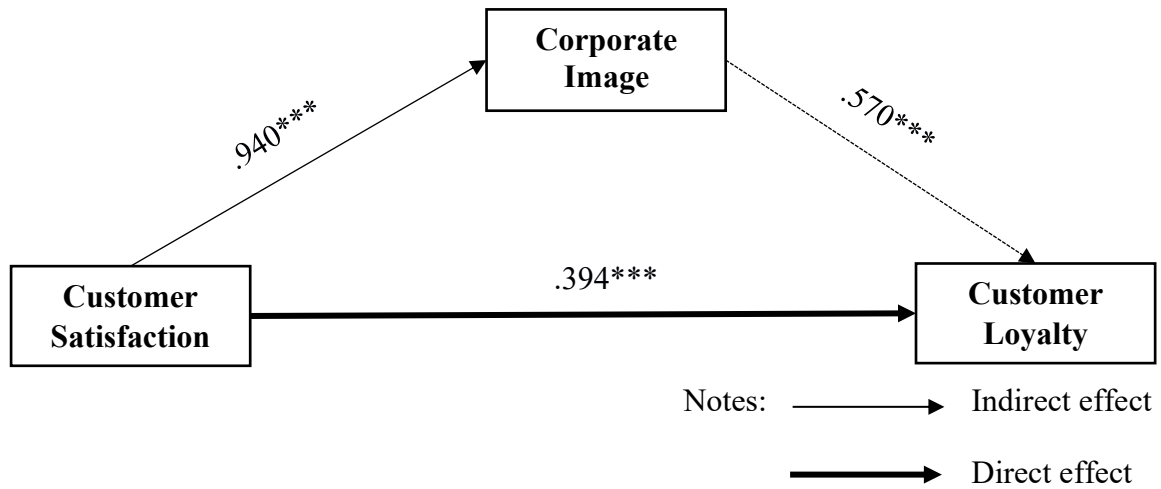
Indirect Effect = .940 * .570 = .536

Direct Effect + Indirect Effect = Total Effect

.394 + .536 = .930

Figure (4.1) presents the analysis result of the direct effect and indirect effect of corporate image on the relationship between customer satisfaction and customer loyalty.

Figure (4.1) Mediating Effect of Corporate Image on the Relationship between Customer Satisfaction and Customer Loyalty



Source: Survey Data (2025)

The results indicate that customer satisfaction has a notable and positive impact on customer loyalty, as illustrated in Figure (4.1). Concerning the indirect effect, it has been discovered that customer satisfaction significantly impacts corporate image, and corporate image positively and significantly influences customer loyalty.

Consequently, corporate image acts as a mediator in the connection between customer satisfaction and customer loyalty towards MTB. The results show that customer satisfaction influences loyalty more significantly when conveyed through a favorable corporate image, rather than its direct impact by itself.

Acknowledging this mediating effect enables MTB to strengthen its customer engagement strategies by concentrating not only on boosting customer satisfaction but also on effectively developing and advocating a robust corporate image. This twofold strategy can significantly enhance customer loyalty.

CHAPTER 5

CONCLUSION

This chapter reveals the results and conversations derived from survey information gathered from 397 MTB customers. It then offers recommendations and suggestions to enhance organizational commitment and reduce turnover intention. Ultimately, it highlights the necessity for additional investigation.

5.1 Findings and Discussions

This research aims to examine how customer relationship management practices affect customer satisfaction, how customer satisfaction affects customer loyalty, and how corporate image mediates the relationship between customer satisfaction and MTB loyalty. This study uses primary and secondary data. Primary data were collected from 397 MTB customers via simple random sampling.

Concerning the demographic information of the participants, most of the respondents are males aged between 26 and 35 years, categorized as young adults. Moreover, it is discovered that they are individuals who are married and pursuing their undergraduate studies while employed at corporations. Most of the participants earn between 300,001 and 500,000 Kyats. The majority of them have been clients of Myanmar Tourism Bank for a period ranging from 1 to 4 years.

In terms of customer focus, survey participants concur that Myanmar Tourism Bank delivers tailored services and products to its main clients, continually striving to grasp their unique requirements. They also concur that the bank appreciates customer feedback and addresses it suitably. Additionally, survey participants concur that staff members give customers exceptional attention and that the bank aims to impress and please its important clients. Based on the average score, it can be inferred that a majority of respondents support the customer focus practices of Myanmar Tourism Bank.

Concerning bonding practices, participants concur that Myanmar Tourism Bank maintains regular communication with its clients and puts significant effort into fostering lasting relationships. They also concur that the bank collaborates closely with clients and

that staff members know their customers well. Additionally, participants concur that bank representatives notify clients regarding any alterations in services. Based on the average score, it can be inferred that a majority of respondents are in agreement with the bonding practices of Myanmar Tourism Bank.

Concerning reciprocity, participants acknowledge that Myanmar Tourism Bank assists them in overcoming challenges, and they experience a duty to return that help. They also concur that the bank fulfills its commitments and that both the customers and the bank collaborate for shared advantage. Moreover, participants concur that a sense of reliance exists between the bank and its clients, and that the bank recognizes the urgency and nature of customer concerns. Based on the average score, it can be inferred that the majority of respondents are in agreement with the reciprocity practices of Myanmar Tourism Bank.

In terms of responsiveness, participants concur that Myanmar Tourism Bank offers timely service and that staff allocate time to address customer questions. They concur that employee behavior fosters customer trust and that staff provides authentic, comprehensive details regarding transactions. Moreover, participants concur that staff members are eager to assist customers when necessary. Based on the average score, it can be inferred that the majority of respondents support the responsiveness measures of Myanmar Tourism Bank.

In terms of reliability, participants concur that Myanmar Tourism Bank offers dependable services and ensures consistent support to its clientele. They also concur that the bank interacts efficiently with clients and collaborates with them in addressing their inquiries. Additionally, survey participants concur that the bank routinely evaluates customer satisfaction to maintain service quality. Based on the average score, it can be inferred that a majority of respondents support the reliability practices of Myanmar Tourism Bank.

Concerning customer satisfaction, participants concur that Myanmar Tourism Bank values customer feedback and acts on it appropriately. They also concur that they are pleased with the bank's customer service practices and the general standard of services offered. Moreover, participants concur that they are content with the pace of service provision and are generally happy with the bank's actions on their behalf. Based on the average score, it can be inferred that the majority of respondents are in agreement with the customer satisfaction practices of Myanmar Tourism Bank.

Concerning customer loyalty, participants concur that they would suggest Myanmar Tourism Bank to their peers and friends, and they generally favor this bank over other banks in Myanmar. They likewise concur that they have a favorable view of the bank and regard it as their top option. Additionally, respondents concur that they plan to maintain an account with the bank. Based on the average score, it can be inferred that a majority of the respondents are in agreement with the customer loyalty initiatives of Myanmar Tourism Bank.

Concerning corporate image, participants believe that Myanmar Tourism Bank is regarded as innovative and trailblazing, along with being ethical in its business operations. They also concur that the bank is viewed as prosperous, assertive, approachable, and attentive to clients. Moreover, participants concur that the bank demonstrates a convincing and logical approach in its activities. Based on the average score, it can be inferred that a majority of respondents support the corporate image of Myanmar Tourism Bank.

The first objective analyzes how customer relationship management practices (customer focus, bonding, reciprocity, responsiveness, and reliability) influence customer satisfaction with MTB through multiple regression analysis. The regression analysis shows that reciprocity, responsiveness, and reliability positively and significantly influence customer satisfaction with MTB. The reliability of the bank is the leading factor influencing customer satisfaction among them. Results indicate that Myanmar Tourism Bank attains customer satisfaction through effective practices in reciprocity, responsiveness, and reliability that improve the overall customer experience. The bank honors its commitments, strives for shared advantages, and demonstrates awareness of customer requirements and promptness. It also delivers quick service, responds to customer questions promptly, and gives clear, thorough information. Moreover, the bank guarantees reliable service provision, communicates proficiently, and frequently evaluates customer satisfaction. These initiatives reflect the bank's strategic aim to fulfill customer expectations and attain elevated levels of customer satisfaction.

Concerning the second objective, the mediating role of corporate image in the link between customer satisfaction and customer loyalty towards MTB is analyzed through regression analysis. The regression analysis shows that corporate image plays a mediating role in the connection between customer satisfaction and customer loyalty. Customer satisfaction has a greater impact on loyalty when it is influenced by a favorable corporate image, rather than through its direct effect.

5.2 Suggestions and Recommendations

The results indicate that customer satisfaction significantly positively influences customer loyalty. The bank's reliability is identified as the strongest predictor of customer satisfaction. Hence, MTB must focus on the bank's reliability to enhance customer satisfaction.

To enhance reliability, MTB must ensure consistent service by efficiently using its customer relationship management system. The bank must guarantee that every customer interaction is logged and refreshed in the customer relationship management system to deliver consistent service throughout all departments. It must implement standardized processes and automated workflows in customer relationship management to minimize errors and delays. Employees must receive ongoing training in customer relationship management to guarantee adherence to uniform service guidelines. Furthermore, the bank ought to oversee service quality via customer relationship management analytics to detect and remedy any performance deficiencies. Furthermore, MTB ought to collaborate with its clients through an efficient customer relationship management system. The bank must attentively hear customer needs and respond to their requests promptly and in a personalized way. Utilizing customer relationship management is essential for monitoring customer interactions, preferences, and service history to provide reliable and effective service. MTB must evaluate customer data to predict requirements and provide proactive solutions. Moreover, employees need to be trained to address requests with compassion and professionalism to foster better customer relationships. By applying these tactics, MTB can boost reliability, which would increase customer satisfaction and loyalty.

To enhance responsiveness, MTB must allocate adequate time to address all of the customer's inquiries. The bank must guarantee that every inquiry is recognized swiftly and replied to with precise and useful information. Customer service personnel ought to be trained to emphasize promptness and clarity in their interactions. Furthermore, the customer relationship management system must be utilized to monitor and handle all customer inquiries to prevent delays or overlooked replies. MTB must see each question as a chance to foster trust and enhance customer connections. Additionally, MTB must prioritize delivering swift service to its clients by reducing wait times and guaranteeing rapid resolution of inquiries and requests. The bank ought to utilize its customer relationship management system to optimize service procedures and monitor response times. Employees need to be trained to respond swiftly and effectively without compromising

service quality. Moreover, MTB must consistently assess its performance to pinpoint areas that can offer quicker service. Moreover, the bank must guarantee that all transaction information is distinctly conveyed and readily available to customers. Employees need to be educated to communicate financial details clearly and truthfully. Moreover, the customer relationship management system must be utilized to efficiently monitor and access transaction records. Offering authentic and comprehensive details about customer transactions ought to be a routine approach to boost customer trust and contentment. Through the application of these strategies, MTB can boost responsiveness, leading to greater customer satisfaction and increased customer loyalty.

To enhance reciprocity, MTB must grasp the level of urgency and associated matters in every customer inquiry to provide suitable and prompt replies. The bank ought to prioritize cases by urgency and utilize its customer relationship management system to classify and monitor them effectively. It must also educate employees to identify key problems and react appropriately. Moreover, MTB must prioritize quick service for its customers by reducing delays and enhancing internal procedures. By categorizing customers according to their risk levels and payment records, the bank should provide tailored assistance like temporary payment deferrals, loan modifications, or lowered interest rates. These proposals ought to be presented as an acknowledgment of the customer's previous loyalty and reliability, helping them feel appreciated instead of evaluated. Communication, driven by customer relationship management insights, must consistently be empathetic, employing a tone that comforts the customer and demonstrates the bank's sincere concern for their well-being. MTB ought to designate relationship managers to engage personally, strengthening a human connection. Through the application of these strategies, MTB can boost reciprocity, which would elevate customer satisfaction and loyalty.

To enhance its corporate image, MTB must be innovative and trailblazing by leveraging its customer relationship management application not merely as a data instrument, but as a catalyst for progressive customer engagement strategies. The bank must utilize customer relationship management to foresee client requirements through sophisticated data analysis and AI integration, enabling it to provide tailored financial products prior to the customer becoming aware of the necessity. MTB ought to implement customer relationship management to facilitate real-time assistance via AI-driven chatbots and digital advisors, providing quick and smart support around the clock. To outpace rivals,

the bank must develop adaptive customer journeys in the customer relationship management system that modify according to customer feedback and actions, guaranteeing ongoing personalization. Moreover, MTB ought to lead in implementing loyalty initiatives that are adaptable and intelligent, leveraging customer relationship management insights to customize rewards according to specific customer preferences. Additionally, the bank ought to implement a customer relationship management system to direct the tone, timing, and mode of communication—whether via email, phone, or face-to-face—ensuring it comes across as natural and courteous. By adopting these strategies, MTB can boost its corporate reputation, which would lead to increased customer satisfaction and loyalty.

5.3 Needs for Further Research

The results offer important insights, yet the research has certain limitations. This research exclusively examines the impact of customer relationship management strategies on customer satisfaction, the influence of customer satisfaction on loyalty, and the mediating effect of corporate image on MTB. It does not take into account other commercial or private banks functioning throughout Myanmar. Therefore, additional research should focus on the connections between these variables in different banks to gain a wider perspective on customer relationship management practices within the banking sector. Furthermore, this research exclusively examines the impact of five dimensions of customer relationship management: customer orientation, connection, reciprocity, responsiveness, and dependability. It suggests that more research should explore other aspects of customer relationship management like personalization, service innovation, and digital engagement tactics on customer satisfaction and loyalty. Additionally, the present research solely examines corporate image as a mediating variable. Future studies ought to explore additional potential mediators like trust, perceived value, or service quality to gain more profound understanding of the link between customer satisfaction and customer loyalty.

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APPENDIX A

QUESTIONNAIRE SURVEY

Dear Sir/Madam,

The purpose of this questionnaire is to collect data on **The Effect of Customer Relationship Management Practices on Customer Satisfaction and Customer Loyalty towards Myanmar Tourism Bank** as part of my academic research study for the EMBA at Yangon University of Economics. I appreciate your valued time in responding to the questions and assure you of confidentiality and privacy.

Section A: General Information

1. Gender

Male Female

2. Age

Under 20 20-25 26-30 31-35
 36-40 41-45 46-50 Above 50

3. Marital Status

Single Married

4. Education Background

High School Undergraduate Graduate Post Graduate
 Others.....

5. Occupation

Company Employee Government Staff Business Owner
 Retired Others.....

6. Monthly Income

- 300,000 Kyats and Below 300,001 – 500,000 Kyats
 500,001 – 700,000 Kyats 700,001 – 900,000 Kyats
 Above – 900,000 Kyats

7. How long have you been a customer with Myanmar Tourism Bank (in years)

- Less than 1 year 1-4 years 5-7 years
 More than 7 years

Section B:

Please state level of your agreement on each statement by providing the most relevant number.

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

Customer Focus

No	Items	Scale				
		1	2	3	4	5
1.	Myanmar Tourism Bank provides customized services and products to its key customers.					
2.	Myanmar Tourism Bank strives to constantly surprise and delight its key customers.					
3.	Myanmar Tourism Bank makes an effort to find out what key customer needs					
4.	Myanmar Tourism Bank takes customer feedbacks seriously and replies to them.					
5.	All employees in Myanmar Tourism Bank treat customers with special care.					

Bonding

No	Items	Scale				
		1	2	3	4	5
1.	Myanmar Tourism Bank keeps in touch constantly with its customers.					

2.	Myanma Tourism Bank tries very hard to establish a long term relationship with its customers.					
3.	Myanma Tourism Bank works in close cooperation with its customers.					
4.	Employees of Myanma Tourism Bank know customers very well.					
5.	Myanma Tourism Bank's officials inform the customer about changes in their services.					

Reciprocity

No	Items	Scale				
		1	2	3	4	5
1.	Myanma Tourism Bank helps me to solve difficulties, and I am responsible to repay their kindness.					
2.	Myanma Tourism Bank keeps its promises.					
3.	Myanma Tourism Bank and customers work for mutual benefit.					
4.	Myanma Tourism Bank and customers are interdependent.					
5.	Myanma Tourism Bank understands the degree of urgency and what the issues are.					

Responsiveness

No	Items	Scale				
		1	2	3	4	5
1.	Myanma Tourism Bank provides prompt service to its					
2.	Employees of Myanma Tourism Bank devote time to reply to any of customer's questions.					
3.	The behavior of the employees inspires confidence in customers.					
4.	Employees give genuine and detailed information regarding to any transaction of customers.					
5.	Employees of Myanma Tourism Bank are willing to help customers.					

Reliability

No	Items	Scale				
		1	2	3	4	5
1.	Myanmar Tourism Bank maintains consistent service.					
2.	Myanmar Tourism Bank provides reliable services.					
3.	Myanmar Tourism Bank effectively communicates to Customers.					
4.	Myanmar Tourism Bank is co-operative with its customers in handling their request.					
5.	Myanmar Tourism Bank assesses customer satisfaction regularly.					

Customer Satisfaction

No	Items	Scale				
		1	2	3	4	5
1.	The bank takes customer feedback seriously and replies to customer.					
2.	I am satisfied with the bank's customer handling procedure.					
3.	I am satisfied with the quality of services provided by Myanmar Tourism Bank.					
4.	I am satisfied with the speed of the service delivery.					
5.	I am very pleased with what Myanmar Tourism Bank does for me.					

Customer Loyalty

No	Items	Scale				
		1	2	3	4	5
1.	I recommend this bank to my colleagues and friends.					
2.	I prefer Myanmar Tourism Bank to any other bank in Myanmar.					
3.	I talk positive things about Myanmar Tourism Bank.					
4.	I consider Myanmar Tourism Bank as my first choice.					
5.	I shall continue to hold an account with Myanmar Tourism Bank.					

Corporate Image

No	Items	Scale				
		1	2	3	4	5
1.	Myanma Tourism Bank is innovative and pioneering.					
2.	Myanma Tourism Bank is ethical when doing business.					
3.	Myanma Tourism Bank is successful and self-confident.					
4.	Myanma Tourism Bank is open and responsive to customers.					
5.	Myanma Tourism Bank is very persuasive and sensible.					

APPENDIX B

SPSS OUTPUT

Effect of CRM Practices on Customer Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.912 ^a	.832	.830	.26352

a. Predictors: (Constant), Reliability Mean, Bonding Mean, Reciprocity Mean, Customer Focus Mean, Responsiveness Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	134.543	5	26.909	387.487	.000 ^b
	Residual	27.153	391	.069		
	Total	161.696	396			

a. Dependent Variable: Customer Satisfaction Mean

b. Predictors: (Constant), Reliability Mean, Bonding Mean, Reciprocity Mean, Customer Focus Mean, Responsiveness Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.220	.086		2.565	.011
	Customer Focus Mean	.074	.051	.082	1.438	.151
	Bonding Mean	-.038	.051	-.042	-.739	.460
	Reciprocity Mean	.124	.047	.128	2.635	.009
	Responsiveness Mean	.206	.058	.211	3.545	.000
	Reliability Mean	.571	.054	.565	10.510	.000

a. Dependent Variable: Customer Satisfaction Mean

Effect of Customer Satisfaction on Customer Loyalty

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 ^a	.766	.765	.32904

a. Predictors: (Constant), Customer Satisfaction Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	139.946	1	139.946	1292.639	.000 ^b
	Residual	42.764	395	.108		
	Total	182.711	396			

a. Dependent Variable: Customer Loyalty Mean

b. Predictors: (Constant), Customer Satisfaction Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.291	.102		2.835	.005
	Customer Satisfaction Mean	.930	.026	.875	35.953	.000

a. Dependent Variable: Customer Loyalty Mean

Mediating Effect of Corporate Image on the Relationship Between Customer Satisfaction and Customer Loyalty

Effect of Customer Satisfaction on Corporate Image

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 ^a	.748	.748	.34874

a. Predictors: (Constant), Customer Satisfaction Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	142.807	1	142.807	1174.224	.000 ^b
	Residual	48.039	395	.122		
	Total	190.846	396			

a. Dependent Variable: Corporate Image Mean

b. Predictors: (Constant), Customer Satisfaction Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.229	.109		2.112	.035
	Customer Satisfaction Mean	.940	.027	.865	34.267	.000

a. Dependent Variable: Corporate Image Mean

Effect of Customer Satisfaction and Corporate Image on Customer Loyalty

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.923 ^a	.852	.851	.26241

a. Predictors: (Constant), Corporate Image Mean, Customer Satisfaction Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	155.580	2	77.790	1129.699	.000 ^b
	Residual	27.131	394	.069		
	Total	182.711	396			

a. Dependent Variable: Customer Loyalty Mean

b. Predictors: (Constant), Corporate Image Mean, Customer Satisfaction Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.160	.082		1.943	.053
	Customer Satisfaction Mean	.394	.041	.371	9.584	.000
	Corporate Image Mean	.570	.038	.583	15.068	.000

a. Dependent Variable: Customer Loyalty Mean