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CUSTOMER SATISFACTION: A CASE STUDY OF MTBL.

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CUSTOMER SATISFACTION: A CASE STUDY OF MTBL

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An Internship Report Presented in Partial Fulfillment
of the Requirements for the Degree
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Customer Satisfaction: A case study of MTBL

by

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has been approved
MAY 2012

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Samir Mainuddin
Lecturer
School of Business
Independent University Bangladesh

LETTER OF TRANSMITTAL

10thMay, 2012

To

Samir Mainuddin

Lecturer

Independent University, Bangladesh.

Subject: Submission of Internship Report.

Dear Sir,

Here is my internship report on CUSTOMER SATISFACTION: A CASE STUDY OF MTBL. I am submitting the report as part of my internship (BBA-499A). While preparing this paper, I tried my level best to follow your directions and the instructions that have given to me by my organization supervisor.

The entire report is based on customer satisfaction in MTBL. I have tried my level best to provide what I have learned during the internship program at Mutual Trust Bank, Mohammadpur Branch, Dhaka.

I shall be highly obliged if you are kind enough to receive this report. If you have any further enquiry concerning any additional information, I would be very pleased to clarify that.

Thanking you.

Sincerely yours,

_____

Fatema Fahmi Nisha

ID# 0820243

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Executive Summary

The aim of this study is to find out the satisfaction level of customers of Mutual Trust Bank Ltd. (MTBL). This bank is one of the fast growing banks operating in the economy of Bangladesh. The study will help to find out the level of satisfaction of customers derived from the services provided by MTBL in Bangladesh. The bank itself has a wide range of services designed for different customer segments. The bank offers its service to the customers from minors to non-reliable Bangladeshis, women entrepreneurs to senior citizens, farmers to corporate clients according their needs and demands. The study was conducted on MTBL Mohamadpur Branch. Convenient sampling method was used to for sampling. Close ended questionnaire was used for the survey. The questionnaire was made by the author using 5 point likert scale. The financial performance was analyzed by the ratios and SPSS (Statistical Program for Social Studies) was used to find the correlations between the independent and dependent variables. According to the survey, employee competence and reliability of their service are the most affecting phenomenon towards the satisfaction of the customers. On the other hand, empathy of their service and the physical evidence of the bank seem to have a moderate and negligible correlation accordingly with the satisfaction of the customers.

Introduction

The health and efficiency of the financial sector are crucial to economic growth of a country. Like most low-income countries, financial sector of Bangladesh is dominated by the banking industry. The performance of the banking sector has a direct relation with the entire financial sector and economy of our country. Therefore, in a country like Bangladesh, characterized by low savings rate, a large non- monetized sector, lack of institutions to accumulate rural savings, the importance of banking is well recognized. As banks play the most significant role in the economy, it is important to evaluate the performance of banks (Farzana and Zariab, 2008). Other than the financial performance, maintaining customer satisfaction could be an efficiency indicator of banks.

The banking industry in Bangladesh is highly competitive. According to International Finance Corporation – IFC (2009), the financial sector in Bangladesh consists of a central bank (Bangladesh Bank), 4 state-owned banks, 5 Government-owned specialized banks, 30 Domestic Private Commercial Banks, 9 Foreign-Commercial Banks and 29 Non-Bank Financial Institutions. 6562 branches of 49 banks operate in the country (Bangladesh Bank, 2006). According to IMF (2007), Private Commercial Banks command the greatest market share in terms of both industry assets and deposits. In late 2006, the contribution of financial sector assets to GDP was roughly 69%; out of them, the banking sector accounted for 58%. Data shows that retail banking is one of the most important sectors in the Bangladesh economy.

The interrelationships between service and customer satisfaction may provide creative ideas for improving services in order to gain a competitive advantage in the retail banking sector in Bangladesh.

Objective of the study:

The study objective is comprised with two types of objectives. They can be described as primary and secondary objective.

Primary Objective:

The primary objective of the study was--

❖ To find out the relationship between consumer satisfaction.

❖ To find the factors affecting the satisfaction level of the consumer

❖ To find the degree of satisfaction of customers of MTBL, Mohammadpur Branch.

❖ To recommend and suggest any solution that may be applicable

Secondary Objective:

The secondary objectives are to fulfill the academic requirement and obtaining some practical knowledge about the satisfaction and retention of the consumers in banking sector.

Significance of the Study:

The findings of this study effort may have practical implications for service providers that strive to organize their service offerings in order to accomplish their corporate objectives. The study will help or assist organizations to enhance their understanding of the actual customer behavior so that it will be easy for the companies to make decision regarding market penetration and/or service line expansion.

Overview of Mutual Trust Bank Ltd.

Mutual Trust Bank Limited is a full service scheduled commercial bank. It has both local and International Institutional shareholder. The bank is primarily driven with a view of creating opportunities and pursuing market niches not traditionally meet by conventional banks. Mutual Trust Bank has been motivated to provide "best-in-the-class" services to its diverse assortment of customers spread across the country under an on-line banking platform.

At present, Mutual Trust Bank is one of the fastest growing banks in the country. In order to support the planned growth of its distribution, network and its various business segments, Mutual Trust Bank is currently enrolling goal oriented, enthusiastic workforce for various business operations.

The Company was incorporated on September 29, 1999 under the Companies Act 1994 as a public company limited by shares for carrying out all kinds of banking activities with Authorized Capital of Tk. 38,00,000,000 divided into 38,000,000 ordinary shares of Tk.100 each.

The Company was also issued Certificate for Commencement of Business on the same day and was granted license on October 05, 1999 by Bangladesh Bank under the Banking Companies Act 1991 and started its banking operation on October 24, 1999. As envisaged in the Memorandum of Association and as licensed by Bangladesh Bank under the provisions of the Banking Companies Act 1991, the Company started its banking operation and entitled to carry out the following types of banking business:

i.   All types of commercial Banking Activities including Money Market operations.

ii.   Investment in Merchant Banking Activities.

iii.   Financiers, Promoters, Capitalists activities.

iv.   Financial Intermediary Service.

v.   Any related Financial Services.

The Bank operates through its Head Office at Dhaka and 76 branches. The Bank carries out international business through a Global Network of Foreign Correspondent Banks. The bank wants to build a profitable and socially responsible financial institution. It carefully listen to the market and business potentials, It is also assisting stakeholders to build a progressive, healthy, democratic and poverty free Bangladesh. It helps make communities and economy of the country stronger and to help people achieve their financial goals. The bank maintains a high level of standard in every aspect of their functions regarding their customers, shareholders, acquaintances and communities upon, which the future affluence of the company rests.

Mission of MTB

MTB aspire to be the most admired financial institution in the country, recognized as a dynamic, innovative and client focused company that offers an array of services in the search for excellence and to create an impressive economic value.

Vision of MTB

Mutual Trust Bank's vision is based on a Philosophy known as MTB 3V. MTB envision being;

- One of the best Performing Banks in the country

- The bank of Choice

- A Truly world class Bank

Services of MTBL

Retail Banking:

Mutual Trust Bank Ltd. is one of the largest retail banks in the country and serves the needs of individual client through its extensive branch network across the country. It offers an array of deposit and loan services to cater the financial need of its large customer base.

Deposit services

Savings Account:	The usual savings account for general use
Current Account:	For carrying out day-to-day business transactions
Brick By Brick:	Unique monthly savings plan which builds up over the years and provides a lump sum amount at maturity
MTB Education Plan:	Savings account for child education

Fixed Deposit Accounts:

Fixed Deposit Account refers where the amount of the account will be fixed for a certain period of time. Current interest rate of FDR is up to 12.50%.

Monthly Benefit Plan:	This plan offers to generate monthly income out of deposit.
MTB Inspire:	MTB Inspire is a savings account with an option of daily interest accrual and monthly credits.
MTB Senior:	Special deposit scheme tailored for senior citizens
MTB Ruby:	An exclusive savings account for women and is packed with special benefits for our women customers.
MTB Junior:	Savings account for minor students.
MTB Graduate:	A contemporary savings account for undergraduate students.
MTB Millionnaire Plan:	Millionaire Plan is a monthly savings plan, which is designed to make one a millionaire within a few years.
MTB Double Saver:	MTB Double Saver is a fixed deposit scheme where the deposit doubles in

Retail Loan services

MTB Personal Loan:	Any purpose loan for any personal purpose
MTB Auto Loan:	Auto Loan for financing both new and reconditioned cars.
MTB Home Loan:	MTB has a wide range of home loan options that can be customized to client's specific need.
MTB Home Equity Loan:	MTB Home Equity loan provides a packaged financial assistance to individuals for fulfillment of one's dream home.

MTB Card Services:

Credit Card:

MTB credit cards are accepted at over 23 million merchant establishments around the world including 110,000 merchant establishments in India. MTB also has different service groups regarding credits cards which are;

- Local Classic Credit card

- Local Gold Credit Card

- International Credit Card

- International Travel Card

- VISA Remittance Card

- MTB Haji Card

Other Services of MTBL

Small and Medium Enterprise (SME) Banking:

Small and Medium Enterprises (SMEs) plays an important role in the development of a country. SMEs contribute to the economic development in the various ways; by creating employment for rural and urban growing labor force, providing desirable sustainability and innovation in the economy as a whole.

MTB Plans to continue support sufficient credit availability to small and medium enterprises (SMEs), agriculture, renewable energy, women entrepreneurs and other service sectors. Considering the development of SME sector, MTB has started training and workshop for access to finance, financial counseling, commercial linkage, business advisory services and dealing with legal barriers.

SMEs have different types of credit needs. The credit schemes are,

MTB Bhagyobati	SME loan for women entrepreneurs
MTB Krishi	MTB Krishi is designed for direct lending in the agriculture sector.
MTB Mowsumi	SME loan for seasonal type of business.
MTB Revolving Loan	SME loan for manufacturing, service, trading or farming, requires working.
MTB Digoon	Enables the SMEs to get loan double amount of their deposit.
MTB Small Business Loan	Enables the SMEs to expand their business.
MTB Green Energy Loan	Environment friendly loan for renewable energy projects such as solar, biogas, wind, hydro and any other potential renewable plant.

Corporate Banking

MTB Corporate Banking services are a blend of the Corporate, Off-Shore Banking, and Syndication & Structured Finance, that focuses on offering a wide range of services to large corporate, multinationals and institutional clients. Corporate Banking understands the needs of the valued customers. MTBL always respect banking ethics, long term customer relationship, trustworthy bonding partnership, and growing together. Therefore, MTBL put highest priority to assist the customers fund requirements with its diversified financial products and services. MTBL offer flexibility of options to afford one the right financial products and services, designed particularly to meet the customer's immediate needs, individually conceived and professionally realized. MTBL's diversified array of corporate loan services tailored in the form of various funded and non-funded facilities to assist manufactures, traders and service industries which includes but not limited to the followings.

Term Finance

MTBL provide loans that have specified repayment schedule and a floating interest rate with tenure more than one year but less than ten years. MTBL offer term loans for the following broader purposes. MTBL take special care in financing to meet their customers' running capital requirements by offering the following services

Working Capital Finance

Trade Finance	Loan for export and import depending on customer requirements.
Syndication & Structured Finance	Customized loan solutions to fit both Greenfield and Brownfield business requirements.
MTB Offshore Banking	Specially tailored for 100% foreign owned company, joint venture and locally owned company in Export Processing Zones (EPZ) under special conditions.

MTB NRB Banking

The MTB NRB Division is basically designed for the Bangladeshi who lives abroad.

Amongst other functions, MTB NRB focuses on:

1) Designing a complete suite of services for NRBs

2) Make them easily available to the Bangladeshi Diaspora through the MTB website and Internet

3) Serve the customers with a special focus, deserving of such a hard-working segment of the

Bangladeshi population

4) Maintain and grow closer links with exchange houses, throughout the world, to increase,

exponentially, the flow of remittances through the Bank

MTB NRB has the following offerings for the customers.

NRB Savings Account	A regular savings account in local currency for the NRBs
NRB Deposit Pension Scheme (NRB DPS)	A monthly installment base savings deposit service in Bangladeshi Taka.
NRB Fixed Deposit (NRB FDR)	A regular fixed deposit account in local currency for the NRBs

Treasury Banking

MTB treasury offers sophisticated solutions supported by a large sales force and a state of

the art dealing room in Bangladesh. Currently MTBL's team covers Foreign Exchange, Fixed

Income, Money Market, Corporate Sales and Primary Dealers Business.

Other Value Adding Services

➢ SMS banking and Alert Service

➢ MTB Internet Banking

➢ Tele banking

➢ Locker Services

➢ MTB Visa Remittance Card

Literature Review

Satisfaction:

Satisfaction is not a very easy thing to describe. It is totally a mental state. Thus, it is difficult to define it. In spite of the difficulty, there are some definitions, which can be given here.

Customer satisfaction is a business term, which is used to capture the idea of measuring how satisfied an enterprise's customers are with the organization's efforts. In other words, consumer satisfaction is the measure or determination that a service or service meets a customer's expectations, in terms of both quality and service.

Customer satisfaction is an ambiguous and abstract concept and the actual demonstration of the state of satisfaction, which vary from person to person, and product /service to product/service. The state of satisfaction depends on a number of both psychological and physical variables, which is related with behavioral responses of satisfaction. The level of satisfaction can also vary depending on other options the customer may have and other services against which the customer can compare the organization's services.

Because satisfaction is basically a psychological state, care should be taken in the effort of quantitative measurement, although a large quantity of research in this area has recently been developed. Work done by Berry, Brodeur between 1990 and 1998 defined ten 'Quality Values' which influence satisfaction behavior, further expanded by Berry in 2002 and known as the ten domains of satisfaction. These ten domains of satisfaction include: *Quality, Value, Timeliness, Efficiency, Ease of Access, Environment, Inter-departmental Teamwork, Front line Service Behaviors, Commitment to the Customer and Innovation*. These factors are emphasized for

continuous improvement and organizational change measurement and are most often utilized to develop the architecture for satisfaction measurement as an integrated model. We can measure customer satisfaction with a service by using the gap between the customer's expectation of performance and their perceived experience of performance. This provides the measurer with a satisfaction "gap" which is objective and quantitative in nature. Another approach measures satisfaction by the "confirmation/disconfirmation" theory of combining the "gap" described earlier, into a single measurement of performance according to expectation. Therefore, we can see the complexity about the description of satisfaction.

Importance of consumer satisfaction:

Every organization has some kind of customers. The organization provides some kind of services (goods and/or services) to its customers through the mechanism of a marketplace. The services the organization provides are subject to competition whether by similar services or by substitution services.

The reason an organization is interested in the satisfaction of its customers is that customers purchase the organization's services. The organization is interested in retaining its existing customers and increasing the number of its customers.

Customer Satisfaction depends on the following aspects.

Employee Competency:

Employee competency is the effectiveness of the employees to provide the service skillfully. This includes the capability of serving promptly, knowledge of the services and procedures. The employee competency helps the clients to be satisfied when they receive a prompt and high quality service.

Reliability of the Service:

Reliability is about the accuracy and timeliness in the service provided. Reliability is defined as providing service as promised, in the right time, in the right way and accurately. Thus, in one word reliability means a consumer can depend on the service provider. Customers expect the banks to be reliable in terms of their service.

Assurance of the Service:

For the satisfaction of the consumers, assurance is one of the pre-requisites. Assurance provides the customer confidence, feeling of safety. By assuring a customer about the service delivery in time, the bank can win the satisfaction of the customers.

Empathy in the Service:

A customer can be satisfied when s/he is served with the empathy in the service. Empathy in the service is described as—paying customers individual attention, understanding client's problems etc. By human nature, people tend to expect empathy and respect from someone who they wish to deal with.

Accessibility of the Service:

When the customers find out that they can do the transaction in a suitable time, a suitable place etc. can make them feel satisfied. Thus, accessibility of the service can be described as the availability of the service in terms of the convenient place, price and time.

Innovation:

Service innovation is the flexibility and innovativeness of the services. Needs and demands of the customers changes over period of time. When the customers find new services according to their demand, the customer's satisfaction is usually higher.

Pricing:

The pricing of the service is very much influential on the satisfaction of the consumers. This is one of the most sensitive issues that affect customer's satisfaction in a country like Bangladesh. When price is perceived as reasonable, the customers will be satisfied easily.

Physical Evidence of the Service:

Physical evidence of the service means the tangible of the service. The modern equipment, visually appealing facilities, visually appealing materials associated with the service all are the components of the physical evidence. Physical evidences helps the customers feel satisfied by having a virtual experience of tangibility of the service.

Satisfaction and Retention:

Both the consumer satisfaction and retention are the post purchase process of the consumer behavior. After the purchase, it is very natural to be in dissonance. However, through a complex process consumers can become loyal, satisfied or nonuser. A customer reaches to the satisfaction level after a complex process of analysis and evaluation of the service. Though, reaching to the satisfaction level cannot ensure that the customer will always use the same service, but customers cannot be retained unless they are satisfied.

Methodology:

The study itself is quantitive under descriptive in nature and it tried to clarify the nature of the problem. The study will also include quantitative data in order to find out the level of satisfaction of the consumers of MTBL, Mohammadpur Branch.

Data Sources:

The study is mainly based on the primary data source and the secondary also. All the information will be collected from primary and secondary sources. The primary sources included the consumers of the bank, the officials of the bank. The secondary sources included the Web sites, various books and magazines.

Methods of collecting the primary data:

Structured questionnaire and personal interviews are the methods of collecting the primary data.

Nature of the questionnaire:

The questionnaire consists of few close-ended questions. The questionnaire intends to find out the satisfaction level of the consumers on different factors.

The respondents responded to questions under each variable on five point Likert Scale with "Strongly Agree" dictating the highest level of satisfaction, "Strongly Disagree" as the highest level of dissatisfaction. Some demographic questions were also asked for more interpretation of responses.

Sampling:

Sample: The consumers of the Mutual Trust Bank Ltd. Mohammadpur Branch were the sample for the survey required to understand the satisfaction level of the consumers.

Sample size: The sample size was 34 for the survey. 34 clients responded out of 40 who were approached for the survey.

Sampling Technique: Convenient sampling method was used to collect the data. The consumers with more knowledge and interaction with MTBL is expected to provide the information which will be more accurate for the topic.

Data Analysis:

Data analysis is done by using Statistical Program for Social Studies (SPSS). The analysis will be shown in different graphs and tables.

Measurement of Satisfaction:

The usual measures of customer satisfaction involve a survey instrument with a set of statements using a Likert technique or scale. The customers will be asked to evaluate each statement and in term of their perception of the performance of the organization. From this we can get the level of satisfaction from the customers.

Limitations:

The limitations that were faced are

➢ Confidentiality of data was another important barrier that was faced during the conduct of this study. Every organization has their own secrecy that is not revealed to others. While collecting data on the Mutual Trust Bank Ltd., personnel did not disclose enough information for the sake of confidentiality of the organization as well as customers.

➢ Rush hours and business was another reason that acts as an obstacle while gathering data.

➢ The findings of the survey are based on customers' response in the Mutual Trust Bank Ltd. Mohammadpur branch, located in Dhaka City only. The results may not reflect the same for other branches of Mutual Trust Bank Ltd.

Analysis:

Comparison of financial performance:

From ratio analysis, it is found, that the average ROA of Mutual Trust Bank Limited (MTBL) is 1.45% compared to 1.57% for Mercantile Bank (MB) and 2.41% for One Bank (OB). ROA shows the banks net income relative to the amount invested in assets where MTBL net income relative to assets is less than others.

ROE indicates the rate of return on the stockholder's investment which is 20.24% for MTBL, 18.94% and 31.24% for MB & One Bank respectively. It means the owners of One Bank are receiving a very attractive return on their investment compared to MTBL and Mercantile Bank.

Price to earnings ratio of MTBL shows that people is paying 8.83 times for each share relative to the net income earned by the firm per share. Here the price to earnings ratio of One Bank and Mercantile Banks are 3.39 times and 15.04 times respectively.

Credit deposit ratio shows MTBL is less able to provide the loan to people compared to One Bank and Mercantile Bank. The credit deposit ratio is 81.15%, 87.39% and 82.79% for MTBL, Mercantile and One Bank.

Current ratio shows the MTBL has TK.13.08in current assets for every one taka current liabilities where the One Bank and Mercantile Bank have Tk.19.27 and Tk.3.98.

Debt ratio indicates the amount of debt is used to finance a firm's assets. The debt ratio of MTBL, One and Mercantile Bank is 87.5%, 84.68% and 87.79% respectively.

Cash position indicator of One Bank, Mercantile Bank and MTBL is 95.09%, 88.4% and 86.73%. The results show that cash position of MTBL is little lesser than One and Mercantile Bank.

Net interest margin is a measure of the difference between the interest income generated by banks and the amount of interest paid out to their lenders, relative to the amount of their interest-earning assets. Net interest margin of MTBL is 2.71 times, which is 4.9 times and 2.34 times more than One Bank and Mercantile Bank respectively.

Total asset turnover indicates the management effectiveness at managing its assets in generating revenue. In this case, MTBL is much better than One Bank where MTBL total asset turnover is 7.91 times relative to One Banks 2.73 times. But Mercantile Bank has little better total asset turnover compared to MTBL which is 8.11 times.

In debt to equity ratio it shows that MTBL has 12.22% debt relative to equity. The other two bank One and Mercantile have 11.77%, 10.21% respectively. From this scenario we can say that MTBL has more debt to equity compared to its competitors.

Customer Satisfaction

According to the correlation matrix (Appendix C) there is statistically significant relationship between all the variables and overall satisfaction of the customers. Here Employee competency and Reliability, have very strong correlation with Overall satisfaction. Significance of Employee competency and Reliability of the Banks service are 0.827 and 0.805 respectively which are close to 1.

Assurance, Accessibility of their service, Service Innovation and Pricing also has strong statistical correlation with overall satisfaction of the customers. Assurance, Accessibility, Service Innovation and Pricing denotes to have 0.776, 0.746, 0.732 & 0.708 level of significant statistical correlations with overall satisfaction of the customers.

On the other hand Empathy of their service, showing 0.544 level of significance, denotes to have a moderate correlation with Overall satisfaction of the customers. But Physical Evidence of the Bank seems to have almost negligible relationship with overall satisfaction of the customers with significance level of 0.193.

Conclusion

Customers of MTBL Mohammadpur Branch, provides most priority to the competency of MTBL employees and consistency of their service. MTBL itself have made strong foothold in the customer's perception through ensuring competent workforce who has made the service more reliable. These two aspects are the most important factors to ensure customer satisfaction and thus retention. It is very important for the bank to make sure that these factors don't fluctuate.

The customer's next priorities are assurance, accessibility of their service, service innovation and pricing affects the overall satisfaction of the customers. The bank has earned its reputation by building confidence and perception of safety into the customers. According to the customers, the services of this bank are easily accessible from its branches and as well ATM booths. The bank's differentiated services and packages are another source of satisfaction to the customers. These schemes are made according to their various needs and demands. Though the customers are enjoying good quality services, yet the price of the services are comparatively satisfactory according to customer perception.

However, empathy of their service and the physical evidence of the bank affect the overall satisfaction very little. The structured services of the industry sometimes provide a very little room for empathy. On the other hand, the physical evidence may not consciously affect the customer's satisfaction, yet it is one of the basic requirements to differentiate their quality service from the traditional service providing organizations.

Recommendation

The following recommendations are given considering MTBL Mohammadpur Branch. To make the service more reliable and competent:

❖ Proper training & development will improve the quality of service provided by the employees. It will also make the employees more competent and reliable.

❖ Maintaining the existing organizational culture very strongly also can help to make the service more reliable and competent.

❖ The customers should be given outmost priority during proving the service.

❖ More employee empowerment can improve the overall satisfaction regarding empathy.

❖ More creative, attractive and convenient design of the bank can improve the satisfaction level of the customers regarding physical evidence of the bank.

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Appendix:

Appendix A:

Financial Highlights:

<div align="center">

Inter Company Comparison

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Particular	OBL	MBL	MTBL
Year of establishment	May 1999	June 2, 1999	Sep 29,1999
Paid up capital	2057210100	4072206600	2119582000
No. of Branches		53	77
Deposits	50873707749	73739392053	8590502228
Loan and Advances	42190397165	66377697326	37730458690
Cash	4740178818	4877118983	3456112220
Investment in Govt	5776963896	9565346007	8070955596
Net Income Before tax	2680450749	2435925909	1194485027
Net income After tax	1887450749	1425338409	755157401
Total Shareholder equity	4864285099	7185685263	4145391118
Total asset	58704871408	87140109470	56457442436
Total liabilities	53840586309	79954424207	52312051318

Inter Company Comparison

Particulars	OBL	MBL	MTBL	Average	OBL	MBL	MTBL	Average
Year	2010	2010	2010		2009	2009	2009	
ROA	0.0322	0.0151	0.0134	0.020233	0.0161	0.0164	0.0155	0.016
ROE	0.3880	0.1804	0.1822	0.2502	0.2368	0.1984	0.2227	0.2193
Book value	236.46	19.5868	195.5759	150.5409	149.14	17.6457	173.8319	113.5392
Price Earnings Ratio	2.5772	9.8584	0.8869	4.440833	4.2225	20.2265	16.7872	13.7454
Credit Deposit Ratio	0.8293	0.8477	0.8230	0.833333	0.8264	0.9002	0.8000	0.8422
Current ratio	31.1588	1.2735	7.8909	13.44107	7.3836	6.6960	18.2669	10.78217
Debt Ratio	0.8702	0.8480	0.8803	0.866167	0.8856	0.8456	0.8698	0.867
Cash Position Indicator	0.9473	0.8658	0.8733	0.895467	0.9544	0.9022	0.8614	0.906
Riskless Asset position	1.0458	1.0660	1.0162	1.042667	1.0632	1.0120	1.0312	1.035467
Liquidity Asset ratio	0.2058	0.2654	0.2084	0.226533	0.2123	0.1762	0.2339	0.207467
Operating expense turnover	0.3240	0.4275	0.4424	0.397967	0.3614	0.4038	0.3605	0.375233
Net Interest margin	(0.03)	0.0218	0.0286	0.0068	(0.07)	0.0250	0.0257	-0.00643
Total Asset turnover	0.0317	0.0837	0.0771	0.064167	0.0229	0.0785	0.0811	0.060833
Debt Equity Ratio	10.5022	10.1660	11.9889	10.8857	13.0348	10.2542	12.4587	11.9159

Appendix B:

Questionnaire

Dear Respondent:

As a part of academic requirements, I have to conduct a survey in rationale of writing my internship report. Note that the information will be used only in academic purpose. Please feel free to ask for ANY HELP.

Please put tick on the appropriate place.

Age: ☐ Below 25   ☐ 25-30   ☐ 30-35   ☐ 35-40   ☐ Above 40

Gender: ☐ Female   ☐ Male

Income Level: ☐ Below 12,000   ☐ 12,000-22,000   ☐ 22,000-32,000   ☐ 32,000-42,000   ☐ Above 42,000

Name the Account/s you are holding—

☐ Savings   ☐ Current   ☐FDR   ☐ DPS   ☐STD   ☐ Others

Frequency of Transaction:

Please mark the average frequency of your transaction in **one month**:

☐ Below 5 days   ☐ 5-10 days   ☐ 10-15days   ☐ 15-20 days   ☐ More than 20 days

A. Employees competency	Strongly-Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1. The bank's employees know very well the bank's services	5	4	3	2	1
2. You receive prompt service from the bank's employees	5	4	3	2	1
3. Bank employees have the necessary knowledge to serve you promptly	5	4	3	2	1

B. Reliability on their service

4. You get the service as expected	5	4	3	2	1
5. You have the dependability on their service	5	4	3	2	1
6. You get the service as promised	5	4	3	2	1

C. Assurance of their service

7. You feel confident by getting their service	5	4	3	2	1
8. You get full satisfaction	5	4	3	2	1

D. Empathy in their service

9. You get individual attention	5	4	3	2	1
10. You feel that they understand your Problem/s	5	4	3	2	1

E. Accessibility of their service

11. It is not expensive for you to maintain account here	5	4	3	2	1
12. Their service time is suitable for you	5	4	3	2	1
13. You can reach the branches very easily	5	4	3	2	1

F. Service innovation

14. The bank offers flexible services that meet my needs	5	4	3	2	1
15. The bank offers new and innovative services	5	4	3	2	1

G. Pricing

16. The bank's charges are reasonable	5	4	3	2	1

H. Physical Evidence

17. The bank's physical appearances is appealing	5	4	3	2	1
18. The interior design of the premises	5	4	3	2	1

facilitates the transactions

19. The atmosphere inside the bank gives you
a positive impression about the services it   5   4   3   2   1
offers

I. Overall Satisfaction
20. Please indicate your satisfaction level for the service

Highly Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Strongly Dissatisfied
5	4	3	2	1

****************************Thank you****************************

Appendix C:

Correlation Matrix

		Overall Satisfaction	Employees competency	Reliability on their service	Assurance of their service	Empathy in their service	Accessibility of their service	Product innovation	Pricing	Physical Evidence of the bank
Overall Satisfaction	Pearson Correlation	1	.827**	.805**	.776**	.544**	.746**	.732**	.708**	.193
	Sig. (2-tailed)		.000	.000	.000	.001	.000	.000	.000	.275
	N	34	34	34	34	34	34	34	34	34
Employees competency	Pearson Correlation	.827**	1	.765**	.800**	.659**	.776**	.656**	.792**	.238
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.175
	N	34	34	34	34	34	34	34	34	34
Reliability on their service	Pearson Correlation	.805**	.765**	1	.704**	.605**	.728**	.486**	.754**	.298
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.004	.000	.087
	N	34	34	34	34	34	34	34	34	34
Assurance of their service	Pearson Correlation	.776**	.800**	.704**	1	.569**	.807**	.736**	.742**	.418*
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.014
	N	34	34	34	34	34	34	34	34	34
Empathy in their service	Pearson Correlation	.544**	.659**	.605**	.569**	1	.686**	.457**	.389*	.229
	Sig. (2-tailed)	.001	.000	.000	.000		.000	.007	.023	.193
	N	34	34	34	34	34	34	34	34	34
Accessibility of their service	Pearson Correlation	.746**	.776**	.728**	.807**	.686**	1	.776**	.567**	.214
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.225
	N	34	34	34	34	34	34	34	34	34
Product innovation	Pearson Correlation	.732**	.656**	.486**	.736**	.457**	.776**	1	.508**	.058
	Sig. (2-tailed)	.000	.000	.004	.000	.007	.000		.002	.745
	N	34	34	34	34	34	34	34	34	34
Pricing	Pearson Correlation	.708**	.792**	.754**	.742**	.389*	.567**	.508**	1	.365*
	Sig. (2-tailed)	.000	.000	.000	.000	.023	.000	.002		.034
	N	34	34	34	34	34	34	34	34	34
Physical Evidence of the bank	Pearson Correlation	.193	.238	.298	.418*	.229	.214	.058	.365*	1
	Sig. (2-tailed)	.275	.175	.087	.014	.193	.225	.745	.034	
	N	34	34	34	34	34	34	34	34	34
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										