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**FACTORS INFLUENCING CUSTOMER SATISFACTION
AND LOYALTY AT ONTHEGO SOFTWARE LAB
COMPANY**

**KHIN MYINT AUNG
ROLL NO. 14
MMM 2nd BATCH**

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**FACTORS INFLUENCING CUSTOMER SATISFACTION
AND LOYALTY AT ONTHEGO SOFTWARE LAB
COMPANY**

A thesis submitted as a partial fulfillment of the requirements for the
Master of Marketing Management (MMM)

Supervised by:

Prof. Dr. Tin Tin Htwe
Professor/Head
Department of Commerce
Yangon University of Economics

Submitted by:

Khin Myint Aung
Roll No. 14
MMM (2nd Batch)
Yangon University of Economics

JUNE, 2024

ACCEPTANCE

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

BOARD OF EXAMINERS

(Chairperson)

Prof. Dr. Tin Tin Htwe

Rector

Yangon University of Economics

(Supervisor)

Prof. Dr. Tin Tin Htwe

Professor/Head

Department of Commerce

Yangon University of Economics

(Examiner)

Prof. Dr. Thynn Thynn Myint

Professor/Head

Department of Commerce

Yangon University of Economics

(Examiner)

Prof. Dr. Aye Thu Htun

Professor

Department of Commerce

Yangon University of Economics

(Examiner)

Prof. Dr. Aye Thanda Soe

Professor

Department of Commerce

Yangon University of Economics

JUNE, 2024

ABSTRACT

This study aims to identify the factors influencing customer satisfaction and analyze how customer satisfaction impacts customer loyalty at OnTheGo Software Lab Company. Quantitative research method was applied in this study. Data were collected from a customer survey of 316 respondents across 50 distribution companies, along with secondary data from literature and company records. Descriptive statistics and regression analysis were used to analyse the factors influencing customer satisfaction and the effects of customer satisfaction on customer loyalty. The five factors considered are agility, accessibility, reliability, data security, and responsiveness. Regression results indicated four factors excluding responsiveness affect positively and statistically significant customer satisfaction of the company. Moreover, customer satisfaction affects the customer loyalty. Among the four influencing factors, agility has the highly influence on customer satisfaction, followed by accessibility, data security, and reliability. The study recommends that OnTheGo Software Lab Company should focus on improving its customer services continuously to enhance customer satisfaction, which will strengthen customer loyalty and maintain long-term success in Myanmar's competitive software market.

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CHAPTER I

INTRODUCTION

Customer satisfaction is a broader concept that is influenced by perceptions of service quality, product quality, price, as well as situational and personal factors (Zeithaml et al., 2006). The customer satisfaction with the services of the organization is based on (or it is a function of) all customer experiences with that organization. Similar to service quality, customer satisfaction can occur at multiple levels in an organization (e.g. satisfaction with the attendant, satisfaction with a particular service and satisfaction with the organization as a whole) (Sureshchandar et al., 2002). Furthermore, different customers will express varying levels of satisfaction for the same service experience (Ueltschy et al., 2007). Customer satisfaction and loyalty are important for business success, especially in competitive industries like software development. Customer loyalty is a critical factor for sustainable business success, driving repeat purchases, advocacy, and resistance to competitors, thus significantly impacting revenue, profitability, market share, and brand equity. Effective strategies, including personalized experiences, exceptional service, rewards programs, and data-driven insights, are crucial for cultivating and maintaining loyalty. Despite challenges such as technological advancements and evolving consumer behaviors, businesses can thrive by prioritizing customer-centricity, innovation, and genuine connections, ensuring enduring loyalty as a strategic asset in a dynamic market environment.

Nowadays, the significance of customer satisfaction is increasing, thus it is essential to pay attention to the factors that impact the customer satisfaction of an organization. Consequently, it is crucial to various address the factors that contribute to customer satisfaction, including agility, accessibility, reliability, data security, and responsiveness. Agility in the fundamental of customer satisfaction relates to capacity of business to promptly adjust to developing customer requirements and effectively address their demands. Accessibility in terms of customer satisfaction relates to the level of ease at which customers are able to utilize, comprehend, and engage with the offerings, services, and communication platforms of a business. Customer satisfaction hinges on reliability, which means the software consistently delivers performance without unexpected breakdowns or disruptions. Customer satisfaction is supported by data security, which ensures the privacy and protection of customer information from

unauthorized access, use, or disclosure. In the context of customer satisfaction, responsiveness refers to ability of a company to promptly address customer inquiries and concerns in a helpful and efficient manner. Focusing on agility, accessibility, reliability, data security, and responsiveness creates a foundation for exceptional customer satisfaction. By excelling in these areas, businesses can build trust, loyalty, and ultimately achieve long-term success.

The information technology industry, a cornerstone of the global economy, involves a diverse array of technologies, services, and products aimed at processing, transmitting, and storing information. In this industry, service marketing includes a wide range of offerings designed to meet the needs of businesses and individuals in the digital realm. These offerings consist of software development and customization, cloud computing services like Infrastructure as a Service (IaaS), Platform as a Service (PaaS), and Software as a Service (SaaS), cybersecurity solutions, consulting and advisory services, managed services, data analytics and business intelligence, digital marketing and web development, and training and education. Service providers in this sector deliver strategic guidance, proactive monitoring, and maintenance of infrastructure, while also offering expertise in areas such as data analytics, cybersecurity, and digital marketing to help clients leverage technology for business growth and success.

In Myanmar, the government is actively investing in information technology to drive modernization across various sectors and stimulate economic growth. This comprehensive effort involves digitizing administrative processes through e-government initiatives, expanding digital infrastructure to enhance service accessibility, particularly in rural regions, and prioritizing cybersecurity measures to safeguard critical data and systems. Concurrently, initiatives such as open data projects are being explored to promote transparency, while smart city endeavors aim to tackle urban challenges effectively. Despite these advancements, persistent challenges like a shortage of skilled professionals, inadequate rural infrastructure, and regulatory ambiguities remain. Furthermore, this landscape is evolving rapidly, with trends like cloud computing and artificial intelligence offering opportunities for innovation, albeit amid intensifying competition both domestically and internationally.

Through services such as software development, consulting, and system integration, software companies can enhance service quality and efficiency across various industries. By forming partnerships and collaborations, leveraging expertise to support government-led initiatives, and addressing infrastructure gaps, they can contribute to improving digital inclusion efforts. Moreover, prioritizing customer satisfaction and loyalty through robust service quality can help position the organization competitively in growing market of Myanmar. This study examines the influencing factors of customer satisfaction and customer loyalty of OnTheGo Software Lab Company.

1.1 Rationale of the Study

The technology industry encountered significant challenges during the global health crisis but also experienced notable advancements and positive changes. The necessity to adapt to remote work and digital operations accelerated the pace of digital transformation across various sectors, boosting demand for solutions and services related to cloud computing, collaboration tools, cybersecurity, and digital infrastructure. This shift spurred innovation and adoption of remote work technologies such as online learning, video conferencing, virtual collaboration platforms, remote access tools, and cloud-based productivity suites. These technologies not only facilitated remote work during the crisis but also reshaped businesses approach to work flexibility and distributed teams for the long term.

Restrictions on physical retail and the shift towards online shopping caused a significant surge in e-commerce activity, driving demand for solutions related to e-commerce platforms, online payment systems, digital marketing, and customer relationship management software. The global health crisis highlighted the importance of resilience and business continuity planning, prompting organizations to invest in infrastructure, disaster recovery solutions, and cloud-based services to ensure operational continuity and preparedness for future disruptions.

Today businesses in Myanmar seeking services from software companies typically revolve around improving operational efficiency, enhancing productivity, and staying competitive in the digital landscape. Specifically, businesses often require custom software solutions tailored to their unique processes and requirements, including distribution management system, inventory management systems, customer

relationship management system, enterprise resource planning (ERP) systems, and e-commerce platforms. Among them, the adoption of Distribution Management System (DMS) has become increasingly important for businesses involved in the distribution of goods. Myanmar's geography and infrastructure present unique challenges for distribution, particularly in remote or hard-to-reach areas. A distribution management system helps businesses navigate these challenges by optimizing routes, reducing delivery times, and managing inventory levels efficiently.

There are 74 information technology software companies listed in the Myanmar Business Directory (2024), among them OnTheGo Software Lab Company stands out for enhancing productivity and streamlining operations through its Distribution Management System (DMS) software. Founded in 2012, the company has 30 employees based in Yangon. Specializing in DMS software, OnTheGo caters specifically to fast-moving consumer goods (FMCG), consumer packaged goods (CPG) distributors, manufacturers, and wholesalers. OnTheGo Distribution Management System includes various mobile applications tailored for different aspects of business operations such as Mobile Pre Sales, Mobile Van Sales and Mobile Delivery. Mobile Pre Sales application allows salesperson to create and fulfill orders with photos on the same day, optimizing pre-sales activities. The Mobile Van Sales application streamlines inventory management, cash reconciliation, and invoicing, tailored for FMCG companies using direct store delivery. Additionally, the Mobile Delivery application ensures timely deliveries with proof captured on the spot with global positioning system (GPS), featuring real-time tracking and route optimization. The DMS software is integrated with popular accounting and enterprise resource planning (ERP) systems. This integration allows businesses to seamlessly manage their operations, from inventory and order management to sales and delivery.

By offering these features, OnTheGo Software Lab helps businesses enhance their service quality, increase customer satisfaction, and maintain a competitive edge in the digital economy. These solutions are particularly beneficial for businesses dealing with perishable goods, as they provide tools for rapid goods exchange processes and accurate accounting of sales and goods movement. OnTheGo also aims to analyze customer preferences and perceptions towards software products and services, evaluating service quality. By exploring the relationship between satisfaction and loyalty, OnTheGo can better strategize to retain loyal customers and attract new

ones, contributing to its sustained success and significant market presence in the Myanmar software industry.

Additionally, OnTheGo makes a substantial contribution to the academic field by providing empirical data and case studies on the impact of DMS software on business operations. This contribution is essential for academic research, offering profound insights into the efficacy of software solutions in enhancing business efficiency and customer satisfaction, thereby advancing both its market influence and the academic understanding of software applications in business contexts.

1.2 Objectives of the Study

The main objectives of this study are as follows:

- (1) To analyze the influencing factors on customer satisfaction of OnTheGo Software Lab Company
- (2) To analyze the effect of customer satisfaction on customer loyalty of OnTheGo Software Lab Company

1.3 Scope and Method of the Study

This study aims to investigate the factors influencing customer satisfaction and loyalty within OnTheGo Software Lab company. For primary data collection, staff from 50 users companies of OnTheGo company are designed population of the study. Since the software are used by sales staff of the distribution companies, there are 30 sales staff including sales supervisors and salespersons from each company. Thus, total population of the study are about 1500 persons from which 316 respondents are designated as sample, which are obtained by using Yamane Formula (1973). Total 316 sample are divided by population proportion ; 20% for sales supervisors and 80% for salesperson are contacted to collect the data.

The primary data is collected questionnaires with five-point likert scale through online. Secondary data is gathered from company reports, textbooks, academic journals, and online sources to provide context and background information. Descriptive statistics and regression analysis with quantitative method are applied to identify the customer satisfaction, and loyalty. Data collection period is between April and May 2024.

1.4 Organization of the Study

Chapter 1 introduces the introduction including rationales, objective, scope and method and organization of the study of the study. Chapter 2 explores theoretical background, previous studies and the conceptual framework guiding the study. Chapter 3 provides an overview of OnTheGo Software Lab profile, including its background, products and operational aspects for the study. Chapter 4 examines the factors affecting customer satisfaction and also relationship between customer satisfaction and loyalty at OnTheGo Software Lab company. Chapter 5 presents the study findings and recommendations for OnTheGo Software Lab and suggestions and recommendations as well as areas for further research.

CHAPTER II

THEORITICAL BACKGROUND

This chapter explores theories and concepts explaining the factors affecting customer satisfaction and loyalty in the software industry. There are four parts in this chapter. They include influencing factors on customer satisfaction, concept of customer satisfaction and loyalty, relevant theories, previous studies and the conceptual framework of the study.

2.1 Service Marketing

Service marketing is a specialized domain within marketing that focuses on the offering and selling of intangible services rather than physical products. Wirtz and Lovelock (2022) defined service marketing as the marketing of activities, benefits, or satisfactions that are essentially intangible and do not result in the ownership of anything. This field is characterized by four key attributes: intangibility, inseparability, variability, and perishability. These unique characteristics necessitate specialized marketing strategies to effectively reach and satisfy customers.

One of the fundamental concepts in service marketing is the measurement of service quality, often evaluated using the SERVQUAL model developed by Parasuraman, Zeithaml, and Berry (1980s). This model assesses service quality across five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Identifying and addressing gaps between customer expectations and their perceptions of service performance is crucial for maintaining high service quality.

Moreover, the rise of digital technologies has significantly transformed service marketing. Wirtz and Lovelock (2022) noted that digital tools and platforms enable companies to personalize services, automate interactions, and use data analytics to enhance customer experiences. These technological advancements have also led to the development of new service models, such as subscription-based services and on-demand services, allowing businesses to meet evolving customer expectations more effectively.

2.2 Relevant Theories for Study

This study applies service quality model. Service quality is a critical aspect of customer satisfaction and loyalty, particularly in service industries where intangible experiences play a significant role. Several theories and models have been proposed to measure and manage service quality effectively.

One of the most prominent theories is the SERVQUAL model, developed by Parasuraman, Zeithaml, and Berry in the 1980s. Grounded in the expectancy-disconfirmation theory, SERVQUAL posits that customer satisfaction hinges on the differential between perceived service performance and pre-existing expectations. This cognitive dissonance forms the basis of SERVQUAL's theoretical framework, wherein exceeding expectations results in satisfaction, while falling short leads to dissatisfaction (Oliver, 1980).

The SERVQUAL model, focuses on understanding customers' perceptions and expectations across five key dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Here's a more detailed explanation of each dimension:

- **Tangibles:** Physical aspects like facilities, equipment, and staff appearance that customers observe to assess service quality. For example, in hotels, this includes room cleanliness and staff professionalism.
- **Reliability:** The consistency and accuracy of service delivery, crucial for building trust. For instance, in internet services, reliability means consistent connectivity without interruptions.
- **Responsiveness:** Prompt and effective assistance to customer inquiries and complaints, showcasing attentiveness and proactive service. In restaurants, this is seen in attentive waitstaff ensuring a pleasant dining experience.
- **Assurance:** Instilling confidence through staff knowledge, courtesy, and credibility, along with transparent service processes. In financial services, this is demonstrated by expert advice and clear communication.
- **Empathy:** Understanding and addressing individual customer needs with personalized attention and compassion. In healthcare, this is shown through attentive care tailored to patients' preferences.

The SERVQUAL model assesses service quality by measuring the gaps between customers' perceptions and expectations across these five dimensions. By identifying areas where perceptions fall short of expectations, organizations can

pinpoint areas for improvement and enhance overall service quality to meet or exceed customer expectations.

Service-dominant logic theory

Service-dominant logic (SDL) is a theoretical perspective that emphasizes the co-creation of value through interactions between service providers and customers. According to Vargo and Lusch (2004), service-dominant logic represents a shift from the traditional goods-dominant logic, where value is seen as embedded in products, to a perspective where value is dynamically created and exchanged in service interactions. In SDL, services are viewed as processes and activities that integrate resources from both service providers and customers to achieve mutual value creation (Vargo & Lusch, 2004).

This perspective highlights the centrality of relationships and interactions in creating value, emphasizing the role of collaboration, customer participation, and responsiveness to customer needs. Service-dominant logic suggests that value is not merely transferred from producers to consumers but is instead co-created through ongoing engagement and dialogue. This theoretical perspective has influenced various domains including marketing, economics, and management, providing insights into how businesses can better align their offerings with customer needs and preferences (Vargo & Lusch, 2004).

2.3 Concept of Customer Satisfaction and Loyalty

Customer satisfaction is a pivotal metric that gauges the degree to which a customer's expectations are fulfilled by a product or service offered by a company (Oliver, 2010). It encompasses the customer's overall evaluation of their experience, including factors like product quality, service delivery, pricing, and the overall interaction with the company. Satisfaction is not merely about meeting basic needs but often involves exceeding expectations, thereby creating a positive emotional response and a sense of value for the customer (Westbrook & Oliver, 1991).

According to Oliver (2010), satisfaction is influenced by various factors, including the comparison of perceived performance against expectations. When a customer perceives that a company has delivered as promised or even better, they are

likely to experience higher satisfaction levels. This satisfaction, in turn, plays a crucial role in shaping customer behavior, such as repeat purchases and positive word-of-mouth recommendations (Anderson & Sullivan, 1993).

Customer loyalty goes beyond satisfaction and refers to a customer's inclination and commitment to consistently choose a particular brand or company over its competitors (Reichheld, 1996). It is characterized by both behavioral loyalty, such as repeat purchases and a consistent buying pattern, and attitudinal loyalty, which involves an emotional connection and positive disposition towards the brand (Dick & Basu, 1994).

Reichheld (1996) emphasized that loyal customers are not only more likely to continue purchasing from a company but also tend to resist switching to competitors, even when faced with competitive offers. This loyalty is often fostered through a combination of factors, including superior product quality, excellent customer service, brand reputation, and personalized experiences that strengthen the bond between the customer and the company (Rust & Zahorik, 1993).

Both customer satisfaction and loyalty are crucial drivers of business success. Satisfied customers are more likely to become repeat buyers and advocates for the brand, contributing to increased sales and revenue growth (Anderson & Sullivan, 1993). Moreover, loyal customers act as a buffer against competitive pressures and economic downturns, providing a stable revenue stream and reducing the cost of acquiring new customers (Reichheld, 1996).

The satisfied customers are more likely to exhibit loyalty towards a brand or company (Anderson & Mittal, 2000). Positive experiences lead to increased trust, emotional attachment, and perceived value, all of which contribute to higher levels of customer loyalty (Reichheld, 1996). Moreover, loyal customers are valuable assets to businesses as they tend to be less price-sensitive, engage in positive word-of-mouth promotion, and contribute to long-term profitability. Therefore, organizations often prioritize strategies aimed at enhancing customer satisfaction and fostering loyalty to sustain competitive advantage and profitability (Fornell et al., 2006).

2.4 Influencing Factors on Customer Satisfaction

Customer satisfaction in the software industry is influenced by a combination of factors, including agility, accessibility, reliability, data security, responsiveness. Software vendors that prioritize these factors and deliver exceptional user experiences are more likely to achieve high levels of customer satisfaction and loyalty.

2.4.1 Agility

Agility in software development refers to the ability to respond swiftly to changing customer needs and market conditions. This flexibility allows for continuous improvement and delivery of high-quality software products that meet customer expectations. Agile methodologies, such as Scrum and Kanban, promote iterative development, frequent releases, and constant feedback from customers, ensuring that the software evolves in alignment with user needs and preferences (Beck et al., 2001). Furthermore, high-quality software that performs reliably and meets or exceeds user expectations is crucial. The use of agile practices has been linked to improved software quality through regular testing and integration (Dingsøyr, Nerur, Balijepally, & Moe, 2012). Direct and ongoing collaboration with customers, a cornerstone of agile practices, helps in understanding customer requirements better and ensures that the end product is tailored to their needs (Chow & Cao, 2008).

Additionally, agility enables faster delivery of software products. Shorter development cycles and the ability to adapt quickly to changes reduce the time to market, which is a critical factor in customer satisfaction (Mishra, Rolland, & Ramesh, 2011). The flexibility and adaptability of agile methodologies ensure that the software remains relevant and valuable to customers over time (Highsmith, 2009). Moreover, satisfied employees are more likely to deliver better customer service and higher quality products. Agile practices often lead to improved job satisfaction among developers due to better communication, collaboration, and a sense of ownership (Hoda, Noble, & Marshall, 2010). Overall, agility in the software development process enhances customer satisfaction by fostering a responsive, quality-focused, and collaborative environment. By implementing agile methodologies, software companies can better meet customer expectations, deliver high-quality products, and adapt to changing market demands effectively.

2.4.2 Accessibility

Accessibility in the software industry aims to ensure that software applications and digital interfaces are easily usable by individuals with diverse needs. This involves designing inclusive products that remove barriers and provide alternative means of interaction, such as keyboard shortcuts and screen readers. Grounded in principles of inclusive design and universal usability, accessibility emphasizes creating intuitive, flexible interfaces that cater to a wide audience without the need for specialized accommodations (Clark et al., 2018). Legal requirements like ethical considerations underscore the importance of inclusivity and social responsibility in software design.

Accessible software not only enhances usability and inclusivity but also significantly influences customer satisfaction. By prioritizing intuitive navigation and clear communication, accessible interfaces reduce frustration and improve user experience, leading to positive perceptions of the software and brand (Lazar et al., 2017). Additionally, customization options empower users to personalize their experience, further enhancing satisfaction and fostering trust and loyalty by demonstrating a commitment to inclusivity and social responsibility. Overall, accessibility in the software industry not only improves usability and inclusivity but also contributes to legal compliance, ethical integrity, and customer satisfaction.

2.4.3 Reliability

The provision of bug-free software, ensuring high system uptime and performance, consistent updates and maintenance, data integrity and security measures, responsive customer support, and transparent communication practices (Smith & Johnson, 2020). Customers expect software to function seamlessly without errors or interruptions, and they value timely updates and support to address any issues that arise (Brown et al., 2018). Ensuring data security and privacy is paramount to maintaining trust and satisfaction among users (Garcia & Martinez, 2019). Effective communication about software updates and known issues fosters transparency and helps manage customer expectations (Chen & Wang, 2021). By addressing these factors, software companies can enhance reliability and ultimately increase customer satisfaction.

Reliability significantly influences customer satisfaction, evident in consistent product performance and timely service delivery (Parasuraman et al., 1988; Oliver, 1993). Reliable software, free of glitches, enhances user satisfaction (Brown & Jones, 2010). Timely service delivery builds trust and contentment among consumers, while robust quality assurance processes ensure product reliability, further fostering customer satisfaction and brand trust (Garvin, 1984). Overall, reliability's link to customer satisfaction underscores the importance of consistent performance, timely delivery, and quality assurance in shaping positive customer experiences and brand loyalty.

2.4.4 Data Security

Data security is a comprehensive concept aimed at safeguarding assets and information from unauthorized access, alteration, or destruction (Pfleeger & Pfleeger, 2018). Grounded in principles such as the "security triad" of confidentiality, integrity, and availability, data security theory employs models like the Information Security Management System (ISMS) and the Defense-in-Depth model to manage risks effectively (Stallings & Brown, 2018).

In the realm of customer satisfaction, robust data security measures play a crucial role in addressing privacy concerns and enhancing trust. By mitigating risks and minimizing security breaches, businesses not only protect customer data but also ensure uninterrupted service delivery, thereby fostering positive experiences and long-term loyalty (Yao et al., 2014). Effective communication about security practices and transparent incident response procedures further bolster customer trust and satisfaction, demonstrating organizational accountability and responsiveness (Riegelsberger et al., 2003).

2.4.5 Responsiveness

Responsiveness, a critical aspect of service quality, entails the prompt and effective handling of customer needs, inquiries, or requests by service providers (Zeithaml et al., 2009). Rooted in theories of service quality, it reflects the organization's commitment to meeting customer expectations and delivering timely solutions, thereby fostering positive perceptions and trust (Parasuraman et al., 1985).

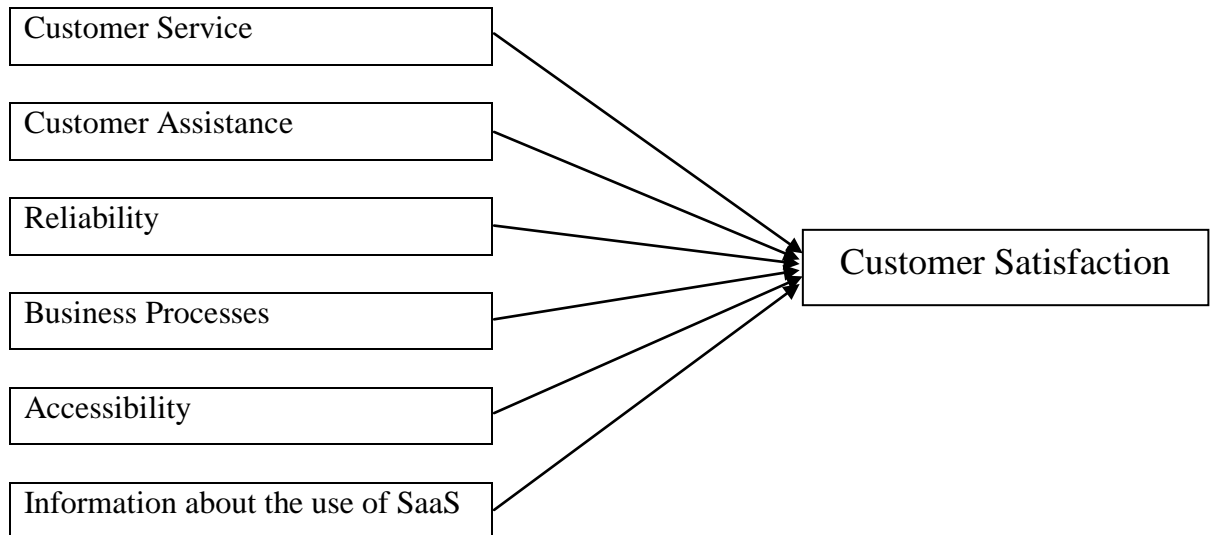
Drawing from customer relationship management and operations management, service responsiveness theory emphasizes building strong customer relationships through personalized assistance and streamlined service processes (Ryals & Payne, 2001; Hillier & Lieberman, 2014). Prompt handling of customer inquiries and transparent communication channels contribute to enhanced satisfaction, while fair treatment and equitable issue resolution foster trust and loyalty (Parasuraman et al., 1988; Ryals & Payne, 2001). In essence, the relationship between service responsiveness and customer satisfaction lies in the effective handling of customer needs and concerns, coupled with transparent and equitable service processes.

2.5 Previous Studies

There are two previous studies which investigated the drivers of customer satisfaction and loyalty across software industries. These studies seek to build upon this existing research to understand the specific factors influencing customer satisfaction and loyalty at OnTheGo Software Lab. For conceptual framework of the study, two relevant studies are reviewed as follows.

Freitas, A. L. P., & Freitas Neto, M. M. (2017) conducted a study aimed at designing a measuring instrument to assess customer satisfaction with Software-as-a-Service. The study employed factor analysis to identify underlying dimensions of SaaS service quality that contribute to customer satisfaction. Additionally, quartile analysis was used to determine the most critical aspects of SaaS service as evaluated by customers. The study took place at a SaaS company based in Rio de Janeiro, Brazil, operating in the IT sector for over 18 years with more than 500 business customers (approximately 1480 users) across Brazil and about 40 employees. A total of 317 SaaS users participated in the study by completing a questionnaire over a period of 40 days. The conceptual framework of the study is shown in Figure (2.1).

Figure (2.1) Factors Influencing the Customer Satisfaction at Rio de Janeiro, Brazil

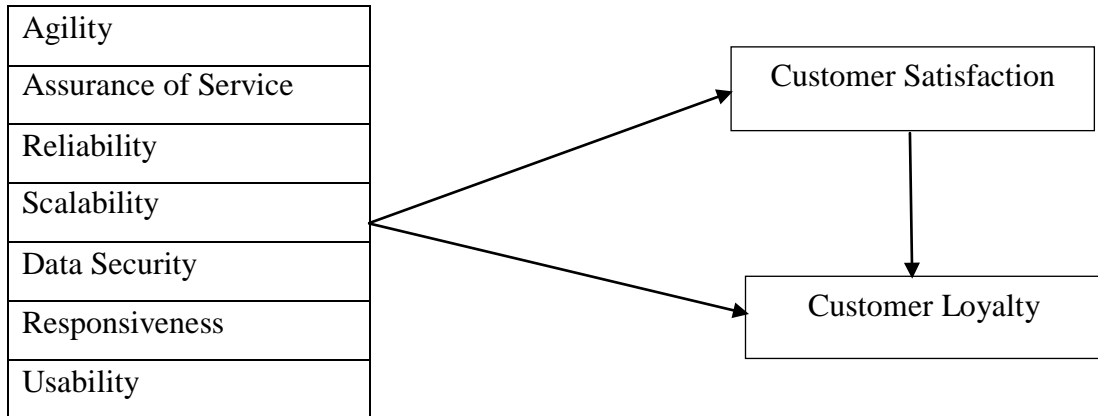


Source: Freitas, A. L. P., & Freitas Neto, M. M. (2017)

In Figure (2.1), the study included to measure and understand the factors that contribute to customer satisfaction with SaaS services. According to a study, the results that most influence customer satisfaction are customer service, customer assistance and reliability. Most of the critical items are associated with the transparency and accuracy in correcting errors, the company interest in solving customer problems, SaaS application ability to meet business requirements, implemented updates and regularity of service performance.

Rajesh Agarwal and Sanjay Dhingra (2023) conducted research aimed at identifying factors influencing customer satisfaction and loyalty among top 5 service providers in India. They surveyed 419 service users using a structured questionnaire based on a Likert scale. The data were gathered electronically, and quantitative analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) was used for this analysis. The conceptual framework of the study is shown in Figure (2.2.).

Figure (2.2) Factors Influencing the Customer Satisfaction and Loyalty at Top Service Providers of India



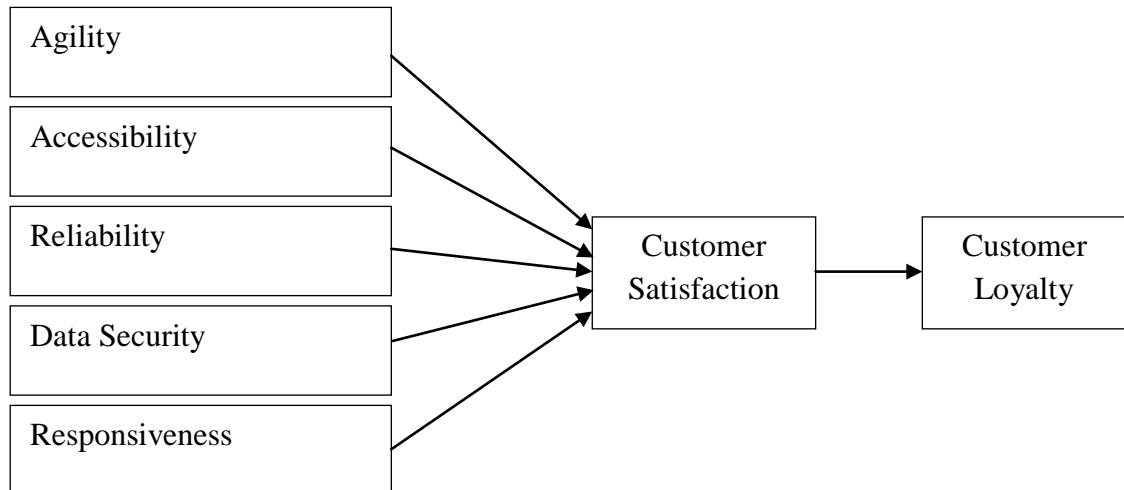
Source: Rajesh Agarwal, Sanjay Dhingra (2023)

The study found that agility, assurance of service, reliability, scalability, data security, responsiveness, and usability all positively and significantly influence customer satisfaction. These factors directly affect customer loyalty. Additionally, customer satisfaction was shown to have a positive impact on customer loyalty.

2.6 Conceptual Framework of the study

The conceptual framework is developed based on two research studies in last section Freitas, A. L. P., & Freitas Neto, M. M. (2017) in Brazil and Rajesh Agarwal, Sanjay Dhingra (2023) in India. This study adapts and extends their findings to the context of OnTheGo Software Lab in Myanmar. The conceptual framework is illustrated in Figure (2.3).

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation (2024)

The conceptual framework includes two parts. First part includes five independent variables building on insights from previous studies, accessibility and reliability are drawn from previous study (1), while agility, data security and responsiveness are adopted from previous study (2) and customer satisfaction and loyalty as the dependent variables.

To prepare the research questionnaire, the following working definitions are adopted for the study.

Agility

Agility is the ability to quickly adapt to changes with flexibility and continuous improvement. OnTheGo practices agility through iterative development, real-time customer feedback, and close collaboration among cross-functional teams. This approach ensures rapid problem-solving, innovation, and high-quality product delivery in a dynamic market.

Accessibility

Accessibility involves designing software and digital products to ensure easy access and use for all users. OnTheGo prioritizes accessibility by embedding it into the design and development phases, conducting thorough testing, and providing regular training to ensure inclusivity in all products.

Reliability

Reliability means software consistently performs as expected under all conditions, with strong error handling, logging, and proactive issue identification. OnTheGo ensures software reliability through rigorous testing, automated tools, and continuous monitoring.

Data Security

Data security involves safeguarding sensitive information through encryption, access control, audits, and compliance with regulations. OnTheGo focuses on data security with strong encryption, access controls, and compliance with regulations.

Responsiveness

Responsiveness involves promptly addressing customer inquiries, issues, and support requests, typically through SLAs, dedicated support teams, and continuous process improvement to boost satisfaction. OnTheGo emphasize transparency and communication, providing regular updates to ensure customers feel supported and valued.

CHAPTER III

BACKGROUND STUDY OF ONTHEGO SOFTWARE LAB COMPANY

This chapter provides a profile of OnTheGo Software Lab. It is divided into four sections. It covers the company's profile, organizational structure, and software products, business operations of OnTheGo Software Lab Company.

3.1 Profile of OnTheGo Software Lab Company

OnTheGo Software Lab Company is a leading provider of distribution management systems, focusing on enhancing the operational efficiency of Fast-Moving Consumer Goods (FMCG) and Consumer Packaged Goods (CPG) distributors, manufacturers, and wholesalers. Established to address the specific needs of these industries, OnTheGo offers a suite of mobile solutions designed to streamline sales and delivery processes. The company was established in 2012 and located at 124/126, Pansodan Street, Kyauktada Township, Yangon. The vision, mission, and core values of OnTheGo Software Lab company are outlined as follows.

- Vision is “To become a global leader in distribution management solutions, fostering growth and efficiency in the FMCG and CPG sectors.”
- Mission is “To maximize productivity and profitability for FMCG and CPG businesses through innovative and reliable software solutions.”

Core Values

- Innovation: Continually evolving to meet industry demands.
- Reliability: Delivering consistent and dependable solutions.
- Customer-Centricity: Focused on the specific needs and growth of their clients.
- Integrity: Maintaining transparency and trust in all business operations.

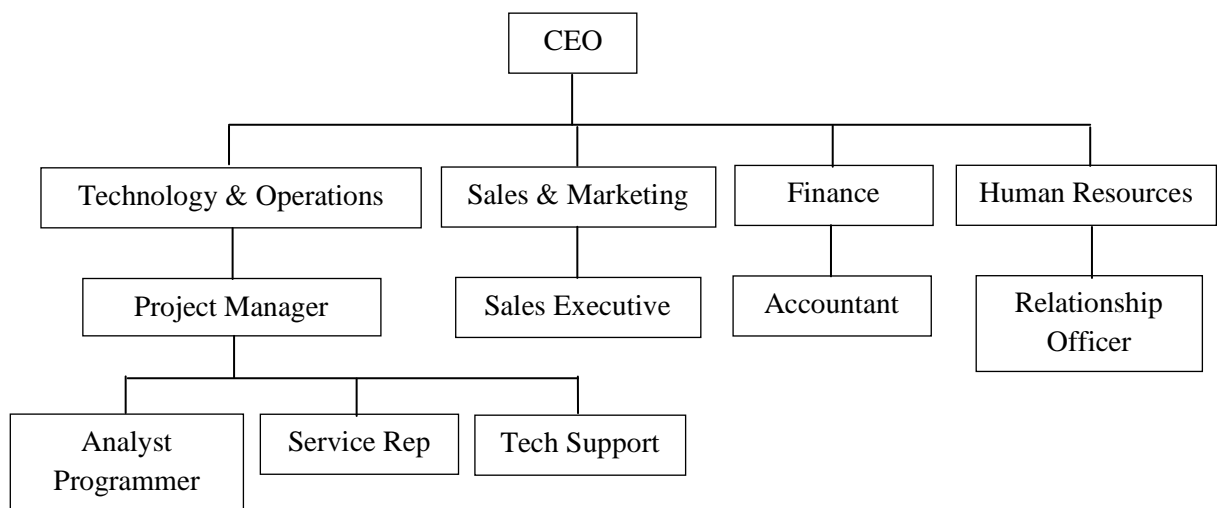
By focusing on the FMCG and CPG sectors, the company significantly impacts Myanmar's IT industry through innovative software solutions that enhance efficiency, drive technological innovation, and improve profitability. Its customer-centric approach ensures tailored support for client growth, while its commitment to integrity and transparency promotes ethical business practices.

Collectively, these efforts contribute to the advancement of Myanmar's IT industry and the economic growth of the FMCG and CPG sectors.

3.2 Organization Structure of OnTheGo Software Lab Company

This section outlines the organizational setup of OnTheGo Software Lab, as shown in Figure (3.1). Led by the CEO, the company operates through four main departments including Technology and Operations, Sales and Marketing, Finance, and Human Resources. Each department plays a crucial role in the company's operations and strategic alignment. This structure is essential for appreciating how OnTheGo coordinates its efforts to achieve business objectives and maintain operational excellence in its competitive industry landscape.

Figure (3.1) Organization Structure of OnTheGo Software Lab Company



Source: OnTheGo Software Lab Company (2024)

The CEO of OnTheGo Software Lab provides strategic leadership and vision for the organization. Responsible for setting long-term goals, overseeing overall operations, and making major corporate decisions, the CEO also serves as the primary liaison with other organizations.

The Technology & Operations department, led by the Project Manager, is responsible for overseeing technological advancements and operational efficiencies within the company. This department includes roles such as Analyst Programmer, Service Representative, and Technical Support. The Project Manager at OnTheGo Software Lab is essential in planning and managing projects to ensure they are completed on time and within budget. Charged with coordinating cross-functional teams and resources, the Project Manager defines project scope and goals that align

with business objectives. They monitor project progress, identify and mitigate risks, and prepare and present progress reports to CEO.

Under the supervision of the Project Manager, An Analyst Programmer is responsible for gathering and analyzing user requirements to translate them into technical specifications. They design, develop, and implement software solutions, and upgrading existing software as needed. This role also involves testing, debugging code, as well as ensuring that software solutions meet the needs of end-users. The Service Representative, also reporting to the Project Manager, provides customer service by addressing client inquiries, resolving issues, and providing information about the company products and services through various channels, They conduct user training sessions, prepare user documentation, and ensure customer satisfaction by following up on issues to resolution. The Technical Support role, also reporting to the Project Manager, providing assistance and support to end-users and clients, troubleshooting software and hardware issues, and escalating complex problems as necessary. They install, configure, and maintain software applications and systems, documenting support processes and resolutions.

The Sales & Marketing department is headed by the Sales Executive, who drives the company sales strategies and marketing activities to improve revenue and expand market reach. The Sales Executive identifies and prospects potential customers, presenting and demonstrating software products and features to prospects. They negotiate contracts, close sales deals to meet revenue targets, and maintain relationships with clients while providing post-sales support. This department collaborates closely with other departments to align marketing efforts with the company's technological capabilities and customer service standards.

The Finance department, managed by the Accountant, handles the company's financial health, including budgeting, financial reporting, and accounting. The Accountant manages the daily operations of the accounting department, preparing financial statements, reports, and forecasts while ensuring compliance with accounting principles and regulations. They oversee budgeting and forecasting processes, analyze financial data to provide business improvement recommendations, and maintain accurate financial records.

The Human Resources department, led by the Relationship Officer, focuses on employee relations, recruitment, and maintaining a productive work environment. The Relationship Officer understands client needs and collaborates with internal teams to

develop solutions, building and maintaining strong client relationships. They serve as the main point of contact for client inquiries and issues, identifying opportunities to expand relationships and upsell services while coordinating with sales and support teams to ensure client satisfaction. This role is essential for fostering a positive organizational culture and managing talent within the company.

Each role within the company is vital to its success as a global leader in distribution management solutions. With the CEO at the helm ensuring strategic alignment and synergy among them. The Project Manager in Technology & Operations collaborates with the Sales Executive in Sales & Marketing to ensure that technological developments align with market demands. The Accountant in Finance works with all departments to ensure financial resources are properly allocated. The Relationship Officer in Human Resources supports all departments by managing workforce-related needs and fostering interdepartmental communication.

3.3 Software Products of OnTheGo Software Lab Company

The company key features and solutions are designed to optimize sales and delivery processes for businesses in the FMCG and CPG sectors. OnTheGo offers three major products, primarily designed for mobile use are Mobile Pre Sales, Van Sales, and Delivery. Each product is tailored to streamline different aspects of the sales and delivery process, enhancing the flexibility and efficiency of field operations.

Mobile Pre Sales is a comprehensive solution designed to enhance the efficiency and effectiveness of sales teams working in the field. By leveraging mobile technology, this platform allows salesmen to manage various aspects of the sales process directly from their mobile devices. It enables real-time order processing, immediate updates, and adjustments to product availability, pricing, and promotions, and provides powerful sales forecasting tools to customer demand. The platform offers enhanced flexibility for scheduling and customer interactions, ensures seamless data synchronization with the central database, and includes detailed reporting and analytics for performance insights. With a user-friendly interface and integration capabilities with existing business systems such as ERP. Mobile Pre Sales equips sales teams to meet customer needs promptly and accurately, driving sales growth and maintaining a competitive edge in the market.

Mobile Van Sales allows sales operations by offering salesmen to conduct transactions directly from their vans, thereby enhancing their flexibility and efficiency

in the field. This innovative feature includes robust inventory management capabilities that provide real-time insights into stock levels, ensuring accurate tracking and timely replenishment. By preventing overstocking and stockouts, businesses can optimize inventory costs and meet customer demand more effectively. Additionally, Mobile Van Sales incorporates advanced route optimization tools. These tools analyze geographical data and customer locations to create optimized routes for salesmen. By minimizing travel time and maximizing the number of customer visits per day, route optimization not only improves operational efficiency but also enhances the overall productivity of the sales team. Salesmen can allocate their time more strategically, focusing on sales activities rather than logistical challenges.

Furthermore, the integration of Mobile Van Sales with digital platforms allows for seamless data synchronization between the field operations and the central database. This ensures that sales and inventory data are updated in real-time across the organization, facilitating informed decision-making and improving coordination between different departments. Overall, Mobile Van Sales not only transforms how sales are conducted on the go but also contributes to better customer service through efficient operations and timely response to customer needs.

Mobile Delivery focuses on enhancing delivery accuracy and efficiency. By integrating with GPS, this feature allows for real-time tracking of deliveries, ensuring that customers can receive accurate updates on their orders. Proof of delivery, through electronic signatures or photo confirmations, provides an added layer of security and accountability. These features help ensure that deliveries are completed as promised, leading to higher customer satisfaction.

All these products are seamless integration with leading ERP systems like SAP Business One and Microsoft Dynamics 365, as well as accounting software such as XERO and AutoCount. This interoperability allows for smooth data flow between different systems, reducing the risk of errors and ensuring that financial and operational data are always up to date. This customer-centric approach underscores their dedication to fostering long-term relationships, ensuring client success, and ultimately driving high levels of customer satisfaction.

3.4 Business Operations of OnTheGo Software Lab Company

A primary focus of OnTheGo Software Lab's operations is software development, which includes creating software solutions such as web applications, mobile apps, and enterprise software for clients. The company especially focus in product development, creating proprietary software products marketed and sold to FMCG, CPG industry. Additionally, OnTheGo Software Lab offers consulting services, providing expert advice on software development, IT infrastructure, and digital transformation strategies. Another critical aspect of their operations is maintenance and support, which ensures that their software solutions continue to meet client needs and remain operational over time.

Operational processes at OnTheGo Software Lab are often centered around agile methodologies, such as Scrum or Kanban, to manage development projects and ensure flexibility and iterative progress. Project management tools and frameworks are used to plan, execute, and monitor projects, ensuring they are completed on time and within budget. Quality assurance is another vital process, with rigorous testing procedures implemented to ensure software products meet quality standards and function as intended. The company also utilizes continuous integration and deployment to automate the integration and deployment process, enabling faster and more reliable software releases.

Strategically, OnTheGo Software Lab focuses on innovation by staying ahead of technological trends and investing in research and development to improve product offerings. The company adopts a customer-centric approach, emphasizing understanding and meeting customer needs to drive satisfaction and loyalty. Scalability is another strategic priority, ensuring that their solutions can accommodate growth and increased demand from clients. Data security is also a top priority, with robust security measures implemented to protect client information and software integrity.

Key performance indicators (KPIs) used by OnTheGo Software Lab to measure success include customer satisfaction, tracked through surveys, feedback, and Net Promoter Score. Project delivery times are monitored to ensure timely completion against deadlines. Quality metrics are analyzed by tracking the number of bugs or issues reported post-release. Revenue growth is evaluated through sales data, profit margins, and overall financial health. Employee performance is assessed based

on productivity, adherence to project timelines, and overall contribution to the company's goals.

Market and competitive analysis are integral to OnTheGo Software Lab operations. The company conducts ongoing market research to identify emerging trends and customer needs. Competitive analysis is regularly performed to maintain a competitive edge by analyzing competitor products and services.

An example of OnTheGo Software Lab operational workflow begins with client engagement through initial consultations to understand client requirements. This is followed by a detailed requirement analysis and documentation. The design and planning phase involves creating design specifications and project plans. The development phase includes writing and compiling code and developing software components. Rigorous testing is conducted to ensure quality, followed by deployment, where the final product is released to the client's environment. Finally, the support and maintenance phase involves providing ongoing support and addressing any issues post-deployment.

OnTheGo Software Lab employs customer relationship management (CRM) practices to centralize customer information, interactions, and feedback. They prioritize personalized communication by assigning dedicated account managers or customer liaisons. These professionals ensure regular updates and promptly address customer queries, fostering a sense of value and engagement throughout the project lifecycle.

CRM practices at OnTheGo Software Lab focus customer satisfaction through a customer-centric approach to project management. This involves actively involving customers in decision-making, such as feature prioritization and project timeline adjustments based on customer feedback. Regular status meetings and progress reports maintain transparency and trust, keeping customers informed and engaged.

Beyond project completion, OnTheGo Software Lab utilizes CRM tools to support ongoing customer relationships. They establish structured channels for customers to report issues or provide feedback post-deployment. CRM practices enable OnTheGo Software Lab to systematically gather and analyze customer feedback through satisfaction surveys. This feedback loop informs strategic decisions, aligning software developments closely with customer expectations.

OnTheGo Software Lab views CRM as pivotal for building long-term customer relationships beyond transactional management. They invest in

understanding customer business objectives, industry challenges, and future goals. By aligning software solutions with customer strategic initiatives, they position themselves as trusted partners committed to their customer success.

CHAPTER IV
ANALYSIS ON FACTORS INFLUENCING CUSTOMER
SATISFACTION AND LOYATY AT ONTHEGO SOFTWARE
LAB COMPANY

This chapter includes research design, demographic profiles of the respondents, reliability, perceptions on factors influencing customer satisfaction and customer loyalty, regression analysis on the variables of the OnTheGo Software Lab Company.

4.1 Research Design

This study aims to analyze factors influencing customer satisfaction and customer loyalty at ONTHEGO software lab company. The study employs a quantitative research methodology. There are 1500 users in OnTheGo Software Lab. By using Yamane Formula (1967), there are 316 respondents as the sample size of the study. Among 1500 users, it includes 300 supervisors and 1200 salesperson. This study adopts the formula developed by Taro Yamane (1967) with 95% confidence level. The calculation is presented as follows:

$$\begin{aligned}n &= N/(1+Ne^2) \\ &= 1500/ (1+1500*0.05^2) \\ &= 316\end{aligned}$$

Where; n = sample size

N= population size

e = level of precision or sampling error

This population is divided into two sub groups 20 percent for supervisor level and 80 percent for salesperson level. After calculating with proportional sampling method, sample size for supervisor level strata is 64 respondents and for salesperson level strata is 252 respondents. Table (4.1) shows the population and sample of the study. Each of them are selected by simple-random sampling method for the study.

Table (4.1) Population and Sample of the study

Strata	Population Size	%	Sample Size
Supervisors	300	20	64
Salesperson	1200	80	252
Total	1500		316

Source: Survey data (2024)

Both primary and secondary data were used to achieve the objectives of the study. Primary data were collected via online questionnaires using a five-point likert scale. These questionnaires assessed users perceptions of customer satisfaction and loyalty within OnTheGo Software company. Secondary data were gathered from company reports, textbooks, academic journals, and online sources to provide context and background information. Descriptive statistics and regression analysis using quantitative methods were applied to identify relationships between variables.

4.2 Demographic Profile of Respondents

The demographic characteristics of respondents are discussed in this section. Table (4.2) provides a detailed illustration of demographic characteristics including gender, age, education level, occupation, monthly income and marital status.

Table (4.2) Demographic Profile of Respondents

Sr. No.	Particular	No. of Respondents	Percentage (%)
	Total	316	100.0
1.	Gender		
	Male	250	80
	Female	66	20
2.	Age (Years)		
	18 – 25	139	44
	26-35	113	36
	36-45	50	16
	46 – 55	14	4
	Above 55	0	0
3.	Education		
	High School	66	21
	Under Graduate	171	54
	Graduate	79	25
4.	Monthly Income Level (Kyats)		
	Under 300000	139	44
	300,001 – 500,000	113	36
	500,001 – 700,000	48	15
	700,001 – 900,000	12	4
	Above 900,000	4	1
5.	Marital Status		
	Single	199	63
	Married	117	37

Source: Survey Data (2024)

According to Table (4.2), a survey of 316 people revealed a predominantly young male demographic. With 80% being male and 44% falling in the 18-25 age

range, the data suggests a focus on this particular group. Educationally, undergraduate degrees were the most common (54%), though a significant portion (21%) only had high school diplomas. Financially, the majority (44%) reported monthly incomes under 300,000 Kyats, indicating a potential lean towards a lower-income bracket. Interestingly, the survey found more single respondents (63%) compared to married, offering some insight into the marital status of this demographic.

4.3 Reliability Test

According to Cronbach (1951), the consistency and accuracy of the measurement scales are verified using a reliability test. Cronbach's alpha reliability test is used to ensure reliability. Alpha values between 0.60 and 0.80 are generally regarded as acceptable and good, whereas values close to 1.0 indicate great internal consistency reliability. Alpha values below 0.60 are considered to be poor. Table (4.3) shows the reliabilities (alpha values) of the variables.

Table (4.3) Reliability Test of the Variables

Sr. No.	Particulars	No. of Items	Cronbach's Alpha
1.	Agility	5	0.660
2.	Accessibility	5	0.798
3.	Reliability	5	0.871
4.	Data Security	5	0.739
5.	Responsiveness	5	0.731

Source: Survey Data (2024)

According to the Table (4.3), the Cronbach's alpha values of all variables are between 0.6 and 0.8 which indicates that the internal consistencies for the questionnaires are good and acceptable (Cronbach, 1951). It is satisfactory for each variable, indicating that the scale items on the questionnaires are considered to be reliable for the study. As a result, it is possible to assume that the internal consistency of the measure used in this study explains why it can be expected that the results of the various constructs is the same in different contexts and the reason that the data is considered valid and reliable.

4.4 Descriptive Statistics on Factors Influencing Customer Satisfaction and Customer Loyalty at OnTheGo Software Lab Company

This section carries out the descriptive statistics on factors influencing. This variables are measured by five point Likert scales to know the respondents perception. For this purpose, the responses are interpreted in line with Best (1977) as shown in Table (4.4).

Table (4.4) Mean Rating Scale

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

Source: Best (1977)

1. Agility

Structured surveys are used to find out agility practices at OnTheGo Software Lab Company. Based on the findings, the study presents the mean and standard deviation for the agility practices.

Table (4.5) Agility Practices at OnTheGo Software Lab Company

No.	Description	Mean	Std. Deviation
1	The Backend Dashboard of OnTheGo Software Lab quickly adapts to management changes.	3.69	1.00
2	Backend users can easily add and update master and operational data.	3.56	0.85
3	Frontend mobile users can easily sync updated data from backend users.	3.73	0.86
4	The mobile app can be easily set up on a new device if the old one is lost or damaged.	3.52	0.89
5	The Backend Dashboard system quickly recovers from errors.	3.64	0.90
Overall Mean		3.66	

Source: Survey Data (2024)

Table (4.5) presents the mean score for all agile characteristics of the system falls the range between 3.52-3.73. Maximum score level is 3.73 which is the highest among the all statements which are minimum. Frontend mobile users are highly perceived with updated backend data, as indicated by an overall mean vale of 3.73, the backend dashboard demonstrates good adaptability to management changes, with an overall mean value of 3.69. The backend dashboard system demonstrates a rapid recovery from errors, indicating a high perceived value with an average rating of 3.64. This feature greatly aids in reducing downtime and ensuring smooth operational functioning. This implies that the system can be easily adjusted to meet new business needs. Users of the backend find it simple to input and update data, with an average rating of 3.56. Ensuring that everyone has access to the most recent information. The mobile app appears to be recoverable in the event of device loss or damage, with an average rating of 3.52, indicating a user-friendly setup process.

2. Accessibility

Structured surveys are used to find out accessibility practices at OnTheGo Software Lab Company. Based on the findings, the study presents the mean, overall mean and standard deviation for the accessibility practices.

Table (4.6) Accessibility Practices at OnTheGo Software Lab Company

No.	Description	Mean	Std. Deviation
1	The Backend Dashboard's menu and navigation are user-friendly.	3.53	0.86
2	Unicode Burmese and Chinese fonts are easily readable and writable.	3.51	0.91
3	Mobile app navigation requires minimal tapping.	3.52	0.93
4	Font and button styles in the backend and mobile apps are standardized.	3.60	0.87
5	User guides for the backend and mobile apps are easily accessible.	3.29	0.98
Overall Mean		3.43	

Source: Survey Data (2024)

Table (4.6) presents the average score of approximately 3.43 falls within the range of 3.41-4.20, indicating a highly positive perception of Accessibility Practices.

Font and button styles are consistent across both the backend and mobile apps that has highly satisfaction with overall mean value of 3.60. The menu and navigation of the backend dashboard are perceived as user-friendly, with overall mean value of 3.53. Users find that minimal tapping is required for navigation in the mobile app, with an overall mean value of 3.52. Unicode Burmese and Chinese fonts are noted to be easily readable and writable, receiving an overall mean value of 3.51. However, the rating for user guides for the backend and mobile apps earns, with an average rating of 3.29.

3. Reliability

Structured surveys are used to find out reliability practices at OnTheGo Software Lab Company. Based on the findings, the study presents the mean, overall mean and standard deviation for the reliability practices.

Table (4.7) Reliability Practices at OnTheGo Software Lab Company

No.	Description	Mean	Std. Deviation
1	The company is well-prepared for unexpected challenges.	3.69	0.90
2	The company solutions are consistently reliable.	3.69	0.84
3	The company systems are resilient against errors.	3.68	0.81
4	The company ensures accurate and error-free solutions.	3.82	0.85
5	The company fulfills its promises.	3.54	0.82
Overall Mean		3.70	

Source: Survey Data (2024)

Table (4.7) presents the overall mean value of approximately 3.70 falls within the range of 3.41-4.20, indicating a highly positive perception of Reliability Practices. The company emphasizes the importance of providing accurate and error-free solutions, as evidenced by the highest overall mean value of 3.82. The company appears to have well-prepared for unexpected challenges, with an overall mean value of 3.69. OnTheGo Software solutions are consistently reliable, with an average rating of 3.69. The systems are resilient against errors, with overall mean value of 3.68. OnTheGo Software Lab meets its commitments, with an average rating of 3.54.

4. Data Security

Structured surveys are used to find out data security practices at OnTheGo Software Lab Company. Based on the findings, the study presents the mean, overall mean and standard deviation for the data security practices.

Table (4.8) Data Security Practices at OnTheGo Software Lab Company

No.	Description	Mean	Std. Deviation
1	Data encryption effectively protects sensitive information.	3.59	0.83
2	Access control effectively prevents unauthorized data access.	3.30	0.87
3	Security audits effectively identify and address vulnerabilities.	3.34	0.87
4	The company complies with data security regulations.	3.53	0.91
5	Data security measures are satisfactory.	3.78	0.90
	Overall Mean	3.48	

Source: Survey Data (2024)

Table (4.8) presents the average score of approximately 3.48 falls within the range of 3.41-4.20. The assessment indicates that the current data security measures meet the standards., with a mean rating of 3.78. that data encryption is employed to safeguard sensitive information from unauthorized access or breaches, with a mean rating of 3.59. The company is mostly compliant with data security regulations also has high positive perception, receiving a mean rating of 3.53. Security audits are viewed as moderately effective in identifying and addressing vulnerabilities, with a mean rating of 3.34. the access control measures in place restrict unauthorized individuals or entities from accessing data, ensuring security and privacy, with a mean rating of 3.30.

5. Responsiveness

Structured questionnaires are used to find out the aspect of Responsiveness Practices at OnTheGo Software Lab Company. The mean, the overall mean, standard deviation for the responsiveness is shown based on the findings.

Table (4.9) Responsiveness Practices at OnTheGo Software Lab Company

No	Description	Mean	Std. Deviation
1	Customer inquiries and support requests are promptly addressed.	3.54	0.80
2	The support team resolves issues timely and effectively.	3.37	0.87
3	The company adheres to SLAs for response and resolution times.	3.50	0.92
4	Regular updates and transparent communication are provided.	3.57	0.92
5	Overall responsiveness in addressing inquiries and support requests is satisfactory.	3.66	0.96
	Overall Mean	3.50	

Source: Survey Data (2024)

Table (4.9) presents the overall mean value of approximately 3.5 falls within the range of 3.41 - 4.20. Overall, users have satisfaction with the responsiveness of the support team, with an average rating of 3.66. Additionally, the company is consistent in providing regular updates and transparent communication, as reflected in the average rating of 3.57. Customer inquiries and support requests are typically handled promptly, with an average rating of 3.54. The company largely complies with service level agreements (SLAs) for response and resolution times, with an average rating of 3.50. The support team demonstrates effectiveness in resolving issues in a timely manner, with an average rating of 3.37.

The average value of overall mean and standard deviation of variables are used to measure the customer perception towards OnTheGo Software Lab Company.

Table (4.10) Summary Mean Value

Factors	Overall Mean
Agility	3.66
Accessibility	3.43
Reliability	3.69
Data Security	3.47
Responsiveness	3.49

Source: SPSS Output Data 2024

According to Table (4.10), overall mean value of experiences of are seen respectively. The average overall mean value of all variables is 3.55 which is fall between 3.41 and 4.20. Therefore, respondents have high perception on all practices towards OnTheGo Software Lab Company.

6. Customer Satisfaction

Structured questionnaires are used to find out the aspect of the aspect of Customer Satisfaction at OnTheGo Software Lab Company. The mean, overall mean and standard deviation for the customer satisfaction is shown based on the findings.

Table (4.11) Customer Satisfaction at OnTheGo Software Lab Company

No.	Description	Mean	Std. Deviation
1	Satisfied with overall experience of using OnTheGo Software.	3.64	0.92
2	Satisfied with offering good value for money by OnTheGo Software Lab.	3.63	0.88
3	The performance of the OnTheGo software is exceeded the expectations of organization.	3.44	0.95
4	Satisfied with the agility of OnTheGo software provider.	3.50	0.99
5	Satisfied with accessibility of OnTheGo software provider.	4.00	0.07
6	Satisfied with OnTheGo software data protection mechanisms.	3.64	0.92
7	Satisfied with the reliability of OnTheGo software provider.	3.62	0.86
8	Satisfied with the responsiveness of OnTheGo software provider.	3.99	0.21
	Overall Mean		3.69

Source: Survey Data (2024)

Table (4.11) presents that the overall mean value of 3.69 falls within the range of 3.41-4.20, indicating customers are highly satisfied with OnTheGo Software Lab Company. Customers have expressed a high level of satisfaction with the accessibility of the OnTheGo software provider, as indicated by a perfect mean rating of 4.00. This suggests that the software is user-friendly for a diverse range of users. Additionally, there is a very high level of satisfaction with the responsiveness of the software provider, with a mean rating of 3.99. Customers have reported a significantly positive overall experience using OnTheGo Software, with a mean rating of 3.64. While satisfaction with data protection mechanisms is positive, with a mean rating of 3.64,

there is still room for improvement in terms of data security. Furthermore, customers are content with the value for money offered by OnTheGo Software, with a mean rating of 3.63. This implies that customers believe that any issues are dealt with promptly and effectively. Moreover, satisfaction with the agility of the software provider is also high, with a mean rating of 3.50. Lastly, customers have a positive perception of whether the software performance meets or exceeds expectations, with a mean rating of 3.44.

7. Customer Loyalty

Structured questionnaires are used to find out the aspect of Customer Loyalty at OnTheGo Software Lab Company. The mean, overall mean and standard deviation for the purchase intention is shown based on the findings.

Table (4.12) Customer Loyalty at OnTheGo Software Lab Company

No.	Description	Mean	Std. Deviation
1	Customers trust OnTheGo Software Lab as a leading provider.	3.63	1.00
2	Customers are likely to continue using OnTheGo Software Lab's services in the future.	3.66	0.91
3	Customers are likely to recommend OnTheGo Software Lab to others.	3.60	0.89
4	Customers are loyal to OnTheGo Software Lab and are unlikely to switch to competitors even if they offer lower prices.	3.44	0.94
5	Customers actively promote OnTheGo Software Lab to others.	3.47	0.98
6	Customers are willing to pay a premium price for the software offered by OnTheGo Software Lab.	4.01	0.08
	Overall Mean		3.63

Source: Survey Data (2024)

Table (4.12) presents that the average mean value of 3.63, the survey findings suggest that customers exhibit a strong sense of loyalty towards OnTheGo Software Lab. Furthermore, customers display a strong preference for the offerings provided by OnTheGo Software Lab. Customers exhibit a strong willingness to pay a premium price for the software provided by OnTheGo Software Lab, with a mean rating of 4.01. The market perceives OnTheGo Software Lab as a reliable and prominent provider, as indicated by the mean rating of 3.63. It is highly likely that customers will continue utilizing the services offered by OnTheGo Software Lab, as evidenced by the mean value of 3.66. Additionally, customers are inclined to recommend OnTheGo Software Lab to others, with a mean rating of 3.60. Although customer promotion of OnTheGo Software Lab is positive, it is slightly less behind other aspects, with a mean rating of 3.47. Despite the presence of competitors offering lower prices, customers demonstrate their loyalty towards OnTheGo Software Lab, with a mean rating of 3.44.

4.5 Analysis of the Effect of Service Practices on Customer Satisfaction

The correlation Analysis between factors influencing Customer Satisfaction at towards OnTheGo Software Lab Company are conducted by calculating Pearson Correlation Coefficient as shown in Table (4.13).

Table (4.13) Correlation Analysis

Factors	Customer Satisfaction
Agility	.523***
Accessibility	.430***
Reliability	.472***
Data Security	.219***
Responsiveness	.502***

Source: Survey Data (2024)

Note: ***significance at 1% level, **significance at 5% level, *significance at 10% level

This Table (4.13) summarizes the relationships between five variables and customer satisfaction.

Customer Satisfaction appears to be moderately correlated with Reliability, Agility, Responsiveness, and Accessibility. These correlations are all statistically significant. There is a weakest positive correlation between Customer Satisfaction and

Data Security. Interestingly, Data Security shows the weakest correlations overall, with only a potential connection to Reliability being statistically significant.

The Effect of Practices on Customer Satisfaction at OnTheGo Software Lab Company is analyzed by using multiple regression methods.

Table (4.14) Effect of Practices on Customer Satisfaction

Independent Variable	Unstandardized Coefficient		Beta	t	Sig	VIF
	B	Standard Error				
Constant	.865	.212		4.074	.000	
Agility	.251***	.041	.292	6.098	.000	1.216
Accessibility	.232***	.055	.237	4.202	.000	1.687
Reliability	.154**	.060	.159	2.555	.011	2.053
Data Security	.125**	.045	.156	2.798	.005	1.652
Responsiveness	.021	.046	.022	.464	.643	1.154
R ²	0.414					
Adjusted R ²	0.405					
F Value	43.828***					
Durbin-Watson	1.823					

Source: Survey Data (2024)

Note: ***significance at 1% level, **significance at 5% level, *significance at 10% level

According to Table (4.14), regression analysis was performed to investigate the impact of various practices on customer satisfaction. Value of R² is 0.414, approximately 40.5% of the variability in customer satisfaction is explained by the factors considered in the model. The Adjusted R² of 0.405 provides a slightly more conservative estimate, adjusting for the number of predictor variables in the model. The F Value (43.828, Sig < 0.001) suggests that the model significantly accounts for a substantial portion of the variance in customer satisfaction. Furthermore, the Durbin-Watson value of 1.823, close to 2, indicates that autocorrelation is not a major concern in this model.

The analysis specifically examined factors such as Agility, Accessibility, Reliability, Data Security, and Responsiveness. The findings indicated that Agility (Beta: 0.292), Accessibility (Beta: 0.237), Reliability (Beta: 0.159), and Data Security (Beta: 0.156) all exhibited positive influence on customer satisfaction (Sig < 0.01). This implies that for every one-unit increase in a customer's perception of these practices, their satisfaction level increases by 0.292, 0.237, 0.159, and 0.156 units, respectively. Notably, while Responsiveness (Beta: 0.022) also had a positive impact, it did not reach statistical significance (Sig > 0.464).

4.6 Analysis of the Effect of Customer Satisfaction on Customer Loyalty

The correlation results for the relationship between Customer Satisfaction and Customer Loyalty at OnTheGo Software Lab Company is shown as in Table (4.15).

Table (4.15) Correlation Analysis

Factors	Customer Loyalty
Customer Satisfaction	.604***

Source: Survey Data (2024)

Note: ***significance at 1% level, **significance at 5% level, *significance at 10% level

Table (4.15) shows a moderate positive correlation between Customer Loyalty and Customer Satisfaction. In other words, higher Customer Loyalty scores tend to be accompanied by higher Customer Satisfaction scores.

The Effect of Customer Satisfaction on Customer Loyalty at OnTheGo Software Lab Company can be seen in Table (4.16).

Table (4.16) Effect of Customer Satisfaction on Customer Loyalty

Dependent Variable	Unstandardized Coefficient		Beta	t	Sig
	B	Standard Error			
Constant	1.483		1.483		1.483
Customer Satisfaction	.583***	.162	.604	.162	.000
R ²	0.365				
F Value	180.536***				

Source: Survey Data (2024)

Note: ***significance at 1% level, **significance at 5% level, *significance at 10% level

At the 1% significance level, the R² value of 0.365 suggests that 36.5% of the variance in customer loyalty can be explained by customer satisfaction within this model. The high F-value of 180.536, coupled with a very low significance level (Sig < 0.001), further supports the idea that customer satisfaction is significantly strong predictor of customer loyalty. The Beta value of 0.604 indicates a moderate positive correlation between the two variables. Table (4.16), shows the regression results of the variables. The coefficient (B) of 0.604 associated with Customer Satisfaction suggests that a one-unit increase in customer satisfaction corresponds to a 0.604 unit increase in customer loyalty.

CHAPTER V

CONCLUSION

This chapter discusses the findings of the study on the practices of OnTheGo Software Lab Company and their influence on Customer Satisfaction and Customer Loyalty. The chapter integrates the data collected through questionnaires and analyzes how each variable including (Agility, Accessibility, Reliability, Data Security and Responsiveness).

5.1 Findings and Discussions

This chapter summarizes the key findings of the study on Customer Satisfaction and Customer Loyalty OnTheGo Software Lab Company

According to demographic profile of the respondents, the survey consisted of 316 respondents. The majority were male and young adults between 18-25 years old. Over half held undergraduate degrees, with a significant portion reporting a monthly income under 300,000 Kyats. Interestingly, the survey found more single respondents compared to married.

According to the descriptive statistics, all influencing factors have high positive perception. Customers perceived the backend dashboard as adaptable to management changes and user-friendly for data management. The mobile app was seen as easy to set up and use. The survey results reveal several strengths of OnTheGo Software Lab. Customers appreciate the company's agility in adapting to changing needs, user-friendly interfaces, reliable solutions, data security measures, and responsiveness to inquiries. These aspects likely contribute to the high level of customer satisfaction and loyalty observed in the study.

The navigation of both the backend dashboard and mobile app were considered user-friendly. Users appreciated the support for Unicode Burmese and Chinese fonts. Font and button styles were found to be consistent across interfaces. The survey means that OnTheGo Software Lab Company has made significant strides in creating accessible applications. The user interface, font support, mobile app design, and standardization of design elements are all positive indicators.

Customers expressed satisfaction with the company's disaster recovery practices, consistent and reliable solutions, and ability to deliver on promises. The systems were perceived as resilient and fault-tolerant. OnTheGo Software Lab

provides efficient problem recovery services. The solutions offered by OnTheGo Software Lab are consistently dependable. The systems developed by OnTheGo Software Lab are strong and capable of handling faults. OnTheGo Software Lab guarantees accurate and error-free solutions. OnTheGo Software Lab always delivers on its promises.

Data encryption and access control measures were viewed favorably by customers. The company's compliance with data security regulations received positive feedback. However, there is room for improvement in security audits to identify and address vulnerabilities. However, the findings also highlight areas for improvement. While data security practices received generally positive feedback, there is room for strengthening security audits to proactively identify and address vulnerabilities. Additionally, although responsiveness was perceived favorably, there is potential to further improve the efficiency of issue resolution.

Customers felt that their inquiries and support requests were addressed promptly. The support team was rated highly for effectively resolving issues in a timely manner. The company was seen as adhering to service level agreements (SLAs) for response and resolution times. Regular updates and transparent communication were also positively perceived. It means that customer inquiries and support requests are typically addressed quickly, indicating a well-functioning initial response system. The company keeps users informed with regular updates and communicates transparently. This fosters trust and builds positive customer relationships.

According to second objective, multiple regression analysis was conducted to explore the effect between the practices and customer satisfaction. The model explained the variance in customer satisfaction. Agility, accessibility, reliability, and data security all had statistically significant positive effects on customer satisfaction. Responsiveness, although positive, does not have a statistically significant effect on customer satisfaction in this model. These findings suggest that customers who perceive OnTheGo Software Lab to be agile, accessible, reliable, and secure are more likely to be satisfied with the overall experience.

Agility has the strongest positive impact on customer satisfaction. OnTheGo's ability to adapt and respond to customer needs drives satisfaction. Customers who perceive OnTheGo as more agile tend to be more satisfied. Accessibility is the second significant positive factor. Easy access to OnTheGo software and services, along with

user-friendly features, increases satisfaction. Reliability also significantly contributes to satisfaction. Consistent and dependable software performance makes customers more satisfied. Data security positively impacts satisfaction. Customers value OnTheGo strong focus on data protection. An increase in perceived data security practices boosts satisfaction. While responsiveness shows a positive trend, it is not statistically significant. Customers seem to prioritize issue resolution quality over speed.

Agility, Accessibility, Reliability, and Data Security were identified as key factors influencing customer satisfaction. OnTheGo focus to prioritize maintaining and improving in these areas. By prioritizing customer satisfaction and acting on these insights, OnTheGo Software Lab can solidify its position as a leader in its field and achieve long-term customer loyalty.

5.2 Suggestions and Recommendations

Based on the findings from the research, some suggestions and recommendations for OnTheGo Software Lab Company are as follows. Building upon the positive customer perceptions identified in the survey, this section offers specific recommendations for OnTheGo Software Lab to further enhance customer satisfaction and loyalty.

While agility is strength of business, OnTheGo Software Lab can further solidify its position by actively soliciting customer feedback on new features and functionalities. Implementing an agile development methodology with regular sprints and user testing sessions would ensure continuous improvement and cater to evolving customer needs.

The survey results highlight the value of user-friendly interfaces. OnTheGo Software Lab can maintain this focus by conducting periodic usability testing to identify areas for improvement. Accessibility best practices should also be continuously reviewed and incorporated into the development process. It is need to make the user guides for the backend and mobile apps more accessible by offering them in multiple formats and ensuring they are compatible with screen readers.

Maintaining a high level of reliability is crucial. OnTheGo Software Lab should continue to invest in robust infrastructure, disaster recovery procedures, and system monitoring to minimize downtime and ensure consistent performance.

OnTheGo Software Lab should consider gathering more feedback to understand the aspects contributing to the effectiveness of disaster recovery. Lab should investigate ways to improve the consistency of reliable solutions offered by OnTheGo Software Lab.

Data security is a top priority for customers. OnTheGo Software Lab should conduct regular security audits by qualified professionals to proactively identify and address vulnerabilities. Additionally, staying updated on the latest data security threats and implementing appropriate safeguards will further strengthen customer trust. There is a need to strengthen access controls and improve the effectiveness of security audits to identify and address vulnerabilities.

While responsiveness is generally well-perceived, there's potential for improvement in issue resolution efficiency. OnTheGo Software Lab should focus on streamlining workflows, enhancing support staff training, or allocating more resources to the team. By improving the efficiency of issue resolution, OnTheGo Software Lab can significantly improve customer satisfaction. OnTheGo Software Lab should gather feedback on the clarity and timeliness of updates. Analyze the data to identify areas where communication can be further improved.

Building on the foundation of satisfied customers, OnTheGo Software Lab should implement strategies to focus stronger customer loyalty such as Customer Relationship Management (CRM): Implementing a CRM system will enable OnTheGo Software Lab to track customer interactions, preferences, and purchase history. This data can be leveraged to personalize communication, offer targeted promotions, and provide proactive support, fostering stronger customer relationships.

Developing a loyalty program can incentivize repeat business and encourage customer referrals. This could involve tiered rewards based on usage or referral programs offering discounts or bonus features.

Dedicating resources to customer success initiatives demonstrates OnTheGo Software Lab commitment to its customers long-term success. This could involve providing onboard training, offering ongoing educational resources, and assigning dedicated customer success managers to high-value accounts.

Creating a customer community forum or online space fosters interaction and knowledge sharing among users. This platform can serve as a valuable feedback mechanism for OnTheGo Software Lab to understand customer needs and challenges, while also allowing customers to connect and support each other.

OnTheGo Software Lab should establish a culture of continuous improvement by regularly measuring these metrics through surveys, customer feedback forms, and social media sentiment analysis. By actively tracking customer perceptions and acting upon the feedback received, OnTheGo Software Lab can ensure it remains responsive to customer needs and expectations, solidifying its position as a leading provider in the software industry.

In conclusion, the findings from this study provide valuable insights for OnTheGo Software Lab Company. By focusing on maintaining and enhancing practices that contribute to customer satisfaction, such as agility, accessibility, reliability, data security, and responsiveness, and by implementing strategies to cultivate customer loyalty, OnTheGo Software Lab can solidify its customer base and achieve sustainable growth in the competitive software market.

5.3 Needs for Further Studies

While this study provided valuable insights, further research can offer an even clearer picture of customer satisfaction. Future studies could track customer perceptions over time to understand how their needs and expectations evolve. In-depth interviews would provide richer qualitative data, revealing customer motivations and experiences beyond the survey scope. Benchmarking OnTheGo practices against competitors would identify areas for improvement relative to the industry. Additionally, research could pinpoint the specific features that have the greatest impact on customer satisfaction. Finally, focusing on OnTheGo niche market would allow for strategies tailored to the unique needs and expectations of its customer segment. By pursuing these avenues of further research, OnTheGo Software Lab Company can gain a deeper understanding of its customers, optimize its offerings, and drive sustained customer satisfaction and business growth.

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APPENDIX I

Survey Questionnaires: Factors Influencing Customer Satisfaction and Loyalty at OnTheGo Software Lab Company

Dear Respondent,

I am writing to kindly request a few moments of your time to answer a brief survey regarding the factors influencing customer satisfaction and customer loyalty at OnTheGo Software Lab. Your valuable insights are incredibly important to us as we strive to enhance our services and better meet your needs. Please be assured that all responses will be kept strictly confidential and used solely for the purpose of improving our services. Your feedback will significantly contribute to our ongoing efforts to improve customer satisfaction and foster loyalty. Thank you in advance for your participation and for being an integral part of our journey toward excellence.

Section (A) Demographic Factor of Respondents

1. Gender

Male

Female

2. Age

Under 20 Years

21 – 25 Years

26 – 30 Years

31 – 35 Years

Above 50 Years

3. Education Level

Undergraduate

Graduate

Master Graduate

4. Marital Status

Single

Married

5. Monthly Income (kyats)

Under 300,000

300,001 to 500,000

500,001 to 700,000

700,001 to 900,000

Above 900,001

Section (B)

1. Occupation

- Salesperson Sales Assistant
 Sales Supervisor

2. Service Year

- Less than 1 year 1-2 years
 3-4 years 5-6 years
 More than 6 years

3. Software used by organization

- OnTheGo DMS SAP (ERP)
 HR System Other

4. Key benefits you have experienced with OnTheGo Software

- Easy to use Feature set
 Cost-effectiveness Customer support
 Integration with other software

5. What types of support would help you use OnTheGo Software

- More comprehensive training programs
 Better user documentation
 More responsive technical support
 Regular updates and tips
 Team Support groups

Section (C)**Please choose on one answer.**

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

Agility

No.	Factor	1	2	3	4	5
1	The Backend Dashboard of OnTheGo Software Lab quickly adapts to management changes.					
2	Backend users can easily add and update master and operational data.					
3	Frontend mobile users can easily sync updated data from backend users.					
4	The mobile app can be easily set up on a new device if the old one is lost or damaged.					
5	The Backend Dashboard system quickly recovers from errors.					

Accessibility

No.	Factor	1	2	3	4	5
1	The Backend Dashboard's menu and navigation are user-friendly.					
2	Unicode Burmese and Chinese fonts are easily readable and writable.					
3	Mobile app navigation requires minimal tapping.					
4	Font and button styles in the backend and mobile apps are standardized.					
5	User guides for the backend and mobile apps are easily accessible.					

Reliability

No.	Factor	1	2	3	4	5
1	The company is well-prepared for unexpected challenges.					
2	The company solutions are consistently reliable.					
3	The company systems are resilient against errors.					
4	The company ensures accurate and error-free solutions.					
5	The company fulfills its promises.					

Data Security

No.	Factor	1	2	3	4	5
1	Data encryption effectively protects sensitive information.					
2	Access control effectively prevents unauthorized data access.					
3	Security audits effectively identify and address vulnerabilities.					
4	The company complies with data security regulations.					
5	Data security measures are satisfactory.					

Responsiveness

No.	Factor	1	2	3	4	5
1	Customer inquiries and support requests are promptly addressed.					
2	The support team resolves issues timely and effectively.					
3	The company adheres to SLAs for response and resolution times.					
4	Regular updates and transparent communication are provided.					
5	Overall responsiveness in addressing inquiries and support requests is satisfactory.					

Customer Satisfaction

No.	Factor	1	2	3	4	5
1	Satisfied with overall experience of using OnTheGo Software.					
2	Satisfied with offering good value for money by OnTheGo Software Lab.					
3	The performance of the OnTheGo software is exceeded the expectations of organization.					
4	Satisfied with the agility of OnTheGo software provider.					
5	Satisfied with accessibility of OnTheGo software provider.					
6	Satisfied with OnTheGo software data protection mechanisms.					
7	Satisfied with the reliability of OnTheGo software provider.					
8	Satisfied with the responsiveness of OnTheGo software provider.					

Customer Loyalty

No.	Factor	1	2	3	4	5
1	I trust OnTheGo Software Lab as a favorite company.					
2	I am likely to continue using services of OnTheGo Software Lab in the future.					
3	I am likely to recommend OnTheGo Software Lab to others.					
4	I am unlikely to switch to another company even offering with lower prices.					
5	I am actively promoted information of OnTheGo Software Lab to others.					
6	I am willing to pay a premium price for the software offered by OnTheGo Software Lab.					

APPENDIX II
SPSS OUTPUT

Descriptives

Descriptive Statistics			
	N	Mean	Std. Deviation
ACC1	316	3.5380	.86289
ACC2	316	3.5127	.91712
ACC3	316	3.5253	.93060
ACC4	316	3.6013	.87607
ACC5	316	3.2911	.98435
ACCM	316	3.4343	.71259
AG1	316	3.6962	1.00000
AG2	316	3.5601	.85050
AG3	316	3.7342	.86863
AG4	316	3.5222	.89593
AG5	316	3.6424	.90955
AGM	316	3.6609	.58443
REL1	316	3.6930	.90716
REL2	316	3.6930	.84558
REL3	316	3.6867	.81257
REL4	314	3.8280	.85855
REL5	316	3.5411	.82513
RELM	316	3.6986	.66416
RES1	316	3.5459	.80096
RES2	316	3.3703	.87954
RES3	316	3.5000	.92410
RES4	316	3.5791	.92070
RES5	316	3.6614	.96407
RESM	316	3.4953	.58942
DS1	316	3.5949	.83219
DS2	316	3.3038	.87075
DS3	316	3.3449	.87904
DS4	316	3.5348	.91654
DS5	316	3.7816	.90490
DSM	316	3.4778	.58628
CS1	316	3.6424	.92683
CS2	316	3.6392	.88169
CS3	316	3.4462	.95632

	N	Mean	Std. Deviation
CS4	316	3.5032	.99682
CS5	316	4.0063	.07943
CS6	316	3.6424	.92683
CS7	316	3.6266	.86178
CS8	316	3.9937	.21072
CSM	316	3.6875	.57236
CL1	316	3.6329	1.00000
CL2	316	3.6614	.90636
CL3	316	3.6013	.89400
CL4	316	3.4367	.93899
CL5	316	3.4715	.98035
CL6	316	4.0063	.07943
CLM	316	3.6349	.55300
Valid N (listwise)	314		

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
CSM	3.6867	.57126	316
RELM	3.6986	.66416	316
AGM	3.6609	.58443	316
RESM	3.4953	.58942	316
ACCM	3.4343	.71259	316
DSM	3.4778	.58628	316

Correlations

		CSM	RELM	AGM	RESM	ACCM	DSM
Pearson Correlation	CSM	1.000	.472	.523	.502	.430	.219
	RELM	.472	1.000	.381	.355	.193	.145
	AGM	.523	.381	1.000	.580	.493	.249
	RESM	.502	.355	.580	1.000	.598	.361
	ACCM	.430	.193	.493	.598	1.000	.246
	DSM	.219	.145	.249	.361	.246	1.000
Sig. (1-tailed)	CSM	.	.000	.000	.000	.000	.000
	RELM	.000	.	.000	.000	.000	.005
	AGM	.000	.000	.	.000	.000	.000
	RESM	.000	.000	.000	.	.000	.000
	ACCM	.000	.000	.000	.000	.	.000
	DSM	.000	.005	.000	.000	.000	.
N	CSM	316	316	316	316	316	316
	RELM	316	316	316	316	316	316
	AGM	316	316	316	316	316	316
	RESM	316	316	316	316	316	316
	ACCM	316	316	316	316	316	316
	DSM	316	316	316	316	316	316

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	DSM, RELM, ACCM, AGM, RESM ^b	.	Enter

a. Dependent Variable: CSM

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.644 ^a	.414	.405	.44076	.414	43.828	5	310	.000	1.823

a. Predictors: (Constant), DSM, RELM, ACCM, AGM, RESM

b. Dependent Variable: CSM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.573	5	8.515	43.828	.000 ^b
	Residual	60.224	310	.194		
	Total	102.797	315			

a. Dependent Variable: CSM

b. Predictors: (Constant), DSM, RELM, ACCM, AGM, RESM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	.865	.212		4.074	.000	.447	1.282						
	RELM	.251	.041	.292	6.098	.000	.170	.333	.472	.327	.265	.822	1.216	
	AGM	.232	.055	.237	4.202	.000	.123	.341	.523	.232	.183	.593	1.687	
	RESM	.154	.060	.159	2.555	.011	.035	.273	.502	.144	.111	.487	2.053	
	ACCM	.125	.045	.156	2.798	.005	.037	.213	.430	.157	.122	.605	1.652	
	DSM	.021	.046	.022	.464	.643	-.068	.111	.219	.026	.020	.866	1.154	

a. Dependent Variable: CSM

Coefficient Correlations^a

Model			DSM	RELM	ACCM	AGM	RESM
1	Correlations	DSM	1.000	-.010	-.031	-.040	-.230
		RELM	-.010	1.000	.082	-.241	-.187
		ACCM	-.031	.082	1.000	-.234	-.428
		AGM	-.040	-.241	-.234	1.000	-.323
		RESM	-.230	-.187	-.428	-.323	1.000
	Covariances	DSM	.002	-1.948E-5	-6.228E-5	.000	-.001
		RELM	-1.948E-5	.002	.000	-.001	.000
		ACCM	-6.228E-5	.000	.002	-.001	-.001
		AGM	.000	-.001	-.001	.003	-.001
		RESM	-.001	.000	-.001	-.001	.004

a. Dependent Variable: CSM

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	RELM	AGM	RESM	ACCM	DSM
1	1	5.909	1.000	.00	.00	.00	.00	.00	.00
	2	.031	13.783	.02	.26	.00	.02	.43	.04
	3	.025	15.290	.01	.31	.02	.00	.01	.59
	4	.013	20.949	.00	.31	.58	.06	.40	.05
	5	.012	22.426	.54	.06	.02	.46	.08	.09
	6	.009	24.987	.42	.06	.37	.46	.07	.23

a. Dependent Variable: CSM

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.5769	4.6054	3.6867	.36763	316
Residual	-1.48044	1.19621	.00000	.43725	316
Std. Predicted Value	-3.019	2.499	.000	1.000	316
Std. Residual	-3.359	2.714	.000	.992	316

a. Dependent Variable: CSM

Regression

Descriptive Statistics

	Mean	Std. Deviation	N
CLM	3.6339	.55260	316
CSM	3.6875	.57236	316

Correlations

		CLM	CSM
Pearson Correlation	CLM	1.000	.604
	CSM	.604	1.000
Sig. (1-tailed)	CLM	.	.000
	CSM	.000	.
N	CLM	316	316
	CSM	316	316

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	CSM ^b	.	Enter

a. Dependent Variable: CLM

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.604 ^a	.365	.363	.44103	.365	180.536	1	314	.000	1.607

a. Predictors: (Constant), CSM

b. Dependent Variable: CLM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.116	1	35.116	180.536	.000 ^b
	Residual	61.076	314	.195		
	Total	96.192	315			

a. Dependent Variable: CLM

b. Predictors: (Constant), CSM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	1.483	.162		9.152	.000	1.164	1.802						
	CSM	.583	.043	.604	13.436	.000	.498	.669	.604	.604	.604	1.000	1.000	

a. Dependent Variable: CLM

Coefficient Correlations^a

Model			CSM
1	Correlations	CSM	1.000
	Covariances	CSM	.002

a. Dependent Variable: CLM

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	CSM
1	1	1.988	1.000	.01	.01
	2	.012	12.983	.99	.99

a. Dependent Variable: CLM

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.5036	4.3237	3.6339	.33389	316
Residual	-1.42741	1.63178	.00000	.44033	316
Std. Predicted Value	-3.385	2.066	.000	1.000	316
Std. Residual	-3.237	3.700	.000	.998	316

a. Dependent Variable: CLM