

Measuring Customer Satisfaction in General Banking: A Case Study on Mutual Trust Bank

Measuring Customer Satisfaction in General Banking: A Case Study on Mutual Trust Bank

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Date of submission:



Letter of transmittal

Date: September 22, 2025

James Bakul Sarker

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Subject: Application for permission to submit Project Report.

Dear sir,

I am glad to inform you that I have completed my project report on Measuring Customer Satisfaction in General Banking: A Case Study on Mutual Trust Bank, I am very happy to submit this report to you. Certainly, it will be helpful to my future goals and assist me in completing the Bachelor of Business Administration.

During my project, I have fully utilized the opportunity. Writing this report has given me valuable knowledge that will help me significantly in my academic and professional goals. Because of this, my understanding of banking operations has expanded. I had to give a lot of effort to write this report.

Please accept my sincere gratitude for the opportunity you've given me to write this report. Writing this report is an excellent way to put everything I learned in the BBA program into practice, and I'm glad I had the opportunity to do so. I would be happy to answer any questions you may have.

Sincerely Yours,

Sayra jahan salima

ID- 111201088

Bachelor of Business Administration

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Declaration of the student

It is hereby declared that the current project in the title of which I refer to as Measuring Customer Satisfaction in General Banking: A Case Study on Mutual Trust Bank is a piece of original work that was prepared under the guidance of professor James Bakul Sarker of the School of Business and Economics at the university of the United international university. The assignment is presented in part to complete my study course.

The report is based on my personal research and discussion and does not include any of my previous assignments to submit to any academic award/publication. Every single data and information employed in the study has been cited and has been sourced out of original materials. I also believe that the success of this research was made possible by the fruits of help of my supervisor, colleagues, and survey taking respondents.

I realize that the violation of the academic integrity policies or plagiarism by any means will lead to my disqualification of works.

Acknowledgment

I would like to initially admit that I am delighted to have successfully wrapped my project along with the concerned report in the time-frame that I had as my permit by Almighty ALLAH granted to me the strength and wisdom to execute my project and report.

Professor James Bakul Sarker has given me the greatest chance to be guided and supervised and his constant support and key contributions have played an important part in my whole internship experience. His professionalism in the role of a supervisor is an extreme treasure to me and it made my project easier to maneuver.

I also want to extend my deepest gratitude to the whole faculty and staff body of BBA department, who gave me a chance to put my theoretical knowledge in a working environment, which contributed greatly towards my learning.

Finally, I want to extend my deepest credit to Mutual Trust bank who has offered me the chance to develop my project and the title of which is Measuring Customer Satisfaction in General Banking: A Case Study on Mutual Trust Bank. I just want to use this opportunity and would like to thank my colleagues and mentors in the bank to support me, offer suggestions and encouragement during the process of this research. Their team work and friendly work atmosphere helped me to approach different issues successfully.

Executive summary

The present report, entitled Measuring Customer Satisfaction in General Banking: A Case Study on Mutual Trust Bank explores the customer satisfaction score regarding the services at the Mutual Trust Bank (MTB). Bangladesh banking industry has become very competitive, and customer satisfaction is key to retaining customers as well as securing long term success of the industry. This paper is mainly aimed at evaluating the quality of the services provided by MTB, some factors influencing customer satisfaction, and some suggestions on how the services can be better.

The research deploys SERVQUAL model that scales five dimensions of service quality that consist of tangibles, reliability, responsiveness, assurance and empathy. The dimensions have been measured and evaluated by the help of a structured questionnaire provided to 30 customers of MTB. Findings indicate that there are issues that are appropriately covered by the bank such as security and friendliness whereas in certain aspects, e.g. the responsiveness and the reliability of its services, there are huge gaps.

The researchers found that the improved presentation of quality of service in different departments of the MTB perceptions related to the hygiene and professionalism of the facility, and the lateness of receiving night services were mentioned by the clients. Also, the existing work done by the bank within the sphere of digital banking and the overall customer connectivity was defined as being inadequate, especially regarding the attraction of the younger customer demographic.

As a result of these findings the report proposes some direction to improving customer satisfaction. Some of these are the improved mobile banking, which provides uniformity in all its branches, the training of its employees to work more responsibly, and systems that provide individual customers with personalized financial services owing to their needs. As these areas will be hit, the 2MTB will be able to increase the level of customer retention and stay competitive in the marketplace.

In conclusion, the current report illuminates the core considerations of customer satisfaction in the context of how the concept is applied at MTB and provides such action measures that would help the bank enhance the provision of its services and their retention of customers.

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CHAPTER I: INTRODUCTION

1.1 Background of the Study

Sustainability and belief in terms of maintaining success of any business most importantly in service lines heavily relies on customer satisfaction. Customer satisfaction that can be identified and measured is paramount in the banking industry because of the competition and the issue of customer loyalty which are more volatile thus necessitating the need to sustain long-lasting relationships and customer services quality enhancement (Levesque and McDougall, 1996). As a leading corporation in the financial services sector in Bangladesh, Mutual Trust Bank must make sure that its services fulfill the customers' needs and expectations.

Customer satisfaction in the banking sector is influenced by other issues such as quality of service, responsiveness, reliability, and convenience of banking channels (Kaura et al., 2015). With the advent of digital banking, and the changing arguably, customer tastes and preferences in regard to banks, customer satisfaction measure is already such a moving and striking problem to the banks. The aim of this research paper is to identify the level of customer satisfaction in the bank of mutual trust after analyzing the different variables that define customer experiences and expectations in this bank. These lessons will help the bank redefine its strategies in an attempt to serve its customers better, which will bring a lot of satisfaction.

1.2 Statement of the Problem

Although customer satisfaction has gained increasing significance in the banking sector, research efforts have still not been made to make an insightful study of the factors leading to customer satisfaction in the Mutual Trust Bank. Despite the various banking services offered by the bank, customer feedback and level of customer satisfaction are not quantified and evaluated systematically. Lack of any correct data on customer satisfaction will make the bank struggle to know the factors that need to be improved and how to tackle the dissatisfaction faced by customers and have the same be at a competitive advantage with the market.

This study seeks to address this void by giving an analytical report to determine the extent of customer satisfaction at the mutual trust bank, see where the bank is doing well, and where the bank requires enhancement. The issue in this research is the question of lack of planned strategy to realize customer satisfaction over the setting of Mutual Trust Bank (Siddique, 2011).

1.3 Objectives of the Study

The primary objectives of the study are:

- To determine the degree of customer satisfaction within the Mutual trust bank.
- To determine which are the dominant factors, which determine customer satisfaction in general banking services.
- To find out the correlation between the dimensions of sexuality of service, quality and the overall customer satisfaction.
- To recommend best improvement measures to improve customer satisfaction at the mutual trust bank.

1.4 Theoretical Framework and Research Hypotheses

The SERVQUAL model is one of the most common frameworks that have been suggested to measure service quality and will guide this study; it has five dimensions, namely, tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988). The following dimensions will comprise the customer satisfaction measurement at Mutual Trust Bank.

The research hypotheses which shall be tested in this paper are:

- **H1:** Quality of the service allocated (tangibles, reliability, responsiveness, assurance, and empathy) and customer satisfaction are very much associated in the case of the Mutual trust bank.
- **H2:** Mutual Trust Bank has positive relationship between customer loyalty and customer satisfaction.
- **H3:** The degree of customer satisfaction with the company differs depending on the customer groups (e.g., account holders, loan clients, savings account holders).

1.5 Motivation of the Study

The rationale behind this research is due to the heightened level of customer satisfaction in the competitive banking industry. Due to the rapid development of banking products, particularly the introduction of digital applications, administration has enhanced customer demand (Al-Hawari, 2015). Banks need to live up to these expectations, or they will lose their customers to banks that are focusing on providing superior services or innovative products. It will be in the

best interest of the Mutual Trust Bank to understand what drives customer satisfaction to stay not only with the existing clientele but also with the new clients.

The study will also be of good resources to the banking sector players, policy makers and researchers who will aim at enhancing service delivery within the banking sector. The results of this study will be of practical use to the management of Mutual trust bank and thus give them the opportunity to implement informed decisions as concerns improvement of services and customer relationships management.

1.6 Scope and Limitations of the Study

This research paper is confined to the case of Mutual Trust Bank and the customers. The study will revolve around the general banking service of the bank that comprises savings accounts, checking accounts and loan service. Customer satisfaction will be measured in different branches of the bank, where a representative sample of customers on the basis of their diverse demographic backgrounds will be used.

Nevertheless, this study has some weaknesses:

- The researchers limit the study to Mutual Trust Bank, and the sample is not applicable to all other banks throughout Bangladesh or even in other countries.
- The research will mostly be based on self-reports by the customers that can cause bias or errors in answers.
- The sample size could also be smaller because of working with limited time and resources and the subsequent impact on the statistical power of the analysis.

1.7 Definition of Key Terms

- **Customer Satisfaction:** An index that relates the level of products and services provided by a company to the expectations of the customers.
- **Service Quality:** How much of the service is appropriate according to the customer expectations and how much it is offered in a highly professional manner.
- **SERVQUAL Model:** Service quality model assessing customer appraisals of service according to five scales: tangibles, reliability, responsiveness, assurance, and empathy.

- **Customer Loyalty:** The intentions which the customer can make toward the bank to go on with doing business with the bank based on the level of satisfaction with the services which the bank provided to them.

1.8 Organization of the Remaining Chapter

The rest of the chapters of this report will be arranged as follows:

- **Chapter II: Review of the Literature** – The chapter puts a review of literature on customer satisfaction in banking through aspects of dimensions of service quality and how customer satisfaction influences performance of banks.
- **Chapter III: Research Methods** – The chapter identifies the research design, sampling, data collection and data analysis in this study.
- **Chapter IV: Research Findings** – The findings of the analysis of the data are introduced in this chapter as well as the level of customer satisfaction and related factors.
- **Chapter V: Discussion** – The chapter presents findings according to the research questions, gives the conclusion, and gives the research study advice on how future research and recommendations towards better customer satisfaction in the Mutual Trust Bank can be realized.

CHAPTER II: REVIEW OF THE LITERATURE

2.1 Introduction

The banking sector is an important consideration of economic growth of any state. Banks play a major role in trade and business transaction as well as granting financial services to people in Bangladesh. The banking industry has been one of the industries where customer satisfaction has become critical due to the rapid developments in banking solutions and services. This chapter considers the literature on customer satisfaction in banking industry in terms of service quality dimensions, industry-independent factors, and industry-specific factors.

The review will begin by analyzing the banking industry and then proceed to analyze the factors that influence customer satisfaction in banking. We will read different articles which connect

customer satisfaction with competitive advantages which banks might obtain when they pay attention to service, technological innovations and being customer centered.

2.2 Industry Analysis

Banking sector is a competitive one and many factors define its performance. The better perception of the industry will assist in putting the measurement of customer satisfaction into perspective and those variables which must be taken care of when measuring customer experiences.

2.2.1 Specification of the Industry

Banks in Bangladesh are made up of commercial banks, specialized banks, and foreign banks that meet the financial requirements of comers in Bangladesh, companies, and the government. The industry is classified as positing on the array of services offered which include retail banking, corporate banking and investment banking. Deposits, loans and payment facilitation are the key services done by these banks.

In this research, we target the general banking services, which the bank offers as the basic services, savings accounts, checking accounts and personal loans. Similar to other commercial banks, Mutual Trust Bank operates within the retail banking industry and is designed to meet the needs of individual clients and provide personalized banking experience.

2.2.2 Size, Trend, and Maturity of the Industry

The Bangladesh banking sector has expanded by tremendous proportions in recent decades. The Bangladesh bank (2022) highlights that the number of banks in Bangladesh has increased with several fresh entrants in the market. Nevertheless, the banking sector remains at an early stage of development, especially with regards to the uptake of digital banking and financial inclusion behavior. These advanced banking technologies, increased regulations and increased competition are evidence of maturity of the industry.

However, recent changes have shown that there has been a change to digital banking services as well as mobile banking services that have become mandatory in offering convenient services to clients. Industry's maturity can be measured to the extent to which the industry has embraced these technologies and the extent to which the technological changes in providing banking services have enhanced customer satisfaction.

2.2.3 External Economic Factors

The banking industry is highly dependent on the economic wellbeing of a nation. Inflation, GDP growth, interest rates, government policies among others influence the stability and growth of banks. Customers might have less disposable income during booms in the economy or high inflation which will influence their capability to participate in banking products such as loans, deposits or savings.

Banks also have to adapt to updated monetary policies, which may demand changes in interest rates that they provide both on savings and loans. These external economic conditions can affect customer satisfaction in the banking sector because when customers are not satisfied with the rate of interest that is either not justified with the rate of inflation or is not representative of that of other banks and financial institutions they may feel dissatisfied.

2.2.4 Technological Factors

The banking sector has undergone extensive fluctuations in technology over the past twenty years. Technologies are now transforming the way people experience banking; mobile banking, online banking, automated teller machines (ATM), and internet banking. The option of being able to access banking services online and to pay bills or to transfer money has become a crucial tool for the present-day customers of the banking industry.

In the case of such a bank as the Mutual Trust bank, the introduction of the newest technologies into their service is a necessity which will enhance customer satisfaction. According to research, the higher the degree of bank technological advancement, the higher the probability of customer satisfaction and offering convenient and safe services (Al-Hawari, 2015).

Additionally, customer expectations have already started being influenced by technology in fintech (e.g. mobile wallet, blockchain, etc.). To remain competitive and achieve other goals like satisfaction with customers, banks need to adapt to the form of injecting these technologies into their systems. Another important issue that is emphasized in the literature is the importance of customer support contact means like Smart chatbots or 24/7 call centers that may also enhance customer experience.

2.2.5 Barriers to Entry

Presence of barriers of entry in the banking sector can significantly contribute towards the level of competition in a specified industry. The outlined above may include stringent regulation requirements, increase in capital spending and confidence in dissipating the customers. Any of the new banks that establish shop in the country must satisfy some substantial processing criteria by the central bank (Bangladesh Bank). It is also a big gulp as far as advertising and to the service quality in order to build up the image and trust the client in this type of business transacting in competition.

The reason being they are those threats to the future of the current banks that are guaranteed, but they are also those that inhibit even more entrants into the market. However, digital banks and mobile-based banking services have superseded the significance of these barriers. This change opens new opportunities for new players, and offers new innovative solutions to meet unmet markets, thereby bringing about customer satisfaction through new service offerings.

2.2.6 Supplier Power

As regards the banking industry suppliers comprise of those parties which supply the resources required in the provision of banking services. Among these suppliers are technology suppliers, ATM providers, payment gateway service providers, and financial services providers. Supplier power may affect the banks regarding the cost they pay to use their services such as card payment, online transactions or in building of infrastructure.

In Bangladesh, most times large technology firms control the banking sector making them very powerful when it comes to pricing. The strength of these suppliers can also be more powerful than in the past since the banking industry is becoming less dependent on developed technology. As an illustration, a bank which is highly dependent on one ATM supplier and in the event the prices are raised because of the increased costs, the bank will experience some difficulties which translate into the costs incurred by customers due to the increase in the price of such facilities.

2.2.7 Buyer Power

The Customer power of the banking sector is quite high, more so in a surrounding where the customers host a greater number of options of service providers. The advent of digital banking

and mobile banking apps has allowed customers to swap banks easily; this is why it is significant that the banks satisfy their customers and deliver them superior service.

Buyer power has been enhanced by the internet as the customers research the services of various banks, interest rate, and tension by reading the customers reviews of those banks. Therefore, financial institutions such as Mutual Trust Bank should keep on improving their services to have customers and also maintain existing customers and get new ones. The higher the quality of service offered, the higher the ability of customers to be loyal and the immediate result of this is towards customer satisfaction.

2.2.8 Threat of Substitutes

The banking sector faces the threat of substitutes posed by other financial service providers. These alternatives could encompass digital wallet, mobile banking systems, and micro-banking institutions that are offering services that were previously offered by banks. Additionally, non-bank financial organizations/intermediaries and peer-to-peer lenders are increasingly popular among customers who might prefer faster or more convenient or cheaper options.

In the case of Mutual Trust Bank, the advent of fintech start-ups and other financial services is both a threat and a chance. The bank has to be creative enough to develop a service that is equally convenient, secure or economical like other operations offered by these new competitors. This may reduce customer satisfaction because they may switch to easier or cheaper alternatives.

2.2.9 Industry Rivalry

In this banking industry, customer satisfaction is among the greatest factors dictated by competition among the banks. The competition between banks can become the source of innovation in services, growth in the quality of customer service, and offering better prices. The factor of high population of commercial banks in Bangladesh e.g. BRAC Bank, Dutch-Bangla Bank and many others has increased competition in the industry.

Studies have indicated enhanced competition leads to better service provision since the banks struggle to provide better products and services to attract and retain customers. Nevertheless, strong competition can also cause price wars that can influence the profit margin of the banks and, accordingly, worsen the delivery service to the customers. Therefore, although industry

competition may result in better customer satisfaction the debt and sorrow is experienced by banks that would do their best to serve superbly.

2.3 Literature Survey

Several studies have been conducted to establish the connection between customer satisfaction and other service quality dimensions within the banking industry. In a study by Parasuraman, Zeithaml, and Berry (1988), the authors selected five dimensions of service quality such as tangibles, reliability, responsiveness, assurance, and empathy of service providers essential to customer satisfaction in service industries, including the banking industry. Since then, these dimensions formed the foundation of numerous studies determining satisfaction of the customers in the banking industries.

The relevance of these dimensions was also emphasized by further research of Babakus and Boller (1992) who showed that better services by delivering reliable, responsive and empathetic services increased chances of higher customer satisfaction by banks. Moreover, a literature review conducted by Spreng and Mackoy (1996) written that user loyalty and retention are directly related to customer satisfaction. Cultural customers will be more likely to recommend the bank to others and utilize more of the services availed by the bank, thus transpire more profitability.

Another issue noted in the literature is the role of technological change in customer happiness. In a research conducted by Al-Hawari (2015), substantial boost in customer satisfaction level concerning their banks was measured by customers who found it convenient to engage in mobile banking along with other digital means of banking. This coincides with those findings of Nguyen and Simkin (2013) who also argued that digital channels allowed to better the customer experience due to their faster and personalized approach.

Nevertheless, much of the research lacks literature dedicated more specifically to customer satisfaction within the framework of Mutual Trust Bank (Siddiqi, 2011; Tabrani et al., 2018). This paper seeks to address this gap by employing SERVQUAL model to evaluate customer satisfaction levels at the bank, the variables that affected customer perception, and what services need to be improved.

CHAPTER III: RESEARCH METHODS

3.1 Introduction

The chapter outlines the process of research to be applied in the study conducted to determine customer satisfaction at the Bank of mutual trust. The proposed research is quantitative in nature because it will be able to determine the degree of satisfaction in different variables such as the quality and reliability of services offered by an organization, customer experience, etc. Such a research approach would provide a convenient discovery that can guide the bank to model its services and restore the loyalty of its consumers.

3.2 Research Design

The research design or study that will be used in this study will be descriptive research due to being familiar with customer satisfaction and the most important points which made it. The desired purpose of descriptive research is discovering the nature of the enterprise under investigation in this case, that of customer satisfaction with no encroaching of the environment. The research aims at collecting information on the experience and perception of the customers receiving the banking services at the Mutual Trust Bank.

A cross-sectional research design will be utilized for which data will be gathered at a single time and a sample of customers to be used. This is a good plan to have a snapshot of customer satisfaction at the bank and further to examine how different variables, like quality of services and technology, affect the customer experiences.

3.3 Sample

This study has a sample of 30 respondents that are clients of Mutual trust bank. Such respondents will be chosen based on a convenience sampling method. Even though convenience sampling lacks a representative sample of the overall customer base, it will fit well in with the work due to the limited scope of the study and will enable the data on the subject to be gathered on a feasible group of people.

The sample will consist of a combination of customers that utilize various banking services such as a savings account, personal loan, and checking account. This will assist in ensuring that different classes of customers are represented such that they get a wider picture of satisfaction with the various services offered by the bank.

In case of diversification in the sample, the respondents will be selected among various branches of the Mutual Trust Bank. In as much as the sample size is small (only 30 individuals), this is enough to give first-time analysis and admission.

3.4 Questionnaire Development

The structured questionnaire will be used to gather the primary information on this research, so that it can find out customer satisfaction with the different dimensions of quality service. The questionnaire shall be founded on the SERVQUAL model that measures 5 dimensions of service excellence referred to as tangibles, reliability, and responsiveness, assurance and empathy (Parasuraman et al., 1988). The dimensions have proven earlier studies to be significant, as the serious determinants of customer satisfaction (Ladhari, 2009).

The questionnaire will comprise closed ended as well as open-ended questions. To determine the satisfaction levels of the respondents a Likert scale will be adopted (strongly disagree - strongly agree). The qualitative aspect of the respondents My banking experience will be achieved through open-ended questions which will enable respondents to go into details as to their views about banking.

The areas that will be addressed in the questionnaire include:

1. **Tangibles:** These are the physical appearance of the facilities, employees and equipment used by the bank.
2. **Reliability:** The capability of the bank to always deliver reliable and sound services.
3. **Responsiveness:** The attitude of the bank to assist the clients and deliver their instant services.
4. **Assurance:** The amount of assurance customers will give as to excellent service delivery of a safe and informed bank.
5. **Empathy:** How the bank can deliver a dedicated customer focus and care.

3.5 Data Collection

Information will be gathered through face-to-face interviews, and Web surveys. Since the sample size is relatively small (30 respondents), both methods will be employed so that all customers can access either one of them. To achieve a representative sample, face-to-face interviews will be carried out at various locations of Veja Methodist Trust Bank and line at the

branches since customers feel more at ease with a computer. Online surveys will be dispatched through email to customers who are not afraid to use a computer.

Prior to the initiation of the phase of data collection, the participants will be reminded of the objective of the study and guaranteed that their answers will not be disclosed to the outside world and will not be used in any other context. All the participants will be given informed consent.

The research part of which the data collection will be completed is projected to last spanning two weeks. The researcher within this period will work to make sure that sampling is represented by a variety of customers, within the various types of services that they offer.

3.6 Data Analysis Plan

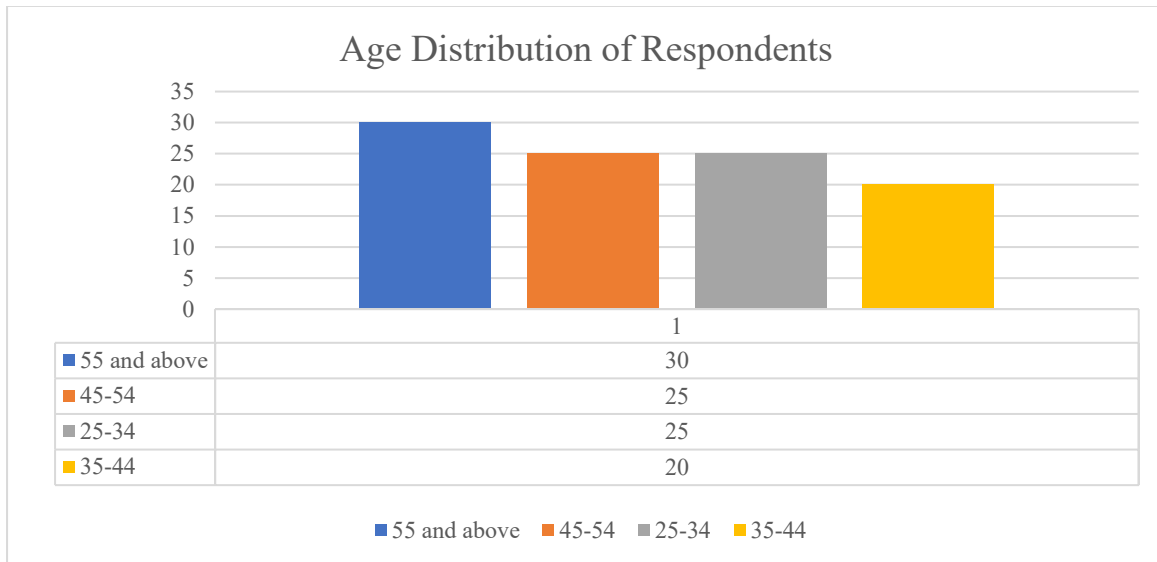
In the current study, data analysis would include both qualitative and quantitative analysis.

1. **Quantitative Analysis:** Analyses of the answers to the closed-ended questions will be coded and keyed into Microsoft Excel. Means and percentages as well as frequencies will be used as descriptive statistics because they will be used to illustrate customer satisfaction levels over five dimensions of SERVQUAL. Correlation analysis would also be done in excel to see the correlation between the overall customer satisfaction and the specified areas of service quality dimension.
2. **Qualitative Analysis:** The themes in feedback/responses will be thematically analyzed since the open-ended responses will be analyzed by identifying common themes/patterns. This will give more information on the perceptions of customers that cannot be perfectly gauged by quantitative information. The qualitative data will also assist in determining areas where the customers feel the bank has failed in its services.

The output of both quantitative and quality analysis will be the second chapter, which will give an overview of the satisfaction of the customers at the mutual trust bank. It will also be analyzed to point out the significant aspects that contribute to satisfaction and make recommendations to improve the service.

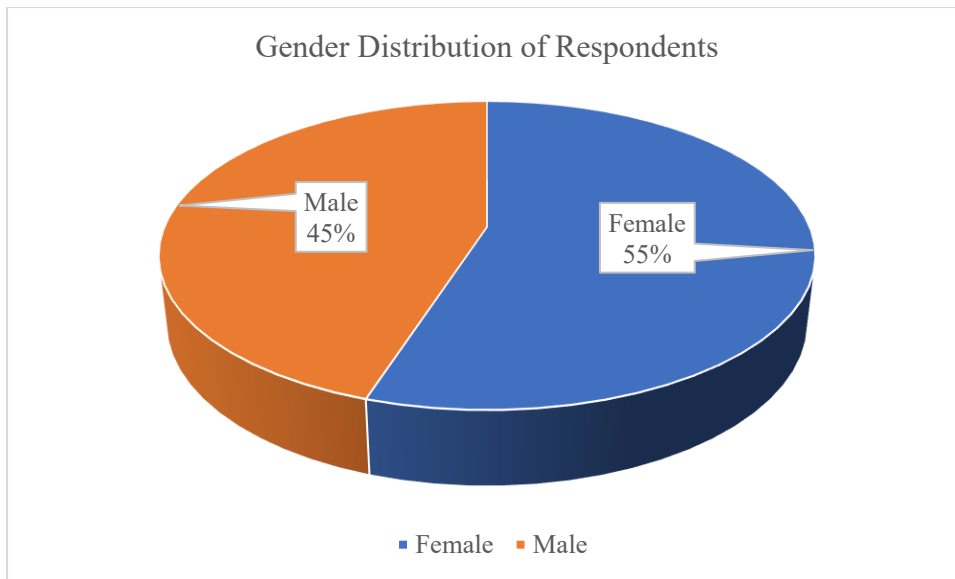
Chapter IV: Research Findings

1. Age Distribution of Respondents



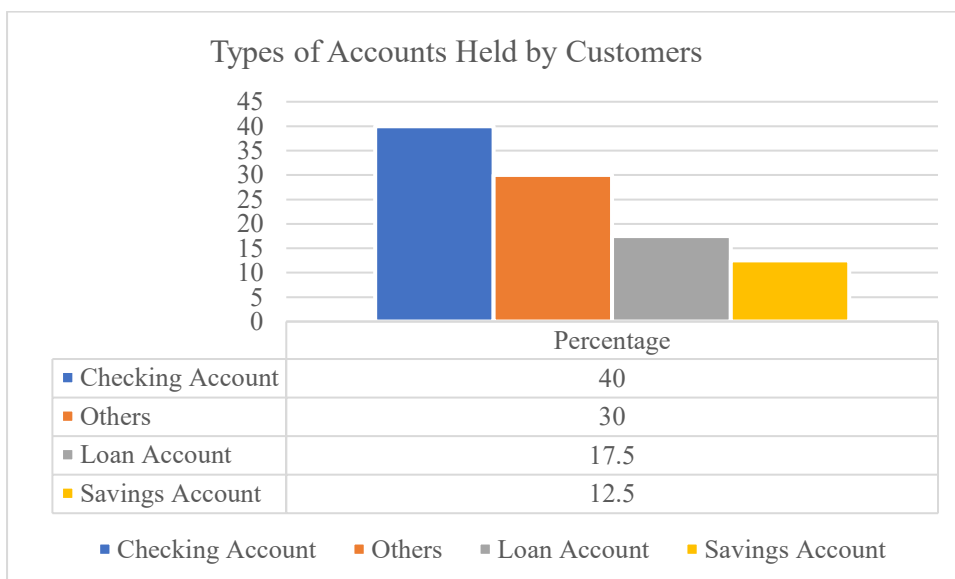
The age range that received the most replies was fifty-five or older (30%), followed by the age ranges of forty-five to fifty-four and twenty-five to thirty-four (25% each). Thirty-five to forty-four-year-olds make about twenty percent of the population. Seniors are fond of traditional banking, which explains why the bank is so well-liked by them. The digital literacy divide is demonstrated by the limited involvement of younger people. In order to survive, the bank must provide young people savings accounts that are designed for mobile devices, digital loans, and financial literacy classes.

2. Gender Distribution of Respondents



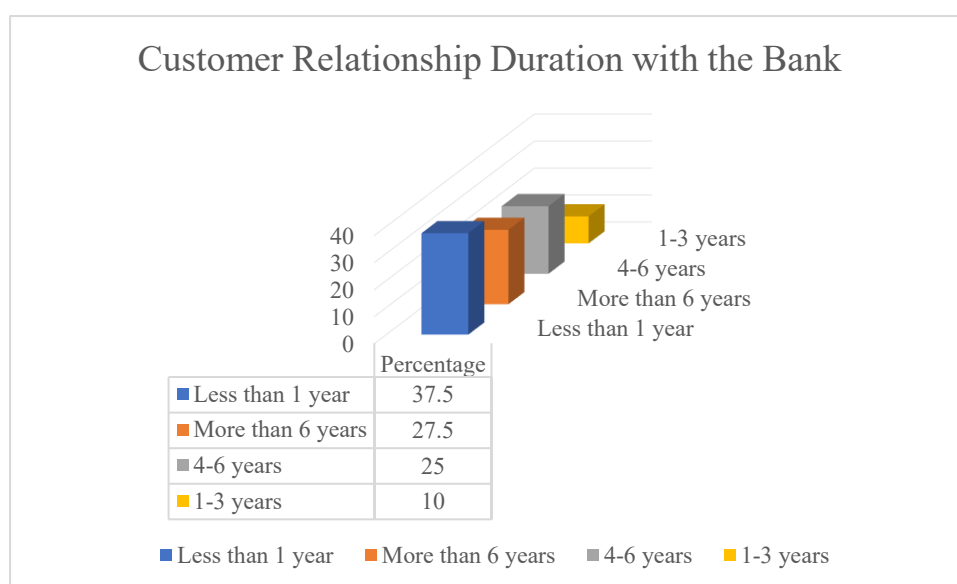
The gender distribution of the customer base is as follows: 55% women and 45% men. It is possible that women may appreciate the bank's friendly staff or the customized financial solutions that it offers. Nevertheless, the fact that the figures are identical shows that both men and women are drawn to the bank. The bank might maintain male customer service while incorporating initiatives for women in order to encourage involvement. It is possible that these programs can provide financial assistance to female entrepreneurs who are beginning small firms or developing financial products that are family-friendly.

3. Types of Accounts Held by Customers



For their everyday expenses, forty percent of the people who have checking accounts rely on transactional banking. Joint accounts, business accounts, and specialist accounts make up the 30% "Others" group. Of all loan accounts, 17.5% are credit accounts. The lack of financial commitment is demonstrated by the fact that just 12.5% of respondents set aside money for savings. This suggests that the bank is doing a good job of promoting its daily services, but that it ought to devote greater attention to savings and investment programs in order to increase customer loyalty and ensure deposits.

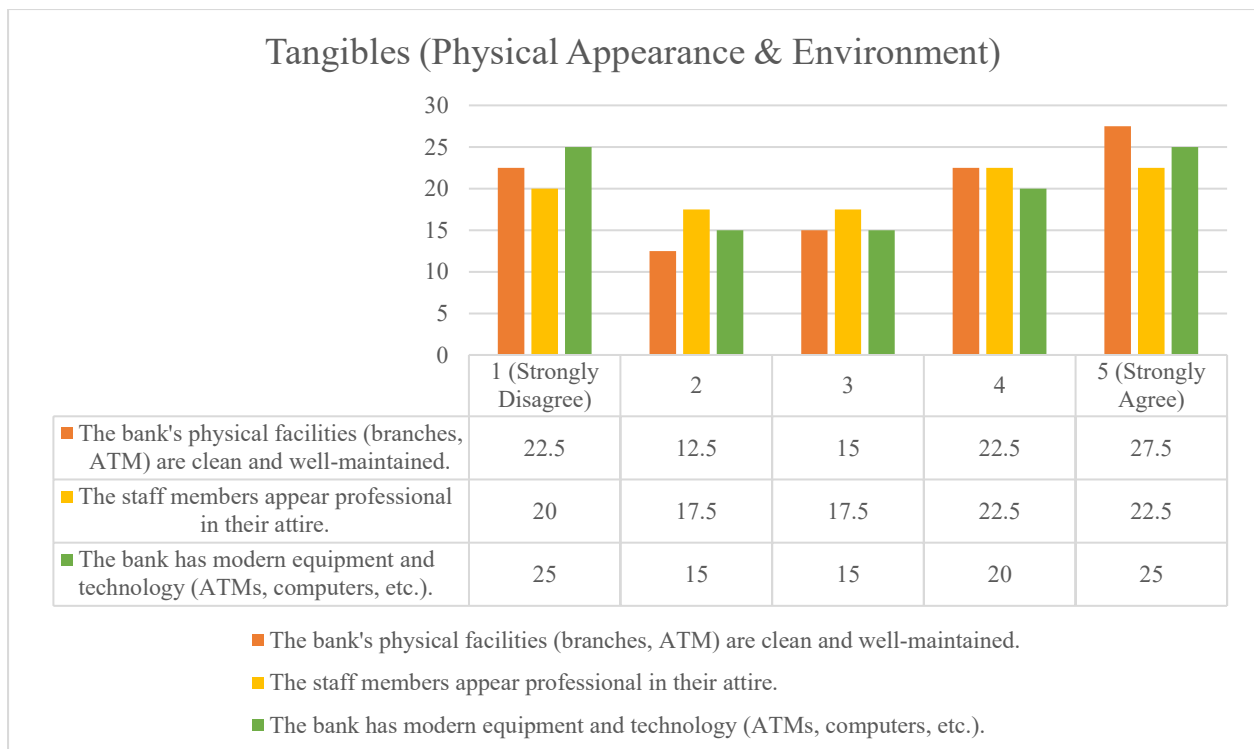
4. Customer Relationship Duration with the Bank



The bank has acquired new customers, as 37.5% of its clientele have been with the institution for less than a year. Twenty-five percent of people remain for fewer than six years, while 27.5 percent remain for more. Only ten percent of customers are between the ages of one and three after a year, which indicates that there are concerns with customer retention. Newcomers can be transformed into loyal customers through improved onboarding, relationship management, and early loyalty programs.

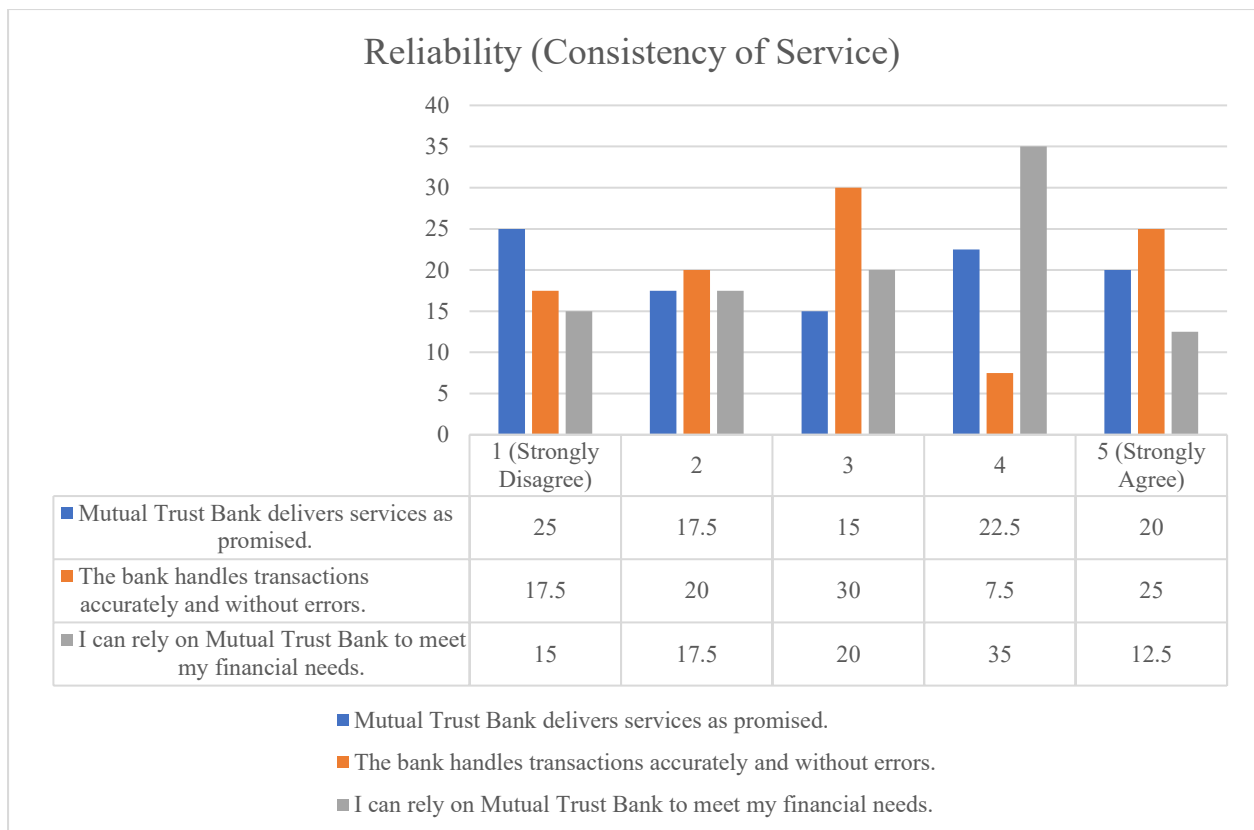
SERVQUAL Dimensions

5. Tangibles (Physical Appearance & Environment)



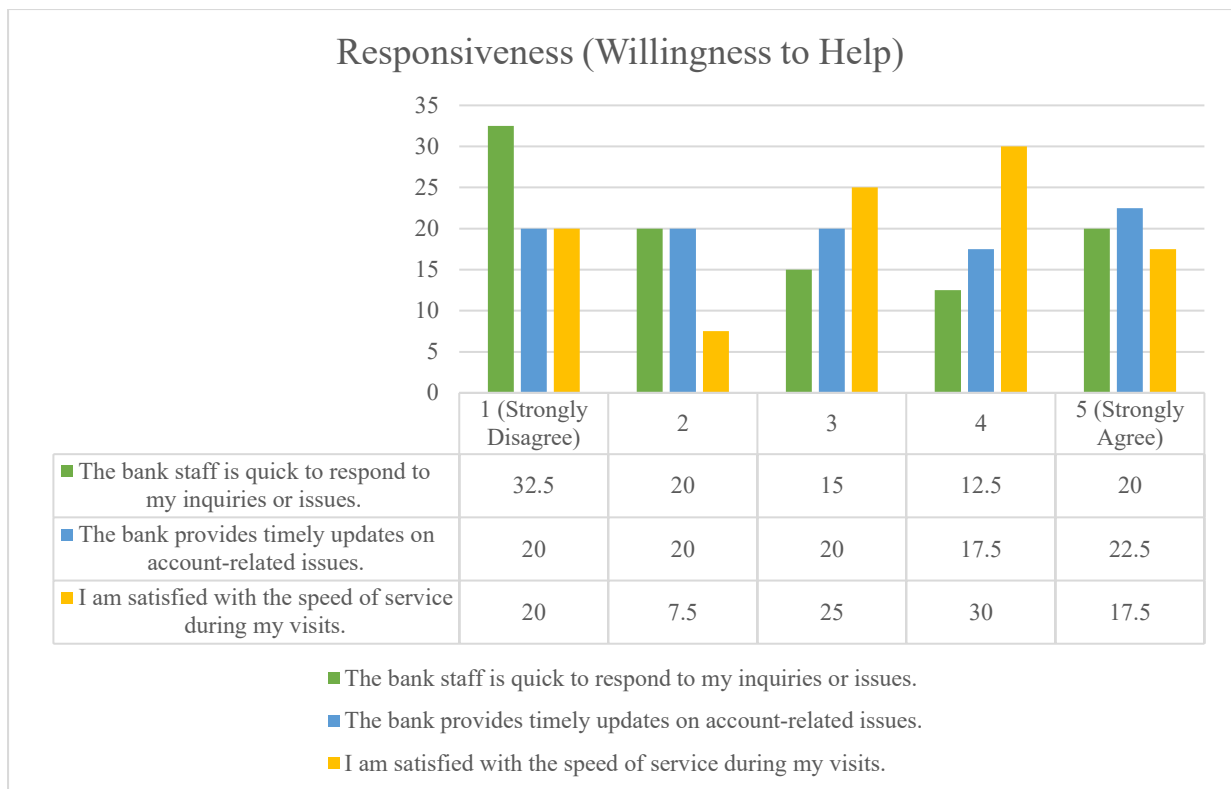
The environment of the bank is not something that customers enjoy. 65% of people either held a neutral position or strongly agreed that the facilities are well-maintained and clean, whereas 22.5 percent of people strongly disagreed with this statement. Twenty percent of employees strongly disputed that their coworkers acted professionally, whereas twenty-two and a half percent of them strongly agreed with that statement. While twenty-five percent of the participants disagreed with the statement, at least twenty-five percent of them strongly believed that contemporary equipment was superior. This interruption is indicative of inconsistencies between branches or service points. Interpretation: Even while a lot of customers appreciate cleanliness and technology, there are those who are able to identify deficiencies in professional standards or new technology, which results in the necessity for visual representation and brand maintenance.

6. Reliability (Consistency of Service)



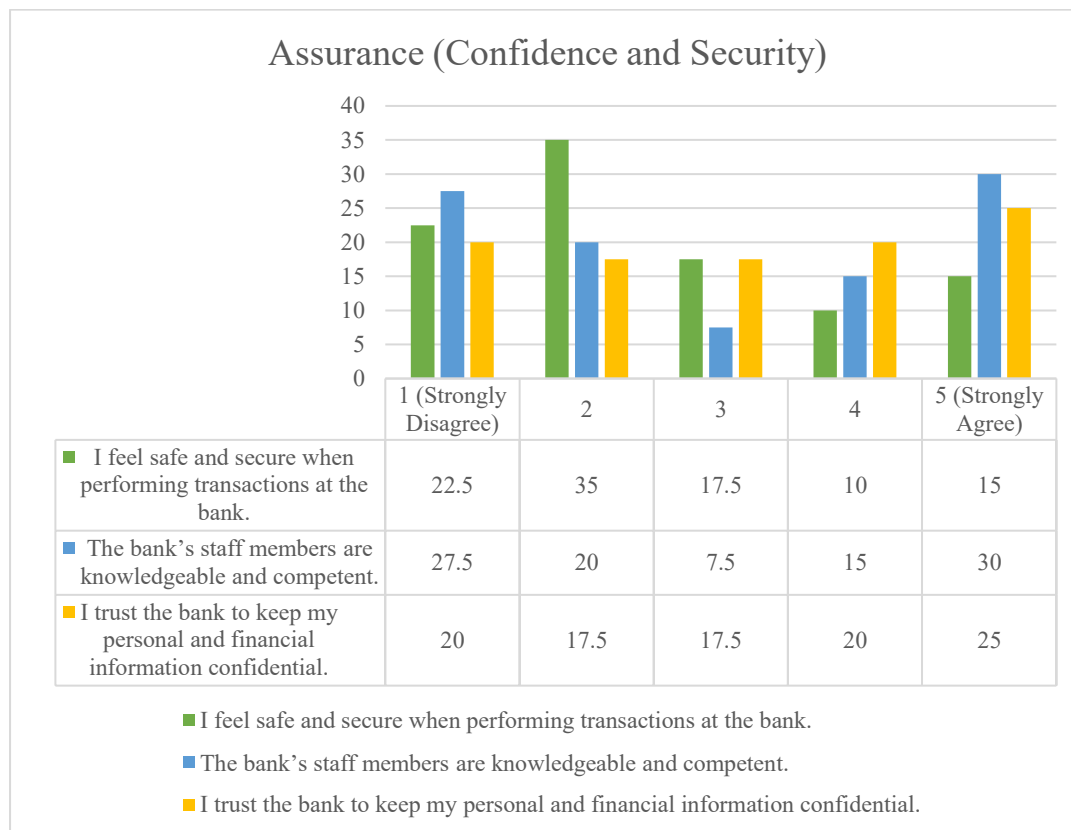
Dependability and unreliability are both present. Distrust is demonstrated by the fact that only 20% of respondents strongly agreed that services are given as promised. Twenty-five percent of those surveyed expressed strong disagreement. A quarter of the respondents strongly agreed, thirty percent Neutral incorrectly, and seventeen and a half percent strongly disagreed, demonstrating exceptional precision in the transaction. While thirty-five percent of people think that they are capable of fulfilling their financial requirements, fifteen percent of people strongly disagree with that sentiment. The majority of consumers have faith in the bank, but a considerable number of them are concerned about the quality of service and the accuracy of transactions. Inconsistency is detrimental to confidence and necessitates improvements to the quality-of-service channels and operations.

7. Responsiveness (Willingness to Help)



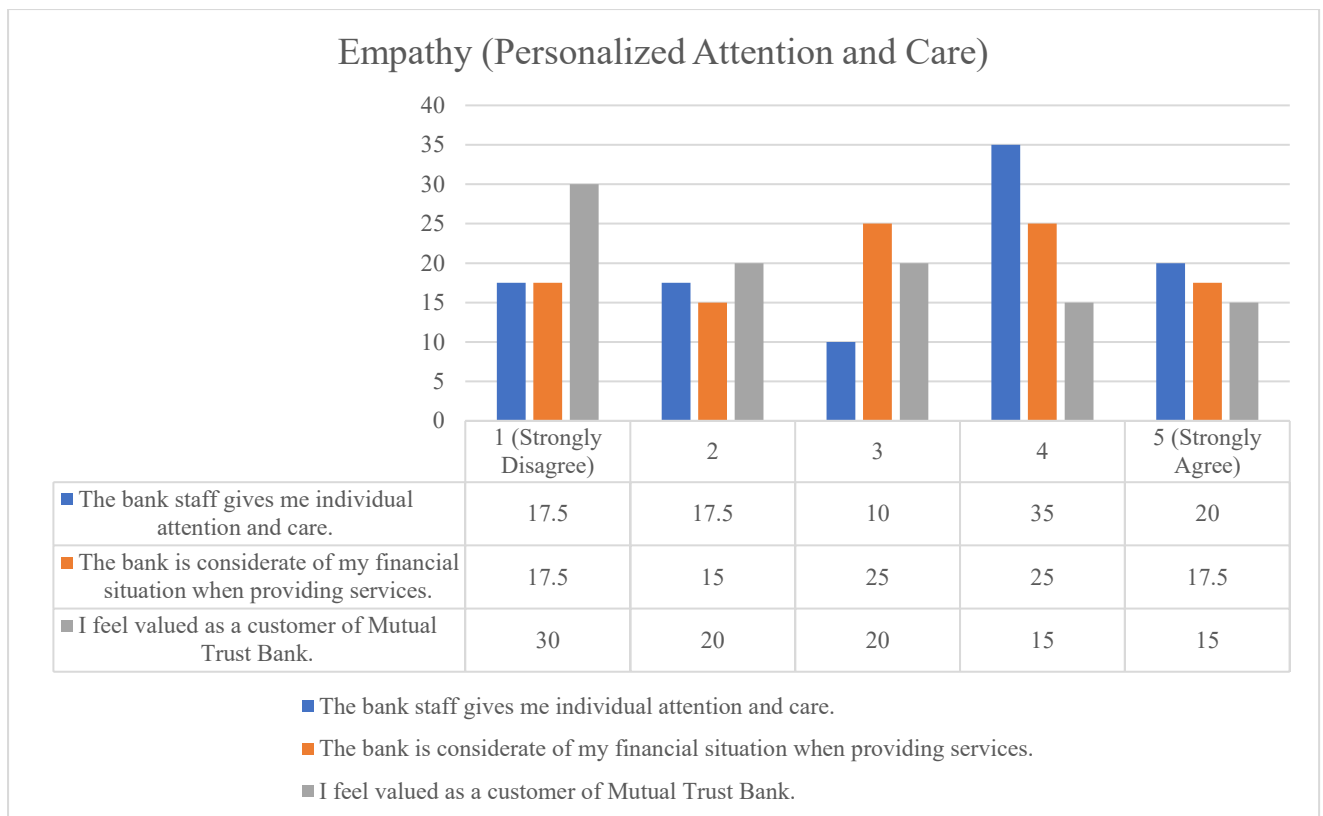
Dissatisfaction is evident in the response. Thirty-two and a half percent of people disagreed with the assertion that personnel respond quickly, while twenty percent strongly agreed with it. Regarding the timeliness of updates 30% agreed, 25% neutral, 7.5% disagreed (rating 2), and 17.5% strongly agreed of response. Clients who seek financial services anticipate that they will receive prompt assistance; yet, delays, inconsistent information, and a lack of urgency are apparent. Digital communication has the potential to improve service, personnel training, and efficiency.

8. Assurance (Confidence and Security)



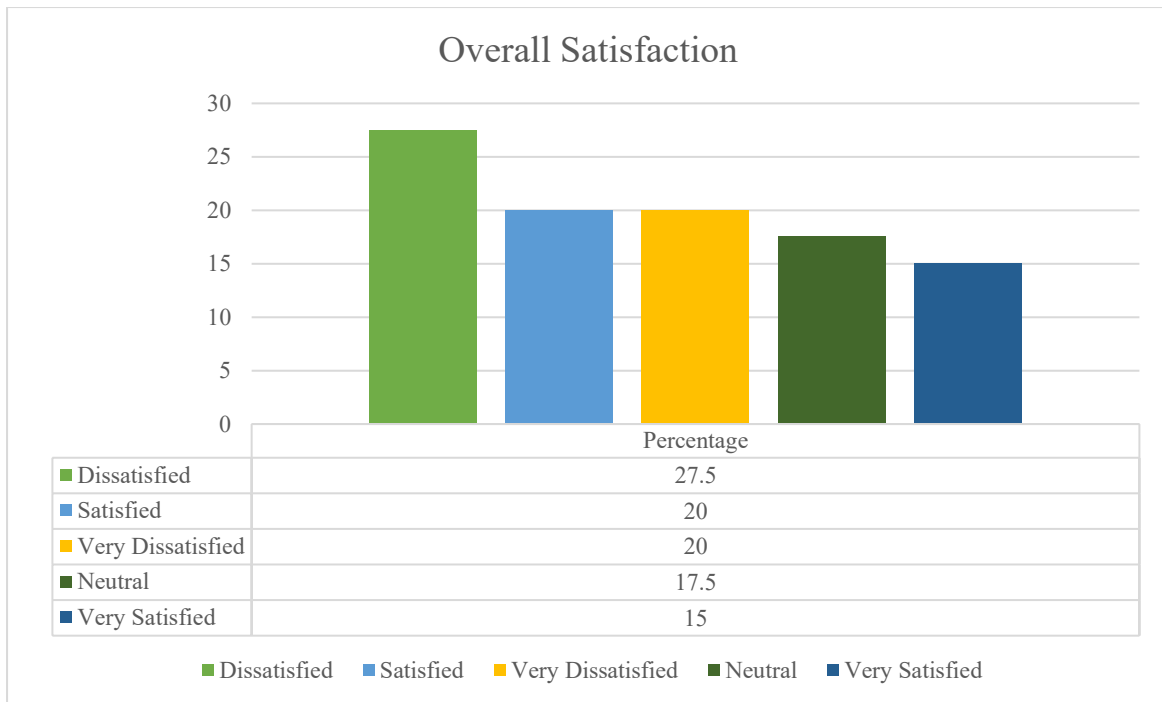
There is a mixed bag of confidence. Alarming, 22.5 percent of people strongly disagreed that they felt safe, whereas 15 percent of people strongly agreed that they felt safe. Confidence was inspired by the knowledge of the staff, with 30% of respondents strongly agreeing and 7.5% classifying the experience as average. However, 27.5% of survey participants strongly disagreed, indicating that there may be variations in competence. While 25 percent of the population is extremely worried about confidentiality, the mood is split. Not every customer is of the opinion that they are safer when they are working with qualified personnel. It is essential to have confidence in the financial industry. Trust is established through training, data security, and transparency.

9. Empathy (Personalized Attention and Care)



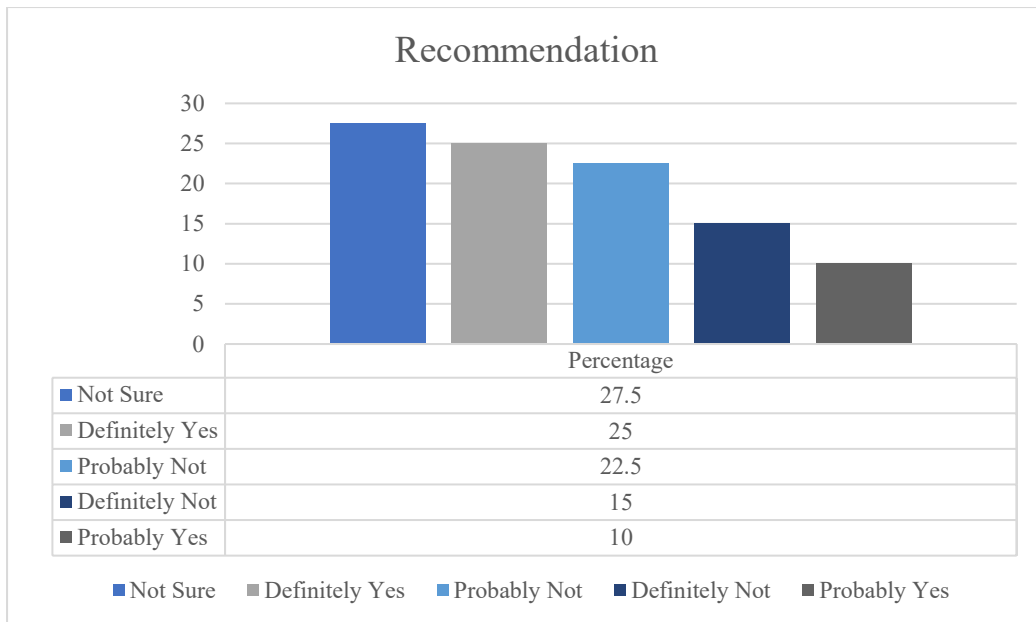
Empathy was not successful. Thirty percent of respondents strongly disagreed that they felt valued, while fifteen percent strongly agreed. While 35 percent of people believed that individual attention was more effective, 17.5 percent strongly disagreed with this statement. There was a lack of positive feedback regarding balanced financial accounting. According to customers, it is transactional rather than personalised. The performance of the bank suggests that it has a difficult time demonstrating empathy, which is a critical component of building customer loyalty. It is possible that this viewpoint might be enhanced through client appreciation, relationship management, and financial advice that is tailored to the client's specific needs.

10. Overall Satisfaction with Bank Services



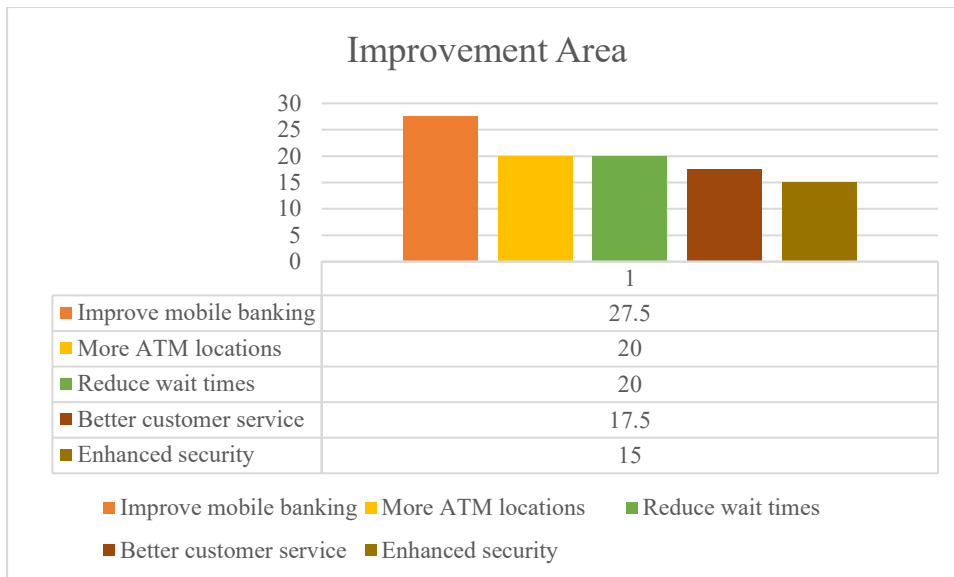
There is a significant amount of dissatisfaction, with 27.5% and 20% of people reporting that they are extremely dissatisfied. Twenty percent are satisfied, fifteen are extremely satisfied, and seventeen and a half percent are neutral. When clients express displeasure, it may be an indication that there are problems with engagement. Due to the fact that satisfaction levels are subject to change, targeted improvements must meet the needs of consumers who are either dissatisfied or indifferent.

11. Likelihood of Recommending the Bank to Others



Mixed perspectives are supported by recommended ratings. Twenty-five percent of respondents would recommend the product, ten percent are likely to recommend it, and twenty-seven and a half percent are still indecisive. It is possible that 22.5% of people will not offer a suggestion, and 15% may decline to participate, unexpectedly. Recommendations are influenced by discontent, therefore this conflict may prevent the bank from increasing the number of referrals it receives. Even individuals who are loyal can develop a sense of distrust once they have arguments with others. An increase in referrals can be attributed to empathy, dependability, and responsiveness.

12. Areas of Service that Need Improvement



Mobile banking (27.5%), the availability of automated teller machines (20%), and wait times (20%) are all areas that need to be improved. According to customer feedback, there was an improvement in both the quality of service (17.5 percent) and the level of security offered (15 percent). It is imperative that organizations prioritize digital transformation and operational efficiency. Fundamental issues would be resolved and customer satisfaction would be improved across a wide range of service dimensions if mobile platforms, ATM networks, and faster service delivery were implemented.

13. Aspects of the Bank's Service that Customers are Most Satisfied With



Security (22.5%), quickness (22.5%), and friendliness (20%) are the factors that are most important to customers. Clean facilities and modern technology were responsible for 17.5% of the total. Demonstrated is the bank's professionalism, efficiency, and reliability. Client loyalty can be improved by resolving problems and improving these areas.

CHAPTER V: DISCUSSION

5.1 Conclusions

The revelation of this kind of critical information about the desired moves of the bank to undertake in future is occasioned by this customer satisfaction analysis of the Mutual Trust Bank. Research that has explored the various aspects of customer experience has provided avenues where the company has excelled and shows the areas that the company needs to work on to achieve its customer satisfaction process and customer retention.

Demographic Insights and Their Implications

The response of the group of people by age exhibits a striking trend in the age features which can be deemed to be reflecting the changes in banking practices. There was another country-wide significant proportion of the age group, fifty-five and above (30%), registered. The

specified age group likely will be interested in the conservative banking that is offered by the Mutual Trust Bank, and this fact implies that it is crucial to maintain personal and face-to-face contact with this service consumer. This part is being pre-disposed to the traditional banking segment that follows the booming trend in the international markets where older generations are still visiting a physical branch when seeking their banking services. In that regard, it ought to be stated that it is essential that the bank ought to continue addressing the needs of this category of people despite the fact it has been made sufficiently flexible to be in pace with the latest emerging digital tendencies.

In their turn, young customers do not seem to be sufficiently represented because there is minimal representation of customers that apply within twenty-five to thirty-four age groups. This is worrying as online banking is likely to win in the next few years. The absence of interest among younger customers indicates a huge disparity in tailoring the bank online. It is sometimes true that younger customers are more digital-savvy and require banks to provide services like mobile and online banking which are smooth. To close this divide, Mutual Trust Bank might have to concentrate on creating banking services that are mobile friendly such as online savings accounts and customized banking services specific to the young generation. Moreover, the proposal to provide online loans, conduct financial development campaigns, and introduce the element of gamification in banking apps can allow the bank to appeal to and keep a younger demographic.

Gender Distribution and Customer Service

It stands out that 55% of the respondents are women and 45% are men. Even though the disparity between women customers is minimal, the figures indicate that the bank is equally attractive to both sexes and therefore equitable in its service propositions. Female clients give the highest scores on the positive feedback regarding the amiable staffs and individualized financial services offered at the bank possibly because among the women the bank is more concerned with providing more customized and customer-centered services to their clients. The observation offers the bank a chance to further strengthen its association with female customers through the formulation of certain specific financial products focus on the female: individual loans dedication to female businesspersons, or savings products to female housewives.

However, the issue that both men and women have equal opportunities within the bank is proof that it has a general impartial stance in regards to customer service. The bank may however

elaborate on this neutrality by developing women-specifically-appealing initiatives. As an illustration, developing female entrepreneurship education programs and workshops, or initiating female-friendly financial products can be an extra value added to female customers, or they can contribute to customer loyalty and contentment.

Types of Accounts and Customer Loyalty

Analysis of the type of accounts indicates that there is a great movement towards transaction banking where 40% of the respondents possess checking accounts where they make use of the money account to pay their daily bills. Nonetheless, the numbers also suggest the insufficiency of the financial statement as the percentage of people who have saved funds in the form of a savings account is only 12.5%. This serves as an indicator of a missed opportunity by the bank to market long-term financial products like savings account, investment portfolio, and retirement plan. Since savings accounts make a bank more stable and more likely to grow or flourish long-term it becomes of utmost importance that Mutual Trust Bank devises a plan of persuading its customers to accumulate savings and investments. Higher interest rates, tax benefits, and specific savings plans would facilitate deposits and customer retention.

Also, it is proposed in the study that 37.5% of the number of customers joined the bank more than a year ago this suggests that the bank has been successful in attracting customers but it is not yet able to retain them. This high rate of turnover may reflect a problem with customer engagement/loyalty. The procedures related to customer onboarding and practices connected with the relationships management has to be considered further to make sure that the new customers are enabled to become long-term and loyal clients. Rewards, one-on-one service, and forming effective relationships with new notable customers are key points to retention improvement.

Service Quality: SERVQUAL Dimensions

The SERVQUAL dimensions such as the tangibles, reliability, responsiveness, assurance and empathy dimensions offer vital revelations on areas that need urgent intervention.

1. **Tangibles (Physical Appearance & Environment):** Customers were quite ambivalent about the physical environment of the bank. Although most of the respondents (65%) identified the bank facilities as well maintained; a very high number (22.5%) expressed a strong disagreement. The lack of consistency in comments on the interprofessionalism

of employees and the quality of equipment indicates the necessity to introduce the standardization of branches to the same level. The bank may want to invest in modernizing the infrastructure by having all and every branch to be related in form of cleanliness, technology and general ambience. The development of unified experience within all locations will contribute to building confidence and increasing brand loyalty.

2. **Reliability (Consistency of Service):** The gap between customer expectations and what was really being delivered was noticed as one of the most notable ones. Although most of the respondents had confidence in the bank to address their financial requirements, satisfaction regarding consistency and reliability of services was low. Specifically, a quarter of the respondents strongly replied to the statement that the services were delivered as promised. Such discrepancies can establish dubious confidence and lead to a devaluation of the bank. To enhance reliability of its services, Mutual Trust Bank needs to work on optimizing its service delivery by enhancing the quality of their training, monitoring performance and defining of service level agreement (SLAs).
3. **Responsiveness (Willingness to Help):** The other area of concern was the responsiveness of the bank. Considerable portion of the customers (32.5%) were not satisfied with the speed and efficiency of service at the bank. Customers want to get immediate help, and delays or poor service in response can annoy a customer. Using online technologies like chatbots and automated answers to the most common questions, the bank will make its communication processes more facilitated and offer clients quicker service. Moreover, it will be possible to invest in staff training to ensure effective speaking and communication and prompt response to guarantee customer experience.
4. **Assurance (Confidence and Security):** Security and trust became said to be conflicts of customer experience. Although few respondents expressed insecurity, 22.5% said that they feared the vulnerability of their personal and financial data. This is a critical concern because trust forms the pillar of any financial institution. To overcome these issues, the bank needs to invest in efficient cybersecurity and transparency in understanding customer data management. Simple reassurance about security measures and giving clients the chance to check their account after suspicious activity would be a long way towards increasing customer confidence.

5. **Empathy (Personalized Attention and Care):** One of the areas that were weak in terms of service delivery in the bank was empathy. The customers felt that the bank did not provide them with individual care or treatment and 30% of those who took the survey were very much opposed to the saying that they felt valued. Mutual Trust Bank must also train its employees to become more personal when interacting with the customers so that when customers express their needs, the bank employees can listen to them and offer them efficient and customized solutions. Some of the ways that this dimension could be improved would be by offering customers personalized financial advice, as well as appreciation of customer loyalty, and recognition of milestones like anniversary of an account.

5.2 Suggestions for Future Research

Future studies could be conducted regarding the success of digital banking solutions and their impact on customer satisfaction especially on young customers. Moreover, looking at how employee satisfaction influences customer services might help to comprehend the importance of internal variables in service quality. Customer perception regarding their security and privacy is one more field that needs to be investigated further, due to the fact that digital banking is continuously increasing.

5.3 Recommendations

According to the results of the present study, it can be concluded that the following suggestions will assist Mutual Trust Bank in enhancing customer satisfaction:

1. **Enhance Digital Banking:** Invest in the digital stream of communication, enhance mobile banking services, and present or supply financially friendly mobile platforms.
2. **Improve Service Consistency:** Homogenize the quality of services in the different branches to guarantee consistency and degree of reliability in the customer experiences.
3. **Train and Empower Staff:** Provide extensive empathy training, responsive training, and professionalism training for the employees with a view to enhancing the overall customer service experience.
4. **Implement Loyalty Programs:** Establish specific loyalty initiatives to promote savings, investment and long-term relationships with customers.

5. **Increase Security Measures:** Improve the control of security protocols within the bank and youths should be sensitized about these measures in an open manner to increase the trust in the bank.

By working in these areas, Mutual Trust Bank would achieve a lot in terms of customer satisfaction and customer loyalty and also be in a better place in the competitive banking market.

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