# Report On

# "Customer Satisfaction in Prime Bank PLC in the Digital Era: A Case Study on Retail Banking Services (Gulshan Branch)."

By

**S.M. Jubayed Hossen**
22104175

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of
Bachelor of Business Administration

BRAC Business School
BRAC University
September 2025

**Declaration:**

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

**Student's Full Name & Signature:**

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22104175

**Supervisor's Full Name & Signature:**

**Zaheed Halim, PhD**
Associate Professor, BRAC Business School

BRAC University

# Letter of Transmittal

Zaheed Halim, PhD
Associate Professor,
BRAC Business School
Kha-224 Merul Badda, Dhaka 1212, Bangladesh

Subject: Internship Report Submission

Dear Sir,

I would be delighted to present my internship report entitled, Customer Satisfaction in Prime Bank PLC in the Digital Era: A Case Study on Retail Banking Services (Gulshan Branch). The current report is prepared with respect to my internship experience at Prime Bank PLC, Gulshan Branch (General Banking Division) done between 15 June 2025 and 15 September 2025.

During the internship period, I was able to engage actively in the operations of the branch and customer service activities within the General Banking Division. The report is an objective analysis that is in accordance with BRAC Business School standards and my major learning outcomes.

I want to thank you so much for all your guidance and support during this process and with great respect submit the report to your review and consideration.

Sincerely yours

S M Jubayed Hossen
ID: 22104175
BRAC Business School
BRAC University
**Date: 21/10/2025**

# Non-Disclosure Agreement

This is signed between Prime Bank PLC and the undersigned and the recognition of this is given by a student of BRAC university.

As a former intern to the Prime Bank PLC, I, S M Jubayed Hossen, can attest that this report contains no confidential, proprietary, sensitive, or otherwise critical information of the company. I also realize that it is my further duty to ensure that I protect such information at all times and that I should not discuss, give out, or share such information with any other individual or organization without the relevant permission.

# Acknowledgement

I am grateful that the Almighty has given me the ability and the chance to work on this report. I am very thankful to my academic supervisor, Zaheed Halim, PhD, Associate Professor, BRAC Business School, who provided me with immense patience, helpful feedback and constant support during the internship and writing of this report. His brilliant recommendations tremendously enhanced the quality of my work; the rest of the mistakes are my fault.

I would additionally wish to express my heartfelt gratitude to my on-site supervisor and the officers and staff of Prime Bank PLC, Gulshan Branch who made time to cooperate with me, and provided me with time and valuable practical experience. Their encouragement and friendly support made the internship experience fruitful and helped me to apply the things learned in the classrooms into practice.

# Executive Summary

Prime bank plc is a major privately owned commercial bank in Bangladesh based in Dhaka. The bank has grown to include corporate, retail, MSME and sustainable finance since its establishment in 1995 using a regional network of about 146 branches and 170 ATM units. Prime Bank has also invested a lot in technology; internet banking, mobile banking, card services and real time core systems so that the customers in the urban market and rural market can access it securely and conveniently.

This internship report is a report of my three months attachment at Gulshan Branch in the general banking and service operations. This included customer daily onboarding (account openings and credit cards applications), cheques follow-up campaigns, and accommodating the payroll client acquisition. It was aimed to comprehend how front-office processes, compliance (KYC/AML) and digital channels merge to provide timely and reliable service and create customer satisfaction.

The research was conducted in the practice-based manner; direct observation, reviews of the internal process manuals (non-confidential), informal interviews with officers and analysis of regular operational data. Some of the key findings include that standardized documentation and disciplined queue/ turnaround tracking enable a significant decrease in the processing time, whereas proactive communication with customers (SMS/ phone reminders) increases pickup rates and retention. The possibilities are still present in

digitalizing workflows (e-forms and OCR), CRM-oriented staff prompts, and specific employee education on service recovery to continue improving customer experience.

Prime Bank has a good capitalization, diversification of products, and an innovative

culture, which gives this bank a strong stance to continue its growth and dominate the banking industry in Bangladesh. The suggestions in this report, which focus on simplifying processes, leveraging more on digital tools, and measures of service quality, will support the branch to convert operational effectiveness to customer satisfaction, which could be measured.

**Keywords:** client satisfaction, Prime Bank PLC, commercial banking, general banking, quality of service, quality of digital banking.

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# Chapter 1

## Overview of Internship

### 1.1 Student Information:

**Name:** S M Jubayed Hossen

**Student ID:** 22104175

**Program:** Bachelor of Business Administration (BBA) - BRAC Business School

**Major:** Human Resource Management.
**Minor** : Operations and Supply Chain Management

**Education:** My degree in HRM and Operations has given me a priceless understanding of workforce management and business processes that provides a sound foundation for applying theory to practice.

**Objective of Internship:** The objective of this internship was to get hands-on experience in applying theoretical knowledge in a practical environment and to improve my professional skills in the real-life organizational environment.

### 1.2 Internship Information

**Company:** Prime Bank PLC, Gulshan Branch, Dhaka

**Address:** Plot No 6A, Block-CES(F), 72 Gulshan Avenue, Dhaka-1212

**Period:** 15th June 2025 - 15th September 2025 (three months)

**Work Schedule:** Full time, Sunday to Thursday, Mon-Thurs, 10:00 AM - 6:00 PM
**Orientation:** No orientation programme; learning responsibilities fulfilled through on-the-job training and direct supervision

### 1.2.1 Supervision and Mentorship:

**Field Supervisor**: Md Abuzafar Obaidullah Akon, Assistant Vice President

- performed general supervision and performance assessment
- Supervised work according to the organizational criteria and academic requirements of the university

**Mentor:** Nasir Uddin Ahamed, Executive Officer

- Provided day-to-day supervision and on-the-job;
- Assisted in understanding branch operations and daily tasks.

### 1.2.2 Internship Duties and Responsibilities

**Account Opening & Statement Printing:**

- Helped customers complete account opening forms for processing in PI system
- Created Customer Information Files (CIF), created account numbers, and processed account statement requests.
- Mostly accomplished payroll accounts on a daily basis for the customers.

**Credit Card Application Processing:**

- Processed client credit card applications including necessary documentation.
- Other: Checked identification and income records, flagged incomplete forms and sent complete forms to corresponding department or on site supervisor.
- Received practical experience with customer verification, attention to detail and systematic documentation

**Record-Based Verification & Administrative Services:**

- Valid customer documents (NID, TIN, passport) verifications for KYC updates of the customer.
- Scanned, printed and filed records.
- Recognized the need for good documentation, accuracy of compliance, and digital archiving.

**Customer Follow-up Calls and letter writing:**

- Contacted customers regarding uncollected cheque books and debit or credit card which were approaching destroying dates.
- Worked within PI and Prime Live to maintain client records and find out customer mailing addresses to send letters to the customer for collecting cheque books from the branch .
- Increased telephone communication skills, learned follow-up discipline, service accountability

**Payroll Client Onboarding:**

- Helped bank personnel during corporate visits to open bulk accounts for employees
- Assisted with distribution and collection of forms, gave basic instruction and responded to simple questions.
- Proven ability to manage corporate clients.

**Data Entry and Other daily Random Tasks:**

- Maintained daily contact lists, entered transaction summaries and generated daily Excel reports.
- Helped with filing, compliance checks and document accuracy.
- Possesses data management, reporting accuracy, and sensitive record confidentiality skills.

In performing these duties, I have acted as an assistant member of the branch staff. All work was performed under the direction of branch personnel while reporting directly to branch staff and I was diligent in adhering to bank policies and security procedures. This hands-on experience allowed me to gain an in-depth understanding of how a commercial bank branch operates on a day-to-day basis, from the customer onboarding process to day-to-day transactions.

## 1.3 Internship Outcomes

In hindsight, the internship journey at Prime Bank PLC's Gulshan Branch has brought forth impactful results not only for the organization but for myself as well. This section should focus on what I did for the company, what I learned, what I have struggled with, and ideas and suggestions to better future internship programs and branch operations.

### 1.3.1 Student's role in the Organization:

During the internship I was closely involved with day to day activities of the branch. A major contribution area was to the processing of customer forms and applications. I processed more than 20 forms a day, on average, and those forms included credit card applications and new account applications. This has helped to reduce workload for staff, increase turnaround time and improve customer service. I also participated in customer communication campaigns as part of the cheque book follow up campaign where I called customers to remind them to pick up outstanding cheque books. This less waste and better customer relationships. In addition, I helped underwrite payroll clients by helping open accounts onsite, which not only reduced the time required for the bulk account acquisition process, but also created more value for the bank's business development work. These entry-level contributions helped to increase branch efficiency and customer satisfaction.

### 1.3.2 Skills Learned/Benefits to Student:

The internship helped me in building important professional skills. Gained more ability to manage high workload and prioritize tasks within a busy banking environment By working as part of a team with officers and support staff, I developed my teamwork and learned to work in a structured organisation. Precision was a strong suit, as the accuracy needed to verify identities, enter customer information into paper forms and process financial paperwork was important. I also developed my communication skills (both verbal and written) in direct contact with customers, over the phone and in writing branch-related documents. Besides providing practical experience, the experience also helped me bridge the theory and practice gap between academic business and HR theories, and the practical applications of these theories in banking operation.

### 1.3.3 Discussions of Difficulties Faced During the Internship:

Though very fulfilling, I encountered many difficulties. Additionally, the manual and paper-based account opening process was time consuming and, at times, frustrating because of the amount of data that needed to be entered. Technical problems of the PI software: slow reactions or temporary freezing, delays in service provision and additional stress to the customer There were also limitations in terms of resources. There was only one scanner and one printer, so when they broke, the backlogs curtailed operations. During these times, I had to find ways to organize tasks, to prioritize document scanning during off-peak hours, and to be patient while waiting for equipment to become available. These hurdles not only challenged my resilience but also instilled in me the ability to think creatively and adapt to unexpected situations in a real-time work environment.

### 1.3.4 Suggestions for the Organisation and future Internships:

Improvements based on my experience are suggested. First, by digitizing the account opening process either through a secure electronic form or online portal, time would be saved, errors reduced, and efficiency would be improved. Second, automated SMS or email reminders could be sent for items awaiting collection (e.g. cheque books or cards not collected by a customer) thus eliminating follow-up work. Third, optimising the PI software so that it can handle peak workloads more gracefully would mean there would be no service disruption. Finally, if an additional scanner, printer, or workstation was made available, there would be less operational delay. These steps would improve the way their operations work and offer a better learning environment for the next generation of interns.

# CHAPTER 2

## Organization Part

## 2.1 Introduction

In this chapter, the Prime Bank PLC, a second generation commercial bank in Bangladesh, is analyzed in terms of its organizational structure, major operations, financial performance and strategic position. Prime Bank provides an Islamic, corporate, and retail bank services. The purpose of the analysis is to know how the bank manages its operations, human resources, customer relations, and financial activities; how it competes successfully in a dynamic market. This chapter presents an in-depth picture of the organizational performance and strategic environment of Prime Bank by discussing its performance trends, strengths and weaknesses

### 2.1.1 Objectives:

**The study aims to:**

1. Summarize the background, structure and products of Prime Bank.
2. Explore HR practices and management so as to determine the leadership style and HR development.
3. Cost marketing and positioning.
4. Compare previous financial performance (last 3 to 5 years) by ratio and DuPont analysis.
5. describe operational and information system practices.
6. Strategic audit based on Porters Five Forces analysis and SWOT analysis.

This is meant to show a clear picture on the effectiveness and strategic position of the bank.

### 2.1.2 Scope of Study:

The paper relies on annual reports, information on the websites, press releases, and industry data of Prime Bank. Key aspects include:

- 2020 -24 financial trend analysis.
- Managerial, marketing and operational practices, which are internal factors.
- External factors such as competition in the industry, and macro-environmental factors.
- Emphasis is placed on home affairs; overseas branches and subsidiaries are not mentioned except in official reports.

### 2.1.3 Methodology:

It is a secondary research-based study with both quantitative and qualitative data gathered using authoritative sources. Financial statements, key ratios and performance indicators are examples of quantitative data. The qualitative data include HR practices, management policies, marketing strategies, and working processes. Prime Bank official publications, reports of Bangladesh Bank, online news and past case studies and internship reports are a few of the sources. With financial ratios such as profitability, liquidity, efficiency, and leverage, trends of financial ratios were observed and company disclosures and news reports were used to evaluate management style, HR, marketing, and operations. References are made according to APA guidelines, version 7.

### 2.1.4 Limitations:

The analysis will be done on the publicly available data; certain developments or confidential data will not be considered. Qualitative issues like the leadership style and internal culture, which might not be a true reflection of reality, were inferred through the use of secondary sources. Financial analysis applies to the end of the year values and comparatively simplified assumptions and is somewhat dissimilar to the official calculations. It did not examine each product and each department separately due to the time and word limitations, however it paid more attention to core operations and overall performance. Regardless of such limitations, multiple sources have been triangulated to provide credible and objective analysis of organizational profile and performance of Prime Bank.

## 2.2 Overview of the Company:

Prime Bank PLC, which is one of the largest privately owned and operated commercial banks of Bangladesh, is considered to be a high quality second generation bank. Established in 1995 and headquartered in Dhaka, the bank has grown over 30 years of operation as a forward-thinking financial institution that's known for its sustainability, accessibility, and innovation.(*Prime Bank PLC.*, n.d.) In keeping with ownership transparency and regulatory requirements, its stocks are listed on the Dhaka stock market and Chittagong stock market.

With a customer base of about 1.1 million in both urban and rural areas, Prime Bank is well and truly devoted to financial inclusion.(*Prime Bank PLC.*, n.d.-b) Apart from conventional banking, the bank can offer special services to attract a large customer base. It has launched Shariah-compliant offerings under its Islamic banking service and has helped small businesses and women entrepreneurs across the country through its SME financing service.

Other high priority areas are sustainability and community development. Prime Bank works to encourage business development and social responsibility through CSR activities impacting education, health and relief programs.

### 2.2.1 Services and Segments:

Prime Bank will have a strong diversified portfolio including corporate banking, retail banking, SME banking, and Islamic banking. The corporate banks are designed for large clients and medium-sized clients and provide loans, trade finance, cash management and treasury services. Retail banking: Provides personal financial services such as deposit accounts and credit card services; home and auto loans. The Islamic banking segment offers Islamic financial products including mudharaba deposit and Islamic loans.(Report, 2024)The SME is a specific market, which is for entrepreneurs and is an integral part of the Bangladesh economy. Prime Bank has also ventured into green financing by financing renewable energy and eco-friendly projects.

### 2.2.2 Mission and Vision:

The bank aims to provide service and innovation excellence, to make economic life easy. Its mission is that of purposeful development and profitability balanced with investments into an inclusive economy. Prime Bank is a customer-focused technology-driven privately-owned bank dedicated to becoming a leader in the banking industry with core values of trust, integrity, and teamwork.

### 2.2.3 Ownership and Governance:

Prime Bank is a publicly-traded, well-managed and responsible bank established by some of the best entrepreneurs, Board of directors with Mr. Tanjil Chowdhury as Chairman and Mr. Hassan O. Rashid as Managing Director and Chief Executive Officer. The bank conforms to the principles of corporate governance of Bangladesh Bank and promotes diversity and transparency in leadership.

Significant Results: Nano Loans are new models that Prime Bank has made to enhance financial inclusion through offering small digital loans to garment workers. The bank has achieved an appreciation on its retail banking, credit card performance and capital adequacy. It also offers assistance to the community development, healthcare and education initiatives through the Prime Bank Foundation besides being socially responsible.

## 2.3 Management Practices

The management practices at the Prime Bank PLC are majorly structured reliant on the leadership style, human resource (HR) practices and organizational culture all of which orient towards the achievement of the long-term strategic goals of the bank. The practices balance towards professionalism, employee involvement and responsibility.

**Leadership Style:** Prime Bank embraces both professional and performance-based management as well as participative governance. Top managers and the Board of Directors focus more on sustainability and the quality of assets rather than one-year earnings. Decisions are made by committees; that is, independent directors and experienced professionals in consensus-building. Managers establish departmental performance goals and promote teamwork and cross-functional collaboration, especially in initiatives such as the development of digital products and implementation of retail banking. We value authority because banking activities are sensitive, and employees have the freedom of exchanging ideas and innovating within the regulated risk mechanisms.

**Recruitment, Human Resource Planning:** The hiring process is very clear using merit, such as CV screening, aptitude test, interviews and background check. The Management Trainee program prepares the graduates to become Leaders in future, and there is also an inventive recruitment process which helps graduates placement into specialized roles such as IT, compliance and treasury. The mix will guarantee a balance between new talent and experienced workers.

**Training and Development:** Development of employees is one practice in HR. The bank has its own training institute where it provides technical, as well as soft skills training. Employees are exposed to different functions in orientation and job rotation programs. Training is ongoing on compliance, customer service, credit risk and Information Technology systems. The employees also participate in external programmes at institutions such as the Bangladesh Institute of Bank Management (BIBM) or international training. On-the-job and off-the-job coaching helps firms build robust internal talent pipelines, lessen employee turnover, and generate a list of promotable personnel.

**Pay and Performance Review:** Prime Bank offers good compensation packages in form of salary, bonuses, provident fund, gratuity and medical coverage. An emphasis on performance-based rewards, annual increments, and bonuses associated with Key Performance Indicators (KPIs) which include sales goals, quality of service and efficiency. To reduce bias and achieve fairness, performance results are reviewed by senate management. Meritocracy encourages workers by giving them awards, sending them to conferences, and recognizing the workers publicly.

**Leadership Succession:** Stability in leadership is desired. Schemes such as the leadership training and Management Trainee scheme produce future leaders. Junior employees are mentored by senior managers and any possible future successors noted and given the position of deputy or head of a department. This will help in making the transitioning as smooth as possible and decrease disruption in leadership.

**Culture of Work and Employee Relations:** Prime Bank does have an enabling culture with a professional touch. Accessibility of information through HR pathways, town-hall meetings, departmental independence, etc. is welcomed and ownership and responsibility are encouraged. An employee in digital banking is welcome to share their ideas, which helps in modernization. This is a professional atmosphere that is inclusive enough to make employees feel important and involved.

## 2.4 Marketing Practices:

The Prime Bank PLC marketing practices are tailored to reach the appropriate customers, create the right products, as well as market the bank services within the competitive banking sector. Being a financial services provider, the strategy of the bank extends to traditional advertisement, positioning, service delivery mechanism, product development, and relationship management.

### 2.4.1 Identify Target Segments and product development:

Historically serving corporate clients and low net worth individuals, Prime Bank has moved to the retail and SME market segments to increase low cost deposits and broaden its market reach. The target customers are young, technology savvy professionals, middle-income families and businesses. The Neera account is offered specifically to women, with the SME financing programme assisting small businesses and entrepreneurs in city and semi-urban regions. In partnership with the exchange houses, remittance services are offered to the recipients of the expatriate income. Using a combination of corporate banking and retail and SME services, the bank ensures the needs of all customers are addressed.Report (2020).

Prime Bank positions itself as a Trusted and Innovative Banker; focusing on protecting deposits and being truthful as a trust, and new technology and products as innovation.

New rebranding, such as new logos, visu(Bashir et al., 2023)al identity, etc, are meant to win younger customers but retain current clients.

The bank products are in line with its inclusiveness and innovation policy. Deposit products such as savings, current and fixed deposits and student, elderly and professional schemes. These credit products include personal, home, car and SME loans. Nano Loans are innovative digital products that improve financial inclusion by providing mobile-accessible Nano loans to RMG workers. Corporate banking solutions, such as trade finance, cash management and treasury solutions are promoted as effective and reliable. The Islamic banking unit offers Shariah compliant savings and Ijara loans.(*Prime Bank PLC.*, n.d.-c) The marketing advantages include competitive interest rates and SME financing packages with international partners. Indeed, flexibility and product customization will help in building customer loyalty and constant analysis of behavior and market trends will help maintain such relevance and competitiveness.

### 2.4.2 Channels and Distribution:

Prime Bank is a multi-channel distributor. Branches still play a core role in relationship banking, and online services such as internet banking (MyPrime) and the mobile application (Prime Smart) will additionally provide convenient anytime, anywhere access.(Afroz, 2025)ATM networks and agent banking outlets further increase accessibility while channel locations are targeted by geographic and demographic analysis. Major clients of the urban centers would be corporate and retails and the semi-urban and rural populations coming through agent banking and ATMs. The combination will ensure maximum market coverage and access.

### 2.4.3. Promotion and Advertising:

Promotion plans bring to the forefront important products and services in print, electronic, and social media. Messaging reinforces brand positioning - based on trust ("Your trusted partner in progress") and innovation ("Simpler banking through technology"). Co-branding and collaborations with consumer brands will deliver such benefits as discounts and bonuses to the cardholders, increasing cardholder engagement and loyalty. The partnership with the lifestyle, hospitality, healthcare, and travel industries generates value addition and makes Prime Bank out to be a lifestyle partner.

Corporate Social Responsibility (CSR) can be used as a tool in marketing as well. Sponsorship of sporting events and especially leagues in cricket help to increase brand

awareness and goodwill among the society.(*Prime Bank PLC.*, n.d.-d) Social media activity, financial tips and deals, and local events can be used to reach the younger digitally connected audience in a cost-effective way, reinforcing the idea of Prime Bank as a modern customer-friendly bank.

### 2.4.4 Online Marketing and Technology:

Online marketing and technology covers tools, methods and techniques used to market products and services on the Internet and via other electronic means.

Prime Bank has opted for digital marketing. Both online and mobile banking solutions are aggressively marketed in order to encourage take-up, and users are encouraged to download apps. Innovation: The bank is innovating in several ways, such as the introduction of digital loans, mobile remittance services, and the use of apps for account management, to name a few. Digital analytics helps companies market their product based on data, which leads to an increase in their engagement, response rates, and cost efficiency.

### 2.4.5 Opportunities and challenges related to partnering:

Prime Bank is reasonably well-run, but the market is extremely competitive, with more than 40 private banks based in Bangladesh. Brand recognition and consistency have been an enormous issue, but rebranding and a new visual identity is addressing some of those issues. It has low rural penetration compared to its competitors, and thus the need for continuous development of trust and reliability through banking with agents and providing services at a local level. The use of digital technologies is required, as competitors in the fintech area need quick, easy-to-use services and good applications on the web.

Opportunities lie in scaling up retail businesses, SMEs, strategic alliances and financial inclusion. In the midst of tough competition, by highlighting the positive aspects of the bank - such as sufficient capital, low non-performing loan, innovative products and digital solutions, marketing becomes more effective and competitive.

## 2.5 Financial performance and accounting practices:

As we will discuss in the points below, this paper will concentrate on financial performance analysis.

Prime Bank PLC 2020-24 financial performance shows it has slowly improved profitability, efficiency, solvency and asset quality. As there are no balance sheets and the main financial ratios and trends have shifted, it is safe to assume that the bank has a high private banking presence in Bangladesh and is able to adapt to evolving market dynamics.

## 2.5.1 Financial performance:

### 2.5.1.1 Profitability:

The rise in profitability has been one of the finest achievements of Prime Bank in the past five years. Over the four periods, net profit after tax (NPAT) increased more than four times, and the corresponding figures were BDT 1.83 billion and BDT 7.32 billion for 2020 and 2024, respectively.("Prime Bank Annual Report 2024," 2023)This increase has come from the increase in revenues and operation margin. This increased performance is further evidenced by important ratios such as Return on Assets (ROA) or Return on Equity (ROE). The ROE has also increased significantly above industry averages as the company generated greater returns for its shareholders.

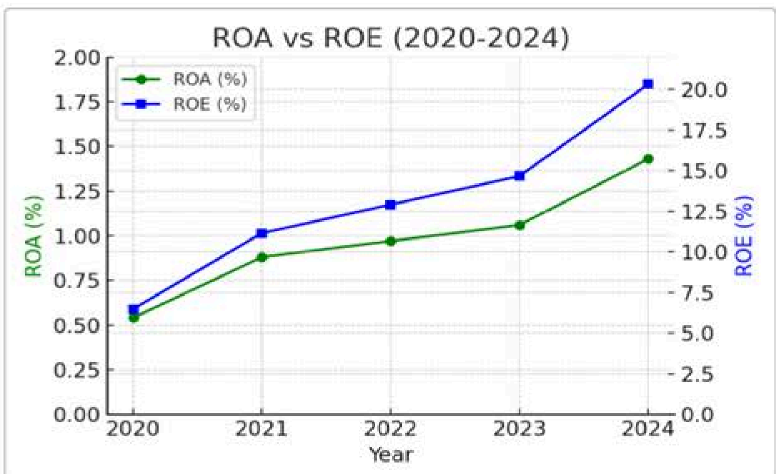



Figure: ROA/ROE Prime Bank PLC (202024). ROA (green, left axis) showed incremental improvement which is a sign of higher-asset exploitation to make profit, whereas ROE (blue, right axis) shot up substantially by 2024, which is a sign of better ROA, as well as increased equity multiplier (financial leverage) to enhance returns to shareholders.

Several factors were involved with this influx. The improvement in yield management efficiency and the increase in the interest rates had a positive impact on net interest income, while the channelization of revenue streams like fee, commission and trading revenues improved the bottom-line of the financial institution. Efforts to control costs limited the rate of increase in operating costs while revenues increased. Net profit margin grew almost two-fold from 16% to 32% for the period 2020 to 2024, indicating the bank's ability to turn a higher percentage of its revenue into profit.(“Prime Bank Annual Report 2024,” 2023)

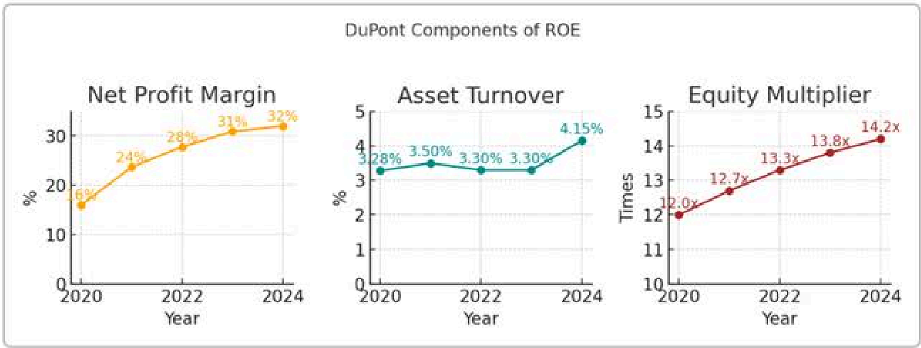
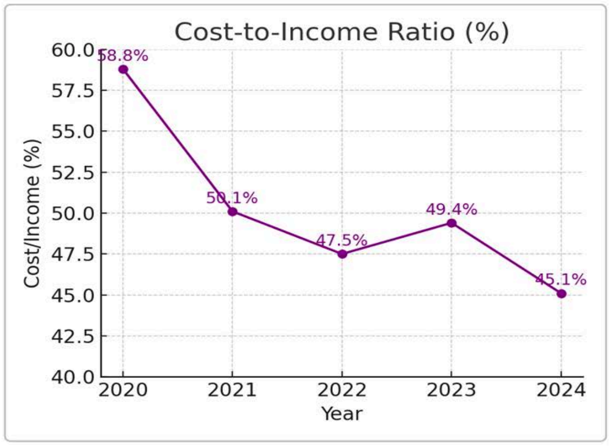



Figure: DuPont analysis of ROE at Prime Bank (202024). Net Profit Margin (orange) improved significantly (16% to 32%), which is a pointer of better profitability of operations. Asset Turnover (teal) stayed at 3-4% (a minor increase in 2024 due to increasing revenue faster than assets) because the efficiency of asset utilization is rather steady. Financial leverage was increased with an increase in Equity Multiplier (brown) to a higher level of about 14x. The combination of the three factors is ROE; the chart shows that the growth of ROE was majorly motivated by an increase in margins and minorly, leverage.

A DuPont analysis has indicated that net profit margin was the driver for growth in ROE. Asset turnover remains between 3 and 4 which is typical for efficiently utilizing assets. The company did increase its financial leverage slightly (equity multiplier increased to 1214 times), which in turn helped to increase the ROE.(*Provisional Profit Rate*, 2025) In general, the improvement in ROE was achieved mainly through promotion of profitability, management of cost and controlled leverage.

### 2.5.1.2 Able to control efficiency and cost:

Prime Bank has also increased efficiency of operation. Operating cost to income ratio also declined from about 59% in 2020 to 45% in 2024.(“Prime Bank Annual Report 2024,” 2023)  This means that the bank paid less costs for each unit of income produced. The increases in efficiency were achieved through a strict control of operating costs, a moderate increase in personnel costs and a lean branch operation. On top of that, costs associated with manual processing were reduced from automation and investments in digital channels. Since 2021, Prime Bank has become one of the more efficient banks in Bangladesh if i consider the cost-to-income ratio below 50%.

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Graph: Prime Bank Cost-to-Income Ratio (20202024). The ratio decreased to the current level of 45.1% in 2024, which is better than the efficiency of the operations during 2020 (58.8%). A decrease in values would indicate that the bank is earning a larger amount of income per unit of operating expense. The cost to income of Prime Bank was less than 50 per cent after 2021, which is favourable in the banking industry.

### 2.5.1.3 Liquidity:

Liquidity is a very important component of banking. In 2024, LDR was near 85.("Prime Bank Annual Report 2024," 2023) Prime Bank had sufficient liquidity funds (in terms of cash and government securities), and in addition, had met regulation liquidity capital requirements (Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR). The ratios will provide information about the bank's ability to cover its short-term obligations and its ability to sustain its stability over time.

### 2.5.1.4 Horizontal Growth Analysis:

The horizontal growth of the Prime Bank reflects stable growth in financial measures. The increase in total assets was also experienced beginning in 2020 to 2024; thus, BDT 348 billion divided by 12 yields around 12% compounded growth.(*Provisional Profit Rate*, 2025) Deposits and lending rose in accordance with the rising base of assets. Overall revenue also increased 46 percent in 2024 compared to 2023, reaching a total of BDT 22.9 billion, and net profit grew more than 50 percent as a result of greater interest revenue and retail and SME banking fees.(*Provisional Profit Rate*, 2025) It means effective strategic targeting of profitable markets and utilization of technology and digital platforms.

### 2.5.1.5 Overall Financial Health:

In general, the 2020-2024 performance is sustainable financially. Greater margin and revenue diversification led to improved profitability and efficiency through cost control and digitalization increased operational performance. Risk management was prudent as liquidity was sufficiently high, asset quality strong, and capital ratios higher than regulation required. The growth in assets, deposits, loans, and revenues provide examples of effective implementation of strategic priorities such as retail banking, SME banking, and digital investments. That has improved shareholder confidence, dividend payments, and market position. Prime Bank has shown consistent financial growth, stability, and resiliency and is poised to accelerate further and remain competitive.

## 2.5.2 Accounting Practices

Prime Bank PLC complies with accounting standards according to the Bangladesh regulations as well international standards to provide accurate, transparent and similar financial reporting. The bank adheres to the international financial reporting standards (IFRS) used in Bangladesh and Bangladesh Bank Company Act 1991 and gives it conformity with international and local regulations.

### 2.5.2.1 Basis of Accounting:

The bank uses an accrual basis of accounting where income is recognized upon earning and expenses, upon incurring the cost. One way of doing it is by periodically accruing interest on loans and maintaining interest suspense accounts on non-performing loans to avoid overstating income. The presentation of financial statements is based on historical cost convention and some of the investments are undervalued as per IFRS.

### 2.5.2.2 Accounting Cycle/Systems:

Prime Bank operates a full accounting cycle as part of its core banking system (CBS) that captures the daily transactions and continually updates the general ledger in real time. Through the CBS and an integrated ERP system, most of the activities coded in journalizing, ledger posting, extraction of trial balance, reconciliation, and preparation of financial statements are highly automated.(“Act NO. 14 of 1991 an Act Made to Make Provisions for Banking Companies,” n.d.)Accuracy is guaranteed by branch level trial, keeping an inter-branch and a nostro account. The Board Audit Committee oversees internal controls and an independent annual audit is performed which leads to unqualified audit opinions.

### 2.5.2.3 Revenue Recognition:

Interest of loans is charged unless it is regarded as a classified loan, where the interest is suspended according to the regulations. Fee and commission revenues are recorded at the time of rendering of services and part of the revenue has been amortized as effective interest on loans. When the right to income is obtained, it renders the investment income, such as dividends and government securities. The practices do not violate IFRS principles on revenue recognition.

### 2.5.2.4 Loan Loss Provisioning:

Loan provisioning and classification is based on Bangladesh Bank provisions. Loans are classified as standard, special mention, substandard, doubtful or bad, with the provisions indicating a conservative method. The local regulations tend to have more provisions compared with IFRS 9 expected credit losses, which will cover the likely defaults well.(“Act NO. 14 of 1991 an Act Made to Make Provisions for Banking Companies,” n.d.)

### 2.5.2.5 Valuation of Investments:

The price of investments in corporate bonds, government securities or equities depends on the classification. The amortized cost of government securities reported to maturity, and fair values of other investments, are reported in profit or other comprehensive income (OCI). Equity investments are generally recorded at market value and unrealized gains on equity investment are recorded in OCI.

### 2.5.2.6 Fixed and Intangible Assets:

Most of the substantial assets are written off on a straight-line basis as property, plant, and equipment at cost less depreciation. Land is not depreciated. Software and other intangible assets are amortized over a span of 5-10 years on a straight line basis. Core banking software is put on a capital basis and amortized throughout the useful life.

### 2.5.2.7 Foreign transactions:

Foreign currency monetary assets and liabilities are translated at the balance sheet closing rates and the exchange differences to be recorded in the profit or loss unless hedged. Non-monetary items that are at historical costs are at transaction-date rates.

#### 2.5.2.8 Consolidation:

Inter-company transactions are removed and minority interests are recorded as part of consolidated financial statements, including subsidiaries. Consolidation gives a detailed picture of the financial situation of the group; although subsidiaries are rather small.

#### 2.5.2.9 Special Accounting Areas:

**Lease Accounting:** IFRS 16 is used where assets such as right-of-use and lease obligations are recognized. The rent is made up of interest and repayment of the interest. **Deferred Tax:** Deferred Tax is the deferred difference before the full acquisition of the asset as deferred tax asset or deferred tax liability. The deferred tax assets are not necessarily all deductible until some other event such as write-offs of loans takes place.

**Audit and Oversight:** Accountants have audited the financial statements in order to meet the accounting requirements, and such statements are approved by the Audit Committee. The further authority of Bangladesh Bank ensures the credibility and timely correction of any discrepancies, such as provisioning.

## 2.6 Practices of Operations Management and Information System:

The ability of Prime Bank PLC to offer efficient, secure, and convenient banking services is centred on operations management and information systems. The bank has been increasingly embracing technology which has helped to streamline its operations, improve data management and deliver better services to customers and other stakeholders.

➔ **Information Systems Infrastructure:**

The heart of the operation at Prime Bank is the Temenos T24 core banking system which was implemented in 2009 as an upgrade to the old systems. This is a real time system which incorporates a deposit and loan system and the payment system and general ledger system and when there is a transaction in any one branch, it is immediately updated in all branches and ATMs. Branch-banking gives the customer flexibility and convenience when performing transactions.

In addition to the main system, Prime Bank provides digital services including MyPrime internet banking and the Prime Smart mobile App. These systems are linked safely with the main system, where real-time transfers can be made of any funds, balance can be checked, and bills could be paid. Information has been stored in highly fortified database systems with primary and disaster recovery backup to maintain continuity in operations.

- ➔ **Collection, Data storage and processing:** The bank relies on its ITs to gather, store and process transactional and operational information. All customer related documentation is computerized and reports out of the system aids in management decision-making. Automated notification helps maintain risk management teams and alert branch managers to exposures and suspicious transactions on a daily basis.
- ➔ **Sharing of information and communication with stakeholders:**

Performance dashboards, video conferencing tools, performance payroll and performance attendance and leave management are also available to internal stakeholders. Watching account information, statements, and live updates on transactions allows customers to view the account and its transactions securely through SMS, an application notification, or email. Reporting on regulations is automated, which saves time and improves precision.

- ➔ **The use of Technology and Operations Management:**

The majority of banking services, such as opening accounts, processing transactions, clearing and reconciling are all automated. The cheques clearing is done by using the electronic clearing system which speeds up the processing time. The real-time liquidity and investment software employed by treasury management businesses and external checks such as maker-checker and dual authentication reduce errors and fraud to a minimum - creating an audit trail to hold accountable.

- ➔ **Project Management and Project Scheduling:**

IT systems help in the planning of resources such as ATM cash replenishment and staffing of the branch during the peak hours. Branch queue management systems enhance customer flow, and workflow software oversees the work of the back office to process loans and letters of credit as needed.

- ➔ **Information Protection and Information Security:**

Prime Bank has implemented an Agent Banking system, which has distributed biometric devices and tablet-based banking systems to agents in far-flung locations. No need for physical branches, e-KYC and biometric verification for safe online account opening and transactions. Branch biometrics identification is convenient and secure.

AI and machine learning are emerging as new technologies that can optimize costs, improve credit scoring, combat fraud, and provide marketing at the individual level.

Analyzing transactions, customers, and operational bottlenecks, data analytics can be used to make strategic decisions such as expanding operations and branches or optimizing processes. OTPs, firewalls, encryption, two-factor authentication, and disaster recovery exercises are also additional measures to protect systems.

➔ **Office Management Software:** Documentation is aided by productivity tools, as well as reporting and project management. Core system information is sent to spreadsheet where it is analyzed, project management software is used to track operation and IT plans, such as regulatory implementation and product releases.

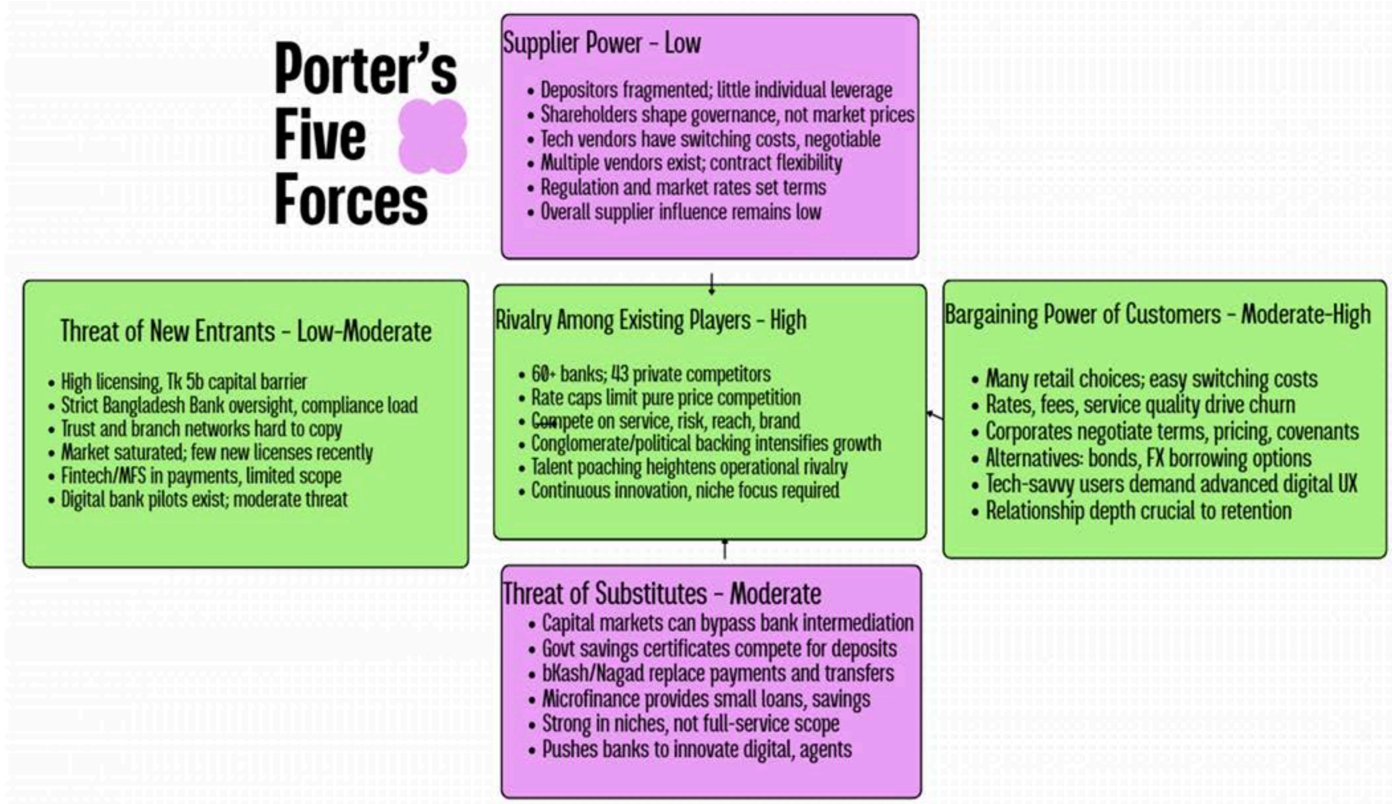
➔ **Operational Practices:** Prime Bank makes operations simple to shorten turnaround time and improve efficiency. The level of transaction processing time, error, and customer satisfaction are all monitored on a regular basis. New systems and procedures are also taught to the employees to ensure they make maximum use of technology. Office operations like maintenance and card processing are centralized, with employees at branches concentrating on serving customers. In the call center, a customer relationship management (CRM) system promotes the effective resolution of queries.

➔ **Quality and Compliance:** Regulatory Compliance: Compliance checks are integrated into the operational process with checks for loan limits, KYC statuses and sanctions lists. To reduce compliance risks, anti-money laundering software red flags suspicious transactions.

## 2.7 Competitive/IP analysis:

This section assesses the external environment of Prime Bank PLC through Porter's Five Forces analysis and a SWOT analysis to establish its position in the Bangladeshi banking industry in terms of competitiveness. These factors are important in order to understand what challenges, threats, and opportunities the bank confronts and to evaluate whether it is strategically positioned in a highly dynamic and competitive environment

### 2.7.1 Porter's Five Forces Model:




### 1. Threat of New Entrants (Low to moderate)

**High entry barriers:** The banking sector in Bangladesh has high entry barriers, including stringent licensing requirements, a minimum paid-up capital of around Tk 5 billion, and stringent regulatory oversight by Bangladesh Bank. New entrants are unable to readily build trust and branch networks that rival incumbent banks. Notwithstanding the government giving the green light for the setting up of a handful of banks in the 2013-2019 period, raising the overall number of licensed banks to over 60, the market has become saturated and further licensing has become a rarity, and only under very exceptional circumstances.("Prime Bank Annual Report 2024," 2023)

Some traditional financial institutions are, however, coming in the form of Fintechs and Mobile Money Service Providers (MMSPs) like bKash and Nagad, especially in the payment space. BB even has tested digital banking programs.(Dhaka Tribune, 2025) However, these services are not fully-fledged banks offering full range financial services and thereby pose a moderate rather than direct threat. Prime Bank has the benefits of reputation, customer trust and a wide branch network which are hard for new entrants to match. Overall, Prime Bank has low levels of new entrants which provide them with strong market stability and customer retention; at best this falls into moderate.

### 2. Bargaining power of customers (Moderate to High)

- Bangladesh's banking sector has two types of customers: individuals and corporations. Customers have a lot of choices for retail banks, which is why it's easy for them to switch to a bank that offers a better interest rate or service. As a result, banks must stay competitive with their services, cost of banking, and innovation to keep customers.

- Corporate clients, in contrast, have even more bargaining power. Also, since there are many banks to choose from, large corporations are able to negotiate better terms such as better deposit rates, as well as lower interest rates for loans. Furthermore, corporations can also have access to other forms of financing, like issuing bonds or borrowing in foreign currencies, which will further increase the corporations' leverage vis-a-vis local banks.

- Prime Bank needs to keep offering high quality services, maintaining strong customer relationships, and offering digital banking solutions in an advanced way to prevent the clients from changing to other banks-especially among the technologically advanced ones. In general, consumers' bargaining power is strong and has a significant impact on prices, product quality, and product development.

### 3. Supplier Power (Low):

- In the banking industry, the major source of deposits are depositors who contribute funds for loans and investors/shareholders who contribute capital. While the actions of depositors taken en masse can impact market interest rates, individual depositors have limited bargaining power with which to impose terms on the bank. Likewise, shareholders are able to help shape internal governance, but not directly control market conditions or interest rates.

- Technology vendors (core banking software vendor and ATM hardware vendor) have moderate influence as a result of high switching costs. However, banks are free to negotiate contracts, or even to change vendors, if necessary. Supplier power is low because the market and the regulatory environment governs the price and terms of supply much more than the individual supplier.

### 4. Threat of substitutes (Moderate):

The other financial services pose a moderately high threat to ordinary banking. To take a case in point, the capital markets can be approached by large corporations to get money

but not by the involvement of.
banks at all. Government savings certificates are pleasing and secure savings accounts, which may compete with business bank deposits. Small loans and savings can also be delivered through microfinance institutions instead of using traditional banks, through basic bank operations of transfer and payment being supplanted by mobile financial services such as bKash and Nagad (particularly in rural regions).

Even though these substitutes have not substituted the conventional banking services like large scale lending or deposits services, they are compelling the banks to be innovative. Prime bank responded with better digital offerings, agent banking in unserved regions and micro-loans. Substitutes pose a threat to some of the niches but cannot yet accomplish the replacement of the traditional banking functions.

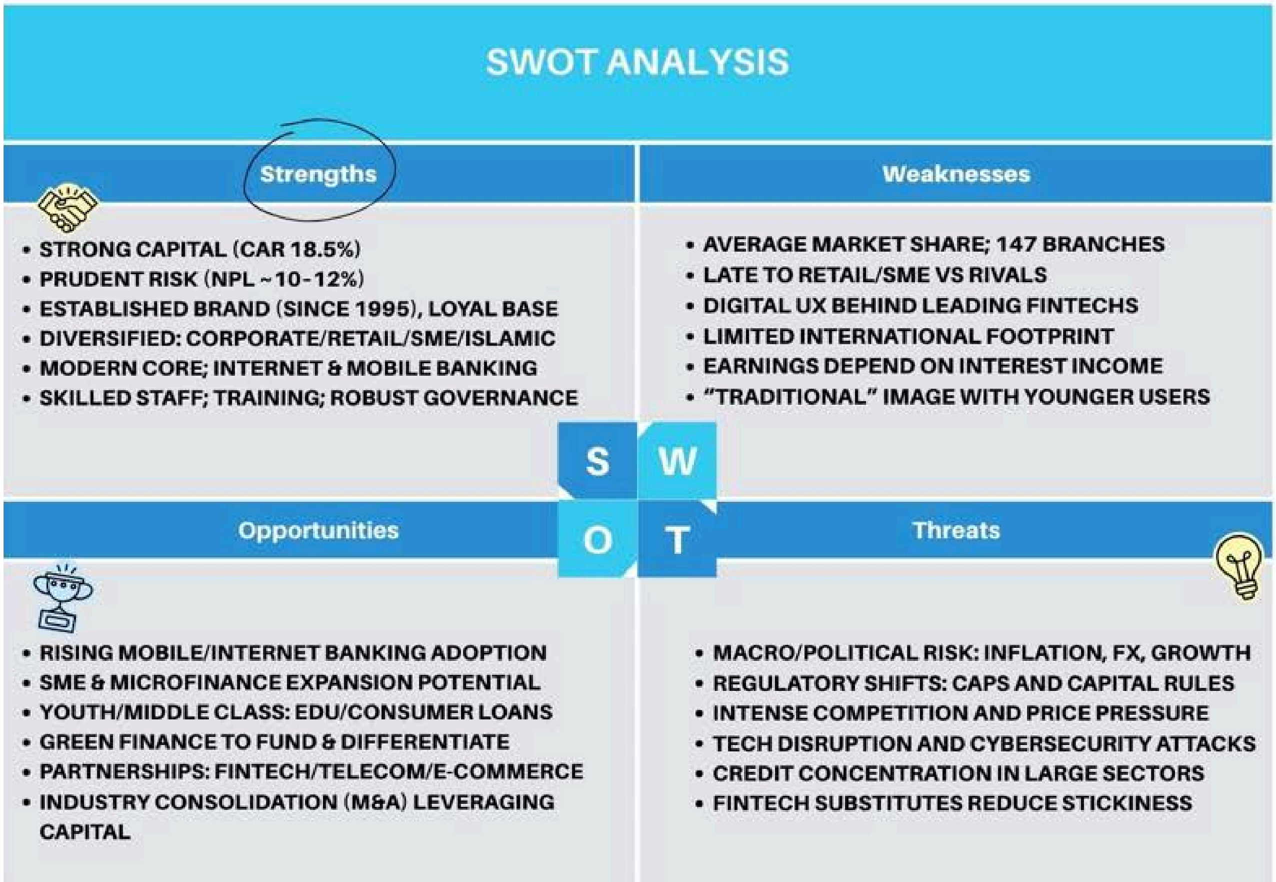
### 5. Competition With Already Established Players (High):

- The Bangladeshi banking markets are flooded with over 60 banks (43 private commercial banks) having different target customers through competitive interest rates, marketing campaigns, branch expansion, agent banking, etc. Since the government has determined lending rates ceilings of 9 percent, the banks cannot compete in terms of price of their services and hence cannot compete in terms of credit quality(Bangladesh Bank, n.d.-b)

- Other banks have conglomerated or politically accredited business ties facilitating rather aggressive expansion tactics. This, however, does not always work out, sometimes the banks that are not managed properly fall into a crisis, and this may lead to a loss of faith in the sector. Moreover, talent is also a competitive factor as seasoned employees will frequently transfer to other competitors. Competition is very stiff in such a homogenous market. To remain competitive, Prime Bank needs to continuously innovate and provide superior service and seek niche markets.

- Among these external forces, customer bargaining power and fierce competition are the most influential ones that impact Prime Bank. New entrants and threat of substitutes are not high and supplier power is low. Improving Retail Deposit Growth: The strategic emphasis of Prime Bank on increasing the retail deposit growth, using the power of digital technology, and discovering the niche markets can minimize such forces, diversify its clientele, and improve its competitive advantage.

## 2.7.2 SWOT Analysis




**Strengths:**

- **Underlying Capital Base and Financial Health:** Prime Bank has a capital adequacy ratio of 18.5 percent and low non-performing loan ratio of between 10-12 percent (Prime Bank Annual Report 2024, 2023) which creates Customer and Regulatory confidence.

- **Great Brand and Reputation:** Prime Bank is a second-generation private bank with clean image, steady dividends, stable brand and a following base of customers that was founded in 1995.

- **Full Product Portfolio:** The bank has a variety of products and services such as corporate banking, retail banking, SME banking and Islamic banking which enable it to diversify its service portfolio and its products to serve a large number of customers.

- **Technological Adoption:** Excellent core banking systems and online and mobile banking and fintech projects (e.g., micro-loans with 99 per cent recovery) enhances efficiency and convenience in operations, particularly during crisis (like the COVID-19 pandemic).

- **Professional Human Resources and Training:** Prime Bank pays significant attention to training and development of the staff, which guarantees the availability of skilled staff, low staff turnover and quality services.

- **Good Risk Management and Governance:** A vigorous corporate governance, working boards and compliance functions have ensured that the bank is cushioned against politicized lending and operational failure.

- **Grow Retail and SME Franchise:** Retail and SME banking expansion will also spread the risk of revenue, increase the stability of revenue by funding and increase customer accessibility, via agent banking and priority services.

Weaknesses:

- **Average Market Share:** Prime Bank has an average of 147 branches and their rural penetration and market share is less as compared to the larger competitors (Prime Bank PLC., n.d.-d)
- **Late Retail/SME Banking:** The late retail and SME banking business of the bank allows the competitors, like Brac Bank, to take the market in both segments.Moderate (has internet and mobile banking, but has less evolved digital experience than certain fintech players and this may turn off tech-savvy customers)
- **Weak International Presence:** The bank is characterized by a low presence in the international market and is mainly domestic based with restricted capabilities to serve multinationals or to participate in cross-border banking.
- **High Interest Earned:** Sensitivity to interest rate and credit demand: Earnings are sensitive to both interest income and government securities which are both exposed to interest rate cap and credit demand risks.
- **Image Syndrome:** The rebranding does not change the perception of the bank as a traditional and/or old-fashioned brand among young customers, so it is challenging to enter into tech-savvy groups.

**Opportunities:**

- **Digital Finance Growth:** The increasing penetration of the internet and adoption of smartphones opens up opportunities for mobile banking and digital products, as well as catering to the needs of the unbanked.
- **Microfinance and SME Growth:** The under-served SME space and Micro-Entrepreneurs offers growth through targeted lending programs and collaborations with development institutions
- **New Customer Segments:** Middle-class and young customers offer potential for education financing, consumer credit and for loans to entrepreneurs.
- **Green Finance and Sustainability:** Investing in environmentally sustainable projects can improve brand reputation, secure access to international finance and meet new regulatory standards.
- **Partnerships and Cross-Selling:** Collaborating with companies from various sectors such as fintech, telecom, or e-commerce can diversify product offerings, enrich digital solutions, and create new revenue streams.
- **Industry Consolidation:** Prime Bank's robust capital base allows it to acquire or merge with smaller banks, increasing its market share, geographical reach, and service offerings.

## Threats:

- **Economic and Political Risks:** Factors such as high inflation, currency depreciation, slow economic growth, or political interference can lead to an increase in loan defaults and a decrease in credit demand.
- **Regulatory changes:** Regulatory changes or mandates, such as new banking regulations, capital requirements, or interest rate caps, can affect profitability and operational flexibility.
- **High competition:** There is high competition from banks and other attacks on pricing strategies, which negatively affect customer retention and profitability.
- **Technological Disruption and Cybersecurity Threats:** Traditional banking models and data security are challenged by rapid financial technology (fintech) innovation, technologically-savvy competitors, and potential cyber-attacks.
- **Credit Concentration Risks:** Concentration on large borrowers or specific industries can be detrimental to the bottom line, with large borrowers possibly defaulting or particular industries taking a downturn, requiring diversified loan portfolios and prudent risk management.

## 2.8 Summary and Conclusions:

Chapter 2 represents a thorough insight into Prime Bank PLC in multiple perspectives such as the structure of the organization, management and marketing behavior, financial performance, operations and competitive positioning. In general, the results indicate that Prime Bank is a stable, mid-sized, privately owned commercial bank in Bangladesh that has good fundamentals, good governance, and progressive strategy. Nevertheless, in a very competitive and volatile banking sector, it is the constant innovation and flexibility that help maintain its development.

**Organizational Background:**

Prime Bank is a respected and established as one of the reputable and private commercial bank of Bangladesh established in 1995 and has 147 branches and 152 agent banking outlets all serving about 1.1 million customers. It offers vast diversified services such as corporate banking, retail banking, SME banking and Islamic banking. The performance-oriented and customer-driven culture and professional management of the bank provides the bank with the ability to address the dynamics of the market conditions and be characterized as highly stable and reliable.

**The Management and Marketing Practices:**

The management of Prime Bank focuses on participative decision making process, performance management and sustainable growth. The bank invests in development of employees by providing a well-organized training, performance appraisal, as well as motivation. Its open culture fosters creativity and innovativeness as demonstrated by the digital transformation of the bank and its interest in SME and retail banking. The marketing strategies will focus on the technological development and service differentiation and will be aimed at the urban and rural

clients including digital platforms, co-branded benefits, and agent banking. This has helped it to build its brand image and customer loyalty.

**Financial and Operational Performance:**

Prime Bank has shown stable financial performance with estimated 20 percent growth in earnings per share and 1.4 percent on the assets in 2024. Its cost-to-income ratio (45 percent) is low, its non-performing loans are low, and its capital adequacy is strong (18.5 percent), which means that it is financially stable and efficient. In its operation, the bank relies on the best IT systems to offer real-time processing, automation, and secure digital banking services to enhance accuracy, speed, and customer satisfaction

**Competitive Positioning:**

Prime Bank has to contend with the traditional banks and fintech companies in a fast revolution in the banking industry. Its major strengths are a good brand, high quality of its assets and diversified services. Such strategic efforts as mobile financial services and SME lending can assist it to find solutions to market challenges and exploit new opportunities.

**Conclusion:**

Prime Bank PLC is one of the most balanced, creative, and well-coordinated institutions that combine the traditional banking strengths with the new digital flexibility. The bank is likely to sustain its growth over the long run in the Bangladesh banking sector with the ongoing innovation and customer-focused experience in the banking industry.

# CHAPTER 3

# PROJECT PART

# 3.1 Introduction

### 3.1.1 Background and Problem Statement

The retail banking in Bangladesh is quickly becoming digitalized and this increases customer demands in terms of speed, clarity and convenience. Prime Bank PLC has also increased the digital services, and especially the My Prime app, in addition to the conventional operation of branches. At the Gulshan Branch, the bottlenecks observed in the operation have been reported as intermittent slowness of the Prime Intellect (PI) system, long lines, and scarcity of shared device facilities (e.g. a single scanner/printer). These frictions in the branches can destroy the perceived service quality as customers become accustomed to digital service seamlessly. This paper will look at the extent to which the quality of services offered by the Prime Bank through its branch and online platforms meets the expectations of the customers in a digital age and where there is a gap in the quality of the services provided by the bank through both channels of contact, with the help of a SERVQUAL lens (tangibles, reliability, responsiveness, assurance, empathy).

### 3.1.2 Objectives

Assess existing customer satisfaction levels regarding Prime Bank retail services, and focus on digital channel impacts.

1. Evaluate the effect of digital banking (My Prime and in-branch digital facilities) on the
   perceived branch service quality.
2. Identify the dimensions of SERVQUAL that have the strongest impact on overall satisfaction and Net Promoter Score (NPS) of branch service quality and digital experience to users.

3. Assess the relationship between branch service and digital experience/service quality with loyalty Net Promoter Score (NPS).
4. Advise specific changes to the digital performance and efficient in-branch operations.

### 3.1.3 Significance

The importance of this study to Prime Bank is that it functions at the boundary between conventional service and digital innovation. With internet banking penetration in Bangladesh almost reaching 44 percent of the population by 2025, it is important that banks provide a complimentary approach to services in branches and online platforms to enable a high-quality experience. (Bangladesh Sees Rapid Rise in Digital Payments, 2025) The analysis of service quality using SERVQUAL gives an understanding of where the branch does well or does not do well in satisfying the customer expectation. The results can serve as short-term operations, quick victories (like improving the queue management or the introduction of more equipment) and as long-term strategic actions (including investing into system improvements or redesign processes to integrate the digital side). Finally, enhancing the quality of its services amid the rising digitalization will assist Prime Bank to boost customer satisfaction, loyalty, and competitive edge in retail banking.

### 3.1.4 Scope of the Study

The target audience of the study is retail customers of the Gulshan Branch of Prime bank during the 2025 period of June-September. It includes (i) in-branch experience

(queues/token, staff courtesy/helpfulness, accuracy of documentation, facility sufficiency) and (ii) online experience (My Prime ease of use, clarity, speed, reliability, perceived safety). This eliminates other branches and corporate clients in order to ensure consistency in context. One of the data sets is a survey of n = 60 visitors of the branch, as well as brief qualitative observations/interviews; this is not a bank-wide audit. They were collected using management permissions and informed consent, and no personal identifiers were taken.

## 3.2 Literature Review

### 3.2.1 Dimensions of SERVQUAL (Compact definitions and examples used in this research)

I. **Tangibles**: Physical appearance and sufficiency of facilities, equipment and material.
Branch: adequacy of seating, counters, scanner/printer (B7).
Digital: simplistic and streamlined interface and navigation (C1).

II. **Reliability** -Delivering the promised service with reliability (without mistakes, on time).

Branch: fair token control, reasonable waiting/service time, correct paperwork (B1, B2, B3, B6).
Digital: high speed error/crash-free transactions (C3, C4).

III. **Responsiveness** — Readiness to assist and give timely service.
Branch: friendly, polite employees (B4).
*Digital:*Digital: employee support/promotion to make use of My Prime (C7).

IV. **Assurance** : know-how, politeness, and capability of employees to generate trust and confidence (including perceived-security).
*Branch:* well skilled employees, simple responses (B5).
*Digital:* straightforward guidelines/menus and confidence in the security of the transactions (C2, C5).

V. **Empathy** — Considerate, personal attention and customer understanding.
Branch : general experience as per the individual expectations (B8)
Digital: decreases the necessity to visit the branch; probability of recommendation (C6, C8).

SERVQUAL is used to assess the variance between expectations and perceived performance in the following dimensions: a meeting/exceeding expectation is a measure of quality; a shortfall is a measure of deficiency. Reliability can usually be listed first, but one needs strength across all five in that no one can fail disastrously in another area. The diagnostic utility of the model has rendered it to be a common thing in service research.

(Here **B1—B8** are the questions based on **Branch Service Quality** and **C1—C8** questions based on **Digital Experience.**)

### 3.2.3 SERVQUAL within banking and digital environment:

Banking is a common applicant of SERVQUAL/RATER in explaining drivers of satisfaction: Bangladeshi experience indicates that service quality strongly enhances satisfaction (e.g., Khan and Fasih, 2014). As it goes digital, SERVQUAL is expanded to E-SERVQUAL (efficiency, system availability, fulfillment, privacy/security) to reflect online quality. In e-banking, satisfaction and usage are always modulated by convenience, safety and speed; bad design or technical glitches of an app bleed perceived security and trustworthiness. Good digital performance enhances retention as being convenient and available 24/7 becomes part of the quality standard.

### 3.2.4 Trends of Digital banking in Bangladesh:

There has been a high pace of digital adoption in retail banking in Bangladesh. The adoption of internet-banking, according to the reports of Bangladesh Bank, has reached almost 44 percent of the population by the year March 2025, a rapid increase in comparison with 2019. The internet-banking transactions exceeded Tk 1.0 trillion in the month of January 2025, the first time this happened and this is an indication of a behavioral change towards the digital channel. These changes raise customer demands on speed, reliability, and security and retain branches and the use of human reassurance among the more intricate needs and demands.

In the case of Prime Bank, this omni-channel reality implies that the customers will be able to evaluate the quality at the branch (queues, courtesy of the staff/knowledge, sufficiency of equipment) and online (MyPrime easiness, clarity, speed, dependability, perceived security). The literature consequently justifies a two-lens analysis, namely: apply SERVQUAL constructs to branch experiences and ES-QUAL-consistent constructs to digital experiences and then study the relationship between each group of constructs with D1 and NPS.

### 3.2.5 Implications to the current Study

Raised four implication :

**Dual drivers**: Both branch and digital quality all play a role in perceived value; depending on the situation and segment, one can be more important.

**Satisfaction as mediator**: Service quality generally affects loyalty through satisfaction; therefore, it is necessary to check both D1 and NPS.

**Digital hygiene factors**: Ease/clarity, speed, reliability, and security are must-have; any failures in this category are rapidly perceived as a negative impact on quality.

**Bangladesh momentum**: Digital performance is now becoming a fundamental factor in the way customers judge their bank, and monthly transactions have surpassed Tk 1.0 trillion, although customers remain in need of an efficient, trustworthy branch service.

The following arguments support the design of the study: measured variables are the branch SERVQUAL (B1-B8) and the digital quality (C1-C8), the measurement of the relationship with the satisfaction (D1) and loyalty (NPS) is taken to determine the best improvement areas that can be leveraged by the Prime Bank at the Gulshan Branch.

## 3.3 Methodology

### 3.3.1 Research Design

This is a mixed-methods case study project, which is focused on the Gulshan Branch of Prime Bank PLC. The first one is the quantitative primary one based on a structured survey to evaluate perceptions of the quality of the services in the branch, digital banking experience (MyPrime), overall satisfaction (D1), and loyalty (NPS/D2).One such qualitative strand (systematic observations of queue/token flow and short intercept notes) will be used to augment the interpretation through connecting the operational conditions (e.g., wait times, device availability) with the perceived reports. The design is well balanced (both breadth survey of some 60 respondents) and context depth (observational notes) and well adapted to the channel-specific service quality drivers diagnosis in a busy urban branch. The customer is the unit of analysis because the one who just received service in the branch.

### 3.3.2 Instrumentation (Survey):

The questionnaire measured the quality of the branch and digital services by using SERVQUAL-congruent items, outcomes and profile variables. Sections and scales:

#### 3.3.2.1 Section B : Branch Service Quality (B1–B8; 1–5 Likert: Strongly Disagree to Strongly Agree)

1. Reliability: B1 (fair / efficient token and queue), B2 (reasonable waiting time), B3 (reasonable counter time), B6 (accurate handling of documents).
2. Responsiveness: B4 (polite/helpful employees).
3. Confidence: B5 (expert personnel, straight forward responses).
4. Tangibles: B7 (adequacy of facilities/equipment: seating, counters, scanner/printer).
5. Empathy: B8 (total branch service was satisfactory).

#### 3.3.2.2 Section C – Digital Experience: My Prime (C1–C8; 1–5 Likert)

1. Tangibles/Ease: C1 (easy to learn/use; UI clarity).
2. Reliability/Performance: C3 (transactions completed fast), C4 (small number of errors/crashes).
3. Responsiveness: C7 (staff motivated/helped My Prime use).
4. Guarantee: C2 (understandable directions/ menus), C5 (security trust).
5. Empathy C6 (will not have to go to the branch), C8 (would recommend My Prime).

#### 3.3.2.3 Section D: Outcomes

1) **D1 Overall Satisfaction** (1–5).
2) **D2 Net Promoter Score** (0–10 likelihood to recommend; used as NPS).
3) *(Optional)* D3 continuance intention (for descriptive context only).

#### 3.3.2.4 Section E

**Demographic / Banking Profile:** tenure, account type (conventional/Hasanah), reason of visit, age bracket, access to devices, etc.

The use of Skip logic meant that Section C could be skipped by the never My Prime users (A3), in this sample 94 percent had used it at least once. The instrument was pretested on content validity against literature on banking service-quality and customer-service guidelines at Prime Bank and pilot-tested on a limited group of customers to revise wording and order. There were no data of a personal nature gathered.

### 3.3.3 Sample and Data Collection

The sampling frame adopted was a convenient intercept sampling frame. n = 60 customers of the retail branch in the waiting area of the Gulshan Branch were approached. Inclusion criteria: (i) was a recipient of branch service that day (A1) and (ii) age 18 years and above. The purpose of the study was explained and verbal informed consent was obtained through enumerate participation, which was anonymous and voluntary. The data was gathered on a number of business days and times to have a general flow. The sample consisted of a demographically diverse population (tenure with bank, type of account, age groups, access to a device, etc.), which allowed exploring the interfaces of satisfaction and loyalty in an adequate manner.

## 3.3.4 Construction of Measures and Variables.

The items on all service-quality scales were rated based on a 1-5 Likert scale (the larger the value, the better). Measurement of outcomes was done as D1 (1-5) and NPS ( 0-10). For analysis:

**Per-dimension scores** (primary predictors)

***Branch:***

1. **Reliability_B** = mean (B1, B2, B3, B6)
2. **Responsiveness_B** = B4
3. **Assurance_B** = B5

***Digital:***

1. **Tangibles_D** = C1
2. **Reliability_D** = mean (C3, C4)
3. **Responsiveness_D** = C7

4. **Tangibles_B** = B7
5. **Empathy_B** = B8

4. **Assurance_D** = mean (C2, C5)
5. **Empathy_D** = mean(C6, C8)

**Output:**

- **BranchSQ** = mean(B1…B8)
- **DigitalSQ** = mean(C1…C8)

There is nothing that needs to be coded in reverse. The modeling was favored to use dimension-level predictors because it would not obscure effects that can be present with a single composite

### 3.3.5 Data Processing, Quality Checks, and Ethical Considerations

Data were entered and cleaned in Excel and analyzed in Python (pandas, statsmodels, matplotlib). Steps included:

1. **Internal consistency:** In case of multi-item dimensions (e.g. Reliability_B; Assurance_D; Empathy_D), Cronbach's alpha and item-total correlation were analyzed. (Thresholds: $\alpha \geq .70$ acceptable for exploratory research; $\alpha \geq .80$ preferable).

2. **Construct validity rationale:** Due to the small sample size (n=60), we have not done EFA/CFA, rather, we have used theory-based item-to-dimension mapping (SERVQUAL / ES-QUAL fit) and internal consistency test.

3. **Common-method bias mitigation:** to reduce the artifact of mono-method, assured anonymity, separated sections (branch vs. digital vs. outcomes), and different scale endpoints (1-5 vs. 0-10) were present.
4. **Ethics:** Permission from branch management was received; informed consent of the respondent was taken; no personally identifying information was obtained.

## 3.3.6 Data Analysis Plan.

Both outcomes (D1, NPS) and channels (branch, digital) were analyzed at two levels, i.e., bivariate correlations and multivariate regressions. Significance level **α**

**= .05(two-tailed)**. The analysis of assumption checks comprised outlier inspection, normality of the residuals and VIF multicollinearity checks of regression models.

**1st-Step – Descriptives:** Calculate means, S.D, and distribution plots of each item, each dimension, and each outcome (D1, NPS). Overview the demographics and the purpose of the visit in order to put results in perspective.

**2nd-Step – Reliability (internal consistency):** Report Cronbach's alpha and item–total statistics for the following multi-item dimensions: Reliability_B (B1, B2, B3, B6), Reliability_D (C3, C4), Assurance_D (C2, C5), and Empathy_D (C6, C8). If the alpha value is below 0.70, indicate this and interpret the results with caution.

**3rd-Step – Correlations (Pearson's r):** Calculate and plot (heatmaps) dimension-to-outcome correlations in all combinations below, with p-values:

**Branch- Satisfaction (D1):** Reliability B, Responsiveness B, Assurance B, Tangibles B, Empathy B vs. D1.

**Digital - Satisfaction (D1):** Tangibles_D, Reliability_D, Responsiveness_D, Assurance_D, Empathy_D D1 vs. D1.

**Branch - Loyalty (NPS)** = same branch dimensions versus NPS.

**Digital - Loyalty (NPS):** same digital dimensions versus NPS.

**4th-Step – Regressions (OLS).**
Estimate four multivariate models using dimension-level predictors, report coefficients (unstandardized), 95% CIs, p-values, $R^2$/Adj-$R^2$, F-test, and VIFs:

**Regression-1** : D1 vs (Reliability B + Responsiveness B + Assurance B + Tangibles B + Empathy B).

**Regression-2** : D1 vs (Tangibles_D + Reliability D + Responsiveness D + Assurance D + Empathy D).

**Regression-3** : NPS vs (Reliability B + Responsiveness B + Assurance B + Tangibles B + Empathy B)

**Regression-4** : NPS vs (Tangibles D + Reliability D + Responsiveness D + Assurance D + Empathy D).

**5th-Step – Comparisons and Synthesis of Channels.**

- Compare $R^2$ and top (directionally) influential coefficients across Regression-1 vs. Regression-2 (satisfaction drivers) and Regression-3 vs. Regression-4 (loyalty drivers).
- Provided in a one-page comparative table (e.g., "Table 3.X: Summary of $R^2$ and strongest predictors by channel and outcome").
- Combine observational data (length of a queue, availability of a device, PI slowness) to describe patterns (e.g. why a reliability item may have taken an unexpected sign).

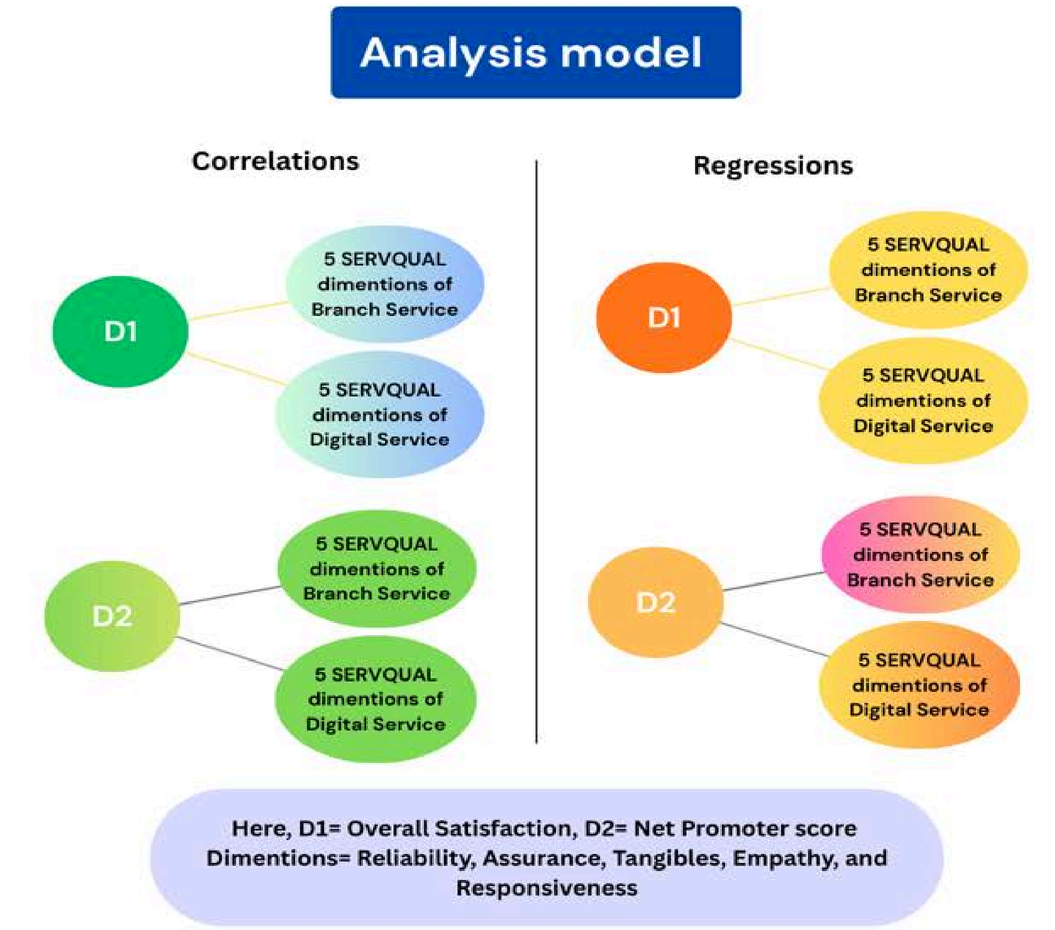
# 3.4 Findings and Analysis

## 3.4.1 Descriptives and Reliability (overview)

Internal consistency: The Multi-item dimensions (e.g., Reliability(B), Reliability(D), Assurance(D), Empathy(D) were shown acceptable or satisfactory Cronbach's α to be used as an exploratory tool.
BranchSQ (B1–B8): $\alpha \approx -0.355$, DigitalSQ (C1–C8): $\alpha \approx 0.285$ . Correlations across dimensions were not very high; VIF checks in regressions did not point at bad multicollinearity.

**The complete descriptive statistics and α results are put in the Appendix.**

## 3.4.2 Analysis model



# 3.4.3 Correlation Analyses

## 3.4.3.1 Correlation-1

### Branch Service Quality vs Overall Satisfaction (D1)

**Table 3.1**

| **Branch dimension** | **r with D1** | **p-value** |
|---|---|---|
| Reliability-(B) (B1,B2,B3,B6) | **+0.046** | 0.728 |
| Responsiveness-B (B4) | **+0.144** | 0.271 |
| Assurance-B (B5) | **–0.028** | 0.835 |
| Tangibles-B (B7) | **+0.124** | 0.346 |
| Empathy-B (B8) | **+0.053** | 0.687 |

**Outcome:** The values of Pearson r between the dimensions of branches and D1 were low and insignificant.

### Interpretation:

**Magnitude:** The range of r is -0.03 -0.14- very weak associations.

**Direction**: The trends in Responsiveness and Tangibles are slightly positive, indicating that the helpful/courteous staff and sufficient facilities can be adopted to push satisfaction upwards, although the influence is too minor to be decisive.

**Practical reading**: It is not meaningful in this sample to observe the satisfaction rating of the customers change with any one branch dimension alone. This implies that either the base level performance is high (the variation is minimal) or that the customers consider satisfaction on a more diverse set of variables than the measured items of the branch.

### 3.4.3.2 Correlation-2

#### Digital Service Quality VS Overall Satisfaction (D1)

**Table 3.2**

| **Digital dimension** | **r with D1** | **p-value** |
|---|---|---|
| Tangibles-D (C1) | **–0.049** | 0.711 |
| Reliability-D (C3, C4) | **+0.135** | 0.305 |
| Responsiveness-D (C7) | **+0.039** | 0.770 |
| Assurance-D (C2, C5) | **+0.118** | 0.370 |
| Empathy-D (C6, C8) | **+0.133** | 0.309 |

**Outcomes:** There are also weak non-significant correlations of digital dimensions with D1.

### Interpretation:

**Magnitude:** Coefficients are once more very small ($|r| \leq \sim 0.14$).

**Direction:** Reliability-D and Empathy-D incline to positive-relationships, items faster, error free application transactions and perceived value (less visits to the branch, intent to recommend) is directionally related to increased satisfaction, but the impacts are not significant. **Practical reading:** Digital "hygiene" factors (speed, reliability, security) are presumably anticipated; their fulfillment helps to avoid dissatisfaction but does not have a significant positive boost in the overall level of satisfaction in this data set.

### 3.4.3.3 Correlation-3

**Branch Service Quality VS Loyalty (NPS)**

**Table 3.3**

| Branch dimension | r with NPS | p-value |
|---|---|---|
| Reliability-B | **+0.164** | 0.212 |
| Responsiveness-B | **–0.146** | 0.264 |
| Assurance-B | **–0.078** | 0.555 |
| Tangibles-B | **–0.027** | 0.839 |
| Empathy-B | **–0.173** | 0.186 |

**Outcomes:** Branch to NPS correlations are all weak and non-significant.

### Interpretation:

**Magnitude:** The largest (yet weak) is Reliability-B → NPS ($r \approx +0.16$).

**Direction:** A positive sign of reliability indicates that reliable queues, correct records or documentation and an acceptable service time can be used in advocacy, though the amount of evidence is not statistical.

**Practical reading:** It is likely that loyalty (willingness to recommend) is driven by other factors (e.g., pricing, product value, brand trust) as opposed to perceptions of day-to-day branch processes alone.

### 3.4.3.4 Correlation-4

**Digital Service Quality VS Loyalty (NPS)**

**Table 3.4**

| Digital dimension | r with NPS | p-value |
|---|---|---|
| Tangibles-D | **+0.012** | 0.925 |

| | | |
|---|---|---|
| Reliability-D | **+0.004** | 0.977 |
| Responsiveness-D | **+0.023** | 0.862 |
| Assurance-D | **–0.121** | 0.358 |
| Empathy-D | **+0.079** | 0.547 |

**Outcomes:** The digital dimensions indicate almost negligible correlations with NPS.

**Interpretation:**

**Magnitude:** All r is almost 0, there is no digital factor in this data that has a significant linear relationship to loyalty.

**Direction:** lightly negative Assurance-D, slightly positive Empathy-D, but each trivial and insignificant.

**Practical reading:** Within our sample, the willingness of the customers to recommend Prime Bank appears to be independent of the perceptions of digital features; other strategic levers presumably control advocacy.

## 3.4.4 Regression Analyses (four OLS models)

Four OLS regression models were estimated using dimension-level predictors. In all models: there was no single statistically significant coefficient at $\alpha$ =.05. Model fit was modest to low.

### 3.4.4.1 Regression-1

#### D1 (Overall Satisfaction) VS Branch dimensions

1. **$R^2$ = 0.049** (Adj. $R^2 \approx 0$) → ~**4.9%** variance explained.
2. **Directional betas all are non significant :** (1) Responsiveness-B **+0.163**, (2) Tangibles-B **+0.120**, (3)Reliability-B **+0.128**, (4)Empathy-B **+0.059**, (5)Assurance-B **–0.055**.

**Interpretation:**

**Effect size:** Small ($R^2 = 0.049$); coefficients all are non-significant–as a result it treat directions as weak signals.

**Why limited:** Branch factors in this case are showing hygiene ( Eliminate potential dissatisfaction ) rather than high impact delighters hence contribute little to D1.

**Ceiling & variance:** The ratings are concentrated around 4-5 and n is approximately 60 which compresses the variance and reduces the effects which can be detected.

**Global outcome**: D1 also implies fees/value and brand trust and recovery are not accounted for in the model, however; the quality of interaction between branches is accounted for by a single slice.

**Recency check**: Even when customers had just visited the branch, their overall satisfaction wasn't strongly affected meaning that a single good interaction by itself isn't enough to shape how they feel about the bank overall

**Managerial implication:** Managers need to concentrate on maintaining the token and queue system well and ensure that the devices and self-service machines are maintained and the staff members are taught to express small acts of empathy. They are also capable of enhancing comfort and setting expectations by providing superior seating and live wait-time displays and assisting customers in enjoying the benefits of digital in-branch by using guided features with My Prime.

## 3.4.4.2 Regression-2

### D1 (Overall Satisfaction) vs Digital dimensions

**$R^2 = 0.044$** (Adj. $R^2 \approx 0$) → ~**4.4%** variance explained.
**Directional betas all are non-significant :** (1)Empathy-D **+0.256**, (2)Reliability-D **+0.201**, (3)Assurance-D **+0.179**, (4)Responsiveness-D **+0.004**, (5)Tangibles-D **–0.052**.

**Interpretation:**

1. **Effect size:** Small ($R^2 = 0.044$); here again found that all coefficients non-significant and directions are weak signals only.

2. **Why limited:** The ease, speed, reliability, and security these digital attributes in this case are primarily hygiene - they ultimately reduce dissatisfaction more than they delight, as a result incremental lift on D1 is low

3. **Ceiling & variance:** The scores at 4 to 5 with N around 60 converge the variance and reduce the effects that can be detected.

4. **Global outcome:** D1, also, captures fees/value, brand trust, past recovery, which is not replicated in the model hence digital interaction quality only partially explains satisfaction.

5. **Salience bias:** The respondents had just used the branch; probably, the digital impressions were outweighed by the recency in a global rating of D1.

**Managerial takeaway:** Maintain reliability and speed (C34), emphasize to the customer how the service creates time savings (C6: "screens out branch visits) and ensure that the benefits of digital are visible in the branch by asking the staff to take customers through MyPrime. To enhance total satisfaction (D1), integrate reliable digital performance and defined value and transparency, and streamline the customer experience by taking fewer steps and more user-friendly menus.

## 3.4.4.3 Regression-3

**NPS (Loyalty) vs Branch dimensions**

**$R^2$ = 0.071** (Adj. $R^2 \approx 0$) → ~**7.1%** variance explained.
**Directional betas all are non significant:** (1)Reliability-B **+0.499**, (2)Responsiveness-B **–0.208**, (3)Empathy-B **–0.206**, (4)Tangibles-B **–0.102**, (5)Assurance-B **–0.075**.

### Interpretation:

**Effect size**: Moderate but the strongest of the four ($R^2$ = 0.071);all coefficients are insignificant -treat directions are weak signals.

**Key signal:** Here Reliability-B has the most positive direction of loyalty (documented correctly, fairly, reasonably waiting in queue) → arguably defends or even marginally raises NPS.

**Why limited:** In this case NPS is a global, strategic result which is more driven by fees/value, brand trust, product fit, and recovery, day-to-day branch operation based, thus low $R^2$.

**About the negatives:** Small negative signs on other dimensions are probably the noise/suppression with minute effects; should not be over-interpreted.

**Ceiling & n:** When the ratings (4-5) are high and n is close to 60, compress variance brings out diminutive effects that become less perceptible.

**Managerial takeaway**: Secure reliability in the end-to-end (accuracy, queues, visibly wait times, escalation). In order to develop promoters, add value/recovery levers (transparent fees, tenure/digital perks, empowered complaint recovery) operations are required but not enough in the case of NPS.

### 3.4.4.4 Regression-4

**NPS (Loyalty) vs Digital dimensions**

$R^2 = 0.021$ (Adj. $R^2 < 0$) → ~2.1% variance explained.
Directional betas all are non significant : (1)Empathy-D +0.289, (2)Responsiveness-D +0.026, (3)Tangibles-D –0.016, (4)Reliability-D –0.016, (5)Assurance-D –0.347.

**Interpretation.**

1. **Effect size:**This regression model has an effect size of around 2%($R^2 = 0.021$) of the variation in loyalty, which is very low. The digital factors did not impact in a significant way.
2. **Why limited:** Digital features such as ease, speed, reliability and security are fundamental expectations: they help avoid dissatisfaction but do not tend to cause strong promotion among customers.
3. **Global outcome**:Loyalty (NPS) relies more on such aspects as reasonable fees, product value, brand trust, and the ability to resolve issues, than on the everyday use of the app or its design.
4. **Concerning the negative (Assurance-D):**: The small negative finding is probably due to the statistical noise or overlap of variables, and thus, it should not be overinterpreted.

5. **Ceiling & n:**Customers scored high (4-5) on most questions and the sample size was low (approximately 60) which minimized variation and made it more difficult to find out actual effects.

**Managerial takeaway**: Despite the significance of having a stable and rapid digital platform, that is not enough to create a very high level of customer loyalty and willingness to recommend the bank. To significantly enhance its loyalty (NPS), the bank ought to concentrate on increasing value other than mere digital performance. This comes in the form of transparency in fees, attractive perks or benefits, prompt handling of complaints as well as enhancing communication which develops trust and shows the value of the bank to its customers. Essentially, the smooth operations will eliminate dissatisfaction, yet the real loyalty would be the result of fairness, recovery, and the sense of value.

## 3.4.5 Summary Table (models at a glance)

**Table 3.5 — Model summary ($R^2$ and strongest directional betas, ns)**

| Model | Outcome | Channel | $R^2$ | Strongest (directional) betas |
|---|---|---|---|---|
| A | D1 | Branch | **0.049** | Responsiveness_B(+), Tangibles_B (+) |
| B | D1 | Digital | **0.044** | Empathy_D (+), Reliability_D (+) |
| C | NPS | Branch | **0.071** | **Reliability_B (+)** |
| D | NPS | Digital | **0.021** | Empathy_D (+), Assurance_D (–) |

*(ns = not statistically significant at $\alpha = .05$)*

# 3.4.6 Synthesis and Channel Comparison

## Which drives overall satisfaction (D1) better?

**Result:** Branch model (Branch Service) describes a somewhat greater proportion of variance of overall satisfaction as compared with digital service (**Branch service $R^2$ = 0.049** vs **Digital service $R^2$ = 0.044**). Although the difference is minimal and the models are not very strong in a statistical aspect, the same trend runs the same way: the perception of the branches is slightly more related to D1 in this sample.

### Interpretation:

1. **Salience of channel at the point of survey :** The data collection was done among all the respondents who were visiting the branch. The latest, clear-cut experience to most people was the in-branch service ( queue/token, counter service, document handling, staff behavior). This effect of recency/salience probably provides a bit of additional weight to the perceptions toward the branches in responding to the global satisfaction question (D1), despite the fact that customers are also using My Prime.

2. **Hygiene factors vs. nature of satisfaction:** In digital terms, basic security, speed, error-free transactions, are core attributes: they are hygienic factors that are demanded by customers. Achievement of hygiene factors will avert dissatisfaction, but it will not lead to high satisfaction. In contrast, even minor instances of human service (courtesy, advice, finding a solution fast) may cause emotional lift, which customers would recall when it comes to overall satisfaction ratings. This is one reason why the trends in branch Responsiveness and Tangibles are the most favorable (despite poor).

3. **Channel-specific measures vs Global:** D1 concerns a global satisfaction question, i.e., ("Overall, how satisfied are you with the services of Prime Bank?). When an outcome at a global level is regressed on channel-specific predictors, a certain degree of true drivers outside of the predictors (e.g., fees, product value, brand trust) is dropped, watering down the apparent impact of both a branch and a digital dimension.

4. **Segment heterogeneity.** Younger and more frequent My Prime users might base their satisfaction on the experience using the app, and older or less tech-savvy customers base their experience on interactions in the branch. The effects of such a segment are likely, but not estimable with accuracy, with n = 60; the effects average to weak net effects.

**Managerial reading:** Branch contacts continue to be make-or-buy points in the total emotion that customers take out of the staff. Even minor inconveniences (flow of tokens, bottlenecks at scanners/printers, PI slowdown) will push the overall satisfaction to the negative. On the other hand, apparent victories, gracious services at the counter, assertive assistance, and easy waiting can push it up. The digital experience remains crucial, however, in this database it rarely performs better than satisfactorily, so the incremental boost on D1 is softened.

### 3.4.6.1 Which drive has a stronger impact on loyalty (NPS)?

**Outcomes:** Branch Service describes better the variance in loyalty, compared to digital (**Branch $R^2$ = 0.071** vs **Digital $R^2$ = 0.021**). Reliability, within the branch, indicates the most obvious positive (however non-significant) coefficient to NPS.

**Interpretation:**

1. **Loyalty and perceived risk:** The recommendation of a bank (NPS) is reputational risk to the customer. Branch Reliability addresses the issue of trust and risk directly through accurate processing, reasonable waits, and proper document addresses.The customers feel more confident to promote the bank when the money and paperwork side are reliable.
2. **The ceiling effect of digital service :** In the case of NPS, the digital essentials (fast, available, secure) are table stakes. The customers are not likely to become promoters simply because the app did not malfunction; they become promoters when they come to feel that they are given unique value (i.e., reduced charges or better rates), outstanding recovery mechanism when things go wrong or when treated fairly on a regular basis. The identified constructs are not included in the existing SERVQUAL items, and therefore, the contribution to NPS measured by digital is close to zero..
3. **Global question misalignment:** NPS is global in nature (How likely are you to recommend Prime Bank?). In case the value proposition (pricing, products, benefits) is the main key of advocacy then the quality of operations especially digital hygiene will appear weak in the regression though it might be required.
4. **Sample size and power**: Sample sizes of n=60 will not allow small true effects to cross standard significance levels. Idiosyncratic experiences (e.g., a recent fee dispute) are also at play in NPS variance and they cannot be measured here.

**Managerial reading:** The safest loyalty lever which is evident in this data is that of Branch Reliability; this will help safeguard the reputation of the bank and ensure that the possibility of an error making customers become detractors is minimized. Nonetheless, to develop the promoters, the management has to transcend operations to value story (pricing, scale convenience, product, brand trust/CSR), and service recovery excellence.

### 3.4.6.2 Why are the overall effects so weak? (diagnostic perspective)

1. **The hygiene expectations prevail:**The two channels are assessed to the standards of “works properly”.Residing to such standards avoids dissatisfaction , but creates

slight pleasure, so small coefficients on D1/NPS.

2. **Range compression (ceiling):** When the majority of the ratings are 4 5, then the variance in predictors is small, hence mechanically reducing correlations and regression coefficients. When n=60, then it is not likely to detect small effects.

3. **Outcome predictor mismatch:** Global outcomes (D1, NPS) are affected by end-to-end journeys (opening of an account to dispute resolution). Predictors we are interested in are isolated quality of interaction ( counter service, app usability). The incompatibility dilutes perceived impacts.

4. **Heterogeneity and interactions:**It is likely that the effects differ based on segment (age, tenure, digital fluency) and non-linear (e.g. reliability is only important below a certain threshold; above it, returns to reliability reduce). Such patterns will be understated by linear, additive models on the total-sample level.

5. **Single-occasion measurement**: Customer **responses** are taken at a point of time or Instant view. The cumulative experiences with time prevail in shaping satisfaction and advocacy; the cross-sectional designs of studies are poor in capturing such history.

## 3.4.6.3 What These Findings Mean for Prime Bank (Practical Takeaways)

**A. To move Satisfaction (D1):**

1. Eliminate current customer frustrations in the branch. Ensuring that two (not one) common devices are at peak, priority token/queue flow, and PI slowness monitored. These visible improvements help customers feel the difference, leading to higher overall satisfaction

2. Coach for micro-moments: Train employees about empathetic indicators (greeting, indicating ownership, giving expectations on wait/next steps). Minor interpersonal gestures will transform a neutral experience to a positive experience.
3. Ensure a sense of digital benefits in a branch. Being proactive to enable customers to perform simple operations on My prime at the lobby goes digital instead of being hygiene, and reduces queues, enhancing both of them simultaneously.

**B. To move Loyalty (NPS):**

1. Guarantee credibility through reliability. Confirming accuracy in document handling; post live queue estimates so as to manage expectations; introduce visible escalation route of problems.

2. Add value levers. Think of transparent charges, package incentives (e.g. waiver of fees based on the number of digital uses), and tenure rewards. These are the forms of levers that in fact make promoters.

3. Service recovery excellence. A single incident that is not resolved well leads to detractors. Give recovery mandate to frontliners (minor compensations, commitment to call back the same day). There is a proven track towards recovery as detractor to promoter.

## Bottom line:

1. **Satisfaction (D1):** Slightly greater branch than digital in this sample, though both the changes are not significant since basics are already achieved; customers require experiencing the palpable service improvements in order to rate higher in general.

2. **Loyalty (NPS):** weakly attached to both channels, in fact, the Branch Reliability serves to safeguard NPS. In order to design promoters, shift operations to value, trust and recovery.

3. **Strategy:** In both channels, bring frictionless basics, in the branch, make customers feel like winners,compete on value and trust to transform NPS. At the same time, improve the measurement to have models in the next cycle that are more compelling and more comprehensive.

## 3.4.7 Results of observation ( Queue and Service Time Analysis)

### 1. Context & Setup

On 31 August 2025, between 10:00 and 11:00 a.m., I monitored the flow of customers in the Gulshan Branch of the Prime Bank. Six counters were operating. I documented the total length of the queue and the specific time of the customer being served in Counter 6 (item issue, call time, service and start and finish).

### 2. Queue Lengths (15-minute snapshots)

The division shifted off a gradual accumulation to a comfortable stalemate. The number of people waiting at 10:00 was 10; 15 at 10:15 and an average of 15-16 till 10:45 after which the number dropped to 8 at 11:00. There were an average of 12 customers in line, or two customers to each counter. Customers were seen to be relaxed and the token system was working on a first come first serve basis.

Interpretation: The queue was manageable even in the Morning spikes The capacity matched the demand and eliminated a good deal of the backlog at the end of the hour. This is a reflection of survey questions B1/B2 on fair queuing and reasonable waits.

### 3. How Long Each Service Took (Counter #6, detailed logs)

At Counter 6, the three customers encountered a pre-counter wait that ranged at 1-2 minutes. Their mean service time was 8, 11 and 9 minutes; a mean of 9.3 minutes. None of rework or going back to the line were witnessed.

Interpretation: Tokens were handled immediately, and 9-10 minutes per transaction is close to the normal routine teller work (checking forms, checking, postings).

### 4.Capacity and Throughput (indicative calculations)

At an average rate of 9.3 minutes per counter, the same counter can be used to serve an approximate of 6.4 customers per hour, or 10 customers on all six counters in an hour. This capacity explains why the capacity fell to 8 at 11:00 at the peak of 16 waiting times, and was assumed to reduce a bit with a reduced arrival rate. (Case mix will have varying throughput.)

### 5. Survey Perceptions Alignment

1) B1-Efficient tokens/queue: There are observed signs of disciplined FCFS.
2) B2/B3 Waiting and service time: Short wait and approximately 9.3 minutes of service would be considered reasonable.
3) B6—Document accuracy: No problems or rework observed.
4) B4/B5- Courtesy/knowledge: Smooth flow and confident handling means well trained, well organized staff.

## F. What This Means (succinct implications)

The branch provides the basics in a reliable fashion: regulated lines, consistency in service and precision. It is probable that these basics are the foundation of high absolute service-quality scores as well as the cause of low statistical connections with D1/NPS- once hygiene factors are satisfied they avert discontent rather than generate joy.

The subsequent gains to increase the overall satisfaction (D1) are comfort and micro-empathy (seating, proactive updates, friendly guidance). To maintain or increase NPS, pair working reliability and specific expectation setting, observable escalation tracks, and value-compensating recovery gestures when the problem occurs.

## G. Limitations (for transparency)

This was a 1-hour record of one day with time in detail on one counter. The queue snapshots might omit cases that come in or leave during between periods and other counters might have varying case mixes.

Bottom line: Gulshan Branch managed to deal with the demand on the observed morning in an adequate way - waits were limited, and the service time was reasonable. The branch has a solid operational foundation; comfort, personalization and digital aided travels are the top candidates of the next level of satisfaction and loyalty.

# 3.5 Summary and Conclusion

### 3.5.1 Summary of Key Findings

Focus of this study :This chapter analyzed the relationship between branch service quality and digital experience (My Prime) with Overall Satisfaction (D1) and Loyalty (NPS/D2) among n=60 customers of Gulshan Branch, where the SERVQUAL-aligned dimensions and small observation study (queues and service times) were applied. Data quality & reliability. The responses were within the range checks; the scale endpoints were observed (Branch/Digital 1 to 5; D1 1 to 5; NPS 0 to10). Multi-item dimensions (e.g. Reliability-B, Reliability-D, Assurance-D, Empathy-D) demonstrated that internal consistency was satisfactory to conduct exploratory analysis.

### 3.5.2 Correlations (directional signals):

1. **Branch vs D1:** Correlation is Very weak and non-significant r's (≈ −0.03 to +0.14). Minor positives on Responsiveness-B and Tangibles-B indicate that helpful staff and sufficient facilities can influence satisfaction but not Significantly

2. **Digital vs D1:** Very weak correlation and statistically not that much significant, r's value= ($|r| \leq \sim 0.14$). Here Reliability-D (speed/few errors) and Empathy-D (usefulness/ recommendability) have shown lean positive but Minimal.

3. **Branch vs NPS:** Again all the relationships between branch and NPS are weak; Though Reliability-B shows the strongest positive correlation ($r \sim +0.16$),which suggests the presence of an in-branch processing that is reliable and advocacy-possibly.

4. **Digital vs NPS:** Correlations are Near-zero in this case ; it can be seen that digital attributes are hygiene (necessary, not differentiating) to realize advocacy.

### 3.5.3 Regressions (four OLS models; all betas not significant at $\alpha$= .05). (B= branch service, D= Digital service)

1. Regression Model -1 (D1 vs Branch): $R^2 = 0.049$. The variance in satisfaction is described by branch services as 4.9%. Responsiveness-B and Tangibles-B have the highest positive directional effects and imply that helpful staff and comfortable facilities have a small contribution to the satisfaction, but not a significant role.

2. Regression Model-2 (D1 vs Digital): $R^2 = 0.044$. The aspect of digital services clarifies approximately 4.4 percent of the satisfaction variance. Other directions are mildly positive such as EmpathyD (usefulness, recommendable), ReliabilityD (speed, low error), and effect sizes are still low.
3. Regression Model-3 (NPS vs Branch): R 2 = 0.071 - the largest of all four models, but still small. B-reliability (accuracy, fair process): B-reliability indicates the most positive direction, which means that in-branch performance might be reliable enough to hire the advocate, though it is not that strong.
4. Regression Model-4 (NPS vs Digital): $R^2 = 0.021$. Only 2.1 percent of NPS variance is attributed to digital factors, which shows that there is a low predictive value of loyalty.

## 3.5.4 Channel synthesis.

- **Overall Satisfaction (D1):** Branch factors are somewhat higher than digital factors (Branch slightly > Digital, 0.049 > 0.044). Human-touch factors like the helpfulness of the staff members and physical comfort appear to have a greater impact on customer satisfaction, as well as digital performance and usefulness. These effects are however small on the whole.
- **Customer Loyalty (NPS):** Once again, branch factors are more influential than digital (Branch > Digital, 0.071 vs 0.021). Branch Reliability can be identified as the most relevant among all predictors as it is associated with reliable documentation, the proper treatment of queues, and a fair waiting time. Nevertheless, the statistical effects are low and insignificant.

## 3.5.5 Observation triangulation (31 Aug 2025, 10–11 AM).

1. **Service Queues:** During peak (10:45 AM) approximately 16 individuals were in queue; at 11:00, the queue dropped to 8 with an average amount of 12 individuals in queue- that is to say two people per counter in six counters. Patience of customers was achieved and token order was maintained well.

2. **Service times (Counter no-6):** waiting time was short, approximately 1–2 min and service duration was 8–11 min .The average time was 9.3 minutes.

3. **Implication:** The operations were conducted in a hassle-free and reliable manner, which is similar to the feedback in the survey about reliability (B1/B2/B6). As the fundamentals are managed satisfactorily, they do not cause dissatisfaction but do not have a strong effect of creating satisfaction or loyalty.

### 3.5.6 Why effects are small (diagnostic view).

**Hygiene expectations:** Hygiene factors: The customers are just expecting things to "work properly". Satisfying basics averts complaints but hardly pleases.

**Ceiling & sample:** The majority of ratings were already high (4-5) with n=60 and there was not much to be varied.

**Omitted drivers & mismatch**:More general inputs such as fees, trust, and convenience were not modelled, which probably restrains the statistical effect of D1 and NPS.

### 3.5.7 Conclusion

The customers of the Gulshan Branch of Prime Bank have a consistently operated organization, managed queues, fair service turnover time, and interactions with the staff, which are mostly favorable. This high baseline results in having good absolute ratings, and poor statistical correlations with overall satisfaction and loyalty: the measured branch and digital attributes are more of hygiene factors.

In the case of Satisfaction (D1), it is signalled that in-branch Responsiveness (helpful, courteous staff) and Tangibles (comfort, working devices) have the strongest effect on the branch side, whereas Empathy/Usefulness (saves a trip) and Reliability/Speed have the strongest on the digital side but all with small, non-significant effects. In the case of Loyalty (NPS), Branch Reliability is the only way that the positive direction is consistently followed, and it is not very high.

The general lesson learned is that the customers have come to consider Prime Bank in a holistic channel manner. The branch should also remain to offer friction-free, reliable service, and the digital experience should be converted into experienced convenience (improved clarity of flows, completion speed, high-security indicators). Operational reliability should be coupled with an understandable value story (fair/ transparent charges, product advantages are relevant), and a superb turnaround in the event of problems to actually develop promoters.

Concisely: ensure and demonstrate the reliability of the branch, enhance digital benefits and capabilities, and enhance the story of value and recovery. When combined, these leverages are set to increase the overall satisfaction and slowly increase NPS, matching the service quality of Prime Bank up to the growing expectations in the growing digital realm of Bangladesh retail banking.

## 3.6 Recommendations and Managerial Implications

According to the entire set of findings (correlations, regressions, compare the channels, and the observation of the queue/service/time), the priorities of the Gulshan Branch of Prime Bank are to (i) safeguard and reveal the reliability baseline of the branch, (ii) transform digital into perceived convenience at the point of need, and (iii) elevate loyalty with value and recovery leverages that the global results (D1/NPS) react to the most.

### 3.6.1 Establish Branch Service Strengths and Eliminate customer Pain Points

The branch is already functioning on a high level baseline (fair token discipline, no longer than 9 to 10 minutes wait time, no rework that is observed). These standards should be visible and clear:

- Keep a fair token/queue system along with introduce a quick service lane at the time of busy hours ( when queues exceed 14-18 people) .
- Ensure simple solutions to eliminate equipment bottlenecks include having a backup scanner/printer during the peak and having a device steward (paper/toner/warm-up checks).
- Evaluate PI responsiveness in the supervisor desk; escalate if any process get slow down more then 5 minutes
- Show live queue/ETA and inform about 5-minutes delay or more to lower expectations.

**Managerial implication**: Now Reliability has become one of the basic standards of customer expectation,and it's the only branch factor showing even a slight positive link to NPS . Therefore making reliability visible helps to prevent dissatisfaction and reassures customers at key service moments.

### 3.6.2 Improve the My Prime Digital Experience (make convenience visible)

Digital quality appears to have directional relationships with D1 through usefulness (less visit to the branch) and reliability/speed: make them real:

- Perform usability audit on the five most important flows (login, balance, transfer, bill pay, card service) in order to minimize the number of steps and eliminate confusion of the labels.
- Track basic performance SLOs by weekly : median transaction < 3s, success ≥ 99.5%, crash < 0.3% (weekly review).

  Monitor essential SLOs of performance by weekly : median transaction time is less than 3s, success rate is over 99.5%, crash is under 0.3% .

- Insert simple security indications and contextual hints at areas where the users are likely to struggle.
- Locate a Digital Ambassador in the lobby when the traffic is at its highest to assist customers with installing, trying a simple task, or completing an app flow that they started; provide a small self-service kiosk to use assisted.

  **Managerial implication:** Managerial implication: Customers do give more rewards on perceived time- savings and smooth operations than technical assertions; converting works to visible convenience drives N1 towards D1.

## 3.6.3 Personalized, Omnichannel Engagement (run one journey)

Remove cross-channel friction from Both **global** outcomes: D1 and NPS:

- When an activity has been initiated in My Prime, employees are expected to resume it in-branch without reinitiating forms (a simple task ID/ summary).

- Keep the record of CRM notes so that that the next touch point (branch/call/app) will know the last interaction- there is no repetition of the story.

- In case of complex cases, provide appointments with pre-uploading papers and a fast pre-check.

- Send a short message to the customer after the visit (Thanks for visiting- next time try on My Prime) to promote confidence and habit.

**Managerial implication:**The channel silos are broken and perceived competence goes up and the outcome-predictor mismatch in the models is diminished.

### 3.6.4. Track customer Satisfaction and Feedback in Near-Real Time

This study takes one point in time yet the customers have changing expectations. Constant observation assists in keeping up:

- Conduct a brief exit survey (QR code) at the branch with regard to waiting time and staff helpfulness.

- Monitor channel-specific NPS (Recommend My Prime?): the global NPS and channel-specific NPS should be tracked to match what is amenable to improvement.

- Have link perception indicators refer to ops telemetry (Queue logs and device/ PI uptime and app success/latency/crash) to get targeted fixes.

**Managerial implication:** Paired perception + operational data makes it easy to make visible and quick interventions that are precise and fast.

### 3.6.5 Refine Branch Atmosphere and Comfort (boost the "felt" experience)

Here D1 is mostly sync with these two branch dimensions : Responsiveness and Tangibles. Minor improvements are easily visible:

- Make sure that good comfortable seats and guest Wi-Fi are available during the time when customers are waiting in the branch so that they can use my prime app , arrange water/refreshment for the customers.
- Ensure good signage and live queue indicators to ensure fairness and transparency.

- Provide a queue marshal when there is high traffic to inform waiting customers in a positive proactive manner.

**Managerial implication:** Basic comforting signs and openness in communication can help to transform a typical wait into an excellent reassuring experience- at minimal additional expense.

## 3.6.6 Focus on Customer Education and Communication

There are customers who are not tech-savvy, and some of them are reluctant to use digital tools ,address this problems first:

- Conduct brief, employee-guided demonstrations (Digital Ambassador) on typical My Prime activities; provide a 5-page handout based on the top 5 things one can do in 30 seconds.
- Explain the security policies and practices in simple language and emphasize on free-digital where feasible.
- Go on open-ended feedback to determine the trending points of pain (e.g., more deposit machines, more visible card features, etc.) and send a You said, we did notice at the end of each month.

**Managerial implication:** Anxiety lessening, more digital uptake, and the facilitation of both D1 and productivity (reduced routine counter visits) are improved through better understanding.

## 3.6.7 Conclusion (managerial view):

- **Satisfaction (D1):** In this sample, the effects of branch experience were a little higher than those of digital because of the constant good quality of service in other words strong hygiene baseline. Visible, felt improvements, such as improved queues, comfort, clear direction and visible digital time saving, respond better to customers than back-office changes.
- **Loyalty (NPS):** Loyalty is not strongly associated with the two channels. Branch Reliability, correct documentation, clear queues, and consistency in processing is still the surest operational driver. In order to produce authentic promoters, mix consistency with operational fairness and excellence of recovery (transparent prices, special treatment to long-term clients, and prompt issues resolution).

- **Operating model:** Consider both branch service and digital service as a single journey with elementary shared KPIs and weekly huddles. Ensure visible reliability make digital usefulness experienced and publish: "You said, we did" wins to gain trust and momentum.

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# Appendix :

## SURVEY QUESTION:

**Customer Satisfaction Survey**
Prime Bank PLC — Gulshan Branch (Retail Banking)
*Academic survey for BRAC Business School (BBA Internship)*

**Instructions & Consent:** This anonymous academic survey takes about 5–7 minutes. Please tick/check or circle your answers. No names, phone numbers, or account numbers are collected. By continuing, you agree to participate voluntarily.
**Agreement scale** for most statements: 1=Strongly Disagree · 2=Disagree · 3=Neutral · 4=Agree · 5=Strongly Agree.

### Section A — Usage & Screening

A1. Have you used any branch service today? [ ] Yes [ ] No *(If No, please return the form.)*

A2. Which services do you mainly use with Prime Bank? [ ] Mostly in-branch [ ] Mostly MyPrime [ ] Both equally

A3. MyPrime usage frequency: [ ] Daily [ ] Weekly [ ] Monthly [ ] Rarely [ ] Never *(If Never, skip Section C.)*

### Section B — Branch Service Quality (1–5)

*Please circle one option per statement: 1 2 3 4 5*

B1. The token/queue is managed fairly and efficiently. 1 2 3 4 5

B2. My waiting time before service was reasonable. 1 2 3 4 5

B3. The service time at the counter was reasonable. 1 2 3 4 5

B4. Staff were courteous and helpful. 1 2 3 4 5

B5. Staff seemed knowledgeable and answered clearly. 1 2 3 4 5

B6. My forms/documents were handled accurately. 1 2 3 4 5

B7. Facilities/equipment (seating, counters, scanner/printer) were adequate. 1 2 3 4 5

B8. Overall, today's branch service met my expectations. 1 2 3 4 5

### Section C — Digital Experience (MyPrime users only; skip if A3=Never) (1–5)

C1. MyPrime is easy to learn and use. 1 2 3 4 5

C2. The app's instructions/menus are clear. 1 2 3 4 5

C3. Transactions on MyPrime are completed quickly. 1 2 3 4 5

C4. MyPrime is reliable (few errors/crashes). 1 2 3 4 5

C5. I trust the security of MyPrime transactions. 1 2 3 4 5

C6. Using MyPrime reduces my need to visit the branch. 1 2 3 4 5

C7. Staff encouraged/assisted me to use MyPrime for routine tasks. 1 2 3 4 5

C8. I would recommend MyPrime to others. 1 2 3 4 5

### Section D — Outcomes

D1. Overall, how satisfied are you with Prime Bank's services? 1 2 3 4 5

D2. NPS: How likely are you to recommend Prime Bank? (Circle one) 0 1 2 3 4 5 6 7 8 9 10

D3. I intend to continue banking with Prime Bank. 1 2 3 4 5

### Section E — Banking Profile & Demographics

E1. Years with Prime Bank: [ ] <1 [ ] 1–3 [ ] 3–5 [ ] >5

E2. Primary account type: [ ] Conventional [ ] Hasanah (Islamic) [ ] Both [ ] Not sure

E3. Purpose today: [ ] Account opening/maintenance [ ] Cash/cheque [ ] Card service [ ] Advice/other

E4. Age group: [ ] 18–24 [ ] 25–34 [ ] 35–44 [ ] 45–54 [ ] 55+

E5. Device access: [ ] Smartphone+Internet [ ] Feature phone [ ] No personal device

## descriptive stats and Cronbach's alpha : α outputs:

**Branch service**

| Dimensions | Scale | Valid N | Mean | SD | Min | Max |
|---|---|---|---|---|---|---|
| Reliability (B1) | Branch (1–5) | 60 | 3.48 | 0.81 | 2 | 5 |
| Reliability (B2) | Branch (1–5) | 60 | 3.13 | 0.98 | 1 | 5 |
| Reliability(B3) | Branch (1–5) | 60 | 4.12 | 0.74 | 3 | 5 |
| Responsiveness (B4) | Branch (1–5) | 60 | 4.02 | 0.77 | 3 | 5 |
| Assurance (B5) | Branch (1–5) | 60 | 4.23 | 0.67 | 3 | 5 |
| Reliability (B6) | Branch (1–5) | 60 | 4.47 | 0.54 | 3 | 5 |
| Tangibles (B7) | Branch (1–5) | 60 | 2.97 | 0.82 | 2 | 5 |
| Empathy (B8) | Branch (1–5) | 60 | 3.5 | 0.87 | 2 | 5 |

**DIGITAL EXPERIENCE :**

| DIMENSION | Scale | Valid N | Mean | SD | Min | Max |
|---|---|---|---|---|---|---|
| Tangibles (C1) | Digital (1–5) | 60 | 4.37 | 0.66 | 3 | 5 |
| Assurance (C2) | Digital (1–5) | 60 | 4.25 | 0.7 | 3 | 5 |
| Reliability(C3) | Digital (1–5) | 60 | 4.7 | 0.46 | 4 | 5 |
| Reliability (C4) | Digital (1–5) | 60 | 4.53 | 0.57 | 3 | 5 |
| Assurance (C5) | Digital (1–5) | 60 | 4.47 | 0.54 | 3 | 5 |
| Empathy (C6) | Digital (1–5) | 60 | 4.75 | 0.44 | 4 | 5 |
| Responsiveness (C7) | Digital (1–5) | 60 | 4.25 | 0.6 | 3 | 5 |
| Empathy (C8) | Digital (1–5) | 60 | 4.6 | 0.49 | 4 | 5 |

**OUTCOMES:**

| | Scale | Valid N | Mean | SD | Min | Max |
|---|---|---|---|---|---|---|
| overall satisfaction (D1) | Outcomes | 60 | 4.2 | 0.73 | 3 | 5 |
| NPS (D2) | Outcomes | 60 | 6.2 | 1.23 | 4 | 9 |

**DIMENSION SCORE :**

| DIMENSIONS | Scale | Valid N | Mean | SD | Min | Max |
|---|---|---|---|---|---|---|
| Reliability_B | Dimensions | 60 | 3.8 | 0.33 | 3 | 4.5 |
| Responsiveness_B | Dimensions | 60 | 4.02 | 0.77 | 3 | 5 |
| Assurance_B | Dimensions | 60 | 4.23 | 0.67 | 3 | 5 |
| Tangibles_B | Dimensions | 60 | 2.97 | 0.82 | 2 | 5 |
| Empathy_B | Dimensions | 60 | 3.5 | 0.87 | 2 | 5 |
| Tangibles_D | Dimensions | 60 | 4.37 | 0.66 | 3 | 5 |
| Reliability_D | Dimensions | 60 | 4.62 | 0.36 | 4 | 5 |
| Responsiveness_D | Dimensions | 60 | 4.25 | 0.6 | 3 | 5 |
| Assurance_D | Dimensions | 60 | 4.36 | 0.43 | 3.5 | 5 |
| Empathy_D | Dimensions | 60 | 4.68 | 0.33 | 4 | 5 |

## Cronbach’s alpha :

| Scale | k items | Complete N | Cronbach α |
|---|---|---|---|
| Reliability_B (B1,B2,B3,B6) | 4 | 60 | -0.57 |
| Reliability_D (C3,C4) | 2 | 60 | -0.052 |
| Assurance_D (C2,C5) | 2 | 60 | -0.091 |
| Empathy_D (C6,C8) | 2 | 60 | 0 |
| BranchSQ (B1–B8) | 8 | 60 | -0.355 |
| DigitalSQ (C1–C8) | 8 | 60 | 0.285 |