

2014

Internship Report

Internship Report

On

Customer Satisfaction level of bKash as a Mobile Payment Platform

Supervised By

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LETTER OF TRANSMITTAL

May 3rd, 2014

Fazley Elahi Chowdhury

Assistant Professor

B.B.S. Department

BRAC University

66 Mohakhali, Dhaka.

Subject: Submission of the internship working report.

Dear Sir,

Here is my internship report that fulfills the partial requirements of my BBA degree. It is very helpful as a student of Business Administration to undergo the internship program. In addition, it is a great pleasure that I have been able to submit the internship report on “Customer Satisfaction level of bKash as a Mobile Payment Platform” in due time. The whole experience of this internship program enabled me to get an insight into the real life situation.

I have tried my best with my knowledge to make a full pledge report by analyzing all the requirements you have asked for. Besides this, there may be shortcomings. I would be grateful if you consider those from excusable manner.

I am very happy to show my potential through this report and seeking your acceptance regarding this work.

Sincerely,

Nafisa Hossain,

ID # 08104115



Acknowledgement

I would like to express my heart left gratitude to my supervisor Fazley Elahi Chowdhury (Lecturer, B.B.S. Department, BRAC University). His contribution will be remembered always and the completion of this project is mainly due to his interest and persuasion.

I would like to give my sincere thanks to Mr. Belal Ahmed (Manager, Compliance & Business Development) for supervising me and Mr. Murshed Mahmud (Manager, Compliance & Business Development) and the other Departments for sharing their valuable experience and insight with me. I also express my gratitude to the employees of bKash for their continuous cooperation & guidance in the work environment.

Finally I would like to thank all of the staffs of bKash, who gave me unconditional support at work. My thanks also go to those who cooperated with me at any of the steps of the projects, irrespective of the size and shape of their contribution; they made themselves an important part of this project. I have done my best and I am confident that the project would meet the expectation of my faculty.

Sincerely,

Nafisa Hossain

ID: 081 04115

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Executive Summary

This report is based on my working experience at bKash as a part of the internship program. In order to incorporate the practical knowledge, I got from the organization into the report; I have chosen to prepare my report on the customer satisfaction level of merchant payment service of bKash under the head of “Customer Satisfaction level of bKash as a Mobile Payment Platform”. The report is aimed to exhibit the Merchant Payment management activities of the organization, how it works and to what extent the users of the system are satisfied with the service. The report also offers some suggestions for the improvement of the performance in order to achieve a superior level of customer satisfaction.

The report also made some recommendations regarding its policies and procedures. bKash must try to improve the server, educate the customers about their security system for payment system, and reduce its service fees. In the survey analysis, through the use of SPSS software I have found that the customers were satisfied with the reliability, responsiveness, assurance, empathy, accessibility, courteousness and tangibility dimension of the service that they received.

At last I can say that although the customers of bKash merchant payment system are satisfied with the service, they should try to focus on the issues that the customers value the most and work accordingly to achieve a superior level of customer satisfaction.

Company profile

bKash Limited (a subsidiary of BRAC Bank) is a joint venture between BRAC Bank Ltd., Bangladesh, and Money in Motion LLC, USA. The ultimate objective of bKash is to ensure access to a broader range of financial services for the people of Bangladesh. It has a special focus to serve the low income masses of the country to achieve broader financial inclusion by providing services that are convenient, affordable and reliable.

More than 70% of the population of Bangladesh lives in rural areas where access to formal financial services is difficult. Yet these are the people who are in most need of such services, either for receiving funds from loved ones in distant locations, or to access financial tools to improve their economic condition. Less than 15% of Bangladeshis are connected to the formal banking system whereas over 50% has mobile phones. These phones are not merely devices for talking, but can be used for more useful and sophisticated processing tasks. bKash was conceived primarily to utilize these mobile devices and the omnipresent telecom networks to extend financial services in a secure manner to the under-served remote population of Bangladesh.

Board of directors

Mr. Muhammad A. (Rume) Ali

Chairman

Muhammad A. (Rume) Ali joined the Board of BRAC Bank in 2007 and was elected as the Chairman, in 2008. He is the Managing Director, Enterprises at BRAC and also a Director of various BRAC concerns. He was elected as the Chairman of BRAC EPL Investments Limited and BRAC EPL Stock Brokerage Limited in July 2009 after BRAC Bank's acquisition of these companies.

He was born in Dhaka, Bangladesh, in 1951. He has a Masters in Economics from Dhaka University

Mr. Nicholas Hughes

Director

Nicholas Hughes is the Managing Director of Signal Point Partners, established in 2009 to focus on mobile commerce opportunities in emerging markets. Hughes was previously Head of Mobile Payments at Vodafone, where he founded the payment service M-PESA. In Kenya, M-PESA has attracted more than 13 million subscribers since its launch in 2007.

In 2010 Hughes was a winner of The Economist's innovation Award for Social & Economic Impact. He holds a PhD in Applied Science (1992) and an MBA with distinction from London Business School (2001).

Mr. Shib Narayan Kairy

Director

Shib Narayan Kairy was appointed as a Director to the Board of Directors of BRAC Bank Limited in 2008. In addition, he is the Chairman of BRAC's Board Audit Committee.

Shib Narayan Kairy completed his M. Com. in Accounting from Dhaka university.



Mr. Syed Mahbubur Rahman

Director

Mr. Syed Mahbubur Rahman is the CEO and Managing Director of BRAC Bank Limited.

Mr. Rahman obtained MBA from the Institution of Business Administration, Dhaka University.

Mr. Shameran Abed

Director

Shameran Abed is part of the senior management of BRAC's Microfinance Programme in Bangladesh

He has an undergraduate degree in Economics from Hamilton College in New York, and qualified as a lawyer and was called to the Bar of England and Wales from the Honorable Society of Lincoln's Inn in 2006.

Mr. Iqbal Quadir

Director

Iqbal Z. Quadir is the founder and director of the Legatum Center for Development and Entrepreneurship at the Massachusetts Institute of Technology (MIT), which promotes bottom-up entrepreneurship in developing countries.

He received an MBA and an MA from the Wharton School, University of Pennsylvania, and a BS with honors from Swarthmore College.

Mr. Arun Gore

Director

Arun is the President and CEO of Gray Ghost Ventures.

Arun is a native of Chennai, India. He completed his undergraduate studies in India and holds dual degrees: a BSc in Science and a BS in Accounting. He completed post-graduate studies in the United States and holds an MBA in Finance.

Products and Services of bKash

Cash in

You need to have money stored in your bKash wallet to avail the services. So, before doing any transaction, make sure you have sufficient balance in your wallet. For putting money in your wallet, follow the steps below -

1. Go to any bKash agent
2. Let him know the amount you want to Cash In
3. Write down your wallet number and the Cash In amount in Agent register
4. Pay the amount of money you want to cash in
5. In exchange, the agent will send bKash money to your wallet. Cash In done!
6. You and the agent both will get confirmation message. Remember to put your signature in the agent register before leaving the counter

Cash out

If you have sufficient credit in your bKash wallet, you can withdraw cash anytime from anywhere. To Cash Out from your wallet-

1. Go to any bKash agent
2. Let him know the amount you want to cash out
3. Write down your wallet number & the amount in Agent register
4. Dial *247# on your mobile for bKash menu
5. Choose “Cash Out”
6. Choose “From Agent”
7. Enter Agent’s wallet number (ask the agent)
8. Enter the amount
9. Enter your wallet PIN
10. Done! You and the Agent both will receive confirmation message. Count the amount and put your signature in Agent register before leaving the counter

Send money

Send Money enables you to transfer money to other's wallet. Follow the steps below –

1. Go to bKash Menu by dialling *247#
2. Choose 'Send Money'
3. Enter the wallet number you want to send money to
4. Enter the amount you want to send
5. Enter a reference about the transaction. Do not use more than one word, avoid space or special characters
6. Now enter your wallet PIN to confirm the transaction
7. Done! You and the Receiver both will receive confirmation message

Payment

Customer can make payment from his own wallet to any small or big business entity who accepts bKash. For example, if you want to pay after shopping, use the following steps-

1. Go to bKash Menu by dialling *247#
2. Choose 'Payment'
3. Enter the business wallet number you want to pay to
4. Enter the amount you want to pay
5. Enter a reference against your payment (you can mention the purpose of the transaction in one word. Ex: Bill)
6. Enter the counter number (the salesperson at the counter will tell you the number)
7. Now enter your PIN to confirm
8. Done! You will get a confirmation SMS

My bKash

You can check your bKash Account balance, see mini statement, change your bKash Mobile Menu PIN, Activate ATM and change ATM PIN anytime you want from My bKash option.

My bKash » Check Balance

To check your current account balance –

01. Go to bKash Mobile Menu by dialling *247#
02. Choose "My bKash"
03. Choose "Check Balance"
04. Enter your Mobile Menu PIN

You will see your current and available balance of your bKash Account.

My bKash » Request Statement

You can see a Mini Statement with details of your latest transactions.

01. Go to bKash Mobile Menu by dialling *247#
02. Choose "My bKash"
03. Choose "Request Statement"
04. Enter your Mobile Menu PIN

You will see the dates, types and amounts of your last 6 transactions

My bKash » Change Mobile Menu PIN

For ensuring the security of your bKash Account, it is recommended that you change your bKash Mobile Menu PIN when you feel that it may have been compromised. "Change Mobile Menu PIN" from My bKash gives you that option. Here is how you do it –

01. Go to bKash Mobile Menu by dialling *247#
02. Go to "My bKash"
03. Choose "Change Mobile Menu PIN"
04. Enter your "Old PIN"
05. Enter a new PIN to replace the old one

06. Enter the new PIN again to confirm

You will see a confirmation message on your mobile that you have successfully changed your Old PIN.

My bKash » Activate ATM

To avail the ATM Cash Out service, you need to activate this feature from your bKash Mobile Menu. After activation, you will be able to Cash Out from any bKash enabled BRAC Bank ATM. To activate the service, follow the steps below –

01. Go to bKash Mobile Menu by dialling *247#
02. Go to "My bKash"
03. Choose "Activate ATM"
04. Enter a new PIN. This PIN will be your bKash ATM Cash Out PIN and is better to be different than your Mobile Menu PIN
05. Enter the PIN again to confirm

You will see a confirmation message on your mobile that you have successfully activated the ATM Cash Out service.

My bKash » Change ATM PIN

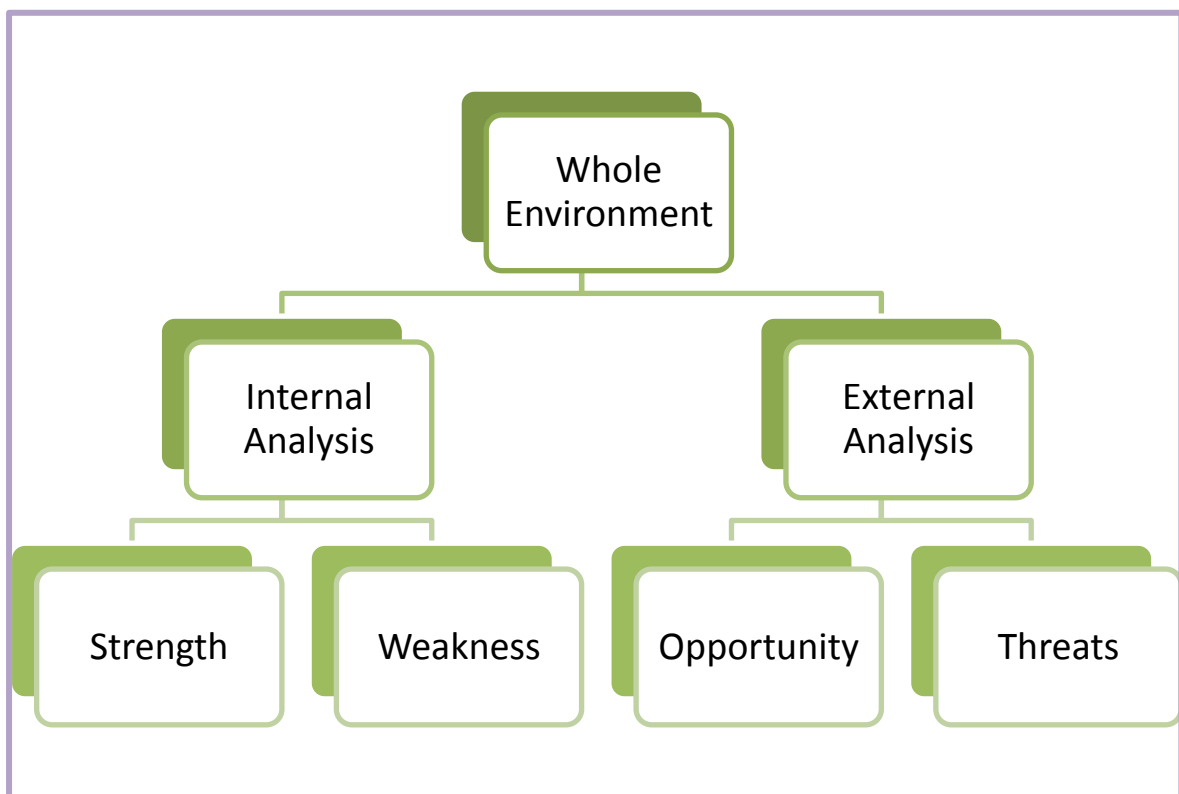
For ensuring the security of your bKash ATM Cash Out PIN, it is recommended that you change it when you feel that it may have been compromised. "Change ATM PIN" gives you that option. Here is how you do it –

01. Go to bKash Mobile Menu by dialling *247#
02. Go to "My bKash"
03. Choose "Change ATM PIN"
04. Enter your "Old PIN"
05. Enter a new PIN to replace the old one
06. Enter the new PIN again to confirm

Competitive Condition of bKash

SWOT Analysis

A SWOT analysis is one of the cornerstone analytic tools to develop a preferred future. It is one of the time tested tools that have the capacity to enable an organization to understand itself, to respond effectively to changes in the environment. The purpose of the SWOT analysis is to provide information that is helpful in matching the firm's resources and capabilities to the competitive environment in which it operates. Effective and efficient planning process for Human Resource Management requires the perfect and specific information from the internal and external environment. The benefits of a SWOT analysis are that it provides learning and knowledge vital to the organization's survival and prosperity. So SWOT is very important part for any company to be successful in the long run. Thus, the assessment of strengths, weakness, as well as opportunities, and threats become an essential task for management.



Strength: Refer to the competitive advantages and other distinctive competencies that bKash currently has.

The major Strengths for bKash would be -

- Competent management and dynamic BOD
- Financial Strength
- Quality services through modern sophisticated automated system
- A good image about the organization has been created among the customers through careful and quality services
- Good relationship management with customer
- Well trained, qualified and excellent management staff is its focal strength
- Dominant market position in chosen markets
- Customer franchise
- Brand Loyalty and large customer base.
- Strong regional focus
- Up-to-date Technology
- Experienced and efficient management team.
- High awareness among the employees
- Committed to introducing new products and services in the banking sector.
- Company reputation and goodwill.
- Ability to adapt

Weakness: These are constraints that hinder the desired movements of bKash in certain directions.

The major Weakness for bKash would be -

- Complexity in payment process
- Unconventional banking
- Complex laws and regulations
- Too much dependency on head office
- High fees and charges compared to its rivals.
- New industry hence lack of experience
- Service Quality not at par with customer expectation
- Lack of full scale automation.

Opportunity: Primarily arise from the external environment, and refer to the chances of gaining sustainable competitive advantages in both local/global market places.

The major Opportunities for bKash would be -

- The organization can always look forward to a bright future with its well-trained manpower
- Update technology
- The experience, skill and compatibility of its management and the directors may always come to great help
- Launching ATM booths in under-developed areas
- High number of people in rural areas
- Scope of market penetration through diversified products
- Unconventional banking
- Increasing trend favouring private sector development

Threats: The external uncontrollable variables that can create problems for bKash in near future are:

The major threats for bKash would be –

- All private banks have received license
- Substitutes present in the market (E.g. Credit Cards)
- Lack of competitiveness in product and service innovation
- Upcoming bank with new innovative ideas, strategy and reputation
- Stepping on new banking organization with highly updated sophisticated automated servicing system and products.
- Frequent changes of banking rules by the Central Bank
- Increased competition for market share in the industry
- National and global political unrest

Research Methodology: Both **primary** and **secondary** surveys were carried out to gather data for the report. In order to collect required primary data, a **survey questionnaire** was used. The data collected by the questionnaire will be analysed using the **SPSS** and other related and relevant software like **MS Excel**. There will be several hypotheses which will be tested using **regression analysis, correlation**, etc. As for secondary source for the research, I will browse the internet and go through several newspaper articles, magazines, journals and books.

Hypothesis: As my research is about customer satisfaction on bKash's Mobile Payment system, therefore, measuring the **service quality** is the to key find a result. Researchers and managers of service firms concur that service quality involves a comparison of Customers' expectations with real performance of the company.

Hypothesis 1:

There is significant relationship between **reliability** dimension and customer satisfaction.

Hypothesis 2:

There is significant relationship between **responsiveness** dimension and customer satisfaction.

Hypothesis 3:

There is significant relationship between **assurance** dimension and customer satisfaction.

Hypothesis 4:

There is significant relationship between **accessibility** dimension and customer satisfaction.

Hypothesis 5:

There is significant relationship between **courteousness** and customer satisfaction.

Hypothesis 6:

There is significant relationship between **tangibility** and customer satisfaction.

Sample Design: Target Population, people aging from 18 years and above who are the users of merchant payment system of bKash.

- Sample frame - Salaried employees, Business people, Students.
- Sample Size - 120
- Sample Area – bKash, BRAC Bank
- Sampling unit - Individuals

Techniques of Data Analysis - Quantitative approaches like frequency distribution, histogram, t-test, box plot, regression, ANOVA, Chi square test measurement have been used for analysing the collected data.

Data Analysis & Interpretation

Table 1- Reliability

	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
bKash provides the service as it has promised	5	4	3	2	1
The service of bKash is dependable	5	4	3	2	1
bKash provide the service right at first call	5	4	3	2	1
Service is provided at promised time	5	4	3	2	1
Information is accurate about customer's record	5	4	3	2	1

Table 2- Item Statistics

	Mean	Standard Deviation	N
bKash provides the service as it has promised	3.6750	.75773	120
The service of bKash is dependable	3.3167	.66083	120
bKash provide the service right at first call	3.4667	.70928	120
Service is provided at promised time	3.3667	.75519	120
Information is accurate about customer's record	3.5667	.95031	120

Here we see in the case of reliability the value of Cronbach's Alpha is 0.498 which is above 40% and in the test of reliability we can say that it is reliable. Here we see the item statistics that the question of We get the accurate information about customer's record the std. deviation is much high than others. It makes the reduction value of reliability otherwise the reliability value could be much higher.

Table 3- Inter-Item Correlation Matrix

	bKash provides the service as it has promised	The service of bKash is dependable	bKash provide the service right at first call	Service is provided at promised time	Information is accurate about customer's record
bKash provides the service as it has promised	1.000	.056	.128	.210	.188
The service of bKash is dependable	.056	1.000	.238	.338	-.061
bKash provide the service right at first call	.128	.238	1.000	.290	.190
Service is provided at promised time	.210	.338	.290	1.000	.153
Information is accurate about customer's record	.188	-.061	.190	.153	1.000

a. Determinant = .005

Best variable for “reliability”: Therefore, the best variable from the reliability dimension turns out to be “The service of bKash is dependable”. Hence, as far as reliability is concerned, we realize that the customers of the merchant payment of bKash are highly depending on the service provided by bKash. This particular factor is of utmost importance to them. The above R-matrix for reliability dimension has a determinant value of $0.005 > 0.00001$. Therefore, Multi co-linearity does not exist for this particular dimension.

Table 4- Responsiveness

	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
Prompt service is given adequately	5	4	3	2	1
Customers are informed when the service will be performed	5	4	3	2	1
Willingness to customer is noticeable.	5	4	3	2	1
The service is well prepared	5	4	3	2	1
Service is provided at the first call	5	4	3	2	1

Table 5- Item Statistics

	Mean	Std. Deviation	N
Prompt service is given adequately	3.3667	.64734	120
Customers are informed when the service will be performed	3.3500	.86627	120
Willingness to customer is noticeable.	3.8083	.95527	120
The service is well prepared	3.8750	.83578	120
Service is provided at the first call	3.5083	.85007	120

Here we see in the case of responsiveness the value of Cronbach's Alpha is .542 which is above 40% and in the test of reliability we can say that it is reliable. Here we see, in the item statistics, the std. deviation of the question “Willingness to customer is noticeable” is much higher than others. It makes the reduction value of reliability of the responsiveness dimension; otherwise the reliability value could be much higher.

Table 6- Inter-Item Correlation Matrix

	Prompt service is given adequately	Customers are informed when the service will be performed	Willingness to customer is noticeable.	The service is well prepared	Service is provided at the first call
Prompt service is given adequately	1.000	-.051	.060	.132	-.143
Customers are informed when the service will be performed	-.051	1.000	.133	.235	.099
Willingness to customer is noticeable.	.060	.133	1.000	.738	.276
The service is well prepared	.132	.235	.738	1.000	.244
Service is provided at the first call	-.143	.099	.276	.244	1.000

a. Determinant = .000

Best variable for “responsiveness”: Therefore, the best variable from the responsiveness dimension is “Prompt service is given adequately”. Hence, as far as responsiveness is concerned, we realize that the customers of the merchant payment system of bKash are highly depending on the service and bKash is providing prompt service to every customer. This particular factor is of utmost importance to them. The above R-matrix for responsiveness dimension has a determinant value of $0.00001 > .000$. Therefore, Multi co-linearity exists for this particular dimension.

Table 7- Assurance

	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
Customers feel confident by getting their service	5	4	3	2	1
bKash payment system is well secured	5	4	3	2	1
Right solution is provided deliberately.	5	4	3	2	1
The payment system of bKash is free from risk of theft (E.g. Mobile Hack)	5	4	3	2	1

Table 8- Item Statistics

	Mean	Std. Deviation	N
Customers feel confident by getting their service	3.5833	.70512	120
bKash payment system is well secured	3.5500	.77622	120
Right solution is provided deliberately.	3.6500	.78484	120
The payment system of bKash is free from risk of theft (E.g. Mobile Hack)	3.7667	.89568	120

Here we see in the case of assurance the value of Cronbach's Alpha is .625 which is above 40% and in the test of reliability we can say that it is reliable. Here we see, in the item statistics, the std. deviation of the question “The payment system of bKash is free from risk of theft” is much higher than others. It makes the reduction value of reliability of the assurance dimension; otherwise the reliability value could be much higher.

Table 9- Inter-Item Correlation Matrix

	Customers feel confident by getting their service	bKash payment system is well secured	Right solution is provided deliberately.	The payment system of bKash is free from risk of theft (E.g. Mobile Hack)
Customers feel confident by getting their service	1.000	.054	.159	.324
bKash payment system is well secured	.054	1.000	.236	.392
Right solution is provided deliberately.	.159	.236	1.000	.528
The payment system of bKash is free from risk of theft (E.g. Mobile Hack)	.324	.392	.528	1.000

a. Determinant = .011

Best variable for “assurance”: Therefore, the best variable from the assurance dimension turns out to be “Customers feel confident by getting their service”. Hence, as far as assurance is concerned, we realize that the customers are highly dependent on the service of bKash and they feel confident by getting the service of it. This particular factor is of utmost importance to them. The above R-matrix for assurance dimension has a determinant value of $0.011 > 0.00001$. Therefore, Multi co-linearity does not exist for this particular dimension.

Table 10- Empathy

	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
Employees pay attention to the individual customers.	5	4	3	2	1
The employees of bKash are caring.	5	4	3	2	1
Employees understand customer's problem and deal with it.	5	4	3	2	1
If someone faces any problem regarding the use of payment system, the employees of bKash help them cordially.	5	4	3	2	1

Table 11- Item Statistics

	Mean	Std. Deviation	N
Employees pay attention to the individual customers.	3.5500	.75426	120
The employees of bKash are caring.	3.3083	.64555	120
Employees understand customer's problem and deal with it.	3.4250	.65674	120
If someone faces any problem regarding the use of payment system, the employee's bKash help them cordially.	3.3417	.73902	120

Here we see in the case of empathy the value of Cronbach's Alpha is .412 which is above 40% and in the test of reliability we can say that it is reliable. Here we see, in the item statistics, the std. deviation of the question “Employees pay attention to the individual customers” is much higher than others. It makes the reduction value of reliability of the empathy dimension; otherwise the reliability value could be much higher.

Table 12- Inter-Item Correlation Matrix

	Employees pay attention to the individual customers.	The employees of bKash are caring.	Employees understand customer's problem and deal with it.	If someone faces any problem regarding the use of debit card, the employees of bKash help them cordially.
Employees pay attention to the individual customers.	1.000	-.023	.118	-.054
The employees of bKash are caring.	-.023	1.000	.283	.323
Employees understand customer's problem and deal with it.	.118	.283	1.000	.304
If someone faces any problem regarding the use of payment system, the employees of bKash help them cordially.	-.054	.323	.304	1.000

a. Determinant = .042

Best variable for “empathy”: Therefore, the best variable from the empathy dimension turns out to be “The employees of bKash are caring”. Hence, as far as empathy is concerned, we realize that the customers of the merchant payment service of bKash are highly cared by employees of merchant payment section of bKash. This particular factor is of utmost importance to them. The above R-matrix for empathy dimension has a determinant value of $0.042 > 0.00001$. Therefore, Multi co-linearity does not exist for this particular dimension.

Table 13- Accessibility

	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
Getting the phone of bKash, free at the first attempt is usual	5	4	3	2	1
It is expensive for clients to wait to get their service	5	4	3	2	1
Service time is suitable for clients.	5	4	3	2	1
Clients have the satisfactory access to their service.	5	4	3	2	1
The network of bKash payment system is satisfactory.	5	4	3	2	1

Table 14- Item Statistics

	Mean	Std. Deviation	N
Getting the phone of bKash, free at the first attempt is usual	3.6333	.96086	120
It is expensive for clients to wait to get their service	3.3750	.62258	120
Service time is suitable for clients.	3.3000	.89443	120
Clients have the satisfactory access to their service.	3.7500	.90980	120
The network of bKash payment system is satisfactory.	3.8167	.78840	120

Here we see in the case of accessibility the value of Cronbach's Alpha is .477 which is above 40% and in the test of reliability we can say that it is reliable. Here we see, in the item statistics, the std. deviation of the question “Getting the phone of bKash, free at the first attempt is usual” is much higher than others. It makes the reduction value of reliability of the accessibility dimension; otherwise the reliability value could be much higher.

Table 15- Inter-Item Correlation Matrix

	Getting the phone of bKash, free at the first attempt is usual	It is expensive for clients to wait to get their service	Service time is suitable for clients.	Clients have the satisfactory access to their service.	The network of bKash payment system is satisfactory.
Getting the phone of bKash, free at the first attempt is usual	1.000	-.007	-.115	.144	.166
It is expensive for clients to wait to get their service	-.007	1.000	.068	.137	.227
Service time is suitable for clients.	-.115	.068	1.000	.093	.198
Clients have the satisfactory access to their service.	.144	.137	.093	1.000	.709
The network of bKash payment system is satisfactory.	.166	.227	.198	.709	1.000

a. Determinant = .008

Best variable for “Accessibility”: Therefore, the best variable from the accessibility dimension turns out to be “It is expensive for clients to wait to get their service”. Hence, as far as accessibility is concerned, we realize that most of the clients of bKash value there time. So bKash always try to provide their best service to sustain the clients. The above R-matrix for accessibility dimension has a determinant value of $0.008 > 0.00001$. Therefore, Multi co-linearity does not exist for this particular dimension.

Table 16- Courteousness

	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
The employees of bKash are polite over phone with Clients.	5	4	3	2	1
Clients are greeted warmly.	5	4	3	2	1
The employees of bKash are helpful to customers over the phone.	5	4	3	2	1
The overall behaviour of the employees of bKash is satisfactory over the phone.	5	4	3	2	1

Table 17- Item Statistics

	Mean	Std. Deviation	N
The employees of bKash are polite over phone with Clients.	3.5083	.84013	120
Clients are greeted warmly.	3.7667	.89568	120
The employees of bKash are helpful to customers over the phone.	3.5500	.75426	120
The overall behaviour of the employees of bKash is satisfactory over the phone.	3.3083	.64555	120

Table 18- Inter-Item Correlation Matrix

	The employees of bKash are polite over phone with Clients.	Clients are greeted warmly.	The employees of bKash are helpful to customers over the phone.	The overall behaviour of the employees of bKash is satisfactory over the phone.
The employees of bKash are polite over phone with Clients.	1.000	-.053	.152	.297
Clients are greeted warmly.	-.053	1.000	.279	.184
The employees of bKash are helpful to customers over the phone.	.152	.279	1.000	-.023
The overall behaviour of the employees of bKash is satisfactory over the phone.	.297	.184	-.023	1.000

a. Determinant = .0002

Best variable for “courteousness”: Therefore, the best variable from the courteousness dimension turns out to be “The overall behaviour of the employees of bKash is satisfactory over the phone”. Hence, as far as courteousness is concerned, we realize that most of the customers of the merchant payment service of bKash are highly depending on service over the phone. This particular factor is of utmost importance to them. The above R-matrix for courteousness dimension has a determinant value of $0.0002 > 0.00001$. Therefore, Multi co-linearity does not exist for this particular dimension.

Table 19- Tangibility

	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
The outlook of bKash reflects the image that it holds	5	4	3	2	1
bKash's equipment and furniture are up-to-date	5	4	3	2	1
The employees are well dressed & tidy	5	4	3	2	1

Table 20- Item Statistics

	Mean	Std. Deviation	N
The outlook of bKash reflects the image that it holds	3.4250	.65674	120
bKash's equipment and furniture are up-to-date	3.3417	.73902	120
The employees are well dressed & tidy	3.6333	.96086	120

Here we see in the case of tangibility the value of Cronbach's Alpha is .474 which is above 40% and in the test of reliability we can say that it is reliable. Here we see, in the item statistics, the std. deviation of the question “The employees are well dressed and tidy” is much higher than others. It makes the reduction value of reliability of the tangibility dimension; otherwise the reliability value could be much higher.

Table 21- Inter-Item Correlation Matrix

	The outlook of bKash reflects the image that it holds	bKash's equipment and furniture are up-to-date	The employees are well dressed & tidy
The outlook of bKash reflects the image that it holds	1.000	.304	.276
bKash's equipment and furniture are up-to-date	.304	1.000	.166
The employees are well dressed & tidy	.276	.166	1.000

a. Determinant = .0003

Best variable for “tangibility”: Therefore, the best variable from the tangibility dimension turns out to be “The outlook of bKash reflects the image that it holds”. Hence, as far as tangibility is concerned, we realize that the customers of the merchant payment service of bKash are satisfied on service because bKash has a potential division and they try to maintain the image. This particular factor is of utmost importance to them. The above R-matrix for tangibility dimension has a determinant value of $0.0003 > 0.00001$. Therefore, Multi co-linearity does not exist for this particular dimension.

Table 22- Customer Satisfaction

	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
The service of the merchant payment system of bKash is satisfactory.	5	4	3	2	1
Provided benefits by bKash are satisfactory	5	4	3	2	1
Their overall performance is fulfilling	5	4	3	2	1
Clients are loyal to bKash as their merchant payment system is of some standard.	5	4	3	2	1
There are scopes for improvement in the merchant payment system of bKash.	5	4	3	2	1

Table 23- Overall Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.498	.511	5
.542	.510	5
.625	.611	4
.412	.430	4
.477	.491	5
.382	.393	4
.474	.498	3
.530	.519	5

Table 24- Item Statistics

	Mean	Std. Deviation	N
The service of the merchant payment system of bKash is satisfactory.	3.5083	.84013	120
Provided benefits by bKash are satisfactory	3.8167	.78840	120
Their overall performance is fulfilling	3.7500	.90980	120
Clients are loyal to bKash as their merchant payment system is of some standard.	3.3000	.89443	120
There are scopes for improvement in the merchant payment system of bKash.	3.3750	.62258	120

Here we see in the case of customer satisfaction the value of Cronbach's Alpha is .530 which is above 40% and in the test of reliability we can say that it is reliable. Here we see, in the item statistics, the std. deviation of the question “Their overall performance is fulfilling” is much higher than others. It makes the reduction value of reliability of the customer satisfaction dimension; otherwise the reliability value could be much higher.

Table 25- Inter-Item Correlation Matrix

	The service of the merchant payment system of bKash is satisfactory	Provided benefits by bKash are satisfactory	Their overall performance is fulfilling	Clients are loyal to bKash as their merchant payment system is of some standard.	There are scopes for improvement in the merchant payment system of bKash
The service of the merchant payment system of bKash is satisfactory.	1.000	.218	.256	.030	-.159
Provided benefits by bKash are satisfactory	.218	1.000	.709	.198	.227
Their overall performance is fulfilling	.256	.709	1.000	.093	.137
Clients are loyal to bKash as their merchant payment system is of some standard.	.030	.198	.093	1.000	.068
There are scopes for improvement in the merchant payment system of bKash.	-.159	.227	.137	.068	1.000

a. Determinant = .000

Best variable for “customer satisfaction”: Therefore, the best variable from the Customer Satisfaction dimension turns out to be “The service of the merchant payment system of bKash is satisfactory”. Hence, as far as customer satisfaction is concerned, we realize that the customers of the merchant payment of bKash are satisfied on the service because bKash has a potential division and they try to maintain quality of their payment service. This particular factor is of utmost importance to them. The above R-matrix for customer satisfaction dimension has a determinant value of $0.00001 > 0.000$. Therefore, Multi co-linearity exists for this particular dimension.

Cross tab & Chi – square test for Empathy

Hypothesis: The variables are dependent

Table 26- Cross tabulation Count

		I am satisfied with the service of bKash merchant payment system				Total
		disagree	moderately agree	agree	strongly agree	
Employees pay attention to the individual customers.	disagree	0	2	3	0	5
	moderately agree	4	31	20	3	58
	agree	2	22	19	0	43
	strongly agree	0	11	3	0	14
Total		6	66	45	3	120

Among the N=120 respondents, 0 respondents were missing, so the cross tabulation was done on the entire respondents. Here we see in Cross tabulation most of the respondent admit that they get individual attention from employees of bKash and they are satisfied with the service. Here we see 3% of the respondents are strongly agreed, 45% of the respondents are agreed and 66% of the respondents are moderately agreed with the empathy dimension of bKash merchant payment system.

Table 27- Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.637 ^a	9	.471
Likelihood Ratio	10.604	9	.304
Linear-by-Linear Association	.860	1	.354
N of Valid Cases	120		

a. 10 cells (62.5%) have expected count less than 5. The minimum expected count is .13.



Chi-Square test interpretation:

Therefore, the test is statistically not significant and according to the **Goodness for fit Model** all these tables do not have goodness for fit.

Cross tab and Chi – square test for Accessibility

Hypothesis: The variables are dependent

Table 28- Cross tabulation Count

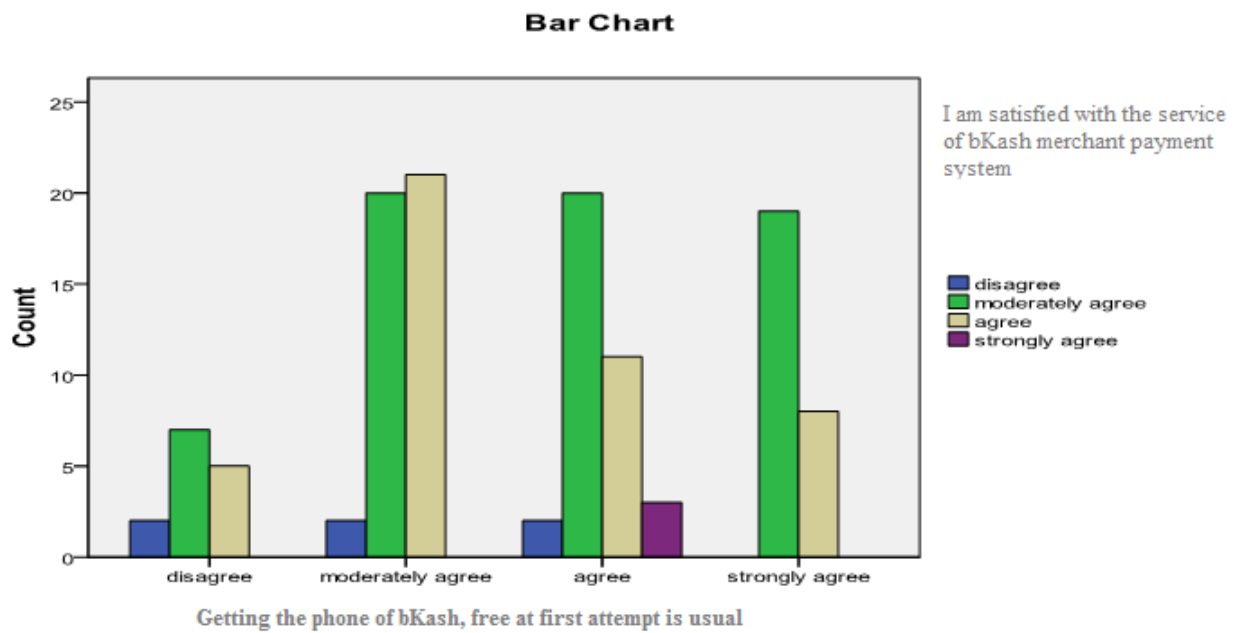
		I am satisfied with the service of bKash merchant payment system				Total
		disagree	moderately agree	agree	strongly agree	
Getting the phone of bKash, free at the first attempt is usual	disagree	2	7	5	0	14
	moderately agree	2	20	21	0	43
	agree	2	20	11	3	36
	strongly agree	0	19	8	0	27
Total		6	66	45	3	120

Among the N=120 respondents, 0 respondents were missing, so the cross tabulation was done on the entire respondents. Here we see in Cross tabulation most of the respondent admit that they get the phone of bKash free at the first attempt and they are satisfied with the service. Here we see 3% of the respondents are strongly agreed, 45% of the respondents are agreed and 66% of the respondents are moderately agreed with the accessibility dimension of bKash merchant payment system.

Table 29- Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.980 ^a	9	.091
Likelihood Ratio	15.614	9	.075
Linear-by-Linear Association	.006	1	.939
N of Valid Cases	120		

a. 8 cells (50.0%) have expected count less than 5. The minimum expected count is .35.



Chi-Square test interpretation:

Therefore, the test is statistically not significant and according to the **Goodness for fit Model** all these tables do not have goodness for fit.

Cross tab and Chi – square test for Courteousness

Hypothesis: The variables are dependent

Table 30- Cross tabulation Count

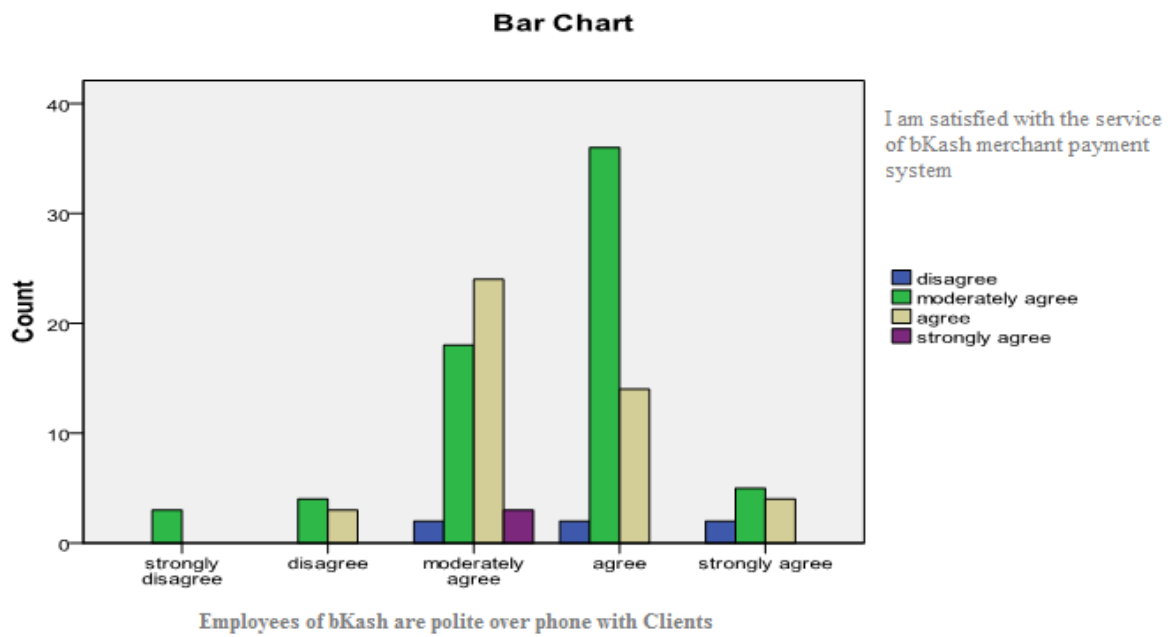
		I am satisfied with the service of bKash merchant payment system				Total
		disagree	moderately agree	agree	strongly agree	
The employees of bKash are polite over phone with Clients	strongly disagree	0	3	0	0	3
	disagree	0	4	3	0	7
	moderately agree	2	18	24	3	47
	agree	2	36	14	0	52
	strongly agree	2	5	4	0	11
Total		6	66	45	3	120

Among the N=120 respondents, 0 respondents were missing, so the cross tabulation was done on the entire respondents. Here we see in Cross tabulation most of the respondent admit that the employees bKash are polite over phone with them and they are satisfied with the. Here we see 3% of the respondents are strongly agreed, 45% of the respondents are agreed and 66% of the respondents are moderately agreed with the courteousness dimension of bKash merchant payment system.

Table 31- Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.804 ^a	12	.071
Likelihood Ratio	20.715	12	.055
Linear-by-Linear Association	2.995	1	.084
N of Valid Cases	120		

a. 15 cells (75.0%) have expected count less than 5. The minimum expected count is .08.



Chi-Square test interpretation:

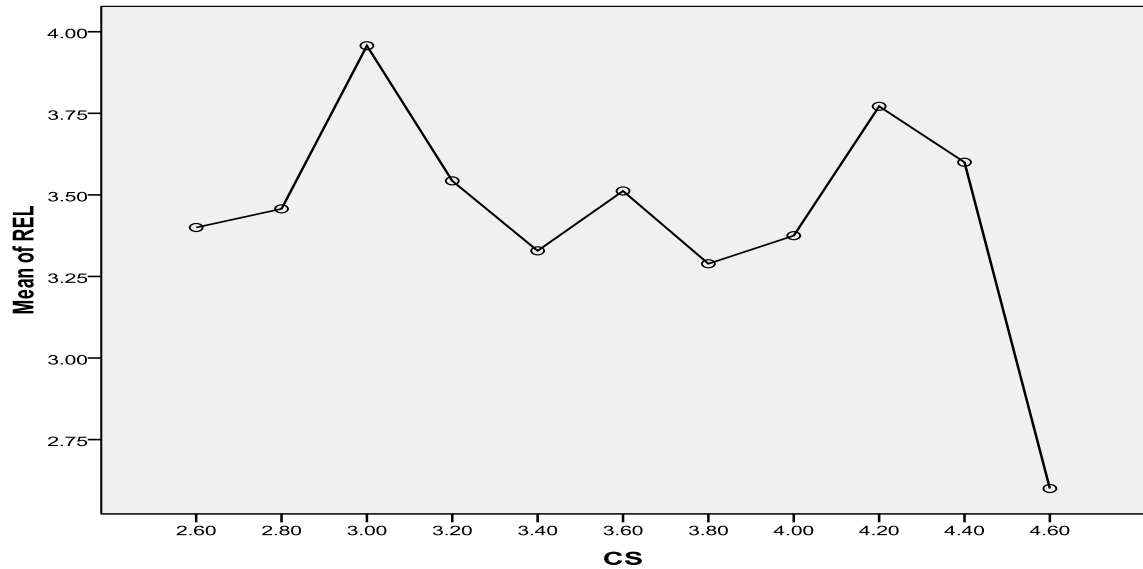
Therefore, the test is statistically not significant and according to the **Goodness for fit Model** all these tables do not have goodness for fit.

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.	
REL	Between Groups	7.398	10	.740	4.970	.000
	Within Groups	16.226	109	.149		
	Total	23.624	119			
RES	Between Groups	7.113	10	.711	3.473	.001
	Within Groups	22.327	109	.205		
	Total	29.440	119			
ASSU	Between Groups	4.539	10	.454	1.612	.113
	Within Groups	30.693	109	.282		
	Total	35.231	119			
EMP	Between Groups	8.084	10	.808	6.752	.000
	Within Groups	13.049	109	.120		
	Total	21.133	119			
ACCE	Between Groups	21.479	10	2.148	39.509	.000
	Within Groups	5.926	109	.054		
	Total	27.405	119			
COURT	Between Groups	10.349	10	1.035	7.212	.000
	Within Groups	15.642	109	.144		
	Total	25.992	119			
TAN	Between Groups	15.373	10	1.537	7.836	.000
	Within Groups	21.383	109	.196		
	Total	36.756	119			

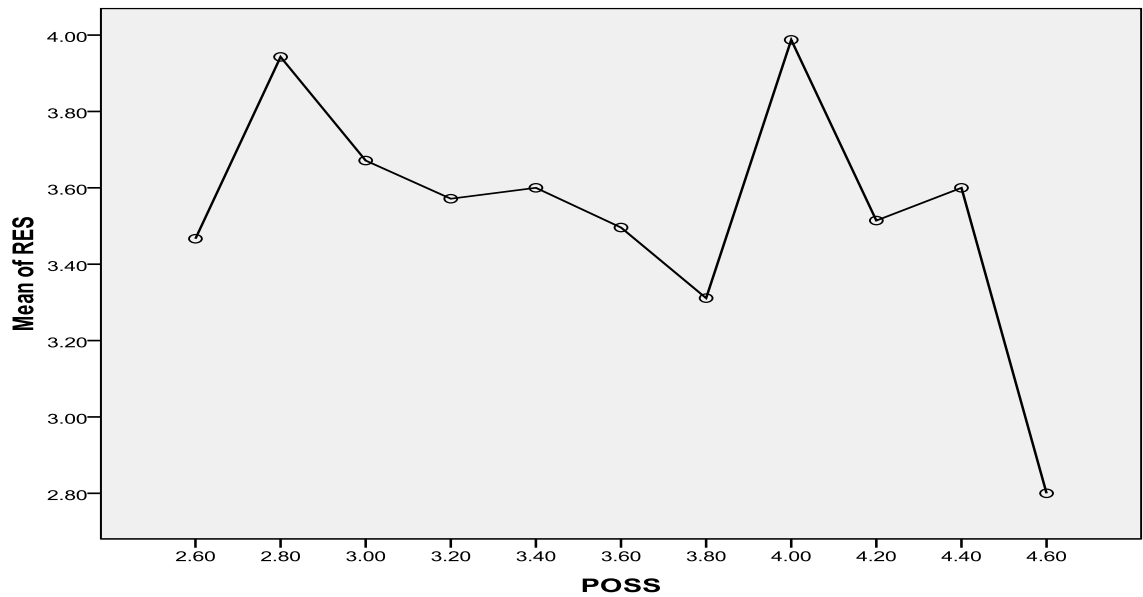
Interpretation of ANOVA

From the ANOVA we find that Reliability,



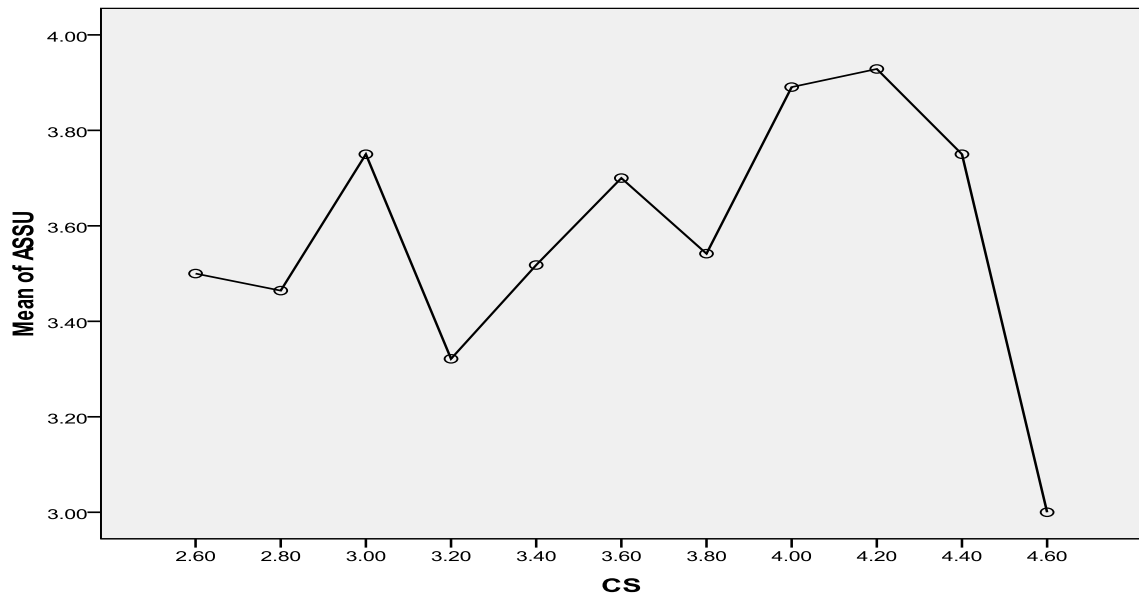
Therefore the relationship is statistically significant. We get our measure of effect by calculating (by hand) $\text{Eta}^2 = \text{SS Between} / \text{Ss Total} [7.398 / 23.624 = .3132; \text{ a small effect}]$.

From the ANOVA we find that Responsiveness,



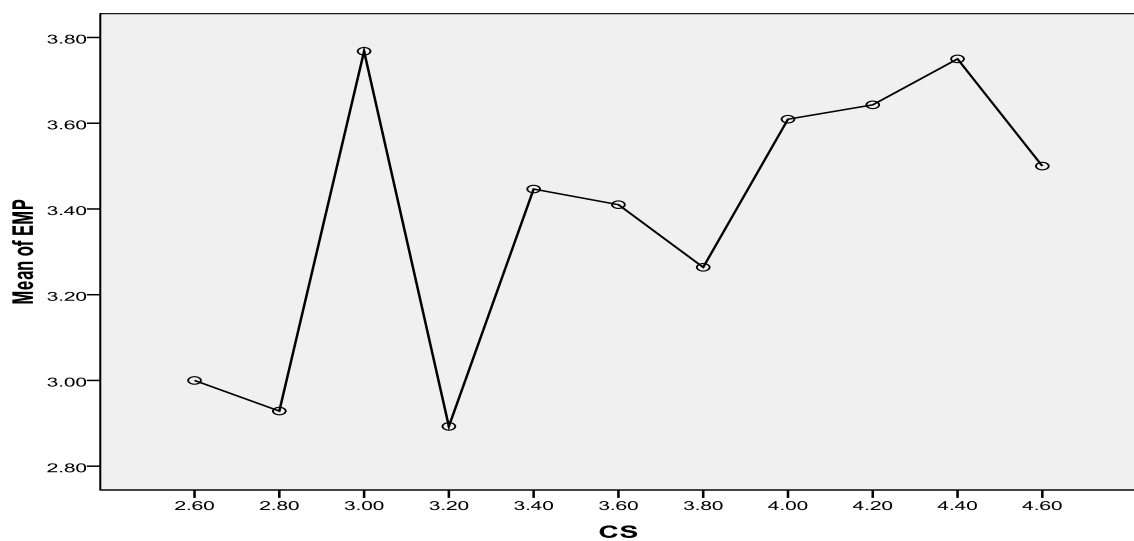
Therefore the relationship is statistically significant. We get our measure of effect by calculating (by hand) $\text{Eta}^2 = \text{SS Between} / \text{Ss Total} [7.113/29.440 = .2416$; a small effect].

From the ANOVA we find that Assurance,



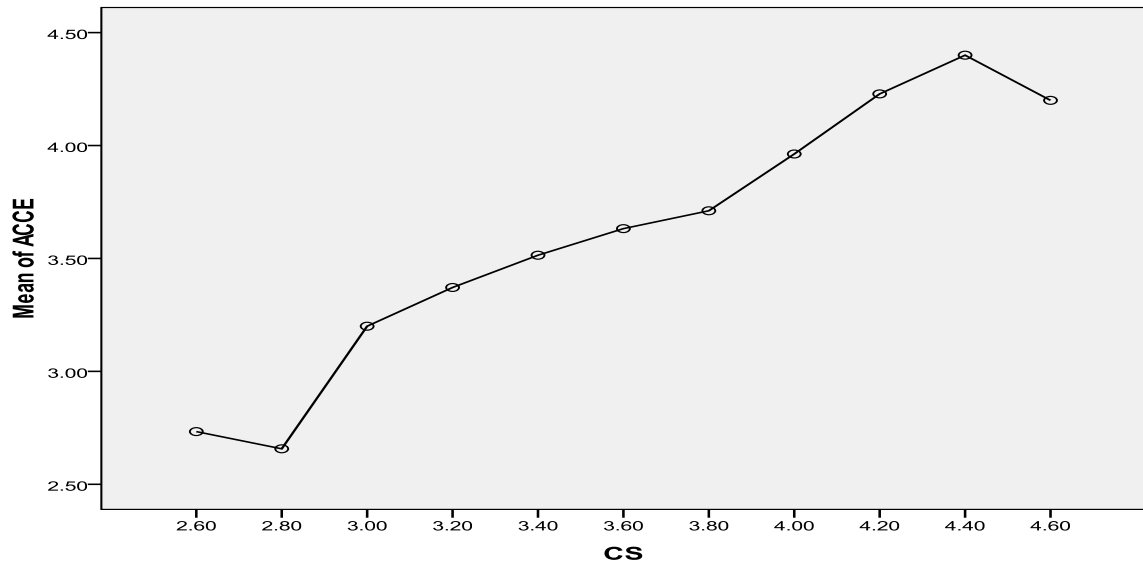
Therefore the relationship is not statistically significant. We get our measure of effect by calculating (by hand) $\text{Eta}^2 = \text{SS Between} / \text{Ss Total} [4.539/35.231 = .129$; a small effect].

From the ANOVA we find that empathy,



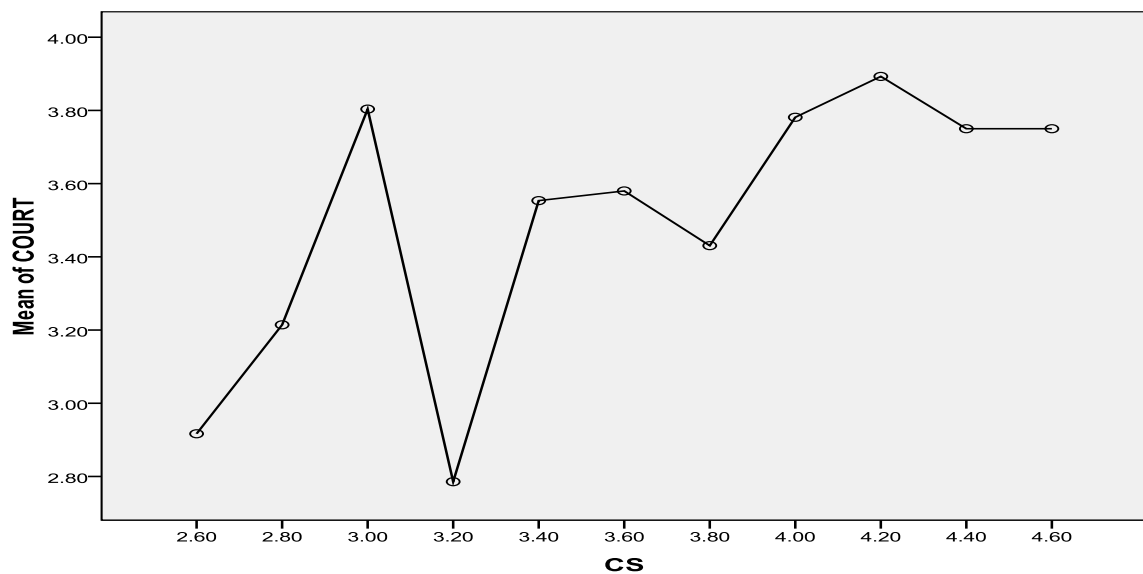
Therefore the relationship is statistically significant. We get our measure of effect by calculating (by hand) $\text{Eta}^2 = \text{SS Between} / \text{Ss Total}$ [$8.084/21.133 = .3825$; a small effect].

From the ANOVA we find that accessibility,



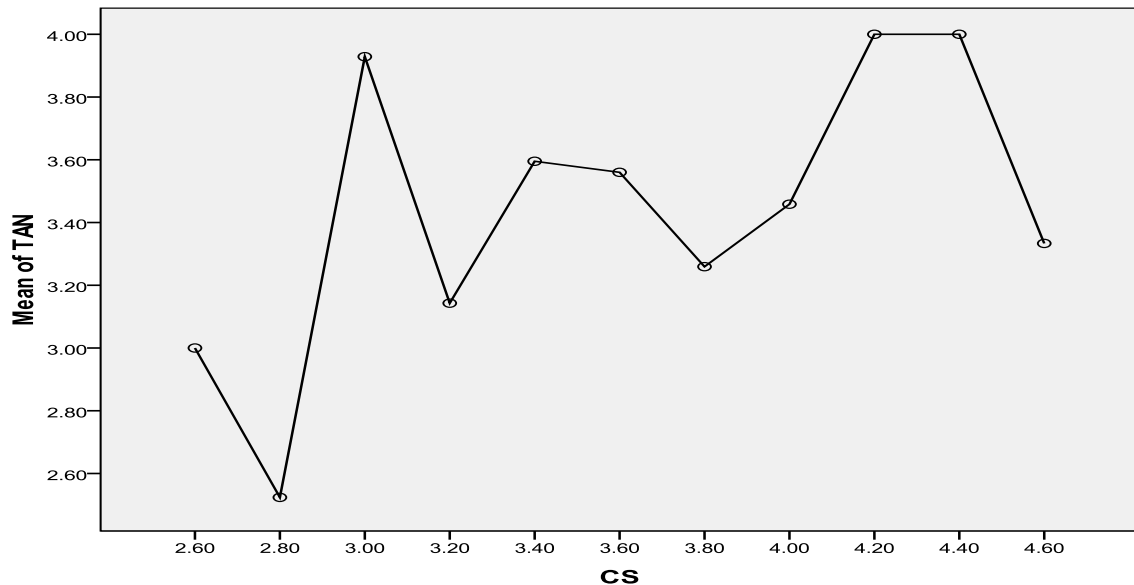
Therefore the relationship is statistically significant. We get our measure of effect by calculating (by hand) $\text{Eta}^2 = \text{SS Between} / \text{Ss Total}$ [$21.479/27.105 = 0.792$; a big effect].

From the ANOVA we find that courteousness,



Therefore the relationship is statistically significant. We get our measure of effect by calculating (by hand) $\text{Eta}^2 = \text{SS Between} / \text{Ss Total}$ [$10.349/25.992 = .398$; a small effect].

From the ANOVA we find that tangibility,



Therefore the relationship is statistically significant. We get our measure of effect by calculating (by hand) $\text{Eta}^2 = \text{SS Between} / \text{Ss Total}$ [$15.373/36.756 = .4182$; a moderate effect].

Table 32- One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
REL	120	3.4783	.44555	.04067
RES	120	3.5817	.49739	.04540
ASSU	120	3.6375	.54411	.04967
EMP	120	3.4063	.42141	.03847
ACCE	120	3.5750	.47989	.04381
COUR	120	3.5333	.46735	.04266
TAN	120	3.4667	.55576	.05073
CS	120	3.5500	.48177	.04398

Here we find that Std. Error Mean is lowest for empathy and highest for tangibility dimension. Std. deviation is lowest for empathy dimension. We have described some hypothesis result by one sample t-test table which is given below:

Hypothesis 1:

Hypothesis = There is significant relationship between reliability dimension and customer satisfaction.

Table 33- **One-Sample Test**

	Test Value = 0.05					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
REL	84.290	119	.000	3.42833	3.3478	3.5089

Hypothesis 1: $T(119) = 84.290$ & $\text{Alpha} = 0.05 > 0.000$. So null hypothesis is rejected and the model is statistically significant. So there is a significant relationship between reliability and customer satisfaction.

Hypothesis 2:

Hypothesis = There is significant relationship between responsiveness dimension and customer satisfaction.

Table 34- **One-Sample Test**

	Test Value = 0.05					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
RES	77.782	119	.000	3.53167	3.4418	3.6216

Hypothesis 2: $T(119) = 77.782$ & $\text{Alpha} = 0.05 > 0.000$. So null hypothesis is rejected and this model is statistically significant. So there is a significant relationship between responsiveness and customer satisfaction.

Hypothesis 3:

Hypothesis = There is significant relationship between assurance dimension and customer satisfaction.

Table 35- One-Sample Test

	Test Value = 0.05					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
ASSU	72.226	119	.000	3.58750	3.4891	3.6859

Hypothesis 3: $T(119) = 72.226$ & $\text{Alpha} = 0.05 > 0.000$. So null hypothesis is rejected and this model is statistically significant. So there is a significant relationship between assurance and customer satisfaction.

Hypothesis 4:

Hypothesis = There is significant relationship between empathy and customer satisfaction.

Table 36- One-Sample Test

	Test Value = 0.05					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
EMP	87.245	119	.000	3.35625	3.2801	3.4324

Hypothesis 4: $T(119) = 87.245$ & $\text{Alpha} = 0.05 > 0.000$. So null hypothesis is rejected and this model is statistically significant. So there is a significant relationship between empathy and customer satisfaction.

Hypothesis 5:

Hypothesis = There is significant relationship between accessibility dimension and customer satisfaction.

Table 37- **One-Sample Test**

	Test Value = 0.05					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
ACCE	80.465	119	.000	3.52500	3.4383	3.6117

Hypothesis 5: $T(119) = 80.465$ & $\text{Alpha} = 0.05 > 0.000$. So null hypothesis is rejected and this model is statistically significant. So there is a significant relationship between accessibility and customer satisfaction.

Hypothesis 6:

Hypothesis = There is significant relationship between courteousness and customer satisfaction.

Table 38- **One-Sample Test**

	Test Value = 0.05					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
COURT	81.647	119	.000	3.48333	3.3989	3.5678

Hypothesis 6: $T(119) = 81.647$ & $\text{Alpha} = 0.05 > 0.000$. So null hypothesis is rejected and this model is statistically significant. So there is a significant relationship between Courteousness and customer satisfaction.

Hypothesis 7:

Hypothesis = There is significant relationship between tangibility and customer satisfaction.

Table 39- **One-Sample Test**

	Test Value = 0.05					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
TAN	67.345	119	.000	3.41667	3.3162	3.5171

Hypothesis 7: $T(119) = 67.345$ & $\text{Alpha} = 0.05 > 0.000$. So null hypothesis is rejected and this model is statistically significant. So there is a significant relationship between Tangibility and customer satisfaction.

Correlations

A correlation tells us how and to what extent two variables are linearly related.

Hypothesis 1:

Hypothesis = There is significant relationship between reliability dimension and Customer Satisfaction.

Table 40- Correlations

		REL	CS
REL	Pearson Correlation	1	-.221*
	Sig. (2-tailed)		.015
CS	Pearson Correlation	-.221*	1
	Sig. (2-tailed)	.015	

* Correlation is significant at the 0.05 level (2-tailed).

The write up would look like this: $r(120) = -.221, p\text{-value} = .015 < .05$. Alternatively, we can write: $r(120) = -.221, p = .015$ (the difference is here, we are reporting the actual p-value, rather than just stating that the p-value is less than alpha). So it is statistically significant. So we can say that null hypothesis is rejected. So we can conclude that there is significant relationship between reliability dimension and customer satisfaction.

Hypothesis 2:

Hypothesis = There is significant relationship between responsiveness dimension and Customer Satisfaction.

Table 41- Correlations

		RES	CS
RES	Pearson Correlation	1	-.108
	Sig. (2-tailed)		.242
CS	Pearson Correlation	-.108	1
	Sig. (2-tailed)	.242	

The write up would look like this: $r(120) = -.108$, $p\text{-value} = .242 > .05$. Alternatively, we can write: $r(120) = -.108$, $p = .242$ (the difference is here, we are reporting the actual p-value, rather than just stating that the p-value is greater than alpha). So it is statistically significant. So we can say that null hypothesis is rejected. So we can conclude that there is significant relationship between responsiveness dimension and customer satisfaction.

Hypothesis 3:

Hypothesis = There is significant relationship between assurance dimension and Customer Satisfaction.

Table 42- Correlations

		ASSU	CS
ASSU	Pearson Correlation	1	.094
	Sig. (2-tailed)		.308
CS	Pearson Correlation	.094	1
	Sig. (2-tailed)	.308	
N		120	120

The write up would look like this: $r(120) = 0.094$, very small but positive correlation and (The range from 0-1 and this is almost 0). $P\text{-value} = 0.308 > .05$. Alternatively, we can write: $r(120) = 0.094$, $p = 0.308$ (the difference is here, we are reporting the actual p-value, rather than just stating that the p-value is greater than alpha). So it is statistically not significant. So we can say that null hypothesis is failed to reject. So we can conclude that there weak relationship between assurance dimension and Customer Satisfaction.

Hypothesis 4:

Hypothesis = There is significant relationship between Empathy dimension and Customer Satisfaction.

Table 43- Correlations

		EMP	CS
EMP	Pearson Correlation	1	.260**
	Sig. (2-tailed)		.004
CS	Pearson Correlation	.260**	1
	Sig. (2-tailed)	.004	

** . Correlation is significant at the 0.01 level (2-tailed).

The write up would look like this: $r(120) = 0.342$ which is moderately positive correlation and (The range from 0-1 and this is almost 0). $P\text{-value} = .004 < .01$. Alternatively, we can write: $r(120) = 0.342$, $p = 0.000$ (the difference is here, we are reporting the actual p-value, rather than just stating that the p-value is less than alpha). So it is statistically significant. So we can say that null hypothesis is rejected. So we can conclude that there is a significant relationship between empathy dimension and Customer Satisfaction.

Hypothesis 5:

hypothesis = There is significant relationship between accessibility dimension and Customer Satisfaction.

Table 44- Correlations

		ACCE	CS
ACCE	Pearson Correlation	1	.860**
	Sig. (2-tailed)		.000
CS	Pearson Correlation	.860**	1
	Sig. (2-tailed)	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

The write up would look like this: $r(120) = 0.860$ which is strongly positive correlation and (The range from 0-1 and this is almost 0). $P\text{-value} = .000 < .01$. Alternatively, we can write: $r(120) = 0.860$, $p = 0.000$ (the difference is here, we are reporting the actual p-value, rather than just stating that the p-value is less than alpha). So it is statistically significant. So we

can say that null hypothesis is rejected. So we can conclude that there is a significant relationship between accessibility dimension and Customer Satisfaction.

Hypothesis 6:

Hypothesis = There is significant relationship between courteousness dimension and Customer Satisfaction.

Table 45- Correlations

		COURT	CS
COURT	Pearson Correlation	1	.342**
	Sig. (2-tailed)		.000
CS	Pearson Correlation	.342**	1
	Sig. (2-tailed)	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

The write up would look like this: $r(120) = 0.342$ which is moderately positive correlation and (The range from 0-1 and this is almost 0). $P\text{-value} = .000 < .01$. Alternatively, we can write: $r(120) = 0.342, p = 0.000$ (the difference is here, we are reporting the actual p-value, rather than just stating that the p-value is less than alpha). So it is statistically significant. So we can say that null hypothesis is rejected. So we can conclude that there is a significant relationship between courteousness dimension and Customer Satisfaction.

Hypothesis 7:

Hypothesis = There is significant relationship between tangibility dimension and Customer Satisfaction.

Table 46- Correlations

		TAN	CS
TAN	Pearson Correlation	1	.222*
	Sig. (2-tailed)		.015
CS	Pearson Correlation	.222*	1
	Sig. (2-tailed)	.015	

*. Correlation is significant at the 0.05 level (2-tailed).

The write up would look like this: $r(120) = 0.222$ which is moderately positive correlation and (The range from 0-1 and this is almost 0). $P\text{-value} = 015 < .05$. Alternatively, we can write: $r(120) = 0.222$, $p = 0.015$ (the difference is here, we are reporting the actual p-value, rather than just stating that the p-value is less than alpha). So it is statistically significant. So we can say that null hypothesis is rejected. So we can conclude that there is a significant relationship between tangibility dimension and Customer Satisfaction.

Regression Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.938 ^a	.880	.873	.17183	2.321

a. Predictors: (Constant), TAN, RES, COURT, REL, ACCE, ASSU, EMP

b. Dependent Variable: CS

Table 47- ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.313	7	3.473	117.637	.000 ^a
	Residual	3.307	112	.030		
	Total	27.620	119			

a. Predictors: (Constant), TAN, RES, COURT, REL, ACCE, ASSU, EMP

b. Dependent Variable: CS

Table 48- Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.744	.223		3.342	.001
	REL	-.062	.043	-.057	-1.447	.151
	RES	-.093	.037	-.096	-2.497	.014
	ASSU	-.084	.042	-.095	-2.014	.046
	EMP	.229	.090	.200	2.544	.012
	ACCE	.993	.041	.989	24.400	.000
	COURT	.187	.061	.181	3.044	.003
	TAN	-.383	.057	-.442	-6.749	.000

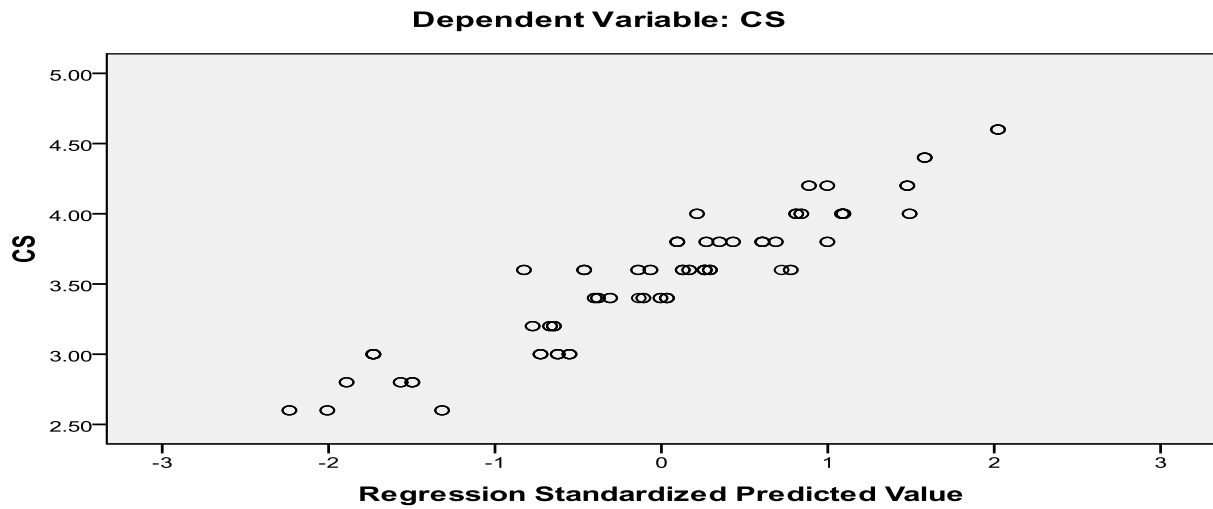
a. Dependent Variable: CS

Table 49- Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.5395	4.4643	3.5500	.45201	120
Residual	-.35424	.42343	.00000	.16670	120
Std. Predicted Value	-2.236	2.023	.000	1.000	120
Std. Residual	-2.062	2.464	.000	.970	120

a. Dependent Variable: CS

Scatterplot



From coefficient table:

H₀: Null hypothesis = There is no relationship between customer satisfaction and reliability, responsiveness, assurance, empathy, accessibility, courteousness, and tangibility.

H₁: Alternative hypothesis = There is relationship between customer satisfaction and reliability, responsiveness, assurance, empathy, accessibility, courteousness, and tangibility.

Now, **Y= Dependent variable = customer satisfaction**

X= Independent variable

X₁ = Avg. Reliability

X₂ = Avg. Responsiveness

X₃ = Avg. Assurance

X₄ = Avg. Empathy

X₅ = Avg. Accessibility

X₆ = Avg. Courteousness

X₇ = Avg. Tangibility

B = constant

The estimated regression model is, $Y = B + B_1 X_1 + B_2 X_2 + B_3 X_3 + B_4 X_4 + B_5 X_5 + B_6 X_6 + B_7 X_7$

B = .744

B₁ = -.062

B₂ = -.093

B₃ = -.084

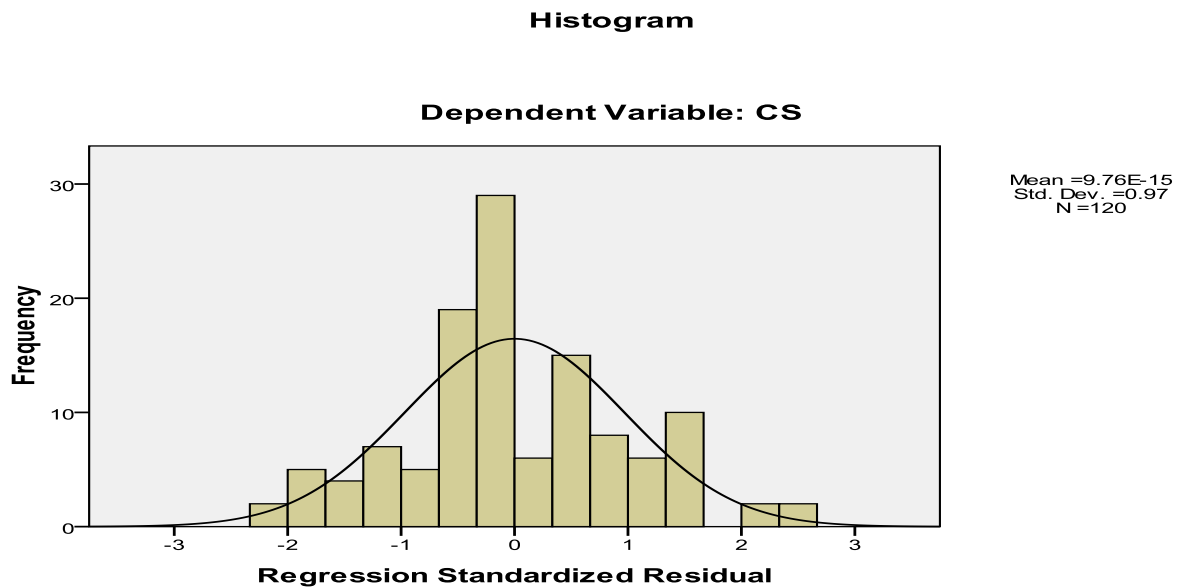
B₄ = .229

B₅ = .993

B₆ = .187,

B₇ = -.383

Now, $Y = .744 + (-.062) * (\text{Avg. Reliability}) + (-.093) * (\text{Avg. Responsiveness}) + (-.084) * (\text{Avg. Assurance}) + .229 * (\text{Avg. Empathy}) + .993 * (\text{Avg. Accessibility}) + (.187) * (\text{Avg. Courteousness}) + (-.383) * (\text{Avg. Tangibility})$.



We can see that our model is a good economic model because here we have a very high value of R^2 ($R^2 = 0.938$). Here we also find a very good result of adjusted R^2 . From the equation, we can see that from the 7 variables, 4 of them are negatively related with the dependent variable. It means that if reliability goes up by 1 unit, then Customer Satisfaction is changed by 0.062 units, if responsiveness goes up by 1 unit, then Customer Satisfaction is changed by 0.093 units. If assurance goes up by 1 unit, Customer Satisfaction is changed by 0.084 units. If empathy goes up by 1 unit then Customer Satisfaction is changed by 0.229 units. If accessibility is changed by 1 unit, then Customer Satisfaction is changed by 0.993 units. If Courteousness goes up by 1 unit, Customer Satisfaction is changed by 0.187 units. If tangibility is changed by 1 unit, Customer Satisfaction is changed by 0.383 units. From here we can see that there is positive relationship between Customer Satisfaction and courteousness, accessibility, and empathy. We can see that the relationship of accessibility is very strong with Customer Satisfaction. So we are satisfied with the dimension of accessibility but we have to emphasize more on other six dimensions.

We also see that, the value of R^2 is really good but four independent variables are providing us with negative relationship. So we can say that the design has multi co-linearity. As the

frequency of std. deviation is pretty high here, that's why we can say that multi co-linearity effect is depicted in this model.

Table 50- Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.938 ^a	.880	.873	.17183	2.321

a. Predictors: (Constant), TAN, RES, COURT, REL, ACCE, ASSU, EMP

b. Dependent Variable: CS

According to the model summary, we get the Durbin-Watson value 2.321. The number of our independent variable is 7, N=120. So $Dl=1.528$ & $Du=1.826$ according to (Savin and White) Durbin-Watson table. So, $4-Dl=2.472$ & $4-Du=2.174$.

We can conclude that the autocorrelation is positive (more than 2).

Here R square= 0.880 which means that 88% of the total summary can be explained by the 7 independent factors of customer satisfaction. The adjusted R^2 is also impressive in this model.

Findings of the study

- After the hypothesis test, we found that the customers of bKash merchant payment system of bKash are satisfied but not highly satisfied. Satisfaction in reliability, responsiveness, assurance, empathy, courteousness, tangibility and accessibility made them satisfied as far as all of the dimensions of customer satisfaction are concerned.
- We have got a good statistical model through the research and we have also got very well results of coefficient of determination. In the case of empathy, accessibility and courteousness we have got a strong positive relationship between these dimensions and customer satisfaction.
- The customer's bKash want reliability in the service that they receive it. This means that, they value dependability and accuracy the most. This is actually correct if we compare all the findings that we have already stated.
- The clients of bKash also stated that the personnel are not adequately trained to deal with the customers or handle the customers properly during peak time.
- The customers of bKash also stated that the charge of the service is comparatively high and that it should be reduced for the betterment of them. They said that if they reduce the charge o\both the clients & bKash will be benefited.
- Also some of the services like the ATM are hard and difficult for a technologically illiterate person. They face difficulty understanding the whole process with the PIN numbers, handling process and most of the time they get into trouble while using it by themselves. Therefore they are not being able to connect and get the desired service in times of necessity. Perhaps educating or re-educating the whole customer base can help this problem to be solved.
- Few clients had problems with the timeliness of the service. They said that, sometime the service is slow and painstakingly lengthy and time consuming.

Recommendations –

Considering the customer queries and conversation with the employees, the following recommendations are made, which will benefit both bKash and its clients.

- It is a noticeable problem that the server remains down especially in holidays. So, necessary steps should be taken for smooth service.
- Another very important thing from my personal observation is that the two questions has been raised about the security of the payment system. bKash needs to educate the clients to gain trust of potential customers.
- If more and more super shops and shopping malls grant the bKash merchant payment system then it will be more helpful for both bKash and its clients. For this reason, bKash should take necessary steps to motivate the super shops and shopping malls to accept the payment system.
- Proper monitoring of the merchants and on a regular basis of merchants could be useful for retention of the merchants.
- If the fees of cash out can be reduced then the number of bKash subscribers will rise. Consequently bKash's income from the service fees will also increase.

Considering the customer satisfaction level of the payment system of bKash, the following recommendations are made:

- **In case of reliability**, the customers are satisfied. But as we have seen that still there are a lot of scope to achieve or increase the satisfaction of the mid-satisfied customers, so bKash should grab the opportunity and ensure that the customers are not only getting accurate information but also the promised service in the first and promised time so that customer can highly rely on their service.
- **In case of responsiveness** though the customers are satisfied, some necessary steps can be taken for improvement. Giving the prompt solution or informing the customer about the action taking time and also proper maintenance of this informed action (which is taking time) could improve the customer satisfaction a lot.
- Again **in case of assurance**, right solution should be given so that the customer feels more confident after getting the service.
- Only understanding the customer problem will not satisfy them unless individual attention is provided. So proper individual attention and caring should be there to make the customers highly satisfied.
- **In case of accessibility**, the customers are also satisfied. But even though the customers are satisfied, some necessary steps can be taken for improvement. In this case, the phone lines which are used for the purpose of customer service can be increased so that most of the time the customers can get the access of the phones of bKash in their first attempt. At the same time, the number of efficient telephone operator should be increased as well for giving the proper services to these customers.
- Though most of the customers are satisfied with the courteousness of the employees of bKash, still there is a lot of scope to achieve or increase the satisfaction level of the mid-satisfied customers. In this case, Proper warm greetings, more polite and helpful behaviour can get the highly satisfied customers.
- Therefore, bKash should start strategic planning to improve the infrastructure and the seven important constructs (reliability, responsiveness, assurance, accessibility, empathy, courteousness and tangibility) to support its large customer base. So, considering the service sector of Bangladesh, bKash should be more conscious to deal with its customers as the customers have now more choice to bank with and there are lots of institutions that are intensifying the competition by focusing more on superb customer service.

Limitations of the Study

The following limitations might be apparent in the report -

- The report is going to be conducted within a limited time frame.
- The study is going to be self-financed.
- Samples have to be selected conveniently.
- For the convenience of the study, non-probability samples have to be used.
- Amateur user of SPSS software.
- The sample size is not going to represent the total population.
- Since it's a new industry proper secondary source's maybe scarce.

Conclusion

bKash is about creating financial services for people in Bangladesh who don't have access to banks. Bangladesh has a tremendous mobile network. It's one of the best-networked countries in the world: 75 percent of the population! And has access to mobile phones. Yet only nine percent have access to conventional banking. bKash is trying to minimize that gap. Customers are provided with a fully encrypted bKash mobile wallet account, which has been developed on a VISA technology platform to enable secure transactions. Customer accounts can be credited with electronic money either as salary, loan, or as domestic remittance. The cash can then be moved out as electronic money to any of the cash-out agents assigned by bKash. bKash has partnered with mobile operators, Grameen Phone, Robi (Axiata Bangladesh) and Banglalink and with BRAC to expand the scope of its services through Bangladesh. The company has already employed 10,000+ agents and is in the process of adding more agents to its network to cover most if not all part of Bangladesh.

Among the constructs or dimensions investigated in this study to identify the satisfaction level of the bKash customers, those which have received negative gaps by the respondents as factors, could influence their level of satisfaction with the decision to stay with or leave. The negative gap was found in the Reliability, Responsiveness, Assurance and Tangibility dimension according to the regression analysis. These results provide suggestions for the

organization's managers, which they should consider to find out the ways to improve service quality in those areas. Improvement of the quality of customer service in these specific areas will surely help bKash to enjoy a high level of customer retention in today's competitive environment.

Since the results of this study are based on consumers' perceptions only, future research should investigate the congruence between consumers' and service providers' perceptions. This will help the industry to better understand whether both consumers and the organization have the same perceptions regarding issues relevant to retention and satisfaction.

While this study found that customer satisfaction alone is not effective in building customer loyalty, future research may attempt to explore the "unexplored" constructs that consumers would value most. For example, are consumers more concerned about the convenience issue such as location of agents, or the use of technology? Or are consumers more focused on how the organizations staffs deliver services? Given the importance of employee competence, future research should also deeply examine the impact of employees' behaviour that could affect customer satisfaction and retention.

Bibliography

- Madura, Jeff (2006), “Financial Market and Institution”, edition 7th, Thomson, New York, USA.
- **bKash:** www.bKash.com
- **Bangladesh Bank:** www.banladeshbankl.org

Appendix

Internship Project Proposal

Survey Questionnaire

Internship Project Proposal

Research Proposal:

**“Customer Satisfaction level of bKash as a Mobile
Payment Platform”**

BUS400

Nafisa Hossain- 081 04115

April 6th 2014

Title: Customer Satisfaction level of bKash as a Mobile Payment Platform.

Introduction: Mobile phones have clearly become ubiquitous and a standard aspect of daily life for many. Ongoing innovations in mobile finance show some potential to change the way consumers conduct financial transactions by offering consumers new services. Yet, many people remain sceptical of the benefit of mobile financial services and the level of security provided along with such services.

This research will be conducted to further understand consumers' satisfaction level towards usage of bKash as a Mobile Payment system.

Objective: The objective of my research is to identify the changing behavior of consumers to make mobile payments through bKash. The study will contribute to a more complete understanding of the impact of bKash as a tool for making payments.

Significance of the study: If the research under this internship report can be successfully accomplished, the outcome of this research might be quite useful in understanding how customers are responding to a relatively new industry. The recommendations I am going to offer maybe be beneficial to the company to perform better and might be effective in understanding their (bKash) customer much better.

The study will enable me to learn about the importance and the usage of a new mode of payment in Bangladesh as a whole, which will greatly assist me as a business graduate. Anyone, who is interested in this arena, should find my research interesting and something to learn from as I will try my level best to make it a qualitative work.

Research Methodology: I am going to carry out both **primary** and **secondary** surveys. In order to collect required primary data, a **survey questionnaire** will be used. The data collected by the questionnaire will be analyzed using the **SPSS** and other related and relevant software like **MS Excel**. There will be several hypotheses which will be tested using **regression analysis**, **correlation**, etc.

As for secondary source for the research, I will browse the internet and go through several newspaper articles, magazines, journals and books.

Hypothesis: As my research is about customer satisfaction on bKash's Mobile Payment system, therefore, measuring the **service quality** is the key find a result. Researchers and managers of service firms concur that service quality involves a comparison of Customers' expectations with real performance of the company. Hence, my hypothesis goes as follows:

- **Hypothesis:** The customers of bKash are very satisfied with the current mobile payment system.

Hypothesis 1:

There is significant relationship between **reliability** dimension and customer satisfaction.

Hypothesis 2:

There is significant relationship between **responsiveness** dimension and customer satisfaction.

Hypothesis 3:

There is significant relationship between **assurance** dimension and customer satisfaction.

Hypothesis 4:

There is significant relationship between **empathy** dimension and customer satisfaction.

Hypothesis 5:

There is significant relationship between **accessibility** and customer satisfaction.

Hypothesis 6:

There is significant relationship between **courteousness** and customer satisfaction.

Hypothesis 7:

There is significant relationship between **tangibility** and customer satisfaction.

Limitations of the study:

The following limitations might be apparent in the report -

- The report is going to be conducted within a limited time frame.
- The study is going to be self financed.
- Samples have to be selected conveniently.
- For the convenience of the study, non probability samples have to be used.
- Amateur user of SPSS software.
- The sample size is not going to represent the total population.
- Since it's a new industry proper secondary source's maybe scarce.

Request for approval:

After drawing a brief picture of my intended research paper, I would like to seek your kind permission and thoughtful suggestions, so that I can start working on the selected topic. I would like to mention here that if you like me to adjust and develop any part of my proposal, I will resubmit it according to your instruction and advice.

Survey Questionnaire

Survey Questionnaire

The purpose of this survey is to find out the customer satisfaction level of bKash as a Mobile Payment platform. This survey will help us to find out the extent to which users of bKash mobile payment are satisfied with their service. Please tick the appropriate option according to your preference for each question. Each question has only one answer unless specified in the question.

Background Information:

- In which of the sex group do you belong?

Male Female

- In which of the following age group do you belong?

18-26 years, 27-35 years 36-44 years 44 years & above

- You belong to which of the following income (monthly) group?

Tk 15000-30000 Tk 30000-45000 Tk 45000 & above

- You fall in which of the following occupational group?

Student Job holder Businessman Other

1. Reliability

	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
bKash provides the service as it has promised	5	4	3	2	1
The service of bKash is dependable	5	4	3	2	1
bKash provide the service right at first call	5	4	3	2	1
Service is provided at promised time	5	4	3	2	1
Information is accurate about customer's record	5	4	3	2	1

2. Responsiveness

	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
Prompt service is given adequately	5	4	3	2	1
Customers are informed when the service will be performed	5	4	3	2	1
Willingness to customer is noticeable.	5	4	3	2	1
The service is well prepared	5	4	3	2	1
Service is provided at the first call	5	4	3	2	1

3. Assurance

	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
Customers feel confident by getting their service	5	4	3	2	1
bKash payment system is well secured	5	4	3	2	1
Right solution is provided deliberately.	5	4	3	2	1
The payment system of bKash is free from risk of theft (E.g. Mobile Hack)	5	4	3	2	1

4. Empathy

	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
Employees pay attention to the individual customers.	5	4	3	2	1
The employees of bKash are caring.	5	4	3	2	1
Employees understand customer's problem and deal with it.	5	4	3	2	1
If someone faces any problem regarding the use of payment system, the employees of bKash help them cordially.	5	4	3	2	1

5. Accessibility

	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
Getting the phone of bKash, free at the first attempt is usual	5	4	3	2	1
It is expensive for clients to wait to get their service	5	4	3	2	1
Service time is suitable for clients.	5	4	3	2	1
Clients have the satisfactory access to their service.	5	4	3	2	1
The network of bKash payment system is satisfactory.	5	4	3	2	1

6. Courteousness

	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
The employees of bKash are polite over phone with Clients.	5	4	3	2	1
Clients are greeted warmly.	5	4	3	2	1
The employees of bKash are helpful to customers over the phone.	5	4	3	2	1
The overall behaviour of the employees of bKash is satisfactory over the phone.	5	4	3	2	1

7. Tangibility

	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
The outlook of bKash reflects the image that it holds	5	4	3	2	1
bKash's equipment and furniture are up-to-date	5	4	3	2	1
The employees are well dressed & tidy	5	4	3	2	1

8. Customer Satisfaction

	Strongly Agree	Agree	Moderately Agree	Disagree	Strongly Disagree
The service of the merchant payment system of bKash is satisfactory.	5	4	3	2	1
Provided benefits by bKash are satisfactory	5	4	3	2	1
Their overall performance is fulfilling	5	4	3	2	1
Clients are loyal to bKash as their merchant payment system is of some standard.	5	4	3	2	1
There are scopes for improvement in the merchant payment system of bKash.	5	4	3	2	1