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**A STUDY ON CUSTOMER SATISFACTION LEVEL OF
AYA ROYAL BANKING SERVICES**

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A STUDY ON CUSTOMER SATISFACTION LEVEL OF AYA ROYAL BANKING SERVICES

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ABSTRACT

The purpose of this study is to examine the royal banking services and analyzing the customer satisfaction on these royal banking services of AYA Royal Banking Services. As a survey instrument, structured questionnaire was prepared to examine important level of the factors influencing the customers' satisfaction at AYA Royal Bank Service. Both of the primary and secondary were used to prepare the data. Sample 23 numbers of exclusive customers from total 160, who are depositing minimum three hundred million kyat in bank, are randomly selected. Obtained data were analyzed by 5-Point Likert Scale measurement method to test whether the customer satisfaction is affected by influencing factors namely royal bank sales personal, physical factor, psychological factor, promotion factor, and bank products and services. Regarding to influence of bank sales personal, bank physical factor, psychological, bank promotion, and products and services, descriptive study shows that there is higher satisfaction level. Correlation relationship analysis shows that there is a moderately significant and positive correlation between service provided by sales personal and bank physical structure, whereas strongly and positively correlation with bank promotion offer. Among them, there is less relation relationship between customers perceived psychological status for their customer satisfaction. In conclusion, only the promotion factor would be the most influencing to higher customer satisfaction. And thus, it could be suggested that bank has to increase royal customers' psychological status, bank physical appearance, especially the service quality of sales personal while maintaining their wide range of products availability and promotion offers.

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CHAPTER I

INTRODUCTION

Economic growth is one of the ultimate goals of any economic system. Banking sector development has differential effects on industrial sector development and agricultural sector development. Historically, banks have been great range of financial services they offer checking and debit accounts, credit cards, and savings plans to loans for businesses, consumers and governments. Banks no longer limit their services offerings to traditional services but have increasing become general financial service providers. Bank service menus are expanding rapidly to include investment banking such as security underwriting, insurance protection, financial planning, advice for merging companies, sale of risk management services, and other innovative financial products. Banks not only are the functions and services of banks changing within the global financial system but their principal competitors are going through great changes as well.

Banks are demanding relief from traditional rules and lobbying for expanded authority to reach into new markets around the globe. Banks are only one part of a vast financial system of markets and institutions that circle the globe. The primary purposes of ever changing financial system are to encourage individuals and institutions to save and transfer those savings to those individuals and institutions planning to invest in new projects and needing credit to do so. The historical development of banking system and how financial innovation has increased in the competitive environment of the banking industry and it is causing fundamental changes in it. The commercial banking industry in detail and then discuss the thrift industry which includes savings and loan associations, mutual savings banks, and credit unions.

Banks are the principal sources of credit and working capital for public and private businesses. A bank is a financial institution that accepts deposits from the public and creates credit. Lending activities can be performed either directly or indirectly through capital markets. A global trend of deregulation has opened up many new businesses to the banks. Coupling that with technological developments like internet banking and ATMs, the banking industry is obviously trying its hardest to shed its lackluster image. Banks (and financial institutions) have become cornerstones of nation economy for several reasons. They transfer risk, provide liquidity, facilitate both major

and minor transactions and provide financial information for both individuals and businesses.

Myanmar has total of 14 economic sectors. Among these sectors, banking industry is not only the most importance but also the most essential sector for both developed and developing countries. Since its important role, Union of Myanmar had an economic reform as well as financial sector development. Myanmar banking system is currently undergoing a significant reform process aiming at growth and sustainability. Myanmar's banking history dates back to the 19th century, when Myanmar was under British colonial rule and the Indian Presidency Bank of Bengal opened its Yangon branch in 1861. After Myanmar's independence in 1948, the banking sector, including domestic and foreign banks, developed quickly under the democratic government. A total of three demonetization waves (1964, 1985, and 1987) hit the country since independence. The most recent demonetization of 1987 rendered 75% of the currency in circulation worthless and a large part of the population deprived of their savings. New financial laws such as the Central Bank of Myanmar Law (CBML) and the Financial Institutions of Myanmar Law (FIML) were promulgated in July 1990. Subsequently, the first private bank licenses were issued in 1992. According to the reform in the banking sector, Central Bank of Myanmar Laws encourages the banking sector development with the total 26 domestic bank organizations and 10 foreign joint banks in public and private sector.

The private sector plays a vital role in nation economic systems development, management and effectiveness, and yet it is an area which remains to be very much under explored and uninformed. Since the Myanmar government has allowed to operate private commercial banks and deregulated financial laws, there are distinctly increasing in number of private commercial banks in Myanmar not only part of the Yangon region but also around the cities of Myanmar.

There are many factors that influence the consumers' satisfaction when making a purchase. Customers are the lifeblood of business. Understanding the behaviors that drive them will help bank finds new ones, keep them coming back and grow their lifetime value. Retaining royal customer can help reduce churn and attrition to increase the lifetime value, and these significant life events let bank connects with new customers and build loyal relationships with existing ones. Customer Relationship Management (CRM) helps banks optimizing customer relationships by integrating customer information, sales,

and service. Additionally, CRM offers integration to other third party CRM solutions for tracking of marketing events.

AYA Bank Ltd. is a private bank in Myanmar. AYA Bank was established on 2 July 2010 with the permission of the Central Bank of Myanmar. The AYA Bank's head office is located in the Rowe Building Kyauktada Township of Yangon. Private banks are believed to have only about MMK2bn (\$1.8m), minimum set out in the draft financial institutions law. According to local news reports, the largest private banks are in good shape. AYA Bank said it had MMK62bn (\$55.8m).

AYA Bank has dramatically extending its banking products and services: mobile banking, e-banking, bill payments, international trade settlement, and insurance. AYA Royal Banking is one of the AYA Bank service for Exclusive Members of AYA Bank customers. AYA Royal Banking Services is situated at 3rd Floor of Novotel Yangon Max Hotel, Kamayut Township, Yangon region.

AYA Royal Banking is an exclusive membership that provides premium benefits for our high valued customers. AYA Bank dedicated for long time sustainable investment; and relationships beyond banking. As for the exclusive royal customers, royal services are product service, lifestyle service, travel desk service, healthcare service, relationship management service, which are differently provided only to royal customers.

1.1 Rationale of the Study

Customer satisfaction is a continuous process that management must engage in. People have personalities (certainly they can be wondered about some it meets). People do not seem to exhibit stable personalities. Since people do not necessarily behave the same way in all situations, they do appear to act consistently. In any organization, understanding consumer buying behavior helps to know which choice criteria are salient to the consumer and explain why those factors are important to a decision maker.

Satisfied customers impact profits directly through their willingness to remain customers for a longer period of time, purchase more during that time, and pay slightly higher prices for what they perceive as a premium product.

Deep understanding can powerfully guide and inspire managers' strategic thinking. For private commercial banking industry, understanding the customers' choices of decision and buying behavior can be greatly beneficial for private banking industry to

be able to provide what the bank customers' needs. Bankers face challenges from all sides today, reach out financial service to their customers.

The key for any businesses to survive and grow is beyond just acquiring new customers, but to build sustainable sales stream of existing customers. It is about time businesses pay more attention to building and instilling customer loyalty which has a long-term impact on their brands and not getting completely sucked into the group buying craze. It is more than just increasing sales. There are a lot of advantages. One of them is that it is easier to up-sell and cross-sell to loyal customers. When effort to sell something the same to new and loyal customers, expected sales as such is higher from selling to loyal customers.

Royal Vendors is dedicated to providing the best customer service in the industry. Organizations respond to their customers' needs in a timely, innovative, and efficient manner. Customers, especially royal customers, are the greatest assets and making sure customers are satisfied is bank's first priority. Customers are the lifeblood of bank business. Understanding the behaviors that drive them will help bank finds new ones, keep them coming back and grow their lifetime value.

Royal banking service is also a new banking service in Myanmar. This paper is an attempt to identify the satisfaction level of royal customers. Creating loyal customers is at the heart of every business including banking industry. This study is therefore made basic of one of the famous private commercial bank, namely AYA Bank, Yangon. Result from the study would be aimed to be helpful to other private commercial banks, in treating effective relationship to other banks to their royal customers, as well.

1.2 Objectives of the Study

There are two main objectives in the study. They are:

- (1) To identify the royal banking services provided by AYA Bank, Yangon,
- (2) To analyze the customer satisfaction level of AYA royal banking services

1.3 Scope and Methods of the Study

In this study, it focuses on royal banking services, and royal customer satisfaction level of AYA Royal Bank, Yangon. Total 23 numbers of exclusive customers among 160

total royal customers, who are depositing minimum 300,000,000 kyats (three hundred million kyat) in bank, are randomly selected. Studies explore the customers' satisfaction factors provided by AYA Royal Bank (Yangon) and their behavior intention to use of AYA Royal Banking Service. Data are both primary and secondary data. Study also uses other relevant researches and papers on royal consumer selection in private commercial bank. Survey was aimed to conduct from the period of July to August 2018. Descriptive survey research method is mainly used. As a survey instrument, structured questionnaire was prepared to examine important level of the factors influencing the customers' satisfaction at AYA Royal Bank Service. Obtained data were analyzed by 5-Point Likert Scale to examine the level of customer satisfaction at AYA Royal Banking services. Correlation analysis is also used to find out the most influencing factor among service quality factors to the royal banking services. Obtained data were analyzed by 5-Point Likert Scale measurement method.

1.4 Organization of the Study

In this study, it is organized with five main chapters. Chapter 1 is introduction and it is included rationale of the study, objectives of the study, method of the study, scope and limitation of the study, and organization of the study. Chapter II describes the literature reviews including the nature of service industry, Definition and Concept of customer choice, previous literature review on customers' satisfaction factors at private commercial banks, importance of customer choice in Royal Banking Service, and conceptual framework of the study. Chapter III presents the profile of AYA Bank, mission, the organizational structure of Royal Banking Service Department, the functions of the departments and the present service are stated. Chapter IV represents the analysis of the relationship between these services and, and royal customers purchase behavior on the AYA Bank, Novotel, Yangon, on the assessment survey of the respondents. This thesis then concludes with Chapter V where summary of findings, suggestions and the need of the further study is given.

CHAPTER II

THEORETICAL BACKGROUND

This chapter expresses the theoretical background which will be used as a framework for this study. These theories include the theoretical presentation of customer relationship management including customer choice, the importance of royal customers, and building customer loyalty. It also studies role of modern banking function, important of customer choice in royal banking industry, and conceptual framework based on service personal, physical factor, psychological factor, promotion factor with respect to the overall customer satisfaction at bank.

2.1 Customer Relationship Management

Customer satisfaction is the degree to which there is match between the customer's expectations of the product and the actual performance of the product. Expectations are formed based on information consumers receive from promotions, family, friends, opinion leaders, research, and past experience with the product. Customer satisfaction is an important measure of the ability of an organization to successfully meet the needs of its customer. It also helps demonstrate an organization's worth and effectiveness to its stakeholders which is critical in maintaining their support. The concept of customer satisfaction is easily transferred to Extension programming – with the product being an educational activity. Customer relationship management is the strongest and the most efficient approach in maintaining and creating relationships with customers.

Customer relationship management (CRM) is a business strategy to select and manage the most valuable customer relationships. CRM requires a customer-centric business philosophy and culture to support effective marketing, sales, and service processes. CRM applications can enable effective customer relationship management, provided that an enterprise has the right leadership, strategy, and culture. In a world where competition is becoming ever fiercer, businesses need to implement customer relationship management, or CRM, strategies in order to stay ahead of their rivals. Customer Relationship Management deals with all the interactions between a company

and its customers, with an eye toward keeping customers happy and helping the business succeed. In a world where competition is becoming ever fiercer, businesses need to implement customer relationship management, or CRM, strategies in order to stay ahead of their competitors.

(1) Definition and Concept of Consumer Choice

As Sian Chadwick, Vice President, Marketing American Express Global Merchant Services Japan and Asia Pacific, says, "... everyone has individual tastes and preferences, and these can often change depending on a whole variety of factors such as the time of day, the season or simply a person's mood." It is important for businesses to respond to individual preference by providing customers with choice.

As Olivia Ruello, the CEO of Business Chicks said, "... giving customers a choice makes them feel like they're in control and calling the shots. But too many choices can overwhelm them, so keep things simple." More than ever, organizations need to anticipate their needs before they do.

Learning with customers is a direct and very effective approach to get to know them better. Like for e.g. GE invited it's customers from China to its seminar on leadership and innovation along with its executives and managers. This approach provided an insight about the Chinese customers to GE's executives and allowed them to understand their requirements in a better way than earlier. Applying a forward thinking approach is essential for businesses of today. Try predicting and envisioning what the future might hold for customers, like Steve Jobs did with his products, iOS devices and the mobile application development industry that is attached with it. In order to understand customer requirements before they do, hospitals really need to get out of the way and think like them. Become an anthropologist for that matter and hospitals will get valuable insights they might have not imagined about.

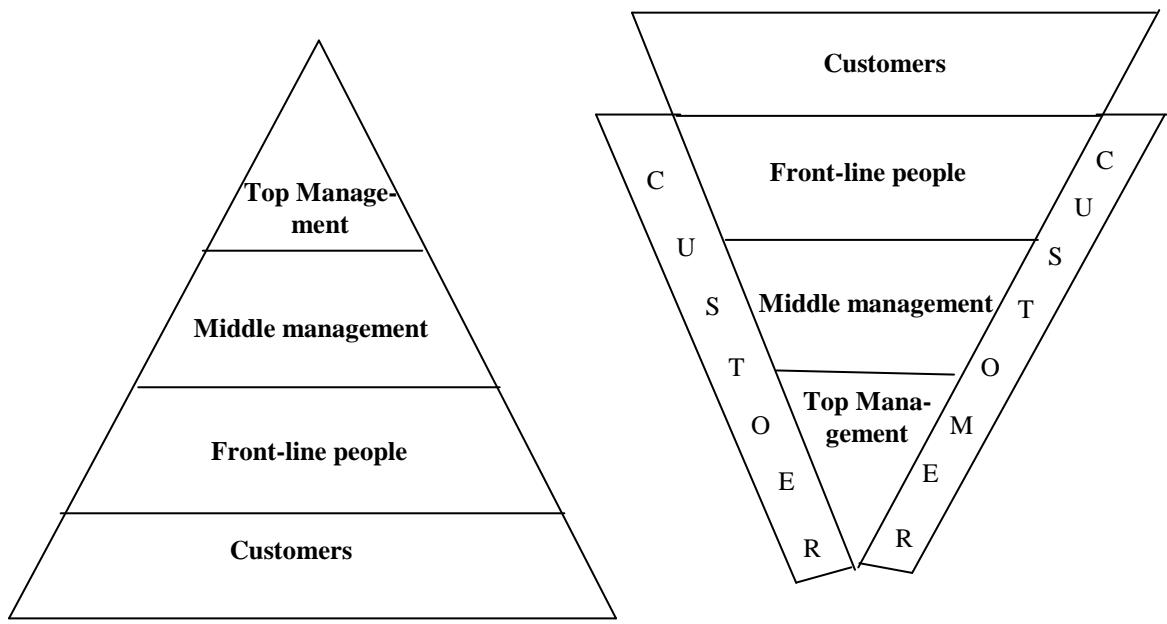
(2) Importance of Royal Customers

Creating loyal customers is at the heart of every business. As marketing experts Don Peppers and Martha Rogers say;

"The only value your company will ever create is the value that comes from customers—the ones you have now and the ones you will have in the future. Businesses succeed by getting, keeping, and growing customers. Customers are the only reason you build factories, hire employees, schedule meetings, lay fiber-optic lines, or engage in any business activity without customers, you don't have a business."

Managers who believe the customer is the company's only true "profit center" consider the traditional organization chart in Figure 2.1—a pyramid with the president at the top, management in the middle, and frontline people and customers at the bottom—obsolete.

Figure (2.1) Modern Customer-Oriented Organization Chart



Traditional Organization Chart

Modern Customer-Oriented

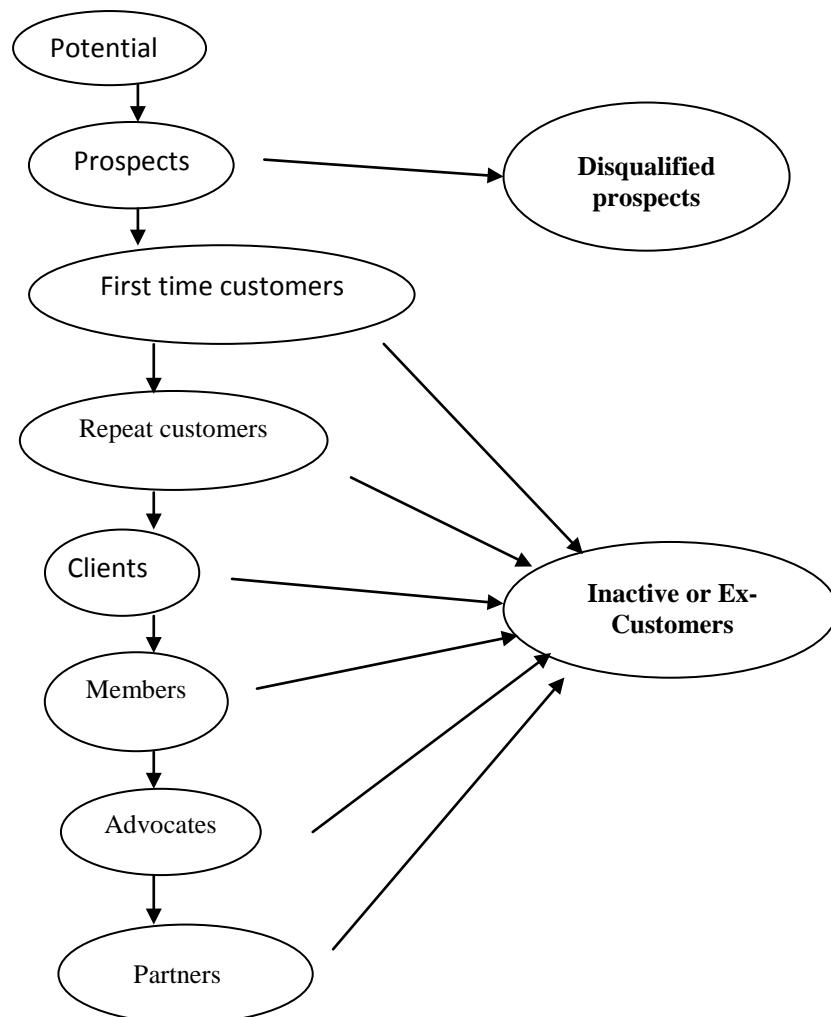
Source: James G. Barnes, Secrets of Customer Relationship Management (2000)

Customer loyalty decreases due to a multitude of channels and increasing transparency of the market. This is mainly due to the rapid growth of the Internet, economic globalization and comparable quality. Especially in the banking industry, the basic product (bank transaction) is very similar, when comparing the same quality level.

The customers' focus is more on the soft factors, like personal treatment and attention. Treacy and Wiersema's (1993) value disciplines form a good framework to build a customer-oriented and focused organizational strategy. It is difficult to satisfy all the customers, many businesses are classifying their customers into different levels and pay special attention to the selected customers.

Customer loyalty is particularly vital to the service industry, because of the intense competition among mature sectors of the industry (Bowen & Shoemaker, 1998). Customer loyalty has been described as the concept of repeat purchase behaviour, which can be regarded as some degree of repetitive purchase of the same brand by the same buyer. Moreover, customer loyalty has been viewed as one the various behavioural consequences of service quality (Zeithaml, 2000). As a behaviour intention after the performance of service, customer loyalty is considered to be related to perceptions of quality (Rust & Zahorik, 1993).

Figure 2.2 The Development of Customers



Source: James G. Barnes, Secrets of Customer Relationship Management (2000)

(James G. Barnes, 2000) shows the customer development process. Main drivers are increased customer satisfaction, an increased number of referrals and a decrease in marketing costs. The ultimate aim of customer relationship management is to produce high customer equity. Customer equity is the total combined customer lifetime values of

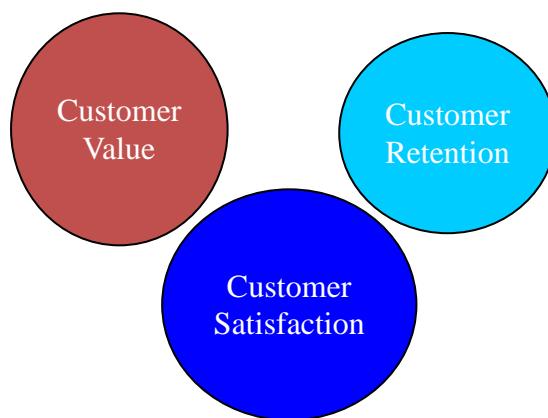
all of the company's current and potential customers. As such, it's a measure of the future value of the company's customer base. Clearly, the more loyal the firms' profitable customers, the higher its customer equity. Customer equity may be a better measure of a firm's performance than current sales or market share. Whereas sales and market share reflect the past, customer equity suggests the future.

(3) Building Loyalty

Perceived value is the customer's overall assessment of the benefits they receive relative to the sacrifice they make (Dodds et al., 1991, Fornell et al., 1996, Slater, 1997, Woodruff, 1997, Zeithaml, 1988). Customer satisfaction is the consumers' overall evaluation based on their overall experience. Although it can be viewed in two ways – transaction-specific outcome or cumulative evaluation (Wang et al., 2004) – the ACSM-based research considers satisfaction a cumulative evaluation. Loyalty is as the likelihood of switching in the absence of switching costs. Furthermore, direct relationships between satisfaction and loyalty, between reputation and loyalty. Loyalty has been defined as an attitude and as a behavior (Ball et al., 2004). The attitudinal perspective positions loyalty as a desire to continue a relationship with the company.

Creating a strong, tight connection to customers is the dream of any marketer and often the key to long-term marketing success. Companies that want to form strong customer bonds need to attend to a number of different considerations. One set of researchers see retention-building activities as adding financial benefits social benefits, or structural ties.

Figure 2.3 Successful Relationship



Source: Kotler, P (2009) Marketing Management, 13th Ed

(Kotler, 2009) highlighted the following activities are the importance that companies are using to improve loyalty and retention.

Interaction with Customers

Listening to the customers is crucial to customer relationship management. Some companies have created an ongoing mechanism that keeps senior managers permanently plugged into front line customer feedback.

Develop Loyalty Programs

Two customers loyalty programs that companies can offer are frequency programs and club marketing program s. Frequency programs (FPs) are designed to provide rewards to customers who buy frequently and in substantial amounts. They can help build long-term loyalty with high CLV customers, creating cross- selling opportunities in the process. Originally pioneered by the airlines, hotels, and credit card companies, FPs now exist in many other types of businesses. For example, today most supermarket chains offer price club cards, which provide member customers with discounts on particular items.

Customer Lifetime Value

Losing a customer means losing more than a singles sale. It means losing the value of the entire stream of purchases makes over a lifetime of patronage.

Personalizing Marketing

Company personnel can create strong bonds with customers by individualizing and personalizing relationships. In essence, thoughtful companies turn their customers into clients.

Win-Backs

Regardless of the nature of the category or how hard companies may try, some customers inevitably become inactive or drop out. The challenge is to reactivate dissatisfied customers through win -back strategies. It's often easier to reactivate ex-customers (because the company knows their name s and histories) than to find new ones. The key is to analyze the causes of customer defection

through exit interviews and lost-customer surveys and win back only those who have strong profit potential.

2.2 Modern Banking Functions

The banking sector is the section of the economy devoted to the holding of financial assets for others, investing those financial assets as leverage to create more wealth and the regulation of those activities by government agencies. Banks receive deposits and make loans. Banks may also provide financial services, such as wealth management, currency exchange and safe deposit boxes. There are two types of banks: commercial/retail banks and investment banks.

Banks as financial intermediaries are party to a transfer of funds from the ultimate saver to the ultimate user of funds. Often, banks usefully alter the terms of the contractual arrangement as the funds move through the transfer process in a manner that supports and promotes economic activity. By issuing tradable claims (bank deposits) against itself, the bank can add a flexibility to the circulating media of exchange in a manner that enhances the performance of the payments system. These deposits may support the extension of personal credit to consumers (retail banking) or short-term credit to nonfinancial businesses (commercial banking).

If so, the bank aids the management of liquidity, thus promoting household consumption and commerce. By facilitating the collection of funds from a large number of small savers, each for a short period, the bank promotes the pooling of funds to lend out in larger denominations for longer periods to those seeking to finance investment in larger capital projects. Financing investment may take the form of underwriting issues of securities (investment banking) or lending against real estate (mortgage banking). By specializing in the assessment of risk, the bank can monitor borrower performance; by diversifying across investment projects, the bank minimizes some types of risk and promotes the allocation of funds to those endeavors with the greatest economic potential. By extending trade credit internationally (merchant banking), the bank can facilitate international trade and commerce. As one last example, by lending to other banks in times

of external pressures on liquidity, the bank can manage core liquidity in the financial system, thus potentially stabilizing prices and output (central banking).

The modern banking industry, offering a wide range of financial services, has a relatively recent history; elements of banking have been in existence for centuries, however. The idea of offering safe storage of wealth and extending credit to facilitate trade has its roots in the early practices of receiving deposits of objects of wealth (gold, cattle, and grain, for example), making loans, changing money from one currency to another, and testing coins for purity and weight.

The innovation of fractional reserve banking early in this history permitted greater profitability (with funds used to acquire income earning assets rather than held as idle cash reserves) but exposed the deposit bank to a unique risk when later paired with the requirement of converting deposits into currency on demand at par, since the demand at any particular moment may exceed actual reserves. Douglas Diamond and Philip Dybvig have, for example, shown in their 1983 article “Bank Runs, Liquidity, and Deposit Insurance” that in such an environment, a sufficiently large withdrawal of bank deposits can threaten bank liquidity, spark a fear of insolvency, and thus trigger a bank run.

Means of extending short-term credit to support trade and early risk-sharing arrangements afforded by such devices as marine insurance appear in medieval times. Italian moneychangers formed early currency markets in the twelfth century CE at cloth fairs that toured the Champagne and Brie regions of France. The bill of exchange, as a means of payment, was in use at this time as well.

The Bank Act of 1933 (the Glass-Steagall Act) in the United States as well as early versions of the Bank Act in Canada, for example, both prohibited commercial banks from acquiring ownership in nonfinancial companies, thus effectively excluding commercial banks from the investment banking activities of underwriting and trading in securities. This highly regulated and differentiated industry structure in twentieth-century North America contrasts sharply with the contemporaneous banking structures of Switzerland and Germany, for example, where the institutions known as universal banks offer a greater array of both commercial and investment banking services. The question for policymakers then is which industry structure best minimizes the risk of banking crises and better promotes macroeconomic stability and growth.

There are two major types of banks:

- **Regional Banks** - These are the smaller financial institutions, which primarily focus on one geographical area within a country. Providing depository and lending services is the primary line of business for regional banks.
- **Major (Mega) Banks** - While these banks might maintain local branches, their main scope is in financial centers like Major Cities, where they get involved with international transactions and underwriting.

2.3 Importance of Customer Choice in Royal Banking Service

Nowadays, people are living in a time of abundant choice. Customers have a huge range of options and this can impact on the way businesses attract and grow their customer base, build high value and loyal customers and affect the way people make purchasing decisions.

Customers are struggling to find an appropriate product for their needs; businesses as well are struggling to get to know their customers. Organization needs to understand its customers better, but the more it tries, the harder it gets. Apparently too many entrepreneurs seem to have the same issue. This is a crucial point to ponder for industries like banking, pharmaceutical, air travel, media and energy.

With the advancement of social media and the boom in technology, the internet and smart phones, customer of today has abundance of choices available at their disposal. The increment in the noise to date ratio that is powered by the internet is making it harder for companies to understand their customers. Online researches, data tracking are only some means with which companies of today are trying to find answers to their customer requirements.

The major determinants of bank services selection among several include services quality (Angur, Natarajann & Jaheera Jr., 1999, Samli & Frohlich, 1992, Lewis & Spyakopolous, 2001, et al.). The next is rates (Huu & Kar, 2000 et al.). Convenience or accessibility is another bank selection determinant. Reputation is also considered (Boyd et al., 1994, Haron et al., 1994; Mohammed, 2001), safety especially of funds is taken into consideration equally (Rugimbana & Iversen, 1994; Martin, 2002; et al.); pricing or bank charges are taken into account as well (Mourinho & Meiden, 1089 and Zineldin, 1996). Royal banking customers are further more provided by credit amount, credit term, ATM issue amount, special facilitations from bank, and many other customer care activities which are apart from common bank customers.

2.4 Customer Satisfaction Factors at Bank

Understanding customer satisfaction is important to increasing financial performance in the immediate present and it can help organizations identify potential problems in specific departments or areas, and may provide useful information in strategic development. In this way, understanding the sources of customer satisfaction can increase the longevity of an organization.

Physical Factor

The most important aspects of service quality are tangible and intangible. There is a wealth of literature on how customers select their banks. Customer perception of innovative banking products is one of them. Tangible aspects that may include building design and décor, ambient conditions, and equipment are considered to have a direct influence on the customer's perception. Empirical studies (Wakefield & Blodgett, 1996; Wener, 1985) have been conducted to confirm the effect of ambient conditions, facility aesthetics, and cleanliness on customer satisfaction. According to Wakefield and Blodgett (1999, p. 52), "the tangible physical surroundings may more directly influence consumers' affective responses".

Psychological Factor

Psychological factors refer to thoughts, feelings and other cognitive characteristics that affect the attitude, behavior and functions of the human mind. These factors can influence how a person thinks and later affect his decisions and relations in his daily life.

Wakefield and Blodgett (1999) tested a model that included the intangible and tangible elements of the service quality scale. Wakefield and Blodgett (1999) also included an affective or emotional measurement of the customer's level of excitement.

Facilitating Factor

In a study of leisure activities of customers at professional baseball games, football games, and in casinos, facility aesthetics and cleanliness have been shown to have a positive impact on customers' perceptions of quality (Wakefield & Blodgett, 1996, 1999). Royal customers are facilitated by special attentions by service providers.

Promotion Factor

Empirical studies have shown that marketing mix factors which effect on customer satisfaction. Promotion of TV and media exposure, free financial consultation; free cross-selling offers; and providing many other promotional activites make customers' satisfaction.

Customer Retention

Customer retention refers to the activities and actions companies and organizations take to reduce the number of customer defections. The goal of customer retention programs is to help companies retain as many customers as possible, often through customer loyalty and brand loyalty initiatives. Behavioral intention of yielding the highest consumer loyalty, and frequency of use of customers.

Customer satisfaction is essential for business success in today's marketplace. The following are some examples for customer satisfaction: quality of product, value of product relative to price - a function of quality and price, time issues, such as product availability, availability of sales assistance, time waiting at checkout, and delivery time, atmosphere of store, such as cleanliness, organization, and enjoyable shopping environment, service personnel issues, such as politeness, attentiveness, and helpfulness, and convenience, such as location, parking, and hours of operation.

2.5 Literatures Reviews on Customer Satisfaction

To create greater lifetime value in customers takes understanding and nurturing. This means connecting with them regularly through the right channels. There is a long tradition in consumer and marketing research of analyzing and appreciating the effects of competitive offers on buying decisions (Engel et al., 1993; Howard & Sheth, 1969). Major reference is the chapter of understanding consumers written by Michael R. Solomon at his Consumer Behavior Buying, Having, and Being" 7th ed., text book and Kotler P. (2010) Marketing Management Text book especially on the chapter 5 of "Creating Customer Values, Satisfaction and Royalty".

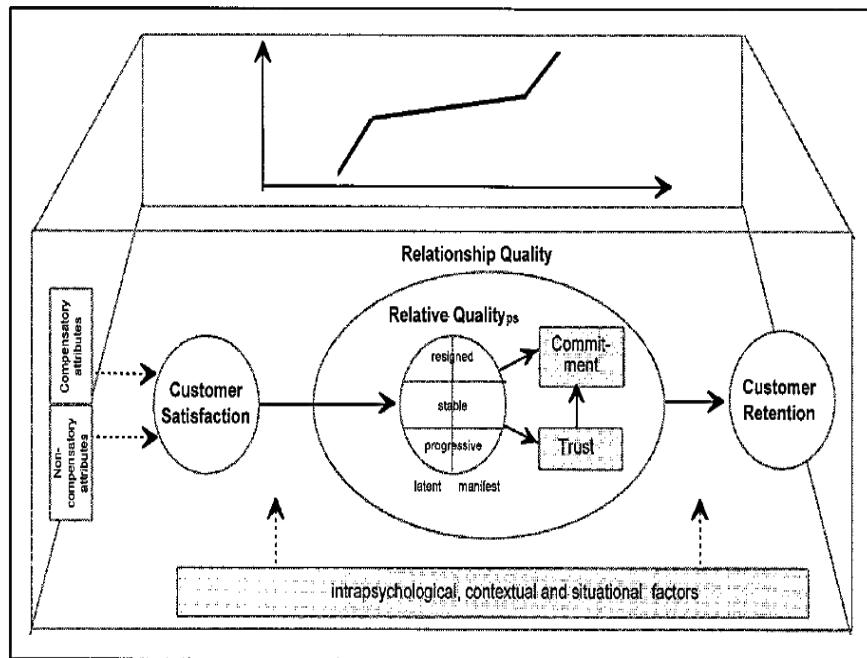
In satisfaction and quality research, however, the influence of the customer's evaluation of rival products is mostly neglected. Recently, some authors have begun to

discuss this topic under a relationship marketing perspective (see Biong, Parvatiyar, & Wathne, 1996; Wilson 1995). Competitive aspects have to be considered in the conceptualization of satisfaction and quality to derive more valid predictions of customer retention rates. Regarding the examination of the relationship between the customer's quality perception and customer retention, a relative interpretation of the quality construct is proposed to be superior to the absolute interpretation of the variable usually referred to.

IJ Chen and K Popovich (2003) have expressed their studies of customer retention in Business process management journal. Customer relationship management (CRM) is a combination of people, processes and technology that seeks to understand a company's customers. It is an integrated approach to managing relationships by focusing on customer retention and relationship development. CRM has evolved from advances in information technology and organizational changes in customer-centric processes. Companies that successfully implement CRM will reap the rewards in customer loyalty and long run profitability.

Thorsten Hernnig Turrau and Alexander Klee (1997) had studied on the impact of customer satisfaction and relationship quality on customer retention: A critical reassessment and model development. Customer satisfaction with a company's products or services is often seen as the key to a company's success and long-term competitiveness. In the context of relationship marketing, customer satisfaction is often viewed as a central determinant of customer retention. However, the few empirical investigations in this area indicate that a direct relationship between these constructs is weak or even nonexistent. The overall purpose of this research is to develop a conceptual foundation for investigating the customer retention process, with the use of the concepts of customer satisfaction and relationship bank service quality. The article involves a critical examination of the satisfaction–retention relationship, and the development of a more comprehensive view of the customer's quality perception (Henning, 1997).

Figure 2.4 Satisfaction–retention Relationship



Source: Henning, 1997
 Organization needs to look beyond their business interests in order to get to the core of their customer's requirements. Organization not only needs to understand their choices but also their supply ecosystem, of which organization can also be a part of. Not only will this exercise bring a better understanding of its customer's requirements but will also allow organization to anticipate their next product move for target market.

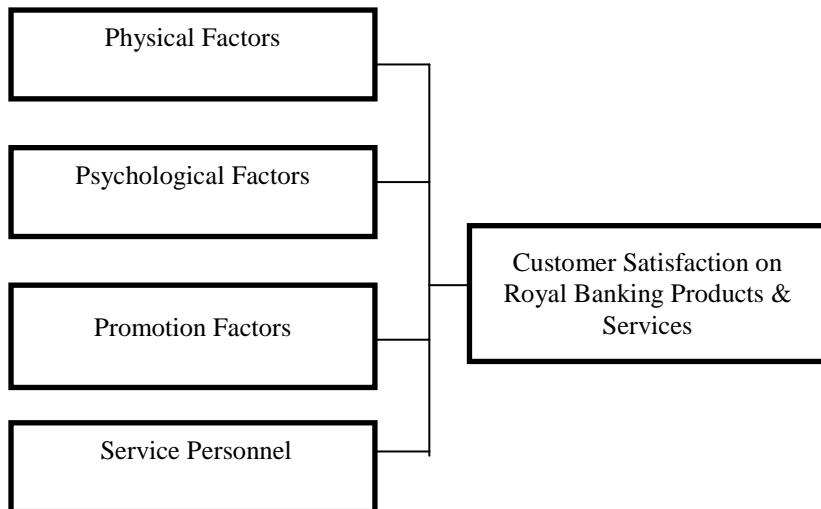
According to Wakefield and Blodgett (1999, p. 52), “the physical or tangible physical surroundings may more directly influence consumers’ affective responses”. Thus, the environment with all its components is a key factor which has a great influence on people’s feelings, which is one of the reactions that encourage and force people to remain in the place where they are in or to leave (Russell & Ward, 1982). Berry and Parasuraman (1991) suggested that consumers develop their understanding of the relationship between the environment of a given service and the ‘quality’ of the service they may expect to receive. In addition, it has been confirmed that consumers depend on the physical and tangible evidence to which they have access to give evaluation of the quality of the intangible service components (Namasivayam, 2004, p. 37). This can be applied to establishments, such as hotels, in which customers may use their interaction with the service provider to rate the service. Wakefield and Blodgett (1999) tested a model that included the intangible and tangible elements of the service quality scale (hereafter referred to as SERVQUAL) (Parasuraman, Zeithaml, & Berry, 1988) with the tangible elements representing the physical environment. Wakefield and Blodgett (1999) also included an affective or emotional measurement of the customer's level of

excitement. They have reported in their study that the tangible elements of the service environment had a positive effect on the excitement level experienced by customers, which led to a positive effect on repeat-patronage intentions and a greater willingness to recommend the banking service to other people such as friends or relatives. The data gathered in a customer survey gives bank the information organization needs to respond to specific customer needs and concerns. The ability to reach out and immediately right a wrong can ensure that customer will return in the future, and organization's rapid response may even build customer loyalty.

2.6 Conceptual Framework of the Study

From that above literature reviews of the contributing variables on bank customers' satisfaction, conceptual survey frame was constructed. Figure (2.5) is the conceptual framework of the study of the relationship between customer satisfaction factors in term of physical factor, psychological factor, promoting factor, service personal factor and royal customers' satisfaction. At which, service personal influencing on customer satisfaction factor is examined with total thirteen statements, physical factor is examined with total nine statements, psychological factor is examined with total seven items, promotion factor is examined by total seven items, total satisfaction is examined by total five items. And then, it is examined the relationship between these customer satisfaction factors and customer overall satisfaction. The conceptual framework is as shown, as follows

Figure 2.5 Conceptual Framework of Customer Satisfaction



Source: Own Compilation, 2018

CHAPTER III

ROYAL BANKING SERVICES OF AYA BANK

In this section, it states the information about services of AYA Bank. It starts with studying the background of Myanmar banking industry, as follows.

3.1 Background of Myanmar Banking Industry

Myanmar is in the early stages of financial reforms which the government has made an economic priority. At present Myanmar's financial system remains one of the least developed in the world. Myanmar remains a cash-oriented economy. A history of high inflation, bank runs, and insider lending has fuelled public distrust of the banking and financial services industry. Even now, government owned banks still have more than U.S. \$7 billion of foreign reserves on deposit with overseas banks. It is estimated that less than 10% of Myanmar citizens have a bank account and that less 0.1% of the public are active in the credit market. A large informal banking system in Myanmar still exists. Remittance companies – licensed and unlicensed – remain popular as is the black market for foreign exchange.

Modern banking and financial services in Myanmar are in their infancy. The banking sector comprises the Central Bank of Myanmar (CBM) which was established pursuant to the Central Bank of Myanmar Law in 1990, 4 other state-owned banks, and 19 domestic private banks. Foreign banks in Myanmar are only permitted to open representative offices. To date 30 foreign banks have established a Myanmar presence in anticipation of future legal and market liberalization. According to the CBM, foreign banks will be allowed enter Myanmar in three phases. In the first phase joint ventures with local banks will be permitted. In the second foreign banks will be permitted to establish locally incorporated 100% foreign owned subsidiaries. In the third and final stage they will be permitted to open branches.

In April 2012 the CBM took the first step towards reforming the country's exchange rate system when it scrapped the country's fixed exchange rate in favour of a managed float. On 11 July 2013 the new Central Bank of Myanmar Law (CBM Law) was introduced. The law establishes the independence of the CBM and contains measures aimed at increasing transparency and accountability.

The CBM is also in the process of developing an Automatic Clearing System and Real Time Gross Settlement System. CBM approval is required to repatriate profits. Local Myanmar banks are playing their part in reform initiatives by seizing the opportunity to expand their branch network and introduce new financial products. They are also entering into agreements with international credit card providers. Since 2012 the number of ATM's in Myanmar has increased significantly. CB Bank (CB) and Kanbawza Bank (KBZ) have led the way. Master, Visa and Union Pay cards are accepted.

3.2 Profile of AYA Bank

Ayeyarwady Bank Ltd. is a private bank in Yangon. AYA Bank was established on 2 July 2010 with the permission of the Central Bank of Myanmar. The AYA Bank's head office is located in the Rowe Building Kyauktada Township of Yangon. AYA Bank has 225 branches in Yangon as of August 2017.

AYA Royal Banking is an exclusive membership that provides premium benefits for our high valued customers. AYA dedicated for long time sustainable investment; and relationships beyond banking.

The bank is authorized to operate as an investment or development bank for the domestic market and the approved banking activities include: borrowing or raising of money lending or advancing of money either secured or unsecured; receiving securities or valuables for safe custody; collecting and transmitting money and securities; provides international banking services including international remittance, payment and trade services. AYA Bank prides itself in its talents who have been exposed to banking experiences both domestic and abroad who will help cement

AYA Bank even further for sustainable growth to serve its community better. The bank will continue to expand and erect many more branches throughout Myanmar and build a better relationship with its customers by providing them with competent customer service and the technology to enable those customers to communicate with the bank better. The bank has also won numerous awards, such as the best private bank, best banking group, and most sustainable bank. Aside from focusing on the growth, Aya Bank also wants to be greener and save the earth by reducing their use of paper and by using fuel efficient vehicles that release less pollutants. AYA bank is a fast growing bank in need of talented individuals to foster that growth.

Vision

AYA Bank vision is to be recognized as the leading bank in Myanmar through pursuit of excellent and long term sustainable growth for the bank and its stakeholders.

Core values of the bank are determined as: to pursue our objectives with excellence, to progress as team, to think and act in all honesty, to maintain integrity in all dealings loan and advances, extra loan, auto loan, to care for our customers, our

colleagues and the people we interact with and in all actions, and to always act with sincerity.

3.3 Banking Services of AYA Bank

AYA Royal Banking services are aiming for exclusive members who are designated at all branches of AYA Bank and relationship building is handled by AYA Royal Banking Center. AYA Royal services are classified into product service, lifestyle service, travel desk service, health care service, and relationship management service. As a normal banking functions, AYA Royal customers can perform the following banking facilities. The bank is authorized to operate as an investment or development bank for the domestic market and the approved banking activities include:

- a) Borrowing or Raising of money
- b) Lending or Advancing of Money either secured or unsecured
- c) Receiving Securities or Valuables for Safe Custody
- d) Collecting and Transmitting money and Securities

AYA Royal Banking provides international banking services including international remittance, payment and trade services.

Deposit

The deposit services are: AYA Current Account, AYA Foreign Currency Account, Seafarer Saving Account, Saving Account, Interest maximize Account, Loyal Account, and Fixed Deposit account.

Remittances

Types of remittances are AYA Local online remittance service, AYA International, money transfer service, AYA Swift telegraph transfer, and AYA Payment Loan.

Cash Management

Cash management are Receivables management, Payable management, and Liquidity management.

Card Payment

Card services are Debit card, Credit card, Prepaid card, Deals and Discounts Card, Where-to-shop card, AYA Point-of-sales (POS) services.

E-Banking Services

E-banking facilities are I-banking, M-banking, ATM Locations, and Electronic Bill Payment.

Auto Loan Services

AYA bank has launched the most convenient automobile hire-purchase loan plan for any Myanmar citizen who is 20 years of age and older with stable and reasonable income. AYA Bank's automobile hire-purchase loan is a way to finance buying a new or used car. Customers can pay a deposit and pay off the value of the car in monthly installments, with the loan secured against the car. Firstly, customers need to put down a deposit on the car they want to buy; 30% of the vehicle's value. The rest of the value of the car will then be paid off in installments over a period up to 5 years. A customer who is interested in this opportunity shall have to apply "In-Principle Loan Approval Letter" at selected AYA Branches to know the estimated eligible loan amount along with basic personal documents such as NRC, household list, original testimonial letter from Ward Administration office, income documents such as salary slip (minimum 3 months), employment confirmation letter, business registration documents, income statement, tax receipts and professional license (e.g. Doctor License and so on) as the loan amount is based on the income and repayment capability of a customer. Then the bank would produce "In-Principle Loan Approval Letter" and authorized car dealers list so that a customer can choose a car at AYA Bank's authorized dealer showroom by bringing and submitting, "In-Principle Loan Approval Letter" and other required documents. A customer will then obtain a final loan approval with car related documents and eventually a car after successful car registration. Customers need lowest interest rates to check the total amount repayable and our interest rate is as low as 8.5% per year.

Home Loan

AYA Bank intends to assist customers in purchasing the residences of their choices without the constraint of paying the total selling price in one lump sum basis and to provide suitable installment plans where customers will be able to start living in their residences accordingly while making monthly repayments. Besides, the bank and its

authorized dealers also help customers to identify individual eligible loan amounts and to choose their dream homes and the customers can also choose from the existing real estate market as well.

CHAPTER IV

ANALYSIS ON CUSTOMER SATISFACTION LEVEL OF AYA ROYAL BANKING SERVICES

This chapter describes the customer satisfaction at AYA Royal Banking services. There are the three parts; the first part is analysis on the demographic characteristics of

the customers of royal bank. It is followed by the usage of royal banking facilities. The last part is the analyses on the quality of the services provided by royal bank, as follows.

4.1 Demographic Profile of Sample Customers

The first analysis is the analysis on demographic profile of respondents. It defines gender, highest educational qualification, occupation, and age of respondents as follows.

(1) Gender of Respondents

The study sought to establish the gender distribution of the respondents. Regarding the analysis on the gender factor, respondents are asked to answer two statements whether male or female. The findings were presented in Table 4.1. Table (4.1) states the types of the gender of respondents as follows.

Table 4.1 Gender of Respondents

Gender of Respondent	No of Respondents	Percent
Male	11	48
Female	12	52
Total	23	100

Source: Survey Data, 2018

By the information of the gender composition in the Table (4.1), it is found that there are 11 number of male and 12 number of female gender among the total respondents from 32 number of companies in the study. In terms of percentage, male respondents account for 48 percent while female respondents share 52 percent. It is found that there is not too difference between male and female respondents.

(2) Age of Respondents

Age maturity refers to changes and development in the brain structure. Regarding the analysis on the age level, respondents are asked to choose on from four statements of whether they are the age of 21-30 years old, 31-40 years old, 41-50 years old, and above 50 years old, respectively. Table (4.2) states the types of the age level of respondents as follows.

Table 4.2 Age of Respondents

Age (Years)	No of Respondents	Percent
21 to 30	2	10
31 to 40	7	30
41 to 50	7	30
50 above	7	30
Total	23	100

Source: Survey Data, 2018

According to the result of percentage, the age group between 31 to 40 years, 41 to 50 years, and above 50 years old shares the equal percent of 30, and the age group 21 to 30 years old shares lowest with 10 percent in the study. From that age analysis, the higher the age number of respondents could be said to response their feedbacks upon the services provided by the AYA Royal Bank.

(3) Educational Qualification of Respondents

The level of a respondent's education would affect the survey answer. And thus, asking a respondent what their highest level of education completed is made on surveys. In the analysis of levels of education of respondents, their education levels have been grouped into five groups: university graduate level, post graduate diploma level, master level, doctorate level, and professor level. Table (4.3) reports on the result of the analysis on the educational level of respondents as follows.

Table 4.3 Education Qualification of Respondents

Education Level	No of Respondents	Percent
Graduate	10	43
Post graduated diploma	1	4
Master Degree	4	17

PhD. Doctorate	8	35
Total	23	100

Source: Survey Data, 2018

According to the result of percent, respondents who possess university graduated include the largest share with 43 percent and respondents who possess PhD degree is second most participants with 35 percent. From the survey result, respondents with highest degree level could be assumed that they could understand the questions to answer more correctly.

(4) Types of Business of Respondents

Types of business of respondents are analyzed. Some of the respondents' companies are found as working more than one functional area. Respondents are asked with opened question to fill up their representing business organizations. Respondents are allowed to answer their type(s) of organizations, since some of them are operating more than one business types. The result from the respondents' business types are stated as following Table 4.4.

Table 4. 4 Types of Business of Respondents

Type of Business	No of Respondents	Percent
Manufacturing	6	15
Logistics	3	7
Importing & Exporting	14	34
Agricultural trading	3	7
Distribution	7	17
Health Care Service	3	7
Construction	7	17
Oil & Gas	4	10
Total	41	100

Source: Survey Data, 2018

According to the result of percent, importing and exporting businesses are including as highest percent with 34 percent, and logistics, agricultural trading and healthcare service are found as lowest with 7 percent.

(5) Operating Years

The establishment of the respondents' business organization are analyzed. 23 numbers of sample respondents have to response to the existence of the years of their business organizations. Table 4.5 shows the years of operation of the business organizations of sample participants, as follows.

Table 4.5 Operating Years

Years of operation	No of Respondents	Percent
Less than 5	4	17
5 to 10	8	35
11 to 15	4	17
≥ 16	7	30
Total	23	100

Source: Survey Data, 2018

According to the result of percent, organizations who have established between 5 to 10 years shares the largest participants with 35 percent, and organizations who have established above 16 years shares the second largest participants with 30 percent. Organizations who have established from 11 to 15 years and who have established less than 5 years share the least participants with total 17 percent. Survey could be said that AYA Royal banking services are mostly related with long working experience business organizations, in general.

4.2 Experience of Respondent on Royal Banking Service

In the second part, it is analyzed upon the usage characteristics to the bank facilities by the respondents' organizations. It focuses upon the period of customer using bank facilities and agreeable to use as business purposes.

(1) Duration of Customer Contact

The first analysis on the customer usage baking facilities characteristics is made on their using periods of banking services. Respondents' companies have established

relation to bank facilities for long periods of time. Period of customer using banks' services is grouped into five: less than 5 years, 5 to 10 years, 11 to 15 years, 16 to 20 years, and above 20 years. Table 4.6 shows the years from that bank customers are using banking facilities, as follows.

Table 4.6 Duration of Customer Contact

Duration of Customer Contact	No of Respondents	Percent
Less than 5 years	3	13
5 to 10 years	6	26
11 to 15 years	7	30
≥ 16	7	30
Total	23	100

Source: Survey Data, 2018

According to the result of percent, companies who have relationship over 11 years shares 60 percent with largest portion, in the study.

(2) Major Reasons of Becoming Privilege Customer

Table 4.7 shows the analysis on the customer's major reasons of becoming privilege customer of banking service. Respondents have to choose upon the predetermined questions of the major reason as higher deposit amount, high traffic banking transition, high reputation of customer organization, and high relationship among bank and customer organization, trustworthy, committed to service, reliable and efficient in communicating to customers and able to handle conflict, as follows.

Table 4.7 Reasons of Becoming Privilege Customer

Reason of Becoming Privilege Customer	No of Respondents	Percent

Higher deposit amount	7	9
High traffic banking transition	3	4
High reputation of customer organization	13	16
High relationship among bank and customer organization	20	24
Trustworthy	14	17
Committed to service	11	13
Reliable and efficient in communicating to customers	6	7
Able to handle conflict	8	10
Total	82	100

Source: survey data, 2018

According to the result of percent, major reason of relationship among bank and customer organization shares the largest with 24 percent and reason for high traffic banking transaction shares the lowest with 4 percent. Survey could be summarized that business organizations who have already long relationship with bank would be one of the major reason for becoming privilege customer.

(3) Major Types of Accounts at Bank

Table 4.8 shows the customer's types of accounts they have at bank. Normally, customers have more than one account bank transaction. So that, respondents are answering more than one type of account as they are using at bank, as follows.

Table 4.8 Type of Bank Account at Bank

Type of Bank Account	No of Respondents	Percent
Saving, deposit accounts	23	33
Current account	23	33
Card account	20	29
e-commerce account	4	6
Total	70	100

Source: Survey Data, 2018

According to the result that all the respondents are using saving, deposit accounts and current account. And most of respondents are also using card account and few are using e-commerce account, respectively.

(4) Major Types of Services at Bank

Table 4.9 shows the customer's major uses of the services at bank. Normally, customers are using many banking services facilities and they are responding more than one service, as follows.

Table 4.9 Types of Services at Bank

Types of Services Using	Total respondents	Percent
Remittance	20	16
Card account	21	17
E-Banking	23	19
E-commerce	4	9
Loan/overdraft	18	15
Employee salary payment	19	15
International trade payment	11	9
Total	123	100

Source: Survey Data, 2018

According to the result that customer's major uses the remittance services is 20 number with 16%, card account is 21 number with 17%, E-Banking is 23 number with 19%, E-commerce is 11 number with 9%, loan/overdraft is 18 number with 15%, employee salary payment is 19 number with 15%, and international trade payment is 11 number with 9%, respectively.

4.3 Assessment of the Reliabilities of the Customer Satisfaction

Survey is including a set of instruments in a factor. Cronbach's alpha value is used as a measure of the internal consistency of the scales used in the questionnaire. Various kinds of reliability coefficients, with values ranging between 0.00 (much error) and 1.00 (no error), are usually used to indicate the amount of error in the scores, the more closely the two variables are related. If reliability value is positive, it means that as one variable gets larger the other gets larger. If reliability value is negative, it means that as one gets larger, the other gets smaller.

Table 4.10 Reliabilities of the Customer Satisfaction

Factors	Cronbach's Alpha	No. of Items
Service of Service personnel	.812	13
Physical Factor	.907	9
Psychological Factor	.748	7
Promotion Factors	.741	7
Customer Overall Satisfaction at Banking Products & Services	.676	5

Source: Survey Data, 2018

Table 4.10 shows result of the reliabilities of the Customer Satisfaction at Services of AYA Royal Bank. In this study, total four factors of service quality and one factor of customer satisfaction at banking product and services. As shown in Table (4.10), Service of Service personnel factor includes 13 items, Physical Factor includes 9 items, Psychological Factor includes 7 items, Promotion Factor includes 7 items, and customer Satisfaction at Banking Products & Services includes 5 items, respectively. Computed alpha values except customer satisfaction level towards banking product and services exceed 0.7, and thus, these statistics reveal that internal consistency of items to concept is good.

4.4 Analysis on the Factors Influencing Customer Satisfaction level of Royal Banking Services

To understand the AYA Royal Banking service level, survey is focusing on the services provides by AYA Royal Bank sales personnel, physical factor, psychological factor, and promotion factor, and the relationship with overall satisfaction.

(1) Customer Satisfaction at Service Personnel of AYA Royal bank

Survey is including a set of questions. In the analysis of the customer satisfaction level toward services of AYA Royal Bank, respondents are asked their agreeable level by the use of 5 points Likert Scale (1= very disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree) upon a set of questions namely: strong willingness of employees in that branch to help customers, promptness in providing services, politeness in dealing with customers, always express the genuine concern if there is a mistake in a customer's account, having well-knowledge at hospitality to royal customers, handling customer

problem in dependable manner, providing special treatments as promise to royal customers , consistently courteous with the knowledge to answer customer's question, skillful in dealing with customer in caring and understanding their needs, solving customer grievances, giving customer with individual attention, having the best interests at heart in customers' affairs , and consulting a variety of banking services. Table 4.11 shows the customers' rating on their satisfaction levels at the above services provides by sales personal, as follows.

Table 4.11 Customer Satisfaction with Service Personnel of AYA Royal Bank

Sr.	Factor	Mean	Standard Deviation
1	The employees in that branch are strong willingness to help customers	4.87	0.34
2	The employees in that branch are promptness in providing services.	4.17	0.65
3	The employees in that branch are politeness in dealing with customers	4.43	0.73
4	The employees in that branch always express the genuine concern if there is a mistake in a customer's account.	3.91	0.85
5	Bank employees have well knowledge at hospitality to royal customers	4.00	0.95
6	Employees are handling customer problem in dependable manner	3.74	0.45
7	Employees are providing special treatments as promise to royal customers	3.35	0.71
8	Employees are consistently courteous with the knowledge to answer customer's question	3.70	0.47
9	Bank employees are skillful in dealing with customer in caring and understanding their needs	3.70	0.47
10	Bank employees are solving customer grievances	3.48	0.67
11	Bank employees are giving customer with individual attention	3.74	0.75
12	Bank employees have the best interests at heart in customers' affairs	3.48	0.51
13	Royal Bank employee can consult a variety of banking services	4.13	0.34
	Overall Mean	3.90	0.19

Source: Survey Data, 2018

According to the result that the mean score of employees' strong willingness of employees in that branch to help customers is 4.87 (standard deviation 0.34), is very much higher than cut off mean 3, indicating royal bank customers are found as very pleased on the employees' willingness manner to help to them.

It is also found that the very much mean scores rating on bank service personal (employees) are found in the employees' services of promptness in providing services, politeness in dealing with customers, having well-knowledge at hospitality to royal customers, and giving customer with individual attention, having the best interests at heart in customers' affairs, which mean scores are receiving over 4 and very much higher than cut off mean score 3, indicating that bank customers' highest satisfaction provided by these services of sales personal.

It is found that the customers' lower rating of the services of sales personal are found in the area of employees' always express the genuine concern if there is a mistake in a customer's account, handling customer problem in dependable manner, providing special treatments as promise to royal customers, consistently courteous with the knowledge to answer customer's question, skillful in dealing with customer in caring and understanding their needs, solving customer grievances, and consulting a variety of banking services. However, the received mean scores are higher than cut off mean 3, indicating that all respondents have agreed to the sales personal services at AYA Royal Bank.

(2) Customer Satisfaction at Physical Factor of AYA Royal Bank

In the analysis on the physical factor of AYA Royal Bank, respondents are asked to answer a set of questions relating to show the physical factor of AYA Royal Bank. These questions are composed of customer satisfaction level at usage of modernized equipment, ambient conditions at the royal bank, bank's reception desk employees, who are neat appearing for welcoming customers, design of the bank, physical facilities provided for prevalence royal customers, favors of customer demand for meeting room facilities, hotel stay facilities, ferry with BMW, ATM Numbers and their location, branch numbers and their locations around royal customers' business organizations.

Table 4.12 shows the result from the analysis on the royal customers' satisfaction level on bank tangibility factor, as follows.

Table 4.12 Customer Satisfaction at Physical Factor of AYA Royal Bank

Sr.	Factor	Mean	Standard
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			Deviation
1	Your satisfaction level on the modernized equipment at the royal bank center had effect on customers' overall perceived service tangible quality	4.00	0.00
2	Your satisfaction level on the ambient conditions at the royal bank had effect on customers' overall perceived service tangible quality,	3.78	0.42
3	Your satisfaction level on the bank's reception desk employees, who are neat appearing for welcoming prevalence customers	3.87	0.34
4	Your satisfaction level on the design of the bank for prevalence customers has effect on customers' loyalty	4.00	0.00
5	Your satisfaction level on the physical facilities provided for prevalence customers has effect on customers' loyalty	3.87	0.34
6	Your satisfaction level on the favors of customer demand for meeting room facilities, hotel stay facilities, ferry with BMW if you come from airport, and many others physical facilities provided apart from bank	3.80	0.52
7	ATM Numbers and their Location at or near royal banking customers' business area	3.61	0.50
8	Bank branch number and their locations around your business organization	3.78	0.42
9	Website layout with enough information for prevalence customers	2.78	0.42
	Overall Mean	3.63	

Source: Survey Data, 2018

According to the result that the overall mean score of tangible service quality is 3.63, higher than cut off mean 3, indicating that there have some customers' satisfaction level upon the AYA Royal Banking Tangibility factor. Among these variables regarding to the bank tangibility service factor, the highest mean scores from the customers' satisfaction level on the modernized equipment at the royal bank center and on the design of the bank for prevalence customers effecting on their loyalty, ambient conditions at the royal bank, bank's reception desk employees, who are neat appearing for welcoming, Bank branch number and their locations around the royal customer's organization, and favors of customer demand for meeting room facilities, hotel stay facilities, ferry with BMW, which all are receiving mean score over 3.80, indicating that bank royal customers are found as very pleased upon these tangible services. However, the lowest score is

found to the Website layout with enough information for prevalence customers under the cut off mean value 3.

(3) Customer Satisfaction at Psychological Factor of AYA Royal Bank

In the analysis on the Psychological factor of AYA Royal Bank, respondents are asked to answer a set of questions relating to show the psychological factor of AYA Royal Bank. These questions are composed of customer satisfaction level to the six statements namely: Royal Bank promises to do something by a certain time, it does do, bank shows a sincere interest in solving it than in normal bank customers to solve problem, the variety of financial services and speed of financial transaction, bank staff easily catch up customers' profile until which make more sincerity feel to customers, customers' believe that Royal Banking service can reduce financial risk, feeling that Royal banking service would be successful to other royal customers, as well, and the extent to which how customer feel when they charge unnecessarily for not maintaining minimum balance in bank account. Table 4.13 shows the result from the analysis on the royal customers' satisfaction level upon psychological factor, as follows.

Table 4.13 Customer Satisfaction at Psychological Factor of AYA Royal Bank

Sr.	Factor	Mean	Standard Deviation
1	Royal Bank promises to do something by a certain time, it does do.	4.09	0.73
2	When you have faced with financial problem, bank shows a sincere interest in solving it than in normal bank customers	3.61	0.89
3	Not only on the variety of financial services but also financial transaction speed	3.57	0.84
4	As long as possible, bank staff remember my profile until make more sincerity feel to customers	3.70	0.63
5	I believe that Royal Banking service can reduce financial risk	2.96	1.26
6	I feel that Royal banking service would be successful to other royal customers, as well	3.13	0.34
7	How do you feel when they charge unnecessarily for not maintaining minimum balance in your account	3.35	1.03
	Overall Mean	3.48	0.29

Source: Survey Data, 2018

According to the result that the overall mean of satisfaction at psychological factor 3.48, is higher than cut off mean 3, indicating that royal customers are very satisfied to in term of bank's psychological service factor. Among these variables of psychological factor, the highest the customer perception is found as Royal Bank promises to do something by a certain time, it does do with mean score 4.09 (standard deviation 0.73). Second most customers' satisfaction area in the service provided by staff remembrance toward customer profile until make more sincerity feel to customers. However, the lowest mean score is at customers' belief that Royal Banking Service can reduce financial risk, 2.96 (standard deviation 1.26) is very much lower than customer satisfaction level, and thus, bank needs to reviews upon their services especially customer concerning financial risk of their accounts at royal bank.

(4) Customer Satisfaction at Promotion Factor of AYA Royal Bank

In the analysis on the promotion factor of AYA Royal Bank, respondents are asked to answer a set of questions relating to show the Promotion factor of AYA Royal Bank. These questions are composed of customer satisfaction level to the seven statements namely: special discount packages offering to the hotels and restaurants not only in Local Myanmar also at oversea, special pick up support with BMW Branded Car from Airport to residence when arriving from oversea country, special discount packages offering to the hospitals at Victoria (Yangon), Pathway (Singapore), and Bumrungrad (Thailand), free membership at Sport Stadium, Hotel rooms, KTV Rooms at Max Hotel (Yangon), conference room facilities specially booking for royal customer's meeting, bank Door to Door cash collection to assigned business enterprises, and bank offers competitive interest rate as prevalence customer.

Table 4.14 shows the result from the analysis on the royal customers' satisfaction level upon Promotion factor, as follows.

Table 4.14 Customer Satisfaction at Promotion Factor of AYA Royal Bank

Sr.	Factor	Mean	Standard Deviation
1	Special discount packages offering to the hotels and restaurants not only in Local Myanmar, oversea as well	2.35	0.83
2	Ferry support with BMW Branded Car from Airport to residence when arriving from oversea country	3.04	0.47
3	Special discount packages offering to the hospitals at Victoria (Yangon), Pathway (Singapore), and Barmograph (Thailand)	2.91	0.60
4	Free membership at Sport Stadium, Hotel rooms, KTV Rooms at Max Hotel (Yangon)	3.78	0.42
5	Conference Room Facilities specially booking for royal customer's meeting	4.30	0.47
6	Bank Door to Door cash collection to assigned business enterprises	3.43	0.79
7	Bank offers competitive interest rate as prevalence customer	3.30	0.88
	Overall Mean	3.16	0.19

Source: Survey Data, 2018

According to the result that the mean score of overall satisfaction level at promotion factor is 3.16, not too higher cut off mean value 3, indicating the promotion offers are not too attractive to the royal customers, in general. Among these promotion offers, customers are most satisfied at conference Room Facilities specially booking for royal customer's meeting. Royal bank pays more attention to its royal customers than the hotel customers. The second most customer satisfactory factor is found as the free membership at Sport Stadium, Hotel rooms, KTV Rooms at Max Hotel (Yangon). However, there are many variables that customers pay less attention relating to the promotion service offers namely special discount packages offering to the hotels and restaurants, ferry support with BMW branded car from Airport to residence when arriving from oversea country, which are the importance for the royal bank to review to their promotional offer effectiveness.

(5) Customer Satisfaction at Royal Banking Products & Services

In the analysis on the Products & Services of AYA Royal Bank, respondents are asked to answer a set of questions relating to show the Promotion factor of AYA Royal

Bank. These questions are composed of six statements. Table 4.15 shows the result from the analysis on the royal customers' satisfaction level upon the general services, as follows.

Table 4.15 Customer Satisfaction at Royal Banking Products & Services

Sr.	Factor	Mean	Standard Deviation
1	Customers are feeling about involving as exclusive members club.	3.87	0.34
2	AYA Royal MPU Card, AYA Royal Visa Card, AYA Royal Master Card are used.	2.87	0.69
3	The consult service and one-stop service provided by personalized relationship bank manager and discussion at VIP Privacy Room.	3.87	0.34
4	Safety deposit box for AYA Royal Exclusive Member.	3.26	1.10
5	AYA Royal Banking services provided Monday to Friday from 9:00 AM to 5:00 PM, as well as in Saturday.	4.57	0.51
6	Using of AYA bank with core banking facility for the customers.	3.39	0.94
	Overall Mean	3.64	0.31

Source: Survey Data, 2018

According to the result that the mean score of overall satisfaction level at Products & Services factor is 3.64, higher than cut off mean value 3, indicating that royal bank customers are found as higher satisfaction levels towards the services and products offered by Royal Bank of AYA. Royal customers' highest satisfaction level is found as the bank collection and opening hours and working days not only from Monday to Friday, Saturday as well only for Royal customers. The customers' higher satisfaction is also found at another two banking services offering is found as feeling about involving as exclusive members club, and towards consult service and one-stop service provided by personalized relationship bank manager with the higher mean scores of 3.87. Customers are dissatisfaction towards the bank service of AYA Royal MPU Card, AYA Royal Visa

Card, AYA Royal Master Card, for its similar as normal bank customers. For that reason, AYA Bank should issue special MPU card for royal bank customer.

(6) Relationship between Sales Personal Services, Tangible Factor, Psychological Factor, Promotion Offer, Customers' Overall Satisfaction and at Royal Bank

In order to see the degree to which how relationship between AYA Royal Bank service qualities in terms of service personnel, physical factor, psychological factor, and promotion factor which are relating to the organizational performance are calculated and the results are presented in Table 4.16.

Table 4.16 Relationship between Royal Bank Service Factors and Bank Performance of AYA Bank

Factor	Coefficient	Significant Level
Service personnel	.542**	.008
Physical Factor	.590**	.003
Psychological factor	-.013	.955
Promotion factor	.766**	.000

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

Dependent variable = Overall Satisfaction Level at royal banking products & services

Source: Survey Data, 2018

According to the result that the degree of relationship correlation coefficients between AYA Royal Bank service qualities toward the bank customers' satisfaction. From the analysis, all correlation coefficients except psychological factor are found to be positive and significant. First, it is found that there is a positive and moderately relationship between service qualities of sales personal and customer overall satisfaction factor ($r = 0.542^{**}$) and the relationship is also statistically significant at 1 per cent level. The result implies that better the service quality of sales personal will lead to better customers' satisfaction on the Royal Banking services.

Secondly, there is a positive and moderately relationship between Royal Bank service qualities in terms of physical or tangible factor and customer overall satisfaction factor ($r = 0.590^{**}$) and the relationship is also statistically significant at 1 per cent

level. The result implies that better the physical appearance at Royal Bank organization will lead to better customers' satisfaction on the Royal Banking services.

Thirdly, there is a positive and strongly relationship between Royal Bank service qualities in terms of promotional factor and customer overall satisfaction factor ($r = 0.8$) and the relationship is also statistically significant at 1 per cent level. The result implies that better the promotional offers at Royal Bank organization will lead to better customers' satisfaction on the Royal Banking services.

Regarding to the royal bank customer satisfaction, arose inside their psychological feelings, it is found as inversely relationship between psychological perception and their satisfaction. However, their relationship is not significant ($r>0.01$ or 0.05) and thus, the relationship of psychological status and customer satisfaction do not relate, distinctly.

CHAPTER V

CONCLUSION

This chapter consists of discussions based on the analysis in the preceding chapters to reach aim of the thesis. From these findings, suggestions and needs for future research are presented.

5.1 Findings

Banks are only one part of a vast financial system of markets and institutions that circle the globe. The primary purposes of ever changing financial system are to encourage individuals and institutions to save and transfer those savings to those individuals and institutions planning to invest in new projects and needing credit to do so. Banks are the principal sources of credit and working capital for public and private businesses. Myanmar has total of 14 economic sectors. Among these sectors, banking industry is not only the most importance but also the most essential sector for both developed and developing countries. There are many factors that influence the consumers' satisfaction when making a purchase. Customers are the lifeblood of business. Understanding the behaviors that drive them will help bank finds new ones, keep them coming back and grow their lifetime value.

AYA Bank Ltd. is a private bank in Yangon. AYA Bank was established on 2 July 2010. AYA Bank has dramatically extending its banking products and services: mobile banking, e-banking, bill payments, international trade settlement, and insurance. AYA Royal Banking is one of the AYA Bank service for Exclusive Members of AYA Bank customers. For private commercial banking industry, understanding the customers' choices of decision and buying behavior can be greatly beneficial for private banking industry to be able to provide what the bank customers' needs. Royal banking service is also a new banking service in Yangon. This paper is an attempt to identify the satisfaction level of royal customers. Main objectives in the study are examining the royal banking services and analyzing the customer satisfaction on these royal banking services of AYA Royal Banking Services. As a survey instrument, structured questionnaire was prepared to examine important level of the factors influencing the customers' satisfaction level of AYA Royal Bank Service.

Regarding to the analysis on the demographic profiles of respondents, it is found that there is too difference between male and female respondents. Age maturity refers to changes and development in the brain structure. From that age analysis, the respondents at matured age could be said to response their feedbacks more correctly. Respondents with highest degree level could also be assumed to understand the questions to answer more correctly. In the analysis on their types of business, importing and exporting businesses and manufacturing businesses are included more among the total industries, whereas, nine other different businesses is highlighting that survey is covering almost all industrial personal. Years of establishment also states that most of industries are at least 5 years in their industry. Bank usage characteristics also states that most of organizations have been relationship for over ten years. For all of the respondents agree that their major purpose of using bank facilities are for their business purposes. And they also agree that bank reputation is very important for selecting banking service. Their expectations are also receiving satisfactory from using bank service.

Their major reason for becoming customer as royal member is mainly based on relationship among bank and customer organization whereas high deposit volume and high traffic banking transition is also important factor for becoming royal customer. Trustworthy and committed to AYA Bank service are the major reasons to become royal or preliminary customers. Their saving, deposit accounts, current account, and card account which are major transactions, and few are using e-commerce accounts, as well.

Customer's major uses of bank's services are analyzed. From that result, all the bank customers are using almost all of the banking facilities, as common use. These customers are also found as using alternative types of banks. All agree on that AYA royal banking is practicing customer centric relationship marketing.

Survey is including a set of instruments in a factor. The reliabilities analysis of these data, all the alpha value except customer overall satisfaction at banking products at services, are larger value, and thus, these statistics reveal that internal consistency of items to concept would be good.

Rating on their satisfaction levels at the above services provides by sales personal, mean score of employees' strong willingness of employees in that branch to help customers is much higher and thus customers are found as highest pleased on the employees' willingness manner to help to them. Other statements are also higher mean

scores, and thus it can be concluded that royal customers are feeling very pleased upon the services provided by sales personal.

In the analysis on the physical factor of AYA Royal Bank, that the overall mean score of tangible service quality higher, and thus there have some customers' satisfaction level upon the AYA Royal Banking tangible factor. However, the lowest score is at the Website layout with enough information for prevalence customers.

In the analysis on the Psychological factor of AYA Royal Bank, the highest the customer perception is found as Royal Bank promises to do something by a certain time, and the lowest perception is found at customers' belief that Royal Banking service can reduce financial risk, regarding to customer psychological factor.

In the analysis on the promotion factor of AYA Royal Bank, overall satisfaction level at promotion is just satisfactory level. Customers are most satisfied at conference Room Facilities specially booking for royal customer's meeting. Customer pays less attention relating to the promotion service offers namely special discount packages offering to the hotels and restaurants.

In the analysis on satisfaction at the Products & Services factor influence of AYA Royal Bank, royal bank customers are found as higher satisfaction. Royal customers' highest satisfaction level is found as the bank collection and opening hours and working days not only from Monday to Friday, Saturday as well only for Royal customers.

In order to see the degree to which how relationship between AYA Royal Bank service qualities in terms of service personnel, physical factor, psychological factor, and promotion factor which are relating to the organizational performance. Survey shows that there is a moderately significant and positive correlation between service provided by sales personal and bank physical structure. Bank customers are found as strongly and positively correlation with bank promotion offer, whereas, there is less relation relationship between customer psychological factor and bank customer satisfaction.

5.2 Suggestion

Based on the survey findings, it could be recommended in the area of being loyal customers who are the ultimate goal for an organization for customer relationship management and thus, it would be recommended to continue this CRM practices. By

doing this, it would tend to increasing trustworthiness and commitment, in term, more number of loyal customers at AYA Bank. Regarding to the customer satisfaction factors, there would be recommendations are as follows. As for the first customer satisfaction factor on the services provided by sales personal, it is recommending to employees for their strong willingness to help customers. AYA Royal Bank, as highest pleased on the employees' willingness manner to help to them, bank should maintain its excellent service level. Since, even the loyal customers would be away from company if they face unsatisfactory treatment upon them, and thus, only the high level customer service of sales personal makes them feeling very pleased to continue business relation to the sales personal. Royal bank is for royal customers, mostly. And thus, the present physical features not only bank physical structure as well as personal appearance of sales personal and modernize equipment would only be a sign of the winner at the tangible service dimension. It could be suggested to upgrade the current bank Website layout design and the information especially for prevalence customers.

Recommendation is also made on the psychological factor of AYA Royal Bank, for receiving highest the customer perception. And thus, bank must service more empathy to mitigate the customers' risks associated with using royal banking facilities. Increasing the customer psychological factor, the better the customers 'trust and confidence at customers, so that it would be lesser the financial risk from both side. In the analysis on the promotion factor of AYA Royal Bank, overall satisfaction level at promotion is just satisfactory level. Customers are most satisfied at conference Room Facilities specially booking for royal customer's meeting. Customer pays less attention relating to the promotion service offers namely special discount packages offering to the hotels and restaurants. Product and services are the major beneficial items for bank customers. Although customers are receiving higher score at that service items, it could be recommended as the bank collection and opening hours and working days not only from Monday to Friday, Saturday as well only for Royal customers. However, central bank policy does not officially issue to collect physical cash themselves, and thus bank should be aware on central bank law and labor union law. So as to prevent future undesirable outcomes. Regarding to the promotion factor, the higher the customer satisfaction is about involving as exclusive members club, and towards consult service and one-stop service. Although descriptive study shows the influencing of these factors

to royal bank satisfaction, whereas, the correlation analysis shows that only the promotion factor would be the most influencing to higher customer satisfaction.

5.3 Needs for Further Research

This survey research is only emphasized on one bank named AYA Royal Bank. Among the several influencing factors for customer satisfaction, this study only focuses on the factors namely sales personal service, physical factor, psychological factor, and promotion factor. And thus, study does not represent the whole banking system of Myanmar. Influencing factors on customer satisfaction are more than the above factors. And thus, this study does not represent all the customer satisfaction management activities. This survey was only based on 39 respondents who are randomly selected from the royal customer lists of AYA bank, in Yangon region. So that, study does not cover all the loyal customers around the country. If the study can be conducted on the basis of larger sample size, the result will be more favorable outcome.

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APPENDIX A
Bank Privilege Customer Option on Royal Banking Service
QUESTIONNAIRE

**SECTION (A) ANALYSIS ON SOCIO-DEMOGRAPHIC FACTORS OF
RESPONDENTS**

Please Tick “√” in the box that best describes you.

1. Gender of Respondent

- Male
- Female

2. Age of Respondent

- 21 to 30 years
- 31 to 40 years
- 41 to 50 years
- 51 years above

3. Education of business owner

- Graduated from university
- Post graduated diploma
- Master Degree
- PhD. Doctorate
- Professional

4. Type of your Business

- Manufacturing
 - Importing & Exporting
 - Service
 - Distribution
 - Custom Clearance Service
 - Agricultural trading
 - Financial Service
 - Health Care Service
 - Education service
 - Mining
 - Construction
 - Logistics
 - Retailing
 - Livestock
 - Oil & Gas
 - Other
- (.....)
-)

5. Establishment of Firm Analysis

() Yrs.

- Less than 5 years

- 5 to 10 years
- 11 to 15 years
- 16 to 20 years
- above 20 years

SECTION (B) CUSTOMER'S USAGE ON BANK

6. Year(s) of using at banking services.

- Less than 5 years
- 5 to 10 years
- 11 to 15 years
- 16 to 20 years
- above 20 years

7. Are your company is using banking services as business purposes, mostly?

- Yes
- No

8. Bank reputation is important for selecting banking service?

- Yes
- No

9. Are you hoping satisfactory when selecting banking service?

- Yes
- No

10. Major reason for becoming preliminary customer of banking service?

- Higher deposit amount
- High traffic banking transition
- High traffic reputation of customer organization
- High relationship among bank and customer organization

11. Please choose the relationship marketing instrument(s) in becoming bank customer as royal to bank.

- Trustworthy
- Committed to service
- Reliable and efficient in communicating to customers
- Able to handle conflict

12. Business-to-business level in these years

- Yes
- No

13. The types of accounts you have are ...

- Saving, deposit accounts
- Current account
- Card account
- e-commerce account

14. The types of services you have are ...

- Remittance
- Card account

- E-Banking
 - E-commerce
 - Loan/overdraft
 - Employee salary payment
 - International trade payment
 - Retail Collection
 - Cross promotion offers
 - Other
-
.....

15. Do you use the services of alternative bank?

- Yes
- No

16. Royal banking service is more customer centric relationship marketing activity?

- Yes
- No

Section(C) Customer Satisfaction level on Royal Banking Service

I. Customer Satisfaction at Service personnel

Please Tick “√” on one answer.

(1) very disagree, (2) disagree (3) neutral (4) agree (5) strongly agree

Sr .	Factor	1	2	3	4	5
1	The employees in that branch are strong willingness to help customers					
2	The employees in that branch are promptness in providing services.					
3	The employees in that branch are politeness in dealing with customers					
4	The employees in that branch always express the genuine concern if there is a mistake in a customer's account.					

5	Bank employees have well knowledge at hospitality to royal customers					
6	Employees are handling customer problem in dependable manner					
7	Employees are providing special treatments as promise to royal customers					
8	Employees are consistently courteous with the knowledge to answer customer's question					
9	Bank employees are skillful in dealing with customer in caring and understanding their needs					
10	Bank employees are solving customer grievances					
11	Bank employees are giving customer with individual attention					
12	Bank employees have the best interests at heart in customers' affairs					
13	Royal Bank employee can consult a variety of banking services					

II. Customer Satisfaction at Physical Factor

Please Tick “√” on one answer.

1 2 3 4 5

SR	Factor	1	2	3	4	5
1	Your satisfaction level on the modernized equipment at the royal bank center had effect on customers' overall perceived service tangible quality					
2	Your satisfaction level on the ambient conditions at the royal bank had effect on customers' overall perceived service tangible quality,					
3	Your satisfaction level on the bank's reception desk employees, who are neat appearing for welcoming prevalence customers					
4	Your satisfaction level on the design of the bank for prevalence customers has effect on customers' loyalty					
5	Your satisfaction level on the physical facilities provided for prevalence customers has effect on customers' loyalty					

6	Your satisfaction level on the favors of customer demand for meeting room facilities, hotel stay facilities, ferry with BMW if you come from airport, and many others physical facilities provided apart from bank					
7	ATM Numbers and their Location at or near royal banking customers' business area					
8	Bank branch number and their locations around your business organization					
9	Website layout with enough information for prevalence customers					

III. Customer Satisfaction at Psychological Factor

Sr	Factor	1	2	3	4	5
1	Royal Banking promises to do something by a certain time, it does do.					
2	When you have faced with financial problem, bank shows a sincere interest in solving it than in normal bank customers					
3	Not only on the variety of financial services but also financial transaction speed					
4	As long as possible, bank staff remember my profile until make more sincerity feel to customers					
5	I believe that Royal Banking service can reduce financial risk					
6	I feel that Royal banking service would be successful to other royal customers, as well					
7	How do you feel when they charge unnecessarily for not maintaining minimum balance in your account					

IV. Customer Satisfaction at Promotion Factors

SR	Factor	1	2	3	4	5
1	Special discount packages offering to the hotels and restaurants not only in Local Myanmar, oversea as well					
2	Ferry support with BMW Branded Car from Airport to residence when arriving from oversea country					
3	Special discount packages offering to the hospitals at Victoria (Yangon), Pathway (Singapore), and Bumrungrad (Thailand)					
4	Free membership at Sport Stadium, Hotel rooms, KTV Rooms at Max Hotel (Yangon)					

5	Conference Room Facilities specially booking for royal customer's meeting					
6	Bank D2D cash collection to assigned business enterprises					
7	Bank offers competitive interest rate as prevalence customer					

V. Customer Satisfaction at Royal Banking Products & Services

SR.	Factor	1	2	3	4	5
1	Customers are feeling about involving as exclusive members club.					
2	AYA Royal MPU Card, AYA Royal Visa Card, AYA Royal Master Card are used.					
3	The consult service and one-stop service provided by personalized relationship bank manager and discussion at VIP Privacy Room.					
4	Safety deposit box for AYA Royal Exclusive Member					
5	AYA Royal Banking services provided Monday to Friday from 9:00 AM to 5:00 PM, as well as in Saturday.					
6	Using of your bank with core banking facility for the customers.					

