

# **Factors affecting customer satisfaction on service quality at joint stock commercial banks in Vietnam**

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**Abstract:** Stemming from the practical need to attract a lot of customers to transact and use services at Bac A Bank, to maximize the potential market in the area, dominate market share and maximize. The study surveyed 200 customers through interview questionnaires, survey samples were selected by convenient, non-probability sampling method. The thesis uses a 5-level Likert scale to measure the variables and uses SPSS software to analyze data. The thesis has researched the influence of 5 factors: reliability, responsiveness, service capacity, empathy and tangible means to measure customer satisfaction as well as considering the impact of these factors on customer satisfaction with service quality at Bac A Bank. In addition, the author also researches the differences in customer satisfaction according to the individual characteristics of the customers participating in the survey such as age, gender, education level, occupation, income, enter, the time to use the service. On the basis of the research results achieved, along with the consideration of the bank's development orientations and strategies, the thesis proposes a number of solutions to contribute to improving customer satisfaction.

**Keywords:** customer satisfaction, service quality, commercial banks, Vietnam

## **1. INTRODUCTION**

In the current competitive environment, customers are the decisive factor for the existence and development of the bank. Which bank wins the attention and loyalty of customers, that bank will win and grow. Customer-oriented strategy is becoming the leading strategy of today's trade. How to bring customers the best satisfaction is always a matter of banks trying to do with all their ability (Tien, 2017, 2019; Tien et al, 2019; Oliver, 1997).

Bac A Commercial Joint Stock Bank (Phan Dang Luu Branch) is also not out of the above trend. As one of 3 branch clusters in Ho Chi Minh City area (including 1 branch and 7 transaction offices), Phan Dang Luu Branch plays an important and strategic role in the development of Bac A Bank. in the south. As a medium-sized bank, products and services still have many limitations, so to be able to compete and develop in a competitive environment and the economic situation is seriously affected by With the disease situation, Bac A Bank must pay more attention to customers, in order to keep the existing loyal customers, stabilize the scale to create a solid foundation for development.

Objectives of the study:

The overall goal of the thesis is to determine factors and build a model to evaluate customer satisfaction on service quality of Bac A Bank - Phan Dang Luu Branch from which to propose some management implications. value is aimed at improving customer satisfaction with this service quality

Detail goal :

- Building a research model on factors affecting customer satisfaction about service quality of Bac A Bank
- Surveying, evaluating and experimentally testing the impact of each factor in the research model on customer satisfaction.
- Test the difference in the impact on customer satisfaction with gender characteristics, age, education, occupation and income.
- From the research results, we are proposing governance implications to improve customer satisfaction with the service quality of Bac A Bank

## **2. THEORETICAL BASIS AND RESEARCH MODEL**

### **2.1. Service and service quality**

According to Zeithaml and Bitner (2000), "Services are behaviors, processes and ways of doing a job to create value for customers to satisfy customers' needs and expectations. "

According to Philip Kotler (2006), a service is any activity or benefit that one entity provides to another, in which the provided object is necessarily intangible and does not lead to a right owning an object, while the production of a service may or may not be associated with a physical product.

Gronroos (1984) considers service quality to be assessed on two aspects, which are technical quality (refer to what is served) and functional quality (how they are served). In his 1998 study, he described perceived service quality as the difference between the quality of service expected and the quality of service received.

Parasuraman, Zeithaml and Berry (1985,1988) said that "Service quality is the expected gap between customers' products and services and perceptions and perceptions of customers. when using the product or service. "

Although there are many different definitions, but in general, services include the following properties: intangibility: indissolubility, heterogeneity, non-storeability, non-transferability have been.

According to ISO 9000 (2015): The quality of a product or service is determined by its ability to meet the needs of customers and stakeholders. Not only does it include the expected usability, but also the customer perceptions. [14]

According to some researchers:

- J.M.Juran (2004): "Quality is fitness for intended use"
- W.E Deming (1980): "Quality is a predictable level of uniformity and confidence, at the lowest cost and acceptable to the market".
- A.Feigenbaum (1961): "Quality is when using a product or service that meets the expectations of the customer".
- Philip B.Crosby (1979): "Quality is conformance to requirements".

Quality is the potential of a product or service to satisfy the needs of its users (French standard NF X 50 - 109).

According to Kotler and Keller (2006), customer satisfaction is the degree of emotional state. Contact stems from the comparison between product perception and customer expectations when using the service [3].

According to Hansemark and Albinsson (2004), "Customer satisfaction is an overall customer attitude towards a service provider, or an emotion reacting to differences between customers anticipate and what they will receive, for the fulfillment of some needs, goals or wants".

So what is customer satisfaction? We can simply understand that satisfaction is based on customers' understanding of a product or service. From there, they will form subjective judgments or judgments. Parasuraman et al (1988) argued that customer satisfaction is a response to the perceived difference between experience experienced and customer expectation of service.

Specifically, according to Oliver (1997), customer satisfaction is the emotional feedback and overall customer perception of the service provider on the basis of comparing what is the difference between. they received compared with previous expectations.

## **2.2. Customers and customer satisfaction**

According to Peter F. drucker (1954), the father of the management industry defined "A business's customer is a collection of individuals, groups of people, businesses, etc. ... wishing to use products or services. business and want to satisfy that need". In business, customers play a vital role to the survival of the business.

Tom Peters (1987) views customers as assets that added values. It is the most important asset even though their value is not on the books of the business. So businesses must see customers as a source of capital that needs to be managed and promoted like any other source of capital.

According to Peter F. Drucker (1954) defined the goal of a business is to "create customers". Therefore, to be able to grow, businesses need to focus on the management and building of existing customers' loyalty and develop new customers.

Brewton (2009) in her research on "the benefits of attracting and retaining valuable customers" found that:

- (1) The cost of finding a new customer is always 5 to 15 times higher than the cost of retaining an old customer.
- (2) With the wave mechanism, an unsatisfied customer shares the discomfort with 8-10 others, while a satisfied customer with the company shares this with 3 others.
- (3) According to the 80-20 principle, 80% of revenue or profit of the business is usually generated by 20% of regular customers.
- (4) If the company can keep about 5% more customers to stay with the company, the company can increase the profit by 25% to 100% depending on the industry, depending on the business field.
- (5) 70% of customers will remain loyal to the company if their complaints are resolved to the satisfaction.

Customer satisfaction is an important indicator for businesses to develop the market as well as improve the quality of products and services, and the competitiveness of other brands of the same type. However, how to measure customer satisfaction is a difficult and time-consuming problem (Parasuraman et al, 1988).

## **2.3. The relationship between service quality and customer satisfaction**

Service quality and customer satisfaction are two different concepts, but closely related to each other in service research (Parasuraman, 1985).

According to Oliver (1997), satisfaction is a post-selection judgment, relative to a particular purchase decision, it can be calculated based on a formula:

"Satisfaction = Perceived value - expectation"

Service quality, product quality and price are the three factors that directly affect customer satisfaction, in addition the situational factor (factors related to time, place, circumstances, ...) And personal factors (age, occupation, economic condition,...) also have a significant influence on their decision to use the product and their satisfaction. This relationship is shown in the following diagram:

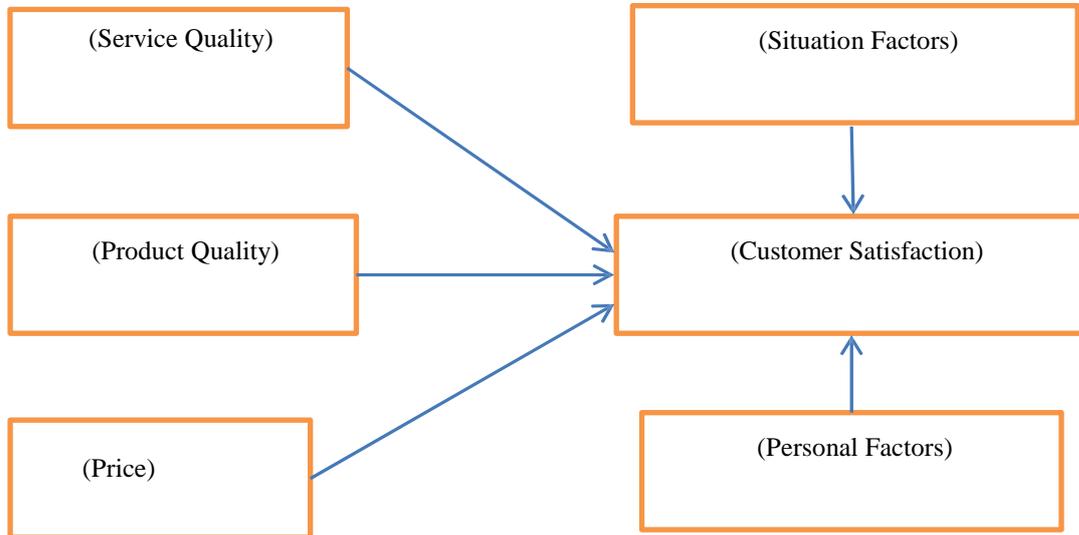


Figure 1. The relationship between service quality and customer satisfaction

Source: Zeithaml & Bitner (2000), Services Marketing, McGraw-Hill.

Measuring customer satisfaction is a process-intensive job that cannot be stopped after just one survey. Therefore, to achieve maximum efficiency, we need to know how to measure customer satisfaction (Oliver, 1997):

- \* Evaluate customer satisfaction through surveys
- \* Use online surveys
- \* Hold quarterly meetings to help measure customer satisfaction
- \* Use automatic features

**2.4. Quality of Banking Service**

Banking services are understood as banking operations in terms of capital, currency, payment that the bank provides to customers to meet the needs of business, profitability, daily living, asset storage. The bank collects interest rate differences, exchange rates or charges fees through that service. In the current trend of banking development in developed economies, the bank is considered as a service supermarket, a financial department with hundreds or even thousands of different services depending on classification and level of development of the bank (Cronin & Taylor, 1992).

**2.5. Research models and hypotheses**

On the basis of research and analysis, the author chose SERVQUAL as a reference basis for inclusion in the research model.

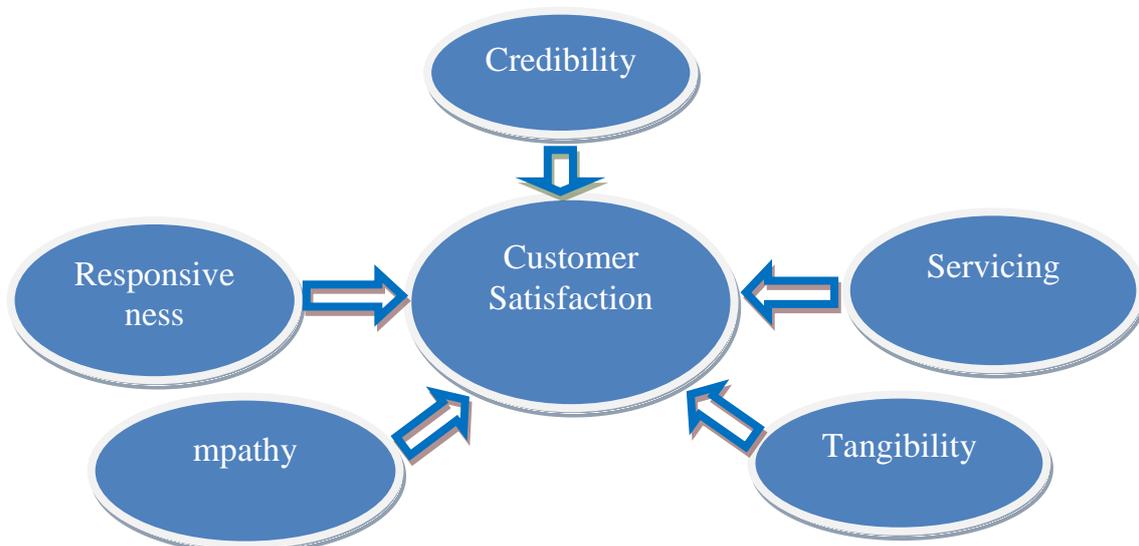


Figure 2: Research model  
Source: Own synthesis

The proposed research model above includes 5 independent variables used to measure service quality at Bac A Bank:

Based on the above research model, the author conducts SPSS analysis to find out the variable that really affects customer satisfaction and find the most suitable model, with the regression equation as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5$$

In which: Y: Customer satisfaction about service quality in Bac A Bank

$\beta_i$ : Regression coefficient

X1 (TC): Reliability

X2 (DU): Responsiveness

X3 (PV): Service capacity

X4 (DC): Empathy

X5 (HH): Tangibility

In the banking sector, service quality is seen as the source of customer satisfaction. Through a number of studies have shown that service quality and customer satisfaction have a positive relationship. On that basis, the author has given the hypothesis of the topic, specifically as follows:

H 1. When the confidence level rated by the customer increases, the customer satisfaction level will increase.

H 2. As the ability to respond to customer reviews increases, customer satisfaction increases.

H 3. When the service capacity assessed by customers increases, the level of customer satisfaction will increase.

H 4. When the empathy is assessed by customers increases, the level of customer satisfaction will increase.

H 5. As tangible vehicles rated by the customer increase, the customer satisfaction level increases.

In addition, the author also performed by SPSS to learn more about variables such as age, sex, income or time using services, correlated with satisfaction or not.

### **3. RESEARCH METHODS**

#### **3.1. Research design**

Modeling research ideas, which is the beginning of a research process, keeps the research on track and completes the established plan and forms the foundation of all research done.

#### **3.2 Building measuring scale**

According to the research models presented in Chapter 2, to survey customer satisfaction, many authors have given different criteria. However, to get more accurate conclusions about customer satisfaction with Bac A Bank, the survey model is built based on the following criteria:

- Personal information of customers
- Factors affecting customer satisfaction
- Levels of customer satisfaction

Research on customer satisfaction about service quality at Bac A Bank uses the Likert scale including five levels of satisfaction as follows:

- 1: Strongly disagree;
- 2: Disagree;
- 3: Neutral;
- 4: Agree
- 5: Strongly agree.

#### **3.3. Adjust measuring scale through qualitative research**

Stage 1: developing questionnaires according to Parasuraman et al (1988) and related satisfaction studies.

Stage 2: edit the questionnaire based on the comments of customers and some specialists, leaders of the card department. Then, test 10 clients to test the level of detail and clarity of the questionnaire.

Stage 3: editing and completing the official questionnaire

#### **3.4. Modified research model**

The sample size is  $n = 200$ . Currently, according to many researchers, the problem of how much sample size is, how big enough is not clearly defined. Furthermore, the sample size depends on the estimation methods used in the particular study.

The representativeness of the number of samples selected for study is appropriate if the sample size is 5 samples for an estimate. The research model in the thesis includes 5 independent factors with 28 observed variables. Therefore, the number of samples needed is  $28 \times 5 = 140$  or more. So the number of samples used in the survey is  $n = 200$ , so the representative sample is guaranteed for the survey.

#### **3.5. Test the reliability of the scale with Cronbach's Alpha coefficients**

A scale is considered valid when all the following criteria are met:

- + The scale's alpha coefficient is greater than 0.6 (1)
- + Correlation coefficient of component variables with the total variable must be greater than 0.3 (2)
- + If removing any component variable does not increase the reliability of the scale (3)

**4. RESEARCH RESULTS**

**4.1. Evaluate the scales**

Analyze the reliability of the scale using Cronbach's Alpha coefficients

\* Reliability scale: Only type 2 variables DTC3 and DTC4 due to the variable-total correlation <0.3), then run again to get all 6 valid scales.

**Table 1. Results Cronbach's Alpha**

Observed variable	Average scale if variable is excluded	Scale variance if variable is excluded	Total variable correlation	Cronbach's Alpha if variable is excluded
<b>Reliability 1 time - Cronbach's Alpha = 0.671</b>				
DTC1	17,97	3,326	0,570	0,569
DTC2	18,11	3,224	0,595	0,556
DTC3	18,03	4,069	0,179	0,704
DTC4	18,06	4,344	0,102	0,719
DTC5	17,99	3,532	0,444	0,614
DTC6	17,98	3,261	0,566	0,567
<b>Reliability 2 time - Cronbach's Alpha = 0.790</b>				
DTC1	10,81	2,148	0,631	0,722
DTC2	10,95	1,942	0,749	0,658
DTC5	10,82	2,279	0,520	0,777
DTC6	10,81	2,265	0,508	0,784
<b>Responding capacity - Cronbach's Alpha = 0.792</b>				
DU1	11,31	3,119	0,598	0,742
DU2	11,30	3,103	0,583	0,750
DU3	11,23	2,932	0,653	0,714
DU4	11,23	3,080	0,572	0,755
<b>Servicing capacity - Cronbach's Alpha = 0.878</b>				
PV1	10,97	2,928	0,706	0,855
PV2	11,01	2,693	0,799	0,818
PV3	10,93	3,101	0,666	0,870
PV4	11,03	2,783	0,779	0,827
<b>Empathy - Cronbach's Alpha = 0.712</b>				
SDC1	14,44	3,353	,519	0,645
SDC2	14,35	3,425	,452	0,671
SDC3	14,32	3,353	,476	0,662
SDC4	14,37	3,409	,447	0,673
SDC5	14,36	3,295	,457	0,670
<b>Tangibility - Cronbach's Alpha = 0.770</b>				
SHH1	13,60	4,112	,543	0,728
SHH2	13,65	3,937	,583	0,717
SHH3	13,56	4,238	,508	0,737
SHH4	13,71	4,418	,479	0,744
SHH5	13,74	4,304	,464	0,748
SHH6	13,62	4,287	,503	0,738
<b>Satisfaction - Cronbach's Alpha = 0.785</b>				
SHL1	6,76	1,613	0,555	0,780
SHL2	6,79	1,426	0,661	0,668
SHL3	6,82	1,395	0,660	0,669

Source: Own calculation

Exploratory Factor Analysis (EFA)

After analyzing Cronbach's Alpha and removing 02 variables DTC3 and DTC4, the reliability coefficients of the groups of variables reached quite high and were > 0.6; the total variable correlation coefficients are all greater than 0.3; Therefore, the remaining 23 variables were accepted and continued to be included in factor analysis.

• Matrix rotation method: Varimax:

+ 1st time - Type 3 observed variables due to difference of 2 maximum load factor <0.3 (SHH1, DU1, SDC2).

+ 2nd time: after eliminating the above 3 variables - satisfying the requirements

**Table 2. Rotated Component Matrix<sup>a</sup>**

	Component				
	1	2	3	4	5
PV2	0,869				
PV4	0,829				
PV1	0,791				
PV3	0,756				
SHH2		0,732			
SHH6		0,659			
SHH3		0,618			
SHH1		0,615			0,325
SHH4		0,604			
SHH5		0,579			
DTC2			0,856		
DTC1			0,776		
DTC5			0,698		
DTC6			0,688		
DU3				0,796	
DU2				0,730	0,342
DU4				0,712	
DU1		0,311		0,598	
SDC1					0,704
SDC3					0,688
SDC5					0,626
SDC4					0,574
SDC2				0,391	0,553

Source: Own calculation

After conducting factor analysis of the independent variables, we got the following results:

+ Test results KMO and Barlett's:

KMO and Barlett's test	
KMO	0,784
Barlett's test	1507,657
Df	190
Sig.	0,000

Factor analysis results show that KMO index is 0.784 > 0.5, this proves that the data used for factor analysis is completely appropriate.

Barlett's test results are 1507,657 with significance level (p\_value) sig = 0.000 < 0.05, which means that the variables are correlated with each other and satisfy the conditions of factor analysis.

+ Perform analysis of Principal components factor with Varimax rotation:

**Table 3: Eigenvalues table and extracted variance**

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,491	27,455	27,455	5,491	27,455	27,455	3,049	15,247	15,247
2	2,115	10,577	38,032	2,115	10,577	38,032	2,607	13,034	28,281
3	1,983	9,915	47,947	1,983	9,915	47,947	2,440	12,198	40,479
4	1,466	7,332	55,279	1,466	7,332	55,279	2,172	10,858	51,338
5	1,319	6,595	61,874	1,319	6,595	61,874	2,107	10,536	61,874
6	0,909	4,543	66,416						
7	0,806	4,029	70,445						

8	0,759	3,793	74,238					
9	0,687	3,434	77,672					
10	0,643	3,213	80,886					
11	0,566	2,828	83,714					
12	0,533	2,666	86,380					
13	0,506	2,532	88,912					
14	0,415	2,073	90,985					
15	0,397	1,987	92,972					
16	0,365	1,824	94,796					
17	0,345	1,723	96,519					
18	0,304	1,519	98,038					
19	0,243	1,216	99,254					
20	0,149	0,746	100,000					

Source: Own calculation

Specific results 20 observed variables were extracted to 5 main groups of factors with Eigenvalues > 1 and total variance extracted by 61.874%.

+ Factor matrix with Principal Varimax rotation method:

**Table 4: Factor matrix with Principal Varimax rotation method**

	Component				
	1	2	3	4	5
PV2	0,876				
PV4	0,835				
PV1	0,798				
PV3	0,772				
DTC2		0,860			
DTC1		0,773			
DTC5		0,698			
DTC6		0,693			
SHH2			0,741		
SHH6			0,711		
SHH3			0,649		
SHH5			0,635		
SHH4			0,551	0,359	
SDC3				0,796	
SDC4				0,659	
SDC1				0,626	0,324
SDC5				0,579	
DU2					0,810
DU3					0,777
DU4					0,681

Source: Own calculation

There are 20 variables included in the factor analysis, 05 groups of factors are created. The naming of factors is based on recognizing observed variables with large factor loading coefficient (Factor loading) in the same factor. Thus, this factor can be explained by the variables with large coefficients in it.

X1 = Confidence (reliability)

= Mean (DTC1, DTC2, DTC5, DTC6)

X2 = Responsiveness

= Mean (DU2, DU3, DU4)

X3 = Service capacity

= Mean (PV1, PV2, PV3, PV4)

X4 = Empathy

= Mean (SDC1, SDC3, SDC4, SDC5)

X5 = Tangibility

= Mean (SHH2, SHH3, SHH4, SHH5, SHH6)

Thus, these 5 factors (20 variables) will be eligible for linear regression analysis.

EFA factor analysis for the dependent variable: The dependent observed variables are used in the EFA factor analysis:

**Table 5: The dependent observed variables used in the EFA factor analysis**

<b>Satisfaction</b>	SHL1	In general, you are satisfied with the quality of transaction services at the counters of Bac A Bank
	SHL2	You will continue to use products and services of Bac A Bank in the coming time.

	SHL3	You will introduce products and services of Bac A Bank to others
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Source: Own development

+ Test results KMO and Balett's for dependent variables

**Table 6: Test results KMO and Balett's for dependent variables**

KMO and Barlett's test	
KMO	0,687
Barlett's test	176,198
Df	3
Sig.	0,000

Source: Own calculation

Factor analysis results show that KMO index is  $0.687 > 0.5$ , this proves that data used for factor analysis is completely appropriate.

Barlett's test results are 176,198 with significance level (p\_value)  $sig = 0.000 < 0.05$ , which means that the variables are correlated with each other and satisfy the conditions of factor analysis.

+ Perform analysis of Principal components factor with Varimax rotation:

**Table 5: Eigenvalues table and extracted variance**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,099	69,969	69,969	2,099	69,969	69,969
2	,540	17,995	87,964			
3	,361	12,036	100,000			

Source: Own calculation

The results showed that 3 initial survey variables were extracted to 1 factor with Eigenvalues =  $2.099 > 1$

The total value of variance extracted =  $69.969\% > 50\%$ , that is satisfactory; then it can be said that this factor accounts for 69.969% of the data variation.

+ Factor matrix with Principal Varimax rotation method:

**Table 6: Factor matrix with Principal Varimax rotation method**

Component	
	1
SHL2	0,860
SHL3	0,860
SHL1	0,787

Source: Own calculation

In the three observed variables, no variables were removed and named as follows:

Y = Customer satisfaction

= Mean (SHL1, SHL2, SHL3)

**4.2. Adjust the model and research hypotheses**

**Check the suitability of the model**

Run Cronbach's Alpha for the second time: We just re-tested for 3 scales of the variable in EFA: DU, SDC and SHH

**Table 7: Calculation of Cronbach's Alpha coefficients for the second time**

Observed variable	Average scale if variable is excluded	Scale variance if variable is excluded	Total variable correlation	Cronbach's Alpha if variable is excluded
<b>Responding capacity - Cronbach's Alpha = 0.742</b>				
DU2	7,59	1,500	0,632	0,581
DU3	7,52	1,517	0,600	0,619
DU4	7,52	1,678	0,478	0,760
<b>Empathy - Cronbach's Alpha = 0.671</b>				
SDC1	10,83	2,232	0,439	0,614

SDC3	10,71	2,036	0,521	0,559
SDC4	10,76	2,153	0,443	0,611
SDC5	10,75	2,128	0,411	0,634
<b>Tangibility - Cronbach's Alpha = 0.728</b>				
SHH2	10,87	2,606	0,540	0,660
SHH3	10,78	2,765	0,516	0,670
SHH4	10,93	3,050	0,405	0,711
SHH5	10,96	2,823	0,468	0,689
SHH6	10,84	2,808	0,510	0,673

Source: Own calculation

We see that the results Cronbach's Alpha are > 0.6, and the results are reliable

**Correlation coefficient analysis (Pearson)**

\* **Test Pearson correlation coefficient:**

**Table 8: Correlation coefficient between dependent variable and the independent variables**

H	Expression	Correlation coefficients	P
H1	When the confidence level rated by the customer increases, the customer satisfaction level will increase.	0.419	0
H2	As the ability to respond to customer reviews increases, customer satisfaction increases.	0.491	0
H3	When the service capacity assessed by customers increases, the level of customer satisfaction will increase.	0.459	0
H4	As customer-rated empathy increases, customer satisfaction increases.	0.504	0
H5	As the tangible medium rated by the customer increases, the customer satisfaction level increases.	0,539	0

Source: Own calculation

The above results show that the dependent variable has a correlation relationship with all 05 independent variables, in which the correlation coefficient between bank satisfaction and sympathy is the largest and between satisfaction with the client. The smallest tangible convenience.

**Multivariate regression analysis**

After conducting a linear regression analysis of the influence of these factors on customer satisfaction, we have the following results:

The adjusted coefficient R2 = 0.519 different from zero, showing that the results of the model study are valid, the variation of the independent variables explains 51.9% of the variation of the dependent variable

F-test results give us F = 41.884 and Sig = 0.000. Besides, the Tolerance of the observed variables is large and the VIF of the variables with the largest value is 1,338 < 10. Therefore, the regression model is suitable for the data set and has no multicollinearity phenomenon.

**Table 9: Regression results using the Enter method**

(Model)	Non-Standardized		Standardized	Tt	(Sig).	Multi-collinear statistics		
	Beta	(Std. Error)	Beta			(Tolerance)	(VIF)	
1	(Constant)	-0,922	0,309		-2,981	0,003		
	DTC	0,217	0,066	0,178	3,268	0,001	0,835	1,198
	DU	0,185	0,057	0,188	3,266	0,001	0,747	1,338
	PV	0,198	0,058	0,190	3,407	0,001	0,799	1,251
	SDC	0,296	0,071	0,237	4,164	0,000	0,765	1,307
	SHH	0,386	0,082	0,271	4,724	0,000	0,755	1,325

Source: Own calculation

Thus, the linear regression equation has the following form:

$$Y = -0.922 + 0.178 \times \text{Confidence (X1)} + 0.188 \times \text{Responsibility (X2)} + 0.190 \times \text{Service (X3)} + 0.237 \times \text{Empathy (X4)} + 0.271 \times \text{Tangible Media (X5)}$$

**Test of difference (Levene) according to individual characteristics**

- Analyzing the difference by sex: According to the survey results, we find that women are less satisfied than men.

- Analysis of differences by age:

**Table 10a: Checklist comparing each pair**

	(I) tuoi	(J) tuoi	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
LSD	18-22	23-40	-0,27658*	0,13837	0,047	-0,5495	-0,0037
		41-50	-0,43030*	0,14095	0,003	-0,7083	-0,1523
		>=50	-0,52525*	0,13927	0,000	-0,7999	-0,2506
	23-40	18-22	0,27658*	0,13837	0,047	0,0037	0,5495
		41-50	-0,15373	0,10311	0,138	-0,3571	0,0496
		>=50	-0,24868*	0,10079	0,014	-0,4475	-0,0499
	41-50	18-22	0,43030*	0,14095	0,003	0,1523	0,7083
		23-40	0,15373	0,10311	0,138	-0,0496	0,3571
		>=50	-0,09495	0,10431	0,364	-0,3007	0,1108
	>=50	18-22	0,52525*	0,13927	0,000	0,2506	0,7999
		23-40	0,24868*	0,10079	0,014	0,0499	0,4475
		41-50	0,09495	0,10431	0,364	-0,1108	0,3007

Source: Own calculation

In general, we can see that satisfaction increases with age

- Analyzing differences by qualifications: The study results show that there is no significant difference with the average value of the satisfaction level of the surveyed subjects on qualifications.

- Analysis of differences by income: The test results have no significant difference with the average value of the satisfaction level of the respondents on income.

- Analysis of differences by occupation: The research results show that there is a significant difference with the average value of the satisfaction level of surveyed subjects on occupation.

**Table 10b: Checklist comparing each pair**

	(I) nghe	(J) nghe	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
LSD	Office / Administrative staff	Business cycle	0,55556*	0,11965	0,000	0,3196	0,7915
		Worker	0,18157	0,11187	0,106	-0,0391	0,4022
		Students	0,07937	0,16386	0,629	-0,2438	0,4025
		Freelancers	0,10684	0,10460	0,308	-0,0995	0,3131
	Business cycle	Office / Administrative staff	-0,55556*	0,11965	0,000	-0,7915	-0,3196
		Worker	-0,37398*	0,12911	0,004	-0,6286	-0,1193
		Students	-0,47619*	0,17609	0,007	-0,8235	-0,1289
		Freelancers	-0,44872*	0,12287	0,000	-0,6910	-0,2064
	Worker	Office / Administrative staff	-0,18157	0,11187	0,106	-0,4022	0,0391
		Business cycle	0,37398*	0,12911	0,004	0,1193	0,6286
		Students	-0,10221	0,17090	0,550	-0,4392	0,2348
		Freelancers	-0,07473	0,11531	0,518	-0,3021	0,1527
	Students	Office / Administrative staff	-0,07937	0,16386	0,629	-0,4025	0,2438
		Business cycle	0,47619*	0,17609	0,007	0,1289	0,8235
		Worker	0,10221	0,17090	0,550	-0,2348	0,4392
		Freelancers	0,02747	0,16623	0,869	-0,3004	0,3553

Freelancers	Office / Administrative staff	-0,10684	0,10460	0,308	-0,3131	0,0995
	Business cycle	0,44872*	0,12287	0,000	0,2064	0,6910
	Worker	0,07473	0,11531	0,518	-0,1527	0,3021
	Students	-0,02747	0,16623	0,869	-0,3553	0,3004

Source: Own calculation

In general, business owners have lower satisfaction levels than other groups of occupations

- Analyzing the difference in service usage time, the study results show that there is a significant difference with the average value of the satisfaction level of surveyed subjects on service usage time at the counter.

Table 10c: Checklist comparing each pair

	(I) time	(J) time	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
LSD	< 1year	2-3years	0,10505	0,10610	0,323	-0,1042	0,3143
		> 3years	0,30958*	0,09401	0,001	0,1242	0,4950
	2-3years	< 1year	-0,10505	0,10610	0,323	-0,3143	0,1042
		> 3years	0,20453*	0,09912	0,040	0,0091	0,4000
	> 3years	< 1year	-0,30958*	0,09401	0,001	-0,4950	-0,1242
		2-3years	-0,20453*	0,09912	0,040	-0,4000	-0,0091

Source: Own calculation

In general, the satisfaction level decreased over time with the time with the Bank's service and service.

Research results have shown that there are 5 factors affecting customer satisfaction: "Reliability", "Responsibility", "Service capacity", "Empathy" and "Tangibility ". In which, 2 factors "Tangibility" and "Empathy" have the strongest impact. This is the basis for the topic to propose solutions to improve customer satisfaction when using transaction services at Bac A Bank - Phan Dang Luu Branch in accordance with the current conditions presented in Chapter 5.

5. CONCLUSION AND MANAGEMENT IMPLICATIONS

5.1. Discussing research results:

Based on the current situation of factors affecting counter transaction quality at Bac A Bank currently and the results of the assessment of the service quality at the counter through customer opinions, we will see the achievements and the causes of the quality limitations of this bank. The results of the scale test show that there are 5 components of service quality, including 22 variables that affect customer satisfaction, which are: (1) Reliability: 4 variables, (2) Responsiveness: 3 variables, (3) Serving capacity: 4 variables, (4) Empathy: 3 variables, (5) Tangibility: 5 variables.

5.2. Proposed management implications:

Solutions to improve the bank's tangible facilities:

Investing in upgrading the facilities and equipment of the transaction network:

- \* Redesign transaction counters, offices and additional customer guidance counters

Solutions to increase empathy to attract customers

- \* Strengthen the work of consultancy, support, care and customer care
- \* Promote advertising, marketing activities of Bac A Bank's products and services

Solutions to improve customer service capabilities

- \* Create trust and sense of safety for customers when using Bac A Bank's services
- \* Solutions to resolve customers' questions and complaints

Solutions to improve responsiveness to customers

- \* Improve the quality of the bank's human resources
- \* Building a friendly and modern working environment for employees

Solutions to improve the reputation and reliability of customers

- \* Reviewing and improving processes and procedures to ensure the promptness, convenience and confidentiality of information, safety of assets for customers:

- \* Build a good image in the heart of customers:

5.3. Conclusion, limitations and next research direction

Conclusion

The article presented the results of the research after collecting data through an objective survey of customers. Data were analyzed through descriptive statistical methods, Cronbach Alpha's reliability test, correlation analysis, regression and Anova test. Research results show that there are 5 components that affect

customer satisfaction in descending order: "Tangibility", "Empathy", "Service capacity", "Responsiveness" and "Reliability". On the basis of the research results achieved, along with the consideration of the development directions and strategies of the bank, the thesis offers a number of solutions to contribute to improving customer satisfaction.

In practical terms, the content of the article is to suggest Bac A Bank directions and solutions to improve service quality to improve customer satisfaction, in which priority is to focus resources on improvement. Improving the strongest impact factor then turn to the remaining factors.

In terms of research, the article further confirms the comments of previous researchers that service quality components are not stable, depending on the research field, in different service industries. With different characteristics, it is necessary to adjust a number of variables in the scale to suit each industry or research market. The thesis also contributes to advising Bac A Bank's leadership on employee training programs, contributing to improving service quality and satisfaction. The researchers can see this model as a reference model for their research in the next research projects.

***Limitations and the next research direction***

The article has made a positive contribution to Bac A Bank in understanding the factors affecting customer satisfaction on service quality at the counters. However, the thesis also has some limitations and from there it is possible to propose further research directions in the future:

- First, researching and selecting samples in a convenient form should not be highly representative. At the same time, the sample of survey with the majority of customers with low average income (68.5% of customers with incomes below 15 million / month) and only consider the criteria of time using services without combining with the rate of using transaction services during the year should affect the research results. This study should be repeated with the probabilistic sampling method and should include the criterion of number of transactions per year, thus generalizing customer satisfaction with banking service quality. and the research results will be higher. This is a direction for further research.

- Secondly, due to time and resource constraints, the study is only conducted in a narrow scope with customers using the service at the counters at Bac A Bank and 7 affiliated transaction offices.

- Third, this study only considers the assessment of service quality at the counter in relation to customer satisfaction based on their subjective perceptions without considering them in other relationships such as competency in Bac A Bank (e.g.: financial capacity, assets, human resources, ability to meet infrastructure conditions, ...) and business results achieved of Bac A Bank (e.g.: gross service revenue, total income from deposits, etc.). This is exactly what further studies should supplement and adjust for the above factors.

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