



**MINISTRY OF EDUCATION YOUTH AND SPORT
NATIONAL UNIVERSITY OF MANAGEMENT
SCHOOL OF GRADUATE STUDIES**

A Thesis

**In Partial fulfilment of the Requirement for the
Degree of Master's of Management**

**A STUDY ON MARKETING MIX OF MARKETING STRATEGY AND ITS EFFECTS
ON CUSTOMER SATISFACTION**

**CASE STUDY: BANK FOR INVESTMENT AND DEVELOPMENT OF
CAMBODIA PLC.**

Student : Mr. HENG LAY

Specialization In : MASTER'S OF BUSINESS ADMINISTRATION

Advisor : Dr. TAN SAROEUN

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Prof. Tan Saroeun, PhD

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CUSTOMER SATISFACTION AT BANK FOR INVESTMENT AND
DEVELOPMENT OF CAMBODIA PLC IN CAMBODIA**

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DEDICATION

I dedicate this research thesis to my dear father, who had always been a source of support and motivation for me to pursue education ever since I was of school age, even though he passed away as I was wrapping up semester three of this master's program.

Additionally, I would like to dedicate this work to my beloved brother who passed away within lower secondary education during the fourth semester of my study. Despite having minimal formal schooling, he did complete his bachelor of life degree, something I hardly ever mention while yet being proud of him.

Last but not least, the fourth child is pleading with the Buddha, the Dharma, the Monks, the Relics, the Holy Spirit in the deity, the lord of the water, the lord of the land, the merit that they both built and along with the merits of this child, to please help save the soul of father and brother and help you all reach a place of peace and tranquility. Please let all the evil deeds and suffering you all have caused on this world disappear, and may you all have human births or eternal life in heaven. I am really grateful for my father's and my brother's generosity in providing for me and sharing in this life, which I hardly ever forget. I am genuinely and loudly proud of your son and your sibling!

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Through my research study procedure, I had many difficulties, I tried to read the previous scholars for my research study, although I was not good at English, especially in writing. Sometimes, I felt worry and wanted to give up because of time frame, and I was very novice in researching, I worried about my result quality and quantity. Among this problem, I tried to persuade myself positively and started to do all my ability with supporting from my supervisor Dr. Tan Saroeun who is editorial and analysis skills to the successful completion of this study's final result, beloved friends including Mr. Chheang Sothea, Mr. Neang Chanmol, Mr. Mao Sokhen, Mr. Nhem Bunthoeurn, and all MBA colleagues, whose recommendations for the study were very useful. In the result, I could accomplish it. However, I was very grateful to continue this master degree of business administration, I had gained new experience of research, knowledges: business management, flow of work and structure of administration work, particularly learning about my topic concerned “6Ps of Marketing Mix in Marketing Strategies effects on customer satisfaction at Bank for Investment and Development of Cambodia Plc in Cambodia”. I have discovered interesting result and useful resource for the next learner or researcher as well as all readers. I hope that my thesis has been sharing the important knowledges and useful information for ongoing learning in the future.

Thus, I would like to heartfully thank to all people who helped and guided me until now, additionally myself. Firstly, I have been proud of my parents and thanked them who have always supported my study both finance and motivation. They have been my role model in my life. Furthermore, I would like to thank my wife, Mrs. Kay Sovanna, for her encouragement, support, and tolerance throughout my education. She endured a lot of hardships and self-denial. Secondly, I also was gratitude to all lecturers of NUM courses who had transferred the knowledge, methodology of research, and their hard work in teaching. They had been caring and giving a lot of advices to all students, to become good citizens, and accomplished their master with quality. Especially, I would like to appreciate and thank again to Dr. TAN Saroeun, who has supervised me, tried to help, to give feedback and recommendation, idea, suggestion, in the whole process of my thesis. Without his

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ABSTRACT

While earning a Master's degree in Business Administration from the National University of Management, I was able to complete this research thesis book during my six years of full-time employment at the Bank for Investment and Development of Cambodia Plc. in response to the research questions of significant Marketing Mix in Marketing Strategy Performance at the bank which is classified as one of a rapidly developing financial institution in Cambodia, this research thesis book was of course compiled under the title "6Ps of Marketing Mix in Marketing Strategies effects on customer satisfaction at Bank for Investment and Development of Cambodia Plc in Cambodia." On the other hand, it reflects my extensive knowledge of Marketing Mix in Marketing Strategies on business organizations or institutions.

A major goal of compiling this collection of master's thesis research papers is to provide students with the tools they need to conduct research, analyze data, draw conclusions, and write effective master's thesis proposals. Because it's something that I do on a daily basis, I decided to focus on it as a business-related topic that needs to be addressed. There has also been an increase in banking activity in Cambodia, particularly the Bank for Investment and Development of Cambodia Plc. Research thesis will also be able to help in the future for students and researchers who want to experiment and understand the banking sector's marketing mix in marketing strategy by 6Ps. Finally, this research also aims to investigate the relationship between Bank for Investment and Development of Cambodia Plc marketing mix in marketing strategy (6Ps) performance and customer satisfaction. Last but not least, I offer an apology for any errors in this work caused by a lack of knowledge and inadvertent mistakes. Students, professors, and anyone else who offers me constructive feedback can count on my gratitude. I'd like to take this opportunity to wish you all the best for the future.

Keywords: Commercial Bank, Strategy, 6Ps of Marketing Mix, Customer Satisfaction, product/service, price, place, promotion, people, physical evidence, Bank for Investment and Development of Cambodia Plc (BIDC)

LIST OF ABBREVIATION

6Ps: Product/Service, Price, Place, Promotion, People, Physical Evidence

BIDC: Bank for Investment and Development of Cambodia Plc.

NBC: National Bank of Cambodia

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CHAPTER I

INTRODUCTION

This chapter provides an overview of fundamental of marketing mix strategy and also identify the problem that impact or effect on customer satisfaction at bank for Investment and Development of Cambodia Plc in Phnom Penh, Kingdom of Cambodia. In this chapter will description background of the study, find out statement of problem, build up research question, propose objectives of study, form up hypothesis, define signification of the study and show up scope and limitation of the study as well.

1.1. Background of the Study

The journey of development of Cambodia in this modern era is not happened by chance or God, but it made from the end of genocide regime Pol Pot, the local civil war, national reconciliation, the strong construction of peace, the stability, and the development of significant economic grow. After the successful integration of peace in 1998, the economy of Cambodia is growing annually around 8%. Under this economic development, there are requirements of labor or employment, the government's role, the activities of import and export, and the investment of local and international into Cambodia. One of the four key elements of economic development of Cambodia, the foreign direct and indirect investment through the banking sector is remarkable. For instance, there are 51 commercial banks, 12 specialized banks, 6 microfinance deposit-taking institutions, 75 microfinance non-deposit-taking institutions, 245 rural credit intuitions, and 15 financial leasing companies in 2019 (Annual Report 2020, General Directorate of Supervision, NBC). Through this higher investment of financial institutions in banking sectors, they not only create good opportunities for development of businessmen and businesswomen, but also competition among commercial banks, microfinance, and other financial institutions. Bank for Investment and Development of Cambodia Plc. (BIDC) is also one of the commercial banks in Cambodia which was established by restructuring entirely Prosperity Investment Bank Plc (PIB) in July 2009. BIDC is the bank which has registered the charter capital of 100 million USD at the National Bank of Cambodia. BIDC Bank offers many products and services for Individual and

Corporation customers such as Credit Products & Services: Single Loan, Credit Line, Overdraft, Housing Loan, Car Loan, Discount Loan (CD Loan), Letter of Credit – L/C, Bank Guarantee, Project Investment Loan and for services likes ATM Card, VISA Card, POS Machine, Remittance Services: money transfers domestically and internationally, Account Services: receive money, management, monitoring balance, Import and Export Payment services, Automatic Salary Payment Service (Payroll). Whatever products and services of BIDC have, other commercial banks also may have too. So, the internal and external environment, products and services, and technology advancement could be caused BIDC Bank decreasing both transactions and customers. The competition of the banking sector in Cambodia is very stiff due to forming new banks annually while services and products performance has not been more effectively compared to the existing and new born banks. So, the challenge presently is being faced by marketers who respond creatively introducing the services and products policies, tools, and marketing techniques to serve as a basis for BIDC's sustained economic development. Of course, advertising strategy or marketing mix strategy is a crucial aspect of helping a business or organization move smoothly and forward since it informs customers about all of the company's products and services that are being ready to meet the customer's expectation. Globally, by examining the world today in order to sell a company product or service that is recognized and appreciated by customers as a result of the firm's excellent marketing strategies or techniques. That is, all business organizations need to focus on the marketing strategy, especially marketing mix strategy and plan meticulously.

Due to the current highly competitive market of banking sector, is Bank for Investment and Development of Cambodia Plc applying the current strategies of marketing mix effectively or not? when compared to other commercial banks strategies like ABA Bank, Canadia Bank, Hong Leong Bank, May Bank, Sathapana Bank, Campu Bank, and so on.

Services are intangible, can't be split up, have different parts, and don't last forever. Because of these features, it's hard for a potential customer to judge a service before buying it, which is easy to do with a product. So, marketing a service is even more important than marketing a product, so that the brand makes a promise and makes

potential customers trust it. People often think that marketing is all about products because it's easier to market a product with a name, a logo, a color scheme, or anything else that can be easily communicated and spread through the product, its packaging, label, etc. Marketing a service, especially financial services, is harder in this way, but it should still be taken seriously. As a result, a component of the bank marketing strategy is the bank marketing mix. To build value for clients and reap financial rewards from them, the 7Ps or 6Ps represent the most crucial techniques, which include a variety of service strategies.

Furthermore, one of the most important things in business is making sure customers are happy. When it comes to commercial banks, the level of customer satisfaction is what makes one bank different from another. Measuring customer satisfaction is very important because it shows how satisfied customers are. (Zopounidis, 2012, 37) This is why banks listen to customer needs and complaints or focus on customer satisfaction: a profitable business can't exist without happy customers, especially in service-based industries. As the banking industry is based on service, customers are the key to their survival.

The marketing mix in service, which tries to maximize customer pleasure and retention so that firms, notably banks, may remain competitive over time, has seen a rise in attention recently (Sathiyavany & Shivany, 2018). Banks are the most significant financial intermediaries in the majority of economies, offering a wide range of services. Profitable banking industries aid in the resilience of economies to shocks and the stability of the financial system (Batten & Vo, 2019). On the other side, bankruptcies can start a systemic crisis. In the highly cutthroat banking industry of today, customer retention is crucial. Customer retention may enhance profitability by 35% in banking, 50% in insurance and brokerage, and 125% in consumer credit cards with just a 5% increase. Banks are focusing their efforts on retaining consumers and growing their market share as a result (Singh & Arora, 2011).

According to Hoehle, Scornavacca, and Huff (2012), consumers are making more deliberate, methodical, and analytical decisions when choosing banks. To keep current clients and draw in new ones, banks must now understand the components of

the marketing mix that serve as the foundation for developing an effective marketing plan (Harcar, Kaynak & Kucukemiroglu, 2004).

The pressure to respond to market considerations in terms of market segmentation, strategies, and management, internal and external infrastructure development, use of information technology, and the capacity for innovation and differentiation is a result of growing competition and diversity of service development in the banking and financial services sector (Rashid & Hassan, 2009).

The banking industry in Cambodia is dominated by National Bank of Cambodia, as it is the supervisor of all commercial banks (58), specialized banks (09), Microfinance Deposit-Taking Institutions (05), Microfinance Non-Deposit-Taking Institutions (82), Financial Leasing Companies (16), Payment Service Institutions (34), Rural Credit Institutions (226), and Representative Offices (06). So, Bank for Investment and Development of Cambodia Plc competes not just with other banks, but also with non-bank financial institutions. Therefore, to minimize customer dissatisfaction and switching, bank management should optimize the blending of marketing mix variables according to customers' individual needs and be aware of the relative influence of the marketing mix elements. Therefore, it's crucial to understand how the marketing mix affects customer satisfaction.

1.2. Statement of the Problem

It is not a coincidence that the Bank for Investment and Development of Cambodia Plc has fewer customers on transactions and loans on an annual basis through less loan applying, paying off, or refinancing when compared to other banks. This is due to the fact that there shall be many internal causes that occur related to loan policies, regulations, marketing strategies, or loan procedures. Moreover, the Bank for Investment and Development of Cambodia Plc has fewer new customers. In addition to this, it can also be traced back to the top management, middle management, or bottom line of the BIDC Bank.

Therefore, there are many problems with the development of new customers for BIDC Bank. One of those factors that the study is able to notice is service marketing mix in marketing strategy of the bank. The phrase “marketing mix” refers to the mixture

of strategies that a company employs in order to successfully sell its goods or services to a certain segment of the population in order to accomplish its goals and realize its potential (CIM, 2004). It is also known as the "4 Ps," which stands for "product," "price," "promotion," and "place." The following is a condensed explanation of what Copley (2004) refers to as the "four Ps" of marketing: Product, the good or service that is being sold, as defined by its characteristics, qualities, and advantages, as well as its quantities; Price, which comprises not only the price of the item itself but also the prices of the many product assortments and lines, as well as any price adjustments and ways of payment; Place is the geographic place at which a good or service can be obtained by a consumer, taking into account any relevant distribution methods; Personal selling, advertising, direct marketing, direct sales, public relations (PR), sales promotion, and sponsorship are the avenues that lead to successful promotion and market communication. According to Bennett (1997), it has been just over 40 years since McCarthy (1964) proposed the marketing mix, which is also commonly referred to as the 4Ps: product, price, place, and promotion, as a means of putting marketing planning into practice while the traditional 4Ps of marketing must effectively be replaced with the 7Ps when promoting services (Product, Price, Promotion, Place, People, Process, and Physical Evidence). This is due to the fact that the services differ from products in a number of distinctive ways.

In order to find a solution to this issue for BIDC Bank, checking on the loan policies, regulations, marketing strategies, and procedures, as well as the top management, the middle management, and the bottom line are necessary tasks. This will allow us to make the best option possible for the target market. Importantly, there are a number of independent variables to consider, including the product or service quality for customers, competitive interest rates, location for operation transactions, attractive and active promotion and marketing with implementation, the improvement of Human Resource Management, and finally, the improvement of technology in banking services for the customers. According to the findings of a large number of research, there is a considerable and positive relationship between marketing mix in marketing strategy and levels of satisfied customers (Anderson and Sullivan, 1993; Cronin, Brady & Hult, 2000; Taylor & Baker, 1994). As a result, the purpose of this study is to investigate the impact that the service

marketing mix 6Ps (Product, Price, Promotion, Place, People, and Physical Evidence) has on the level of satisfaction experienced by Bank for Investment and Development Cambodia PLC's clients (BIDC).

Therefore, it is important to find factors that help to establish customer satisfaction at BIDC Bank via service marketing mix of 6Ps. Additionally, in order to find out the result on how do customers satisfied with this marketing mix of 6Ps, learners and audience need to understand six questions of the independent variable, (1) is customers satisfied with products/services of BIDC Bank? (2) are customers satisfied with price of BIDC Bank? (3) are customers satisfied with promotion of BIDC Bank? (4) are customers satisfied with place/location of BIDC Bank? (5) are customers satisfied with people/personnel of BIDC Bank? The last question, (6) are customers satisfied with physical evidence of BIDC Bank?

The purpose of this dissertation is to get a better understanding of the factors that impact on consumer satisfaction by service marketing mix of 6Ps at Bank for Investment and Development of Cambodia Plc as the **learner** intends to find important majors that help to establish customer satisfaction by this marketing mix of marketing strategy. These factors will guide our empirical research to meet our objective to investigate how customers perceive the importance of some selected, for them to feel satisfied with purchasing products and services of BIDC Bank. Moreover, this research study assists all level of management of BIDC Bank in comprehending customer satisfaction via service marketing mix of 6Ps which really does help the bank to solve the problems with the customers to improve BIDC Bank to be great in Cambodia.

1.3. Research Questions

The dissertation is based on the following research questions:

- What is the marketing mix and the customer satisfaction at BIDC Bank?
- How does the marketing mix and customer satisfaction at BIDC Bank perform?
- What is the effect of marketing strategy on customer satisfaction at BIDC Bank?

1.4. Objectives of the study

This study is aimed to provide evidence, relationship and answer to support following objectives:

- To identify the marketing mix strategy and customer satisfaction at Bank for Investment and Development Cambodia Plc.
- To evaluate effectiveness of marketing strategy and customer satisfaction performance at BIDC Bank.
- To measure the effect of marketing mix strategy on customer satisfaction at BIDC Bank.
- To provide a conclusion and suggestions on the effect of marketing mix strategy on the customer satisfaction at BIDC Bank.

1.5. Hypotheses

The current research was conducted to examine the following null hypothesis:

- Ho1: Products/Services has no significant impact on customer satisfaction at Bank for Investment and Development Cambodia Plc.
- Ho2: Price/interest has no significant impact on customer satisfaction at Bank for Investment and Development Cambodia Plc.
- Ho3: Promotion has no significant impact on customer satisfaction at Bank for Investment and Development Cambodia Plc.
- Ho4: Placement has no significant impact on customer satisfaction at Bank for Investment and Development Cambodia Plc.
- Ho5: People has no significant impact on customer satisfaction at Bank for Investment and Development Cambodia Plc.
- Ho6: Physical evidence has no significant impact on customer satisfaction at Bank for Investment and Development Cambodia Plc.

1.6. Significance of the Study

The application of the marketing mix factors in the service sector has not received much attention. However, a number of studies have been carried out that focus on various industries. One author restricted his research to the Kenyan shipping industry's

utilization of the marketing mix variables (Mwangi, 2001). The study found that the Kenyan shipping business hardly ever takes use of the marketing mix elements, which are the force behind competitive inclinations. Another comparable study was conducted with the aim of determining the extent to which printing companies in Nairobi used the marketing mix methods (Nyota, 2001). The study's findings showed that printing companies in Nairobi do, in fact, use marketing methods extensively. On the other hand, a different study only focused on how Kenyan commercial banks used the components of the promotion mix to sell their services (Bii, 1992). The signification of the topic “a study on service marketing mix of 6Ps effect on customer satisfaction at Bank for Investment and Development Cambodia Plc” and the reason why the study decided to explore the field are given shortly below:

- For Bank for Investment and Development of Cambodia Plc.
 - The results of the research can be used as a guideline to develop and increase customers' satisfaction of banking service in the market.
 - Developing products and services needs the demand of customers.
 - Decision-makers at all levels of Bank for Investment and Development of Cambodia Plc may utilize it to enhance their overall service marketing. They will have a thorough grasp of the crucial role that the elements of the marketing mix play in formulating appropriate marketing strategies that will help them increase their market share, boost their earnings, and gain an advantage over other businesses in the sector.
 - The study's findings can be applied as a roadmap for creating and improving BIDC Bank's marketing strategy in order to attract more clients and better serve consumers.
- For public benefits
 - This study should serve as a springboard and inspire more investigation for future academics, particularly those working in the field of service marketing, to better understand how the marketing mix variables are used in the service sector, such as banks.

- It will aid marketing professionals in appropriately operationalizing the use of marketing mix factors in their work.
- Commercial banks that currently use formal marketing strategies, like Bank for Investment and Development of Cambodia Plc, should find the study useful in evaluating their strategies, while those that do not currently use formal strategies should recognize the value of doing so and work to further develop their strategies.
- To be as a reference source for next generation of students and researchers to go further research and share the knowledge to the readers or learners in Banking and Finance or Managements about the marketing mix in Banking sector
- To be important information for the public to analyze, weigh, and compare before making a decision on using any product/service from commercial banks.

1.7. Scope and Limitations of the Study

Normally, service marketing mix is a selection of services developed to offer customer a choice within a particular range and there are 7Ps which are with price, place, product, promotion, people, physical evidence, and process. But author have chosen to only focus on 6Ps which contains with product/service, price, promotion, place, people, and physical evidence for banking services at Bank for Investment and Development of Cambodia Plc. So, this constitutes one limitation. 6Ps of service marketing mix is a wide subject with many possible aspects to look at. Author have made the limitation to look at customer's satisfaction by this 6Ps of service marketing mix. Satisfaction is a complex concept that can be viewed in many difference ways. Therefore, author had to make the limitation to only try to look at literature that take up customer's satisfaction in connection to service marketing mix of 6Ps at the Bank for Investment and Development of Cambodia Plc as they are also a worthy limitation of time and requirement by the school. Other sides of this study will descript of the research limitation as below:

- This research only focused on the impact of customer's satisfaction in 6Ps of service marketing mix, which is conducted six elements of "P" to support this topic are: product/service, price, promotion, place, people, and physical evidence.
- Due to time and financial constraints, author had to conduct the survey of the collection of the sample size that is specific to Bank for Investment and development of Cambodia Plc and investigate to the entire of the population required at the BIDC Bank. Furthermore, among of sample size will follow through with unrestricted population (Cochran ,1963).
- The data were analyzed using SPSS software version 26 to elaborate and test the hypothesizes.

1.8. Layout of the Study

The dissertation has the following outline:

Chapter 1: Introduction

The first chapter introduces the topic, which includes background of the study, statement of the problem, research questions, study objectives, hypotheses, significance of the study, scope and limitations of the study.

Chapter 2: Literature Review

The purpose of the present chapter is to review the relevant literature with respect to the theme of research. For this purpose, the chapter is broadly divided into three parts. The first part reviews the conceptual literature relating to definition of service marketing mix including 6Ps and customer's satisfaction on the service marketing mix. In the empirical literature, studies focusing on the impact of service marketing mix of 6Ps on customer's satisfaction at Bank for Investment and Development of Cambodia Plc along with need for research have been presented. Finally, at the end of the chapter, a concluding remark is given.

Chapter 3: Methodology

The third chapter explains the detailed methodology adopted in the study. This chapter includes the type of analysis, type, and source of data, sample design, data gathering procedure, statistical tools, coverage of the study and procedure of analyzing the data.

Chapter 4: Data Analysis and Result

The main purpose of this chapter is to present the impact/effect of service marketing mix on customer satisfaction in the study area, i.e., Phnom Penh, Cambodia. For this purpose, a field survey was conducted among 385 sample customers. To meet the study objectives, the whole chapter is divided into four parts. The first part of the chapter analyzes the customers' personal profiles, such as gender, ages, education, and occupation. Secondly, it is about the products and services which BIDC customers mostly applies and uses that categorize into 4 groups such as Loan (Business, Personal, Housing, Car, Discount Loan, ...), Deposit (Saving, Payroll, Local and International Payment/Transfer, Fixed Deposit, ...), Bank Guarantee and Letter of Credit, Digital Banking (Mobile Banking, SMS Banking, Internet Banking, Register Account Online, KHQR Payment, Debit or Credit Card, POS Machine). The findings of effectiveness of service marketing mix of 6Ps have been presented in part three of this chapter which contains the sample size, mean results, standard deviation and interpretation. Besides this, the main research problem has been analyzed in this section of the chapter, the impact of service marketing mixes on customers' satisfaction in the study area, i.e., Phnom Penh, Cambodia. Finally, the last section provides a concluding remark.

Chapter 5: Conclusion and Implication

The aim of the present chapter is to summarize the main findings of the study. In addition, the chapter presents the policy implications,

scope for further research and conclusion. For this purpose, the chapter is divided into three sections. The first section deals with the main findings of the study. The policy implications and suggestions are placed in the second section, and in the third section of the chapter, the scope for further research along with the conclusion of the study is presented.

CHAPTER II

LITERATURE REVIEW

The purpose of the present chapter is to review the relevant literature with respect to the theme of research. For this purpose, the chapter is broadly divided into three parts. The first part reviews the conceptual literature relating to definition of service marketing mix which is included 6Ps and customer's satisfaction on the service marketing mix. In the empirical literature, studies focusing on the impact of service marketing mix on customer's satisfaction at Bank for Investment and Development of Cambodia Plc along with need for research have been presented. Finally, at the end of the chapter, a concluding remark is given.

2.1. Definition of Key Term

In order to comprehensive to the research study, author and audiences should understand the main key terms in the **Table 2-1** below:

Table 2-1: Key Terms Definition

Key Terms	Meaning	Citation
Commercial Bank	- A commercial bank is an institution that accepts deposits and uses the proceeds to make consumer, commercial, and real estate loans. Originally established to meet the needs of businesses, many of these banks now serve individual customers as well. Commercial banks tend to specialize as community, regional and super-regional, or money center banks.	(Cecchetti & Schoenholtz, 2010)
Marketing	- The process of creating value for customers and build strong customer relationships in order to capture value from customers in return. - "Marketing is the process of planning, executing the conception, pricing, promotion and distribution of idea, goods, services to create exchanges that satisfy individual and organizational goal". (P. Kotler 2010, 7)	- (Kotler & Armstrong, 2007) - (P. Kotler 2010, 7)

Marketing Mix	- Marketing Mix is a set of tactical marketing tools where all elements of this Marketing Mix itself can be controlled by the company with the aim as one of the functions to find out the response needed by a company's business that comes from target market.	(Kotler and Armstrong, 2001)
Customer Satisfaction	- The consumer's fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under or over fulfillment. - It is predetermined by how the expectations of the customer are met. - Customer satisfaction is directly connected to customers' needs. The degree to which these needs are fulfilled determines the enjoyment in the case of conformity or disappointment from discrepancy.	- (Oliver, 2010) - (Philip Kotler et al 2013) - (Hill et al. 2007, 31)
Product	- Anything that can be offered to a market for attention, acquisition, use or consumption. It includes physical objects, services, personalities, place, organizations and ideas.	(Philip Kotler, 2008)
Price	- The amount of money charged for a product or service, or the sum of all the values that customers give up in order to gain the benefit of having or using a product or service	Kotler and Armstrong (2009, p. 263)
Promotion	- As a communication tool that serves to inform and invite/persuade buyers. - one of the marketing strategy processes as a way to communicate with the market with the association of promotional mix composition.	- Ulus in Babin (2011: 27) - Philip Kotler (2000)
Place	- The various the company undertakes to make the product accessible and available to target customer.	(Philip Kotler, 2008)
People	- All actors who play an important role in providing services so that they can	Philip Kotler, Gary Armstrong, 2012, Principles

	influence customer perceptions. The elements in people are company employees, consumers, distributors, and others.	of Marketing, Pearson Education, Inc
Physical Evidence	- an environment where a company provides services or products in a location where the company can interact directly with consumers.	Zeithaml, Bitner and Gremler (2006)
BIDC	- Bank for Investment and Development of Cambodia Plc.	https://www.businessregistration.moc.gov.kh/cambodia-br-companies/view-Instance/view.html

2.2. Improvement from the 4Ps to the 7Ps

The 4Ps of marketing mix were introduced as the cornerstones of the marketing mix theory in the preceding article, "Supporting the Internationalization of SMEs: Marketing Mix". The 4 Ps have been associated with the Marketing Mix since their creation by E. Jerome McCarthy in 1960 and they are centered around the concepts of Place, Price, Product and Promotion.

Marketers broadly agreed in the late 1970s that the Marketing Mix needed to be modified. Due to this, Booms & Bitner developed the Extended Marketing Mix in 1981, which expanded the 4 Ps Principles by three new components. This made it possible for the marketing mix to be expanded to encompass services as well as tangible items. As a result, the 7Ps model—a marketing strategy that adds several new pillars to the 4Ps model—emerged. (Sramkowski, L. (2021, March 3). From 4Ps to 7Ps: Towards an Integrated Marketing Mix – Export Planning. Export Planning.)

Table 2-2-2: The Marketing Mix

Product	Price	Place	Promotion	Participants	Physical evidence	Process
<i>Traditional</i>						
Quality	Level	Distribution channels	Advertising			
Feature and quality	Discount and allowances	Distribution converge	Personal selling			
Style	Payment terms	Outlet location	Sales promotion			
Brand name		Sales territories	Publicity			
Packaging		Inventory levels				
Product line		Location				
Warranty		Transport carriers				
Service level						
Other services						

Source : Kotler (1976)

Product	Price	Place	Promotion	Participants	Physical evidence	Process
Modified and expanded for services						
Quality	Level	Location	Advertising	Personal: Training	Environment: Furnishings	Policies
Brand name	Discounts and allowances	Accessibility	Personal Selling			Procedures
Service line	Payment terms	Distribution channels	Sales promotion	Discretion	Color	Mechanization
Warranty	Customer's own perceived value	Distribution coverage	Publicity	Commitment	Layout	Employee discretion
Capabilities	Quality/Price interaction		Personnel	Incentives	Noise level	Customer involvement
Facilitating goods	Differentiation		Physical environment	Appearance	Facilitating goods	Customer direction
Tangible clues			Facilitating goods	Interpersonal behavior	Tangible clues	Flow of activities
Price			Tangible clues	Attitudes		
Personnel			Process of service delivery	Other customers		
Physical environment				Behavior		
Process of service delivery				Degree of involvement		
				customer		
				Customer contact		

Booms and Bitner (1981)



Source: marketingmix.co.uk

The four Ps—Place, Price, Product, and Promotion—are as previously stated. On the other side, the 7Ps model combines the 4Ps with three extra segments that stand for People, Process, and Physical evidence.

The most often used alternative paradigm is the 7Ps combination proposed by Booms and Bitner. This framework argues that the standard 4Ps need to be extended to include participants, physical evidence, and process, in addition to being adapted for service. According to the Booms and Bitner paradigm (1981), all human actors involved in providing a service are considered participants.

However, this study only focuses only 6Ps of the service marketing mix in marketing strategy which contains products/services, price, promotion, place, people, and physical evidence.

2.2.1. Products/Services

Product is the term used to define what a company is selling, and it contains all of the benefits, features, and advantages that consumers can have from making use of the product (Jones & Morgan, 2014). When creating a new good or service,

companies have a responsibility to take into account the requirements and preferences of customers, as well as the means by which those requirements and preferences might be met (Tellis, 2013). If a product is able to strike a good balance between what customers are seeking for and what the product gives, then it will likely lead to high levels of customer satisfaction. In most cases, the preferences of clients shift far too frequently (Wilson & Gilligan, 2012). As a result, it is essential for businesses to remain current with the most recent trends about the requirements of their customers and the dynamics of the industry. The gathering of market intelligence is one way to accomplish this goal.

The elements of the marketing mix are a collection of marketing strategies that a business employs in order to achieve its marketing goals in the target market (Kotler, 1997). These are the controllable variables that marketing directors have the ability to change in order to accomplish their marketing goals (Kibera and Waruinge, 1988). One of the most important ideas in contemporary marketing theory is the marketing mix (Kotler, 1997). The 4Ps, which stand for product, pricing, promotion, and place, were initially developed for the manufacturing industry but have since been widely embraced by various service organizations, including financial institutions. The 4Ps (1986) serve as strategic weapons for the company in its ongoing battle against its competitors in the market. It is possible that supporting marketing aspects will need to be coordinated in the event that one of the elements is modified. This will ensure that the core elements continue to have the desired impact (Magrath, 1986). In terms of banking services, the 4Ps of marketing can be summed up as follows: product, price, place, and promotion. A product can be defined as anything that can be offered to the market for attention, acquisition use or purchase. A product can also be defined as anything that can be offered to a market to satisfy a want or need (Kotler, 1997).

Arguably, the most important element of the four, which make up the marketing mix, is the features and benefits of the products being provided by the bank. These product characteristics will influence price, promotion and distribution strategies. Furthermore, financial services will differ from manufactured goods

and these facts also impacts on the way services are promoted and distributed (Pyne, 1993).

The way most bank services are developed and sold is related either to a group of services with similar benefits - money transmission, lending facilities for homeowners, and so on or to their actual life cycle. The former included expanding or contracting the service mix by altering, positioning or introducing new products or services and thereby often altering the choice of market segments. Ultimate goal should be to offer an augmented product that meets the customers desires beyond their expectations. It includes product quality, design features, branding and packaging (Kotler, 1997).

It gives the ability to meet needs, positioning, branding and labeling. Branding is a major issue in product strategy. It is expensive and time consuming and can make or break a product. The most valuable brands have a brand equity that is considered an important company asset (Kotler, 1997).

2.2.2. Price

This component refers to the amount of money that consumers must spend in order to obtain the service or product of their choosing. Pricing is an essential tactic in marketing, as it is the primary factor that affects a company's capacity to grow their client base and increase revenue (Tokman & Beitelspacher, 2011). Establishing pricing that are too high may turn off potential clients, while setting prices that are too low may result in decreased profits. As a result, companies aim for price points that are in a state of equilibrium by taking into account the market dynamics of demand and supply, in addition to the actions of their competitors (Shoham, Brencic, Virant, & Ruvio, 2008). It is vital to take into consideration seasonal pricing and discounts in order to keep a competitive advantage over other businesses and to fulfill the demand to draw in more customers.

The consideration that is given in return for a product is referred to as the price. It refers to the price that buyers are willing to pay for a product at any given period in time (Kibera and Waruinge, 1998). Pricing is the only

component of the marketing mix that generates income, so it is a highly crucial part of the overall strategy. In the past, aggressive pricing techniques were rarely implemented, despite the fact that they are very essential to the profitability of a bank (Marsh, 1988). The pricing strategy is an extremely malleable component of the marketing mix, which enables businesses to respond quickly to changes in competitive behavior. However, a great deal depends on how sensitive the market is to price changes (Cowell, 1984).

It is imperative that, while thinking about the peculiar trading character of a retail bank, which consists of buying its own funds and then re-lending them, one does not forget that costs can be both fixed and variable. When variable expenses are included, the volume has an effect on the impact of those costs. It is necessary to implement a pricing structure that allows for the recovery of fixed costs regardless of the volume of sales. Controlling is required for variable costs that are connected to volume (Rust et al, 1990).

Maintaining our focus on the semantics of pricing and costing, it is important to underline the challenges that the majority of banks have when attempting to determine the true direct and indirect costs associated with each specific service or related range of services. If pricing is based on cost recovery, then it is typically a fundamental prerequisite to know the cost. In the case of retail banks, considerable steps are being made to identify and apportion direct costs to individual services; however, the allocation of indirect costs is very much more arbitrary. This should not come as a surprise given that the company in question offers between fifty and one hundred distinct services and does so through a distribution network of more than one thousand locations (Marsh, 1988).

The following components of the whole marketing mix that are intended to generate demand have an impact on the final choice on the price that should be charged for the good or service in question:

- 1) The response of the government to the current price level
- 2) The overarching business goals of the financial institution

- 3) The short-term marketing goals of the bank, particularly its volume and profit aims
- 4) The likelihood of a negative or positive reaction from customers to changes in price. The conduct of market research plays a significant part in this.
- 5) The likely countermeasures that competitors will take, as well as the general mood of competition in the market areas.

It is essential to have a solid understanding of pricing policy theory, as well as the various ways in which pricing strategies can be implemented for bank services in response to specific conditions (Ennew et al 1989).

2.2.3. Promotion

This component relates to the various methods that can be used to keep clients informed about the product and the benefits it offers. Customers are made aware of the goods and services that a company offers through a variety of promotional activities, which are used by businesses (Osborne, Radnor, & Nasi, 2013). Activities such as advertising, direct marketing, and sales are included here (Tsiotsou & Goldsmith, 2012). It has been demonstrated through study that the utilization of promotional methods can result in increased levels of consumer satisfaction, an improved reputation for the brand, and increased levels of sales. The majority of businesses employ a variety of marketing approaches, both to bring in new clients and to better serve their existing clients.

This encompasses all methods of communication that are capable of conveying a message to a specific group of people. Publicity, advertising, sales promotions, and personal selling are some of the instruments at your disposal (Kotler, 1997).

Promotion in the banking sector takes place at two different levels, as a general rule. The first way is through the departments or divisions of the central or head office. These are the entities that are accountable for the primary advertising budget and the manner in which it is spent in order to achieve the corporate and marketing goals. Publicity and public relations efforts are also typically

supervised from a central location, despite the fact that some degree of responsibility and authority may occasionally be delegated to a regional or local level (Bii, 1992).

The second level of promotional activity at the branches, in which managers are responsible for supporting their marketing objectives through direct mailings, branch displays, personal selling, and any other sort of promotion which might under particular circumstances show to be cost effective and prudent.

Despite this, there needs to be a significant amount of coordination between the promotions being run at head office and those being run at the branches. A strong foundation for effective internal communication is essential to the success of any and all marketing endeavors, as well as the further expansion of the bank's company (Bii, 1992).

The purpose of a promotional plan is to move existing consumers and potential customers from a condition of being relatively uninformed of an organization's products to a state in which they are actively adopting those items (Cowell, 1984). In addition, promotion contributes to the enhancement of the institution's image and helps raise overall awareness of the services that are provided (Quinn et al, 1990).

Direct mail is the element of the promotion mix that is most commonly used by providers of financial services to keep their clients informed and is the promotional activity that has the highest level of popularity (Marsh, 1988).

However, the most common means for a bank to communicate are through any one of the following six advertising channels, or a combination of two or more of them according to Lovelock, 1996:

- 1) Advertising in the press, which can be done on a national, regional, or local level.
- 2) Academic and industry periodicals, together with yearly reports from the bank
- 3) Television
- 4) Radio
- 5) Displays of outdoor posters and art exhibits.

6) Sponsorship, public relations, and publicity activities.

The channels offer the primary promotional mix possibilities, and they must to be supplemented by back-up literature, which may include pamphlets and brochures, personal selling, direct mail, and local display programs.

2.2.4. Placement

The term "place" refers to the geographic location at which a product is displayed, sold, or distributed to end users. It could be a traditional storefront retail location (sometimes known as "brick-and-mortar"), or it could be an online business (Hu et al., 2009). Customers are able to simply find the company they are looking for and make a purchase of the desired product if effective location techniques are used (Weinreich, Odumade, Jameson, & Hogquist, 2010). Better company exposure, which in turn leads to more continuous client traffic, is one of the benefits that may be gained from selecting an advantageous location for a firm. Businesses have the ability to differentiate themselves from their rivals through the utilization of efficient visual merchandising techniques as well as the application of more inventive retail space design ideas.

The process of moving products or services from the provider to the end user is referred to as distribution, and it is a topic that encompasses a wide range of complexities. It entails selecting the channel or channels that will be the most useful and efficient, as well as providing service to these channels (Marsh, 1988). Every business needs to figure out how to make its products or services accessible to the customers they want to attract. The marketing decisions of the company are ultimately impacted by the channels it chooses to pursue (Kotler, 1997). Before making a choice about the type of distribution channel to implement, a company must first determine the role that distribution will play within its overall marketing strategy.

One of the components of marketing that gets the most attention is, without a question, the method that large banks use to spread their services. The emergence of new technologies has resulted in the development of new methods for the distribution of services as well as the opening of new markets. These new markets present opportunities not only for traditional banking institutions but also for building societies and a variety of other much smaller financial institutions that are well represented.

Because more and more financial services are becoming automated, all of the nation's banks will be forced to reduce the size of their branch networks over the course of the next few years. This will be done in part to keep costs under control, but also because they recognize that the market requirements are shifting as a direct result of these advancements. It is currently necessary to restructure the branch network; yet, while considering what the optimal size of a branch network should be, it is important not to disregard the business potential that can be gained from direct interaction with clients (Marsh, 1988). In addition, the type of distribution channel is undergoing a transition as a result of the major banks opening up branches inside retail stores, developing fully automated banking offices, and presently introducing corporate offices that are intended to serve customers from medium-sized to large corporations.

2.2.5. People

This component refers to the individuals that are employed by an organization. It consists of the upper management as well as the salespeople. In order to have successful marketing and, as a result, satisfied customers, people are a crucial factor to consider. According to Samar, Ghani, and Alnaser (2017), the individuals representing the business have a direct impact on the level of pleasure the client has with the company. This is due to the fact that people are the only component of the service market mix that can engage in direct conversation with clients (R. Samar, Ghani, & Muhamad, 2016). In this regard, successful organizations gain competitive advantages by recruiting and training the right staff that can help not only in marketing and selling the product but also in developing and maintaining fruitful relationships with customers (SAMAR RAHI, YASIN, & ALNASER, 2017; Rahi Samar, Mazuri Abd Ghani, & ALNASER, 2017). In this regard, successful organizations gain competitive advantages by recruiting and training the right staff that can help not only in marketing and selling the product but also in developing and maintaining fruit. According to French et al. (2009), the people factor is essential due to the fact that it helps in providing good customer service, which in turn increases the level of pleasure experienced by customers.

Because there is both a supply and a demand for services at the same time, and because there is a relationship between the service and the servant, the role of each

employee in the service is important, and necessary precision should be devoted to the selection, education, and motivation, as well as any other human resources' factors that are related to staff (Kotler et al., 2008). The development of staff will be given priority, given the significance of people in the process of formulating strategy for an organization.

2.2.6. Physical Evidence

This part provides a description of the atmosphere as well as the other physical characteristics of the location where clients engage with the marketing and sales professionals. This component is especially important for firms that are run out of stores or other retail locations. Customers will form opinions based not only on the outward appearance of the shop but also on the perceptual organization of the service they receive there.

This component of the extended marketing mix focuses on the "physical" aspects of the customer service experience as well as the image of the company. It is a reference to the outward presentation and the physical environment, both of which indicate and promise quality. Customers' perceptions of the quality of the service they receive can be profoundly influenced by the physical environment and other indicators that are readily apparent to them (Bitner, 1992).

The "service scope," which includes the ambiance, the background music, the comfort of the seats, and the physical layout of a service facility, can have a significant impact on the level of satisfaction a client derives from their interaction with a provider (Bitner, 1992). There may be indications to be found in the appearance of the workers, particularly their clothing and their grooming (Lovelock, 1996). The professionalism of the company is demonstrated in a concrete way through the use of promotional material and written contact. These aspects, to the degree that they can provide reassurance, can be used into the marketing message of the company in order to help alleviate the anxiety that customers have about making a commitment to the purchase (Ennew et al, 1989). Because of the significant impact they will have on the consumers' perception of the company, service providers should approach the creation of these things with the utmost caution. In particular,

every piece of physical evidence needs to be redesigned so that it fits in line with the "personality" that the company wants to convey to customers in the business world (Betts, 1994).

2.2.7. Customer Satisfaction

The primary tenet of this study project may be deemed to be comprehending consumer pleasure. According to Philip Kotler's definition of customer satisfaction (Kotler et al 2013), it is predetermined by how the customer's expectations are met. Customer demands are directly related to customer satisfaction. The extent to which these demands are met determines whether one will appreciate something when it conforms or be disappointed when it differs (Hill et al. 2007, 31).

Another way to think of satisfaction is as a process that begins with the creation of customer expectations and ends with the sharing of the successful experience. However, a person's evaluation of the service provided is highly subjective. Different internal and external elements may have a big impact on customers' expectations. Higher expectations make it more challenging for businesses to please clients and meet their demands (Zeithaml 2010, 187). According to Krivobokva (2009, 53), a customer is a decision-maker whose actions and motivations should always be taken into account by any business aiming to maintain a high level of customer flow.

According to Oliver, Rust, and Varki (1997), a conceptual definition of customer satisfaction is the consumer's fulfillment response. This definition describes customer satisfaction as a concept. It is a judgment that a feature of a product or service, or the product or service itself, supplied (or is delivering) a pleasurable level of consumption-related satisfaction, which may include levels of under- or over-fulfilling of the objective. The results of previous studies indicate that there is a considerable positive association between the seven components of the marketing mix and the level of pleasure experienced by customers (Faris, Aljarah, & Mirjalili, 2016). Only five of the seven components that make up the marketing mix—product, price, promotion, physical evidence, participants/

people, and process—had a statistically positive correlation with overall levels of customer satisfaction. These five components were product, price, promotion, physical evidence, and participants/people. In this particular study, the researchers will evaluate each of the 7Ps in relation to the level of customer satisfaction.

The vast majority of researchers are of the opinion that customer satisfaction is an attitude or evaluation that is created when the consumer makes a comparison between their pre-purchase expectations of what they would receive from the product and their subjective perceptions of the performance they actually did receive from the product (Oliver, 1980). According to Kotler (2000, page 36), a person's sentiments of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her anticipation are considered to be examples of satisfaction.

In addition, Yi (1990) claimed that customer satisfaction is the aggregate result of perception, appraisal, and psychological reactions to the consumption experience with a product or service. This was mentioned in the previous sentence.

Evaluation of customer satisfaction and impression of the quality of the service are both influenced by the degree to which consumers' expectations of service levels differ from their own perceptions of those levels.

Therefore, until Parasuraman, Zeithaml, and Verry (1994) gave explicit definitions for consumer satisfaction and service quality, these two terms were interchangeable in some earlier studies. However, this changed when they published their work.

Several authors (Wilson, 1995; Nevin, 1995; Olsen and Johnson, 2003; Hewett, Money and Sharma, 2002; Brenann, Turnbull and Wilson, 2003; Nijssen, Singh, Sirdeshmukh and Holzmüller, 2003) have examined satisfaction in an industrial setting. The contributions made by Gaski and Nevin (1985) and Frazier, Gill, and Kale (1989) stand out among them. These authors explain that satisfaction is the result of a plural valuation of many aspects that affect their working relationship with another agent or firm or within a more plural relationship. Gaski and

Nevin's and Frazier, Gill, and Kale's explanations are particularly noteworthy. According to these authors, there are two aspects to contentment: social satisfaction and economic fulfillment. The positive emotive response of a member to the economic rewards that will be gained from the connection in which he or she is involved is an example of what is meant by the term "economic satisfaction."

A favorable affective reaction to the psychological features of the connection is required for social fulfillment to exist. In this sense, a member decides to stay in the relationship, which means that they are content, because they value the contacts with the other party and enjoy working with them. Because of his or her conviction that the other party will be concerned and prepared to trade ideas, this is the reason why (Nevin, 1995; Geyskens, Steenkamp and Kumar, 1999).

In an industrial setting, satisfaction is therefore directly or indirectly linked to the development of alliances or agreements between enterprises, with the objective of achieving a source of competitive benefits for the firms engaged in the alliances or agreements (Eriksson, Majkgard and Sharma, 1999; Mohr and Spekman, 1994; Brennan, Turnbull and, Wilson, 2003). The very act of working together enables a more expansive perspective and the acknowledgement of mutual dependency, both of which inspire the parties to put in effort to ensure that the partnership is maintained. When one of the parties engages in exploitative behavior, it will have a detrimental impact not just on the other party but also on the relationship as a whole. On the other hand, cooperative action will boost the results of the partnership more than when each of the parties operated independently, which is because cooperative behavior builds on previous results. The way in which each party interacts with the other will determine whether or not the relationship is successful, just as each individual's prospects are in part determined by the other. Because of their attempts to cooperate with one another, they will be able to share information, opportunities, and procedures with one another, which will make it easier for them to attain competitive advantages.

Accordingly, in the larger domain of industrial relationships, satisfaction is an affective state that results from the overall valuation of all aspects of a working

relationship between one firm and another (Anderson & Narus, 1984; Gaski & Nordin, 1985; Walter, Ritter & Gemünden, 2001). In other words, satisfaction is a measure of how happy someone is with their job.

2.3. Marketing Mix and Customer Satisfaction

Following the publication of Neil H. Borden's 1964 article, The Concept of the Marketing Mix, the phrase "marketing mix" gained widespread use. Following James Culliton's description of the marketing manager as a "mixer of elements," Borden started using the phrase in his instruction in the late 1940s. Product planning, price, branding, distribution methods, personal selling, advertising, promotions, packaging, display, servicing, hands-on handling, and fact-finding and analysis were all components of Borden's marketing mix. These components were later categorized by E. Jerome McCarthy into the four groups that are now referred to as the 4 P's of marketing.

The marketing mix serves as a framework for developing and carrying out marketing initiatives. It emphasizes the mixing of different elements in order to achieve organizational and consumer goals. The four Ps of the marketing mix, usually referred to as the components, are price, place, product, and promotion. These are the marketing methods. Neil Borden (Borden, N. 1964), who first used the phrase in 1949, created the model. Marketers need to take their target audience into account when combining the mix ingredients. They must comprehend the needs and wants of the target market before creating and formulating the proper marketing strategies and plans to meet these objectives.

The marketing mix is a template for the development and execution of various marketing initiatives. It places an emphasis on the blending of different aspects in such a way that the aims of the business as well as those of the consumer are met. Price, location, product, and promotion are the four components that make up the marketing mix. These are frequently referred to as the "four Ps." The marketing mix aspects are the marketing strategies. When combining the various aspects of the mix, marketers need to keep their target audience in mind. They first have to have an understanding of the wants and needs of the market client, and then they have to employ these mix factors in the construction and formulation of proper marketing strategies and plans that would

satisfy these wants. These four P's are the parameters that the marketing manager can influence, however they are subject to the internal and external constraints of the environment in which marketing occurs. In order to make decisions that will result in perceived value for customers in the target market and a favorable response from those customers, the four Ps must be centered on the customers in the target market.

According to Kotler and Armstrong (2001), the Marketing Mix is a collection of tactical marketing tools, all of which may be managed by the organization. One of the tools' purposes is to determine the reaction a company's business needs from its target market.

According to Kotler's theory, there are seven components that make up the marketing mix. These components are as follows: the product, the price, the place, the promotion, the people, and the process.

Given that consumers are the main source of profit for the majority of market players, the idea of customer happiness has attracted the attention of practitioners and academics over the past several years (Tam, 2004).

"Customer satisfaction is an outcome of purchase and use arising from the purchasers' analysis of the benefits and expenses of the purchase in proportion to the anticipated results," claim Churchill and Surprenant (1982). Additionally, it is described in terms of an emotional condition that ordinarily results from appraising a specific service (Westbrook, 1981). In contrast to the later concept, which views satisfaction as an emotional state that arises during the evaluation process, the former concept emphasizes that customer satisfaction is determined through a cognitive process by comparing what customers forgo in order to receive a service (cost) and what they receive in return (reward) (Tam, 2004). According to this theory, "customer satisfaction is described as an emotional response that emerges from a cognitive process of weighing the service received against the expenses of acquiring the service" (Woodruff et al. 1991).

Customer satisfaction makes it easier to gauge how well a company's services and goods live up to expectations. In terms of business, it is a critical performance indicator. The level of customer satisfaction is typically measured by service companies using

several measures like the Likert scale, which is primarily based on the service interaction experienced on a client's most recent visit (Peterson and Wilson, 1992).

In today's cutthroat market, quality and customer happiness are both widely acknowledged as playing a critical part in success and survival. There is a lot of data in the literature to support the relationship between a company's performance and consumers' claimed levels of satisfaction (Anderson et al., 1994; Bolton, 1998). As a result, it is asserted that all businesses should have customer happiness as their top priority (Morgan et al., 2005; Mittal et al., 1999).

According to empirical evidence, customer satisfaction lowers the likelihood of churn and/or is positively related to retention (Anderson and Sullivan, 1993), repurchase intention (Mittal, Kumar and Tsiros, 1999), and loyalty (Oliver, 2009). However, Boshoff and Gray (2004) noted that customer satisfaction is not a given with regard to the provision of a product or service. However, consumer perception of the characteristics of the service or product that connect to the particular person is where satisfaction is mostly found. Because of this, many consumers will report varying degrees of satisfaction with the same service interaction or experience (Ueltschy et al., 2007).

The level of satisfaction that a customer feels is subjective. There is also the issue of degree to consider. Meeting the requirements of the consumer is the most important part of providing great products and services. Customer satisfaction is a measurement of the degree to which a company's goods and services meet or exceed the expectations of its customers. It is a phrase used in the business world. Within the realm of business, it is regarded as one of the most important performance indicators, and it is one of the four viewpoints that make up a balanced scorecard. In a marketplace that is highly competitive and in which businesses contend with one another for customers, customer happiness is considered as a significant differentiator and has become an increasingly important component of company strategy. Understanding the consumer, creating value for the customer, conveying the value to the target market, and simplifying the purchasing process for the customer are recognized as the four essential processes necessary for successful marketing.

2.3.1. Product/ Service and Customer Satisfaction

Sureshchandar et al. (2001), using the SERVQUAL model as their foundation, proposed that customer perceptions of service quality in the banking sector should be comprised of product innovativeness and value-added services. This was suggested as a way to improve customer perceptions of service quality. The basic components of this category are several types of accounts, including savings accounts, checking accounts, fixed deposits, and investment choices (Kushwaha, & Agrawal, 2015). As a result, it is essential that, when building a product that provides a service, the benefits that are included in the service should be thought of from the point of view of the consumer (Cowell, 1988).

Product refers to the service being sold to the consumer, or the source of revenue. It's important to give considerable thought to the design and features of this thing. Whenever a bank considers releasing a new product, it must first ascertain what aspects of that product would appeal to its intended audience.

2.3.2. Price/ Interest and Customer Satisfaction

According to the findings of a large number of marketing researchers, pricing is the key factor in determining a range of customer-related characteristics including attraction, satisfaction, retention, and loyalty (Singh & Arora, 2011). Customers have the misconception that pricing represents a large portion of the charges that they are required to incur in order to obtain the desired advantages (Rahman et al., 2019). Customers have access to a wide variety of options on the market and can easily switch from one service provider to another that offers comparable or superior products or services at a more affordable cost (Kushwaha, & Agrawal, 2015).

Customers are being enticed to the bank by offering prices below competitors. The value of a thing is set by the price at which it sells. Features of the products or services and the purchasing power of the target market determine how much those markets are willing to pay.

2.3.3. Promotion and Customer Satisfaction

It is a representation of the communication that marketers use to entice customers in the competitive marketplace (Pasupuleti & Adusumalli, 2018). According to Lovelock, customer behavioral intentions like as satisfaction, loyalty, and retention are all influenced by marketing communication (1996). Finally, in order to convince customers to do business with a particular organization, each of the tactics and strategies included in the promotional mix must be put into action.

Advertising is the process of getting the word out about a product or service so that more people will be interested in buying it. Not all promotions are advertisements, but all advertisements are forms of promotion.

2.3.4. Placement and Customer Satisfaction

It is not possible to sell services independently from the point of purchase; rather, services must be generated and sold at the same time (Borden, 1964; Pasupuleti, 2015). Customers in the banking industry have access to a wide number of service delivery channels, including the bank's physical location, opening hours, the distance to travel to a bank, the availability of parking spots, and the accessibility of ATMs (Manrai and Manrai, 2007). According to Singh and Arora (2011), the vast number of branches and ATMs spread over a wide variety of geographic locations makes the bank more accessible to its customers.

The place of production has an impact on both the ease of doing business and the quality of the final product. Each of these processes needs to happen in the appropriate spot to make sure the product arrives safely and on time.

2.3.5. People and Customer Satisfaction

In 1987, Judd presented the concept of the "P" which stands for "People". He went so far as to propose that, just like the other 4Ps, people power should be established, institutionalized, and managed as a separate component of the marketing mix in service. He even went so far as to say this. Service delivery has the potential to be a significant differentiating factor and a source of competitive advantages. As a result of the fact that personal attention, interpersonal concern, willingness

to assist, civility, and promptness are more likely to improve customer–employee relationships (Bustinza et. al., 2015). Thus, based on the above reviews, the study could withdraw the meaning that the higher levels of client satisfaction should be expected the more relevant and accommodating your staff is to their demands.

To get an edge in the marketplace, businesses must not only provide quality services, but also attract and retain the best possible employees. Customers form opinions about the bank's service quality depending on the people they interact with. This is due to the fact that humans are one of the few parts of the business that clients can directly observe and engage with.

2.3.6. Physical Evidence and Customer Satisfaction

Due to the intangibility of service, customers look to the service environment as a crucial indicator of experiential components at service delivery locations (Shanker, 2002; Pasupuleti, 2017). Because it has such a direct bearing on the customers' perspectives, service providers need to handle physical evidence with extreme caution (Kranias & Bourlessa, 2013).

Where the service is actually being provided is the physical evidence. This is of particular importance to non-bank retail establishments. This facet of marketing will set a bank apart from its rivals. It is possible to demand a higher payment for a service and prove the quality of the experience by providing tangible proof of it. When entering a financial institution, for instance, you anticipate a spotless and welcoming atmosphere. Customers won't wait around for their service if they have to worry about the clinic's cleanliness and odor.

2.4. Methodology Review

It's common knowledge that the marketing mix is a central tenet of the field. Recent years have seen a rise in the success of McCarthy's (1964) 4Ps (product, pricing, place, and promotion) as a popularized version of this idea. It has been proposed that a different marketing mix be used in various situations. The field of service marketing has offered the most cogent criticism of the 4Ps framework (Waterschoot and Bulte, 1992; Mindak and Fine, 1981; Kotler, 1986). Widespread acceptance can be seen in the service

marketing literature for Boom and Bitner's (1981) extension of the 4Ps paradigm to include process, physical evidence, and participant. Recently, the marketing mix has been described as the set of variables a firm can coordinate to meet the needs of its target market (McCarthy and Perreault, 1987). This concept (with some minor modifications) is widely recognized, as seen by Kotler and Armstrong's definition of the marketing mix as "the set of controllable marketing factors that the firm blends to elicit the response it desires in the target market" (1989, p. 45).

McCarthy's simplification of Borden's 12 factors into the now-standard 4Ps—product, pricing, promotion, and place—has proven to be the most widely adopted and long-lasting marketing mix framework (McCarthy, 1964, p.38). A variety of factors go into making up each of these classes; hence, the study has terms like "product mix," or "marketing mix," and so on. Advertising, personal selling, sales promotion, and publicity are all classified as promotion according to Kotler and Armstrong (1989). There has been so much success with the 4Ps formulation that some introductory textbook writers have begun using it as a synonym for the marketing mix (Pride and Ferrell, 1989, p. 19; and Stanton et 1991, p. 13). While McCarthy's 4Ps model is widely used, there is no agreement on which factors make up the marketing mix. The 4Ps model, in particular, has received considerable backlash from industry experts. According to Kent (1986), the 4Ps structure is oversimplified and can mislead businesses. The 4Ps framework has been discovered by a wide range of authors, each of whom has proposed slight variations. When considering the five P's, Mindak and Fine (1981) proposed public relations. In the context of "mega marketing," Kotler advocated for the incorporation of Power in addition to public relations (1986). When it comes to relationship marketing, Payne and Ballantyne (1991) suggested incorporating human resources, operational procedures, and support for existing customers while Judd (1987) proposed human factors as a differentiator in industrial marketing.

2.5. Conceptual Framework

This study relies in part on marketing mix theories and concepts on four theoretical frameworks as articulated in first study, entitled “The extent of application of the marketing mix variables by commercial banks in Kenya” by NICHOLAS MUTINDA MUASYA

(2005). The second study, called “The Effects of Service Marketing Mix (7Ps) on Customer Satisfaction and Customer Loyalty of Medical Aesthetic Clinics” by Phusist Khumnualthong, University of the Thai Chamber of Commerce (2015). For the third case, it is about “The Impact of Marketing Mix on Customer Satisfaction: A Case Study Deriving Consensus Rankings from Benchmarking” by Amy Poh Ai Ling (2007). The last one, so called “7Ps marketing mix and retail bank customer satisfaction in northeast Nigeria” by Haruna Isa Mohammad (2015).

The conceptual framework in this study articulates the relationship between all the determinants, which include all the value factors as expressed in terms of the Product/Service, Price, Promotion, Place, People/Personnel, and Physical Evidence, and Customer Satisfaction.

After conducting a review of the relevant prior research, the purpose of the current investigation was to determine the efficacy of the 6Ps of Marketing Mix Strategy on Customer Satisfaction at the Bank for Investment and Development of Cambodia Plc in Cambodia. In this investigation, the Product/Service, Price, Promotion, Place, People/Personnel, and Physical Evidence were treated as independent variables, and Customer Satisfaction at the BIDC Bank was used as the dependent variable.

6Ps of Marketing Mix Strategy (IV)

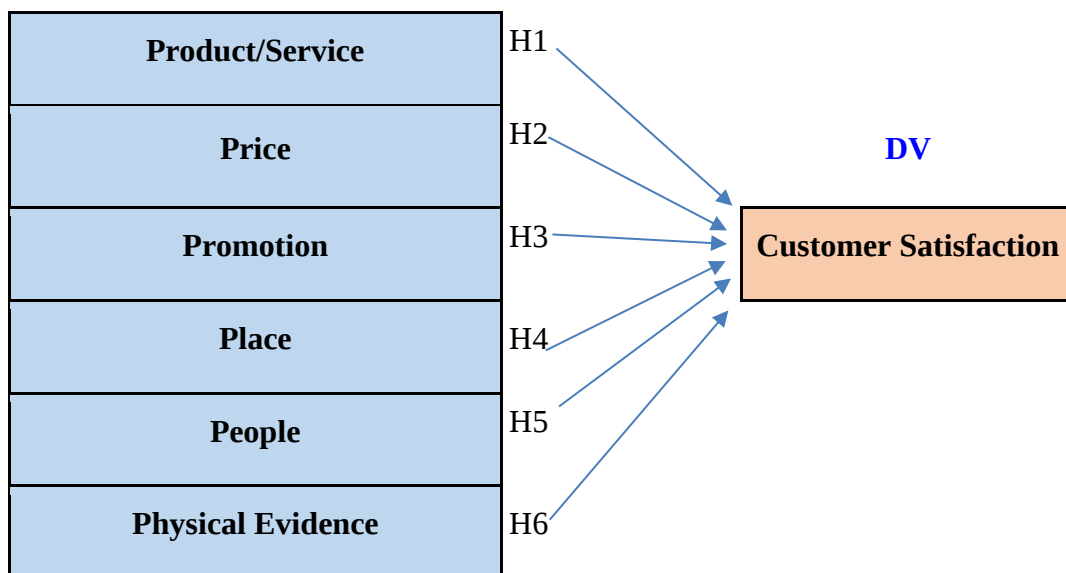


Figure 2-1: Conceptual Framework

2.6. In Case BIDD Bank to Need for Research

The purpose of BIDD Bank's research for this study case is to determine which aspects of their marketing mix in the marketing strategy are satisfying their consumers in the competitive Cambodian banking market. In addition, the purpose of this study is to assess the performance of BIDD Bank's marketing strategy and customer satisfaction in terms of marketing mix aspects by 6Ps. Then, this study would provide conclusions and recommendations based on the correlation between BIDD Bank's service marketing mix aspects and customer satisfaction. Last but not least, the research would be valuable for BIDD Bank's senior management or board of directors to analyze the research's results for future benefits in the Cambodian banking market. Ultimately, the benefits of this study would inform to learners or audiences who want to know about BIDD Bank as well as process of researching the research of marketing mix in marketing strategy.

2.7. Conclusion

In this section, the study will give some comments and also summarize the factors that the study has distinguished as service marketing mix of 6Ps and customer satisfaction establishing factors. To conclude, the research has found that they are correlated and really help establish customer satisfaction, which are relevant for the customers when purchasing or applying banking service.

A company can better serve their customers by aligning their products and services with their needs through marketing, which also enables them to reach customers at the ideal time and location. Products and services are the "Core" of what is provided to clients because they are immaterial and require a trial period before a decision can be made regarding a particular supplier. Additionally, they must highlight the benefits of the goods or services since the provider may give customers with more specialized services. Businesses do this to align themselves with their target markets and offer goods and services that meet their demands. Pricing may make or break the launch of a product or service. The first pricing rule considers the perceived worth of the good or service by the customer. In light of the fact that customers evaluate the price of services and goods based on three categories, it is crucial to match your pricing to the perceived value of

the product or service by the client. First of all, customers frequently have incomplete or wrong price references for services. Second, there are other prices that are important to service clients besides monetary ones. The final significant indicator of service quality is price. Simply said, promotion refers to the strategy's businesses utilize to increase brand awareness, increase sales, and retain customers. Again, promotion is a very strategic component since, while you want your target market to be aware of your product or service, you are also pressured by The Invisible Hand-Promotion Spend Restrictions. Market segmentation is quite helpful in identifying your target audience so that you can properly market to them. Therefore, promotion is the process of educating and retaining your target audience about your offerings. Making your goods or services available to the right clients, at the right location, at the right time, is what place is all about. The 7Ps of the marketing mix's aspect of place is extremely important. Customers want to stay close to home and avoid traveling to distant locations for the majority of everyday

services. You only accept the hassle of traveling long distances for highly specialized services like doctor visits. When choosing your location or method of distribution, it's crucial to evaluate where your customers will be looking for your goods or services and where they spend the majority of their time. The location ought to quickly make your good or service accessible to the customer. The developer and the consumer contact frequently when providing services, in general. Consider the financial sector, the hospitality industry, or the beauty and self-care sector. Each of them calls for regular producer-client interactions. All personnel must receive technical or core training or possess interpersonal skills. In order to make clients satisfied, it is crucial to have the correct group of individuals that are disposed to serve the customers with their skills. Because services are essentially intangible, physical proof is crucial. For the buyer to purchase your services, he or she has to receive some concrete cues. Cleanliness, staff attire, wall color, website usability, packaging, and brochure designs are just a few of the many aspects that influence a customer's decision to purchase a service. In order to interact with and satisfy your clients, physical evidence meant adding concrete cues to your offerings.

After the literature review was completed, the study found that marketing mix in marketing strategy by 6Ps are the factors that affect customer satisfaction in ranking and occasionally by customer's demand and market environment. However, this dissertation research is focused on 6Ps which are the main variables (Product/Service, Price, Promotion, Place, People/Personnel, and Physical Evidence).

CHAPTER III

METHODOLOGY

This chapter's purpose is to describe the methods employed in the current investigation. The chapter is divided into five sections for this reason. The first section of the paper describes the sort of analysis that was done, and the second, third, and fourth sections—Sample size and Sampling—present the different kinds of data sources and statistical methods. The five sections of this chapter provide instructions on how to collect data. The study's coverage and the data analysis process are then followed, respectively. A last observation is made at the conclusion of this chapter. The development of the study's hypotheses and its research technique are presented in this chapter. The study's location, population, sample size, questionnaire design, and data analysis techniques are all part of the research methodology.

Within the purview of the research's hypothesis, the relationship between these elements would be interpreted as follows:

Given the small size of the research population, a thorough census was included of the study. This chapter presents the population size, the respondents who were specifically targeted, the method of data collecting, and the results of the study, which was designed as a survey.

At the end of this chapter, a concluding remark is given.

3.1. Type of Analysis

This study made use of other recorded observation data as well as a second source library. First, a review of the literature on the 6Ps of service marketing, customer satisfaction, and SPSS was conducted. Questionnaires were utilized to obtain information from BIDC clients after the criteria had been extracted. Finally, SPSS analysis was used to validate the framework and hypotheses. The conclusion and discussion sections both included discussions of the outcomes. In a similar vein, McBurney (1994) describes a survey as an examination of public opinion or personal traits through the use of questionnaires and sampling techniques.

3.2. Sampling Design and Technique

Sample size: unknown population (N) the Cochran formula for determining the representative sample size is given by:

Cochran Formula:
$$n_o = \frac{Z^2 pq}{e^2}$$

Where: **n** = sample size, **z**² = the abscissa of the normal curve off an area **α** at the tails, **e** = the desired level of precision, **p**= the estimate proportion, **q** = **1-p** = the population target for customer satisfaction representative in Cambodia.

Assumption: e = 0.05, → Z=1.96, P=0.5, q=1-p

Therefore:
$$n_o = \frac{(1.96)^2 \times 0.5(1-0.5)}{(0.05)^2} = 384.16 \approx \mathbf{385}$$

- From the result of formulation above, the sample size is 384.16, assume 385 from entire of Cambodia population who ever used BIDC Banking Products and Services.
- Formulation: simple average X number of given (n_o)
- Take 95% of Hight-low number of banking users by BIDC Bank, drop out the low number of banking user at other banks.

Table detail the sample is being allocated at BIDC Bank as (% share of BIDC banking users x number of samples)

3.3. Sources of Data

The empirical research allows the strategy on practical data collection in form of observation activity. The population for data collection can be defined as “aggregate of all the elements that share some common set of characteristics and that comprise the universe for the purpose of the research problem (Malhotra, N.K. & Birks, D, 2006). The taking sample is the process of using the questionnaire form obtained from the subgroup of the population selected for participation in the study. The target population in this study is people who used BIDC banking products and services, it is mean that the study

will try to obtain the data from a person who ever used BIDC banking products and services.

The study used convenience sampling as our selection method. Convenience sampling means that you choose only those respondents that are able to participate in the survey, after being asked (Christensen, Andersson, Carlsson & Haglund, 2001). Usually this involves choosing those cases which are easiest to obtain for your sample. The selection process continues until the required sample size is reached (Saunders et al., 2007). In our case, those respondents that agreed to answer the questionnaire were selected. The study tried to ask people that did not seem to be in a hurry, since it is probably easier to get them to participate. To get a variety of respondents the research tried to ask, people in various ages from 18 years and up, as well as an equal 385 number of men and women. This research chose to ask respondents at Bank for Investment and Development of Cambodia Plc over 385 customers and can obtain the answer which may be around 60% on those amounts.

The sample obtained is a non-representative one, which means that it is not possible to extrapolate the findings obtained in the sample to the universe with confidence, as the fact that it is not guarantee that this sample will be representative of the whole population. The target sample size considered the standard number of cases needed to perform all the tests and statistical techniques required to validate hypothesis, so it had into account the Law of big numbers (a minimum of 30 individuals to ensure the approaching of the normal distribution). It also takes into account the rule of theme (Hill, 2008). This rule has the objective of estimating the minimum size of the sample in order to make it possible to apply the statistical analysis adequate to the data. In order to do so, the test that needs the biggest minimum number of individuals was considered: ANOVA factorial with two independent variables ($r \times k$ levels of two independent variables). It was established a target of 385 individuals as the initial size of the sample target. Final results do not allow to extrapolate with confidence to the universe. However, it allows measuring perception of the respondent and draw valid considerations in order to meet the objectives of the study and conclude about the acceptance or not of the hypothesis in order to answer research objectives.

Table 3-1: The Data Collection Source

Location	Number of people	Percentage
BIDC Bank in Cambodia	385	100.00%

3.4. Statistical Tool

In the research study on 6Ps of service marketing mix effect customer satisfaction at Bank for Investment and Development of Cambodia Plc, the research found and focus on the six independent variables “Product/Service, Price, Promotion, Place, People/Personnel, and Physical Evidence” which affect the dependent variable “Customer satisfaction”. Therefore, this research uses the multiple regression method to analyze by using SPSS software version 26. Moreover, the analysis of reliability from the respondent's responses was the first practice. After that, the mean test and assumption test were conducted. The last is multiple regression was placed which focuses on the Correlation test, ANOVA test, and coefficient test.

- Multiple Regression

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + e$$

Where: **Y** : Consumer Satisfaction

X₁ : Product/Service

X₂ : Price

X₃ : Promotion

X₄ : Place

X₅ : People/Personnel

X₆ : Physical Evidence

β₁, β₂, β₃, β₄, β₅, β₆ are the regression coefficient of the independent variable

a: Intercept term

e: Error term

- Weight Arithmetic Mean

$$\bar{X} = \frac{f_1 x_1 + f_2 x_2 + \dots + f_k x_k}{f_1 + f_2 + \dots + f_k} \text{ or } \frac{\sum f_x}{\sum f} \quad 3.1$$

$\bar{X}$: Weighted Arithmetic Mean

$\sum f_x$: Sum of all the products of f and x , where f is the frequency of each option and x is the weight of each option

$\sum f$: Sum of all subjects

- Analysis Procedure

After the study achieved the data required for this case study, the next is the analysis procedure. The data was exported from google form as the excel extension after that the study import it to SPSS software and recode into the same variables or recode into different variables through the types of the data or method of analysis. The analysis of the data was made based on the hypothesis built at the designed model. It was used parametric and non-parametric tests. It was verified in some cases if there were correlations between the variables and compared some means. Several tests were used in order to validate the research hypotheses that were presented in the previous chapter: descriptive statistics, frequencies, inductive statistics (Independent sample, correlations, and regression), and tests to validate assumptions (like homogeneity of variances). In scale variables, where it was needed the use a construct the reliability test to verify the internal consistency between the variables. The following flow chart is show about the steps of the data analysis procedure.

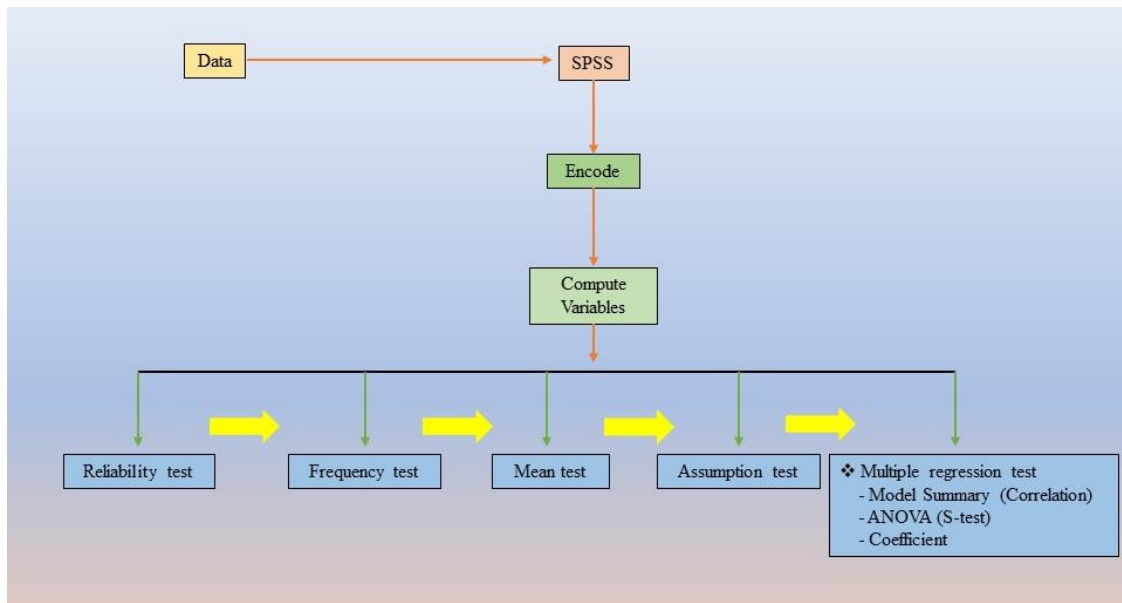


Figure 3-1: The Data Analysis Flow in the SPSS

3.5. Procedure of Data Collection

3.5.1. The Research Instrument

The research instruments for this dissertation which used to build the survey on the different types of variables and different types of scale was used some normal scale like: general information of the respondents/participants such as sex, age, level of education, occupation. After that, it is about the products and services that the respondents/participants are using with BIDC Bank likes Loan (Business, Personal, Housing, Car, Discount Loan, ...), Deposit (Saving, Payroll, Local and International Payment/Transfer, Fixed Deposit, ...), Bank Guarantee and Letter of Credit, Digital Banking (Mobile Banking, SMS Banking, Internet Banking, Register Account Online, KHQR Payment, Debit or Credit Card, POS Machine). Finally, it is covered on Product/Service, Price, Promotion, Place, People/Personnel, and Physical Evidence. Mostly, of the questionnaire instruments were used the rating scale on the non-comparative with itemized scoring, in other words there were 5 categories Likert scale (1=Strongly disagree, 2= Disagree, 3=Somewhat agree, 4=Agree, 5=Strongly agree), due to the fact that those are adequate to measure behavior and opinions, which mean appropriate regarding the research objectives (Malhotra, N.K. & Birks, D, 2006).

3.5.2. Data Gathering Procedure

As it was mentioned previously the quantitative observation technique chosen, was a survey, which according to (Malhotra, N.K. & Birks, D, 2006) is based upon the use of structured questionnaires given to a sample of population. The questionnaire applied in this study is in *the Appendix*. This questionnaire was written in Khmer language, as it would be applied to Cambodian population who are BIDC customers only. At the beginning of the questionnaire, respondents were informed about the objectives of the study as well as about the anonymity of the answers. When designing questionnaire, the research had to be conscious of consumer, about how the 6Ps of service marketing mix effect on customer satisfaction. The sequence of questions was random, it aimed at taking the respondent through a journey in customers' mind. In the first part, respondent had to answer to profile questions in order to know about the background of customers. Secondly, it is about the main products and services that the BIDC customers are using. So, this research would like to know that what products and services that are mostly attract the customers. Finally, the questions are directly asking the customers to respond to IV and DV in order to obtain good answer. The survey had 54 questions as Likert scale were distributed as six main variable and 49 sub-dimensions, there were also some tick or circle box questions, where respondents, could choose only one or two answers, 37 questions as nominal scale and 12 observation check. Most of questions were closed, respondents had to choose between alternative answers. There were also some multiple questions, where respondents, could choose more than only one answer.

3.5.3. Data Processing Method

Data processing is used to minimize accumulated data to usable quantities, to create summaries, to search for correlations by applying statistical techniques (Cooper & Schindler, 2011). The collected data was encoded and processed in the software system for analysis using Statistical Package for Social Scientists (SPSS) version 26 by IBM. The material, including frequency table, graph and chart, was then provided in a simple and informative manner for easier analysis and evaluation. The linear regression was used to examine the proportion and frequency of the variables. Correlation tests were used to draw population inferences from the survey and the Statistical Package for

Social Scientists (SPSS) was used to simplify the study of results. The outcome was presented in the form of tables and figures.

3.5.4. Validation of the Research Instruments

The questionnaires were designed for respondents could easy to understand, to obtain good answer for data analysis and result. Some questions were made to bring the researcher make sure there were no misunderstanding in the language and the translation. The questions did not have any preference words that might lead the respondents to specific answers. This structure is to ensure that the respondents will answer these questions without any influence things. The questions were set based on the specified study problem and on the objectives, which is for this study only. These questions are essential part due to they were established based on the literature review and the theories from previous scholar. The research advisors have also checked the questionnaires to make sure the questions were relevant and would give the right results. The pre-test was conducted online with mail questionnaire 20 persons within the target population. In this test, some adaptations were made, re-phrasing, introduction to the questions and re-order of survey questions. Those results were not introduced in the final sample. The finally, the questionnaire design are followed through the questions of variables in the **Table 3-2** below:

Table 3-2: Questions on Variables

Variables	Sub-dimensions	Citation
Product	The bank offers a wide range of banking products.	(MUASYA, 2005)
	New product development is always important for the health of the bank.	
	New products are normally test marketed.	
	All new product developments are guided by market needs.	
	The bank differentiates its services to meet different needs of customers.	

	The bank offers specific products for different target markets.	
Price	The bank has set clear pricing objectives for each product and service.	(MUASYA, 2005)
	The bank has a uniform pricing policy in all its branches.	
	The bank considers competition in pricing.	
	The bank has a flexible pricing policy.	
	The products and services value for money in terms of quality.	(Khumnualthong, 2015)
	The bank offers products and services in fair prices.	
Promotion	The bank offers many promotions types for customers to know about the bank's products/ services.	(Khumnualthong, 2015)
	The bank ensures that brochures and other bank materials are easy to find.	(MUASYA, 2005)
	The bank has a strategy for support of social responsibility activities.	
	The bank undertakes sales promotion activities.	
Place	The bank branches are conveniently located.	(MUASYA, 2005)
	The bank carries out research in selection of suitable branch location and other outlets.	
	The bank utilizes debit or VISA card and ATM to overcome the issue of intangibility.	
	The bank has an elaborate branch network.	
	The bank's branches are inter-linked.	

	The choice of the bank location is guided by Convenience, safety, visibility, and accessibility among other factors.	
People	Contact personnel have sufficient product knowledge.	(MUASYA, 2005)
	Contact personnel are courteous & professional in serving customers.	
	The bank has strict recruitment procedures to ensure they attract the right personnel.	
	The branch officers are always available to handle customer enquiries.	
	Staff are efficient, warm, friendly and honest.	
	The staff are neatly kited (have uniforms).	
	Service contact personnel are continuously trained on knowledge of bank products and new product developments.	
	Staff are constantly trained in new skills.	
Physical Evidence	The exterior of the bank is well maintained and attractive.	(MUASYA, 2005)
	The banking hall is well ventilated, clean and airy.	
	The interior of the bank is attractive and pleasant.	
	The bank has adequate parking for its customers.	
	There is enough sitting space for customers.	
	The bank has a clear logo for identification.	
	The bank has always the updated banking technology for customers.	(Khumnualthong, 2015)

Customer Satisfaction	I am satisfied with products and services designed by the bank because they are met my expectation.	ACLEDA BANK. (n.d.). Questionnaire Customer's Satisfaction. Questionnaire Customer's Satisfaction; www.acledabank.com.kh. Retrieved May 25, 2022
	I am satisfied with products and services designed by the bank because they are more convenient, more benefits, and unique.	(Khumnualthong, 2015) and (MUASYA, 2005)
	I am satisfied with the products and services expenses in term of the quality provided by the bank.	
	I am satisfied with all products and services charge of the bank.	
	I am satisfied with the bank's promotional tools on products and services.	
	I am satisfied the discount offered by the bank's promotion on products and services.	
	I am satisfied with the bank's location where is convenience, safety, visibility, and accessibility among other factors.	
	I am satisfied with location/branch network close to my resident/business.	

	I am satisfied with personnel/people working at the bank because they are courteous & professional in serving customers.	
	I am satisfied with the responsive staffs who have been made to my concerns.	
	I am satisfied with the interior and exterior design by the bank because they are attractive, ventilated, clean and airy.	
	I am satisfied with the bank using the latest technology in the banking products and services.	

3.5.5. Reliability of the Research Instrument

The research instrument is designed based on research problem and applicable statistical tools, Independence variable and Dependence variable is aligned which each variable have interrelated together. Furthermore, using scales for data collection including, nominal scale and interval scale. The interval scales are determined the respondents by using 1 to 5 rating scales. The nominal scale calculated for identifying respondents such as sex, age, level of education, and occupation. Hence, the interval scale is used to calculate mean and regression. Finally, data are gathered for analysis, Cronbach's alpha is used to calculate item's reliability is > 0.70 (accepted). The research instrument or tool is considered to offer reliability and consistent information that will be used to predict about the reliable items of the questionnaires in this area of study follows.

Table 3-3: Reliability Testing with Cronbach's Alpha (>0.70)

No	Variables	Item	$\alpha > 0.70$	Interpretation
1	Products/Services	6	0.756	Acceptable
2	Price	6	0.888	Good
3	Promotion	4	0.872	Good
4	Place	6	0.912	Excellent
5	People/Personnel	8	0.889	Good

6	Physical Evidence	7	0.906	Excellent
Total		37	0.950	Excellent
Customer's satisfaction		12	0.882	Good

3.6. Coverage of Study

This theme was conducted aimed to find out the factors that affect customer satisfaction by 6Ps of service marketing mix at Bank for Investment and Development of Cambodia Plc in Cambodia. In the research study, it analyzes six main independent variables (Product/Service, Price, Promotion, Place, People/Personnel, and Physical Evidence) and emphasize and distribute 54 sub-dimensions as categories. Meanwhile, customer's satisfaction is defined as the dependent variable.

3.7. Conclusion

In this research study, it used SPSS software version 26 to the analysis of the data in a type rating scale (agree and disagree answers) on the quantitative method implementation. For data collection from the unknown population (N), the Cochran formula for determining the representative sample size is 385 sample sizes were required. Data collection instrument, it uses questionnaire and send to obtain the answer from a person who ever used BIDC Banking Products and Services. The questionnaire was designed through the variables and its sub-dimensions. After the research accomplished on data requirement 385 sample, the study achieves the result from the reliability of the research instrument showing that the data from the respondents are between the values of 'good to excellence'.

CHAPTER IV

IMPACT OF MARKETING MIX STRATEGY ON CUSTOMER SATISFACTION AT BIDC BANK

Introduction

The main purpose of this chapter is to present the impact of service marketing mix by 6Ps on customer satisfaction at Bank for Investment and Development of Cambodia Plc in the study area. For this purpose, a field survey was conducted among 385 sample customers. To meet the study objectives, the whole chapter is divided into four parts. The first part of the chapter analyzes the customers' personal profiles, such as ages, gender, education, and occupation. The second part of this chapter is going to show about the most products and services that the BIDC customers likely use. Then, the findings of effectiveness of 6Ps of service marketing mix have been presented in part three of this chapter which contains the sample size, mean results, standard deviation and interpretation. Besides this, the main research problem has been analyzed in this section of the chapter, the impact of 6Ps of service marketing mix on customers' satisfaction at Bank for Investment and Development of Cambodia Plc in Cambodia. Finally, the last section provides a concluding remark.

4.1. Personal Profiles

The questions in the questionnaire in section I were presented as general information about gender, age, level of education, and occupation from all respondents who preferred the answer. The reason why the study needs to know all those information first is that the satisfaction factor is the most common complex. The satisfaction can be built up from 6Ps of service marketing mix (1) products/services that the BIDC Bank provided to the penetrated market or directly to target customers, (2) price which is the sensitive key for most banking customers talking and caring about, (3) promotion which is another key to attracting clients' attention with additional service provided, (4) place where is another important point to be consider as target markets are divided in order to catch the customers, (5) people who is banking employees and operate for matching customers' heart, and finally (6) physical evidence that is the intangible value of customers who

have been using the products and service as they are proud of the bank customers. Therefore, the research needs to observe all the factors related to customer satisfaction as presented above.

4.1.1. Age Classification

Applying products and services of banking industry, mostly always change through ages. Age and life cycle have capability effect on customers applying banking products and services. It is explained that the customers change the acquisition of products or services using banking sector and offerings with the level of life. The **Table 4-1** shows the distribution of the respondents according to different age groups.

Table 4-1: Age Classification

		Frequency	Percent
Valid	20-29	113	29.4
	30-39	230	59.7
	<50	42	10.9
	Total	385	100.0

As can be seen, the respondents 29.4% in the age groups 20-29 and the respondents 59.7% in the group age 30-39 in the survey. The study also seen that 10.9% in the age group over 50 (<50). It should also be noted that only 29.4% of the respondents were in the age of 20-29, so there are less adults applying banking products and services at BIDC Bank. This study noticed that the above adults (from the age of 20 up) and Middle Ages (commonly about 40 to 59) became highly in using banking sector while the above middle age is less applying banking products and service or it could be said that the bank is not prefer this type of customers following the internal regulatory.

4.1.2. Gender

The **Table 4-2** show the distribution of male and female respondent in the survey. The study wanted to include gender in our data collection event, to examine

whether there are any differences in how males and females perceive the important of the factors.

Table 4-2: Gender Distribution

Gender			
		Frequency	Percent
Valid	Male	214	55.6
	Female	171	44.4
	Total	385	100.0

There was a majority of male respondents, 55.6% compared to 44.4% of female respondents. One reason for the majority of male respondents might be male is mostly the main income source of the family or more knowledgeable than female or could be said they are exposed to socializer than the female in banking sector. However; it may be the people are asked and sent seem to be men rather than women.

4.1.3. Level of Education

The **Table 4-3** show about respondent's academy qualification level. The academy qualification is very important because using banking products and services are related to the process of understanding, technology sounding, and at least the customers just have some basic knowledge relevant to capacity of reading and writing level, especially signing the loan contract. So, the survey is needed to observe the respondent's knowledge background. The distribution of the academy qualification level will present as below survey results.

Table 4-3. Respondents Academy Level

Education		
	Frequency	Percent
Below high school diploma	30	7.8
High school or Vocational	20	5.2
High Vocational Certificate	35	9.1
Bachelor's degree	215	55.8
Master degree or above	85	22.1
Total	385	100.0

As can be seen, the respondents 7.8% in the Below high school diploma group, while the highest respondents of in the survey is 55.8% in the Bachelor's degree group. The study can see as well about the respondents 5.2% in High school or Vocational group. After that, there is 9.1% in the High Vocational Certificate group while the last result is 22.1% in the Master's degree or above group who are joint the survey of this dissertation research. Mostly of this data they can consider that, many people in the graduate academy group mostly provide the answer more than other group. It can consider that the applying or using banking sector are always practiced in the graduate group.

4.1.4. Occupation

The **Table 4-4** show about the respondent percentage from existing BIDC customers. The data of the study just needed make sure that which sector is likely appear the most following to banking target and what the status customers' income source that the bank has attracted via 6Ps of service marketing mix.

Table 4-4: Respondents Occupation

Occupation			
		Frequency	Percent
Valid	Labor_Worker_Farmer	6	1.6
	Housekeeper	10	2.6
	Government Officer or Teacher	74	19.2
	Business owner_Self-employed	119	30.9
	Private company officer Employee	167	43.4
	Other	9	2.3
	Total	385	100.0

The result showed that the respondent for Labor/Worker or Farmer was only 1.6% while the respondents for Housekeeper was 2.6%. For Government Officer or Teacher, it showed 19.2% while the Business owner or Self-employed stated slightly increased to 30.9%. However, there was higher 43.4% among

other sectors for the Private company officer or Employee group while the other status was only 2.3%.

4.1.5. Products and Services of BIDC Bank

The **Table 4-5** show about the respondent percentage from using BIDC products and services. The data of the study just needed make sure that what is the most products and services of BIDC Bank that the existing customers are using following the strategy of service marketing mix of 6Ps.

Table 4-5: Respondents for BIDC Products and Services

Products Services			
		Frequency	Percent
Valid	Loan	311	80.8
	Deposit	64	16.6
	BG/LC	2	.5
	Digital Banking	8	2.1
	Total	385	100.0

The result showed that the respondent for using loan product is very high up to 80.8% while deposit product of BIDC Bank is only 16.6%. For BG or LC, it appears to be very less around 0.5%. Respectably, Digital Banking Product is also a bit low too, 2.1%.

4.2. To Assess an Effectiveness of Marketing Mix (6Ps) and Customer Satisfaction

- Weight Arithmetic Mean

$$\bar{X} = \frac{f_1 x_1 + f_2 x_2 + \dots + f_k x_k}{f_1 + f_2 + \dots + f_k} \text{ or } \frac{\sum f_x}{\sum f}$$

$\bar{X}$: Weighted Arithmetic Mean

$\sum f_x$: Sum of all the products of f and x, where f is the frequency of each option and x is the weight of each option

$\sum f$: Sum of all subjects

Table 4-6: Weight Arithmetic Mean

IV & DV Variables	N	Mean	Std. Deviation	Interpretation
Product/Service	385	3.925	0.51173	Agree
Price	385	3.457	0.84657	Agree
Promotion	385	3.494	0.89544	Agree
Place	385	3.435	0.88445	Agree
People	385	4.011	0.48783	Agree
Physical evidence	385	3.921	0.53764	Agree
Customer satisfaction	385	3.726	0.54969	Agree

1.Strong disagree, 2. Disagree, 3. Fairly agree, 4. Agree, 5. Strong agree

Based on 385 responses in the **Table 4-6**, the result shown that the 6Ps of marketing mix strategy and customer's satisfaction at the BIDC. All the variables (Product, people, physical evidence and customer satisfaction) tended to "satisfied" level (M: 3.925; Std.: 0.51173; M: 4.011; Std.: 0.48783; M: 3.921; Std.: 0.53764; M: 3.726, Std.: 0.54969). While price, placement, promotion tended to "Fairly satisfied" level (M: 3.457, Std.: 0.84657; M: 3.435, Std.: 0.88445; M: 3.494, Std.: 0.89544).

4.3. To Analyze the Impact of Marketing Mix in Marketing Strategy on Customer Satisfaction at BIDC Bank

4.3.1. Regression Analysis

To analyze the impact of products/services, price, promotion, place, people, and physical evidence, and Customer Satisfaction at the Bank for Investment and Development of Cambodia Plc., the multiple linear regression is calculated to predict on the impact of service marketing mix of 6Ps on customer's satisfaction at the Bank for Investment and Development of Cambodia Plc. Moreover, there are three standard multiple regression analyses were performed in the regression equation including products/services, price, promotion, place, people, and physical evidence as the independence variables to allow the simple question of multiple regression to be addressed. Results of the evaluation of assumptions indicated the dependent variable of the 6Ps of marketing mix toward customer satisfaction showed good relationships of above 6 with the dependent variable.

Table 4-7: Regression Analysis

Dependent Variable Customer satisfaction at BIDC	R = 0.832 R ² = 0.692 Ad. R ² = 0.687	F = 141.625 Sig. = 0.000	Significant
Independent Variables	Regression Coefficient	t-value	P-value
• Product/ Service	.111	2.652	0.008
• Price/ Interest	.158	4.422	0.000
• Placement	.136	4.322	0.000
• Promotion	.044	1.178	0.239
• People	.100	2.093	0.037
• Physical evidence	.356	8.396	0.000

- Multiple R = 0.832, measure the strength of the relationship between the set of 6Ps of marketing mix strategy and customer satisfaction, products/services, price, promotion, place, people, and physical evidence (X) with Customer Satisfaction (Y) is acceptable.
- R square = 0.692, which means the dependent variable is explained by the independent variable for 69.20%, i.e., there were only 30.80% (100%-69.20%) of the independent variables which are not mentioned in the model. 30.80% is called error terms or disturbance terms.
- Adjust R² = 0.687 means our model has accounted for 68.70% of the variance in the criterion variable. Or the study could say the the Adjusted R Square value arranged a number of variables in the regression model for 68.70%.

4.3.2. ANOVA Test

The **Table 4.8.** shows that ANOVA-Test = 141.625, at P-value = $0.000 < 0.01$. ANOVA value is significant, it determines that the result from the analysis of the predictors is related to the score in the population. i.e., the independent variables “products/services, price, promotion, place, people, and physical evidence” have a significant jointly influence on the dependent variable ‘Customer’s satisfaction’.

4.3.3. Regression Coefficients

1. Product/Service and Customer Satisfaction

The result of the regression in **Table 4-7:** Regression Analysis shown that B: 111, $t = 2.652$, $p\text{-value} = 0.008 < 0.05$. The regressions result indicate that the dependent variable (The customer satisfaction) had not been significantly impact by independent variable (product/service) at 5 percent. Based on the above result, the null hypothesis (Ho1) “Product/service has no significant impact on customer satisfaction at BIDC Bank” is rejected. Thus, it is concluded that the product/service has significant impact on the customers’ satisfaction at BIDC Bank.

2. Price / Interest and Customer Satisfaction

The result of the regression shown that B: 0.158, $t = 4.422$, $P\text{-value} = 0.000 < 0.01$. The regressions result indicate that the dependent variable (The customer satisfaction) had not been significantly impact by independent variable (Price/Service) at 1 percent. Based on the above result, the null hypothesis (Ho2) “Price/Interest has no significant impact on customer satisfaction at BIDC Bank” is rejected. Thus, it is concluded that the price/interest has significant impact on the customers’ satisfaction at BIDC Bank.

3. Placement and Customer Satisfaction

The result of the regression from 385 respondents shown that B: 0.136, $t = 4.322$, $P\text{-value} = 0.000 < 0.01$. The regressions result indicate that the independent variable (Placement) had significantly influenced on the dependent variable (customer satisfaction) at 1 percent. Based on the above result, the null hypothesis (Ho3) “Placement has no significant impact on customer satisfaction at BIDC Bank” is

rejected. Thus, it is concluded that the placement has significant impact on the customers' satisfaction at BIDC Bank.

4. Promotion and Customer Satisfaction

The result of the regression from 385 respondents shown that B: 0.044, $t = 1.178$, $P\text{-value} = 0.239 > 0.05$. The regressions result indicate that the dependent variable (customer satisfaction) had not been significantly influenced by the independent variable (promotion) at 5 percent. Based on the above result, the null hypothesis (Ho4) "Promotion has no significant impact on customer satisfaction at BIDC Bank" is accepted. Thus, it is concluded that the promotion has no significant impact on the customers' satisfaction at BIDC Bank.

5. People and Customer Satisfaction

The result of the regression from 385 respondents shown that B: 0.100, $t = 2.093$, $P\text{-value} = 0.037 < 0.05$. The regressions result indicate that the independent variable (people) had significantly influenced on the dependent variable (customer satisfaction) at 5 percent. Based on the above result, the null hypothesis (Ho5) "People has no significant impact on customer satisfaction at BIDC Bank" is rejected. Thus, it is concluded that the people have significant impact on the customers' satisfaction at BIDC Bank.

6. Physical evidence and customer satisfaction

The result of the regression from 385 respondents shown that B: 0.356, $t = 8.396$, $P\text{-value} = 0.000 < 0.01$. The regressions result indicates that the dependent variable (customer satisfaction) had been significantly influenced on the independent variable (physical evidence) at 1 percent. Based on the above result, the null hypothesis (Ho6) "Physical evidence has no significant impact on customer satisfaction at BIDC Bank" is rejected. Thus, it is concluded that the physical evidence has significant impact on the customers' satisfaction at BIDC Bank.

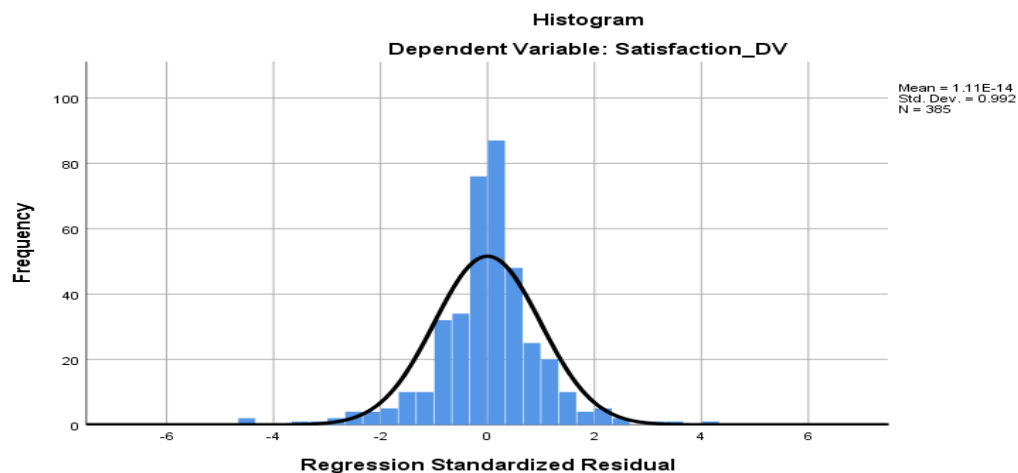
4.3.4. Assumption Check

Before the study submits our findings to the Research Science, the study needs to verify that the data analysis didn't violate any regression assumptions. Linear regression is an analysis that assesses whether one or more predictor variables explain the dependent (criterion) variable. The regression has five key assumptions: linear, normality, homoscedasticity and multicollinearity.

- **Normality Check**

In normal distribution graph (**Figure 4-1**) shows that the data is in normally distributed as zero is the center of the graph and data is between -4 to +4. The graph has bell curve shaped which is perfect distributed of the data. Base on this graph below shows that, the study can assumption that the approaches are normality distributed. Furthermore, the model of variables is good enough to run the multiple regression.

Figure 4-1: Histogram



- **P-P Plot**

In the P-P Plot of data show that it is a good normality as shown in (**Figure 4-2**) below, the little circles follow the normality line. It shows perfectly align of the data sample survey, which the data deviation is relatively. Base on this graph below shows that, the study can assumption that the approaches are

normality distributed. Furthermore, the model of variables is good enough to run the multiple regression.

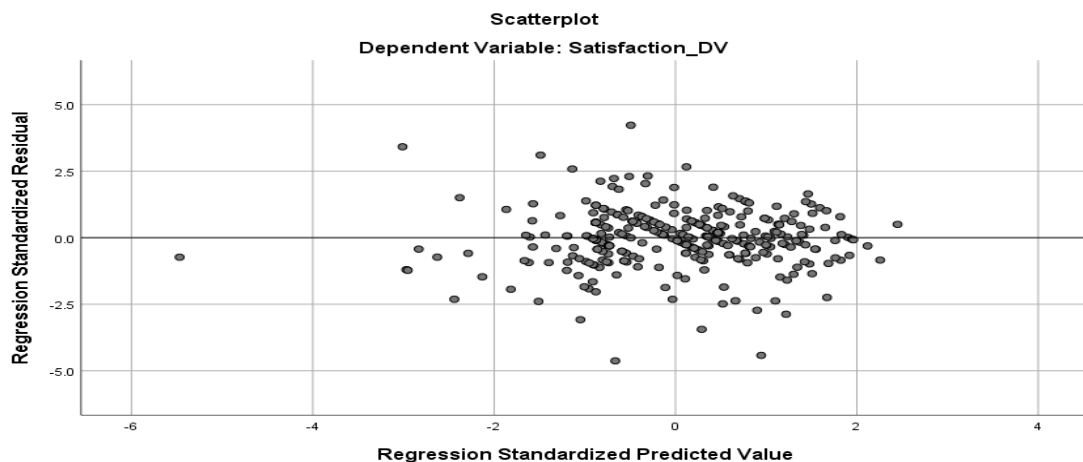
Figure 4-2: Normal P-P Plot



- **Homoscedasticity Check**

The result of homoscedastic data from the scatterplot in (**Figure 4-3**) above shows that the plots are close to the straight line which is from the ZRESID (Y axis of regression standardize residual) against ZPRED (X axis of regression standardize predict value). The data are well distributed close to zero on the X axis between -4 to +4, and on Y axis is also close to central of zero, in variance from -4 to +4. In short, the predicted variables are related to dependence variable.

Figure 4-3: Scatterplot



- **Multicollinearity Test**

With the value of a Variable Inflation Factor (VIF) for each independence variable is operating multiple regression by using the dependents variable and one on all of the remaining IVs by following the rule of sump, as VIF is less than 5 ($VIF < 5$), and a tolerance is larger than 0.20 (tolerance > 0.20).

Base on the **Table 4-7** of the multicollinearity test show that the VIF value is between 1.874 to 4.480 which are less than 5, and the tolerance values are between 0.223 to 0.534 which are greater than 0.20. Therefore, from the assumption of analysis, the model can be good enough to run the multiple regression test.

Table 4-8: Multicollinearity Test

Coefficients ^a								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	.320	.145	2.211	.028			
	Product	.111	.042	.104	2.652	.008	.534	1.874
	Price	.158	.036	.244	4.422	.000	.268	3.725
	Promotion	.136	.031	.222	4.322	.000	.310	3.228
	Place	.044	.038	.071	1.178	.239	.223	4.480
	People	.100	.048	.089	2.093	.037	.455	2.197
	Physical	.356	.042	.348	8.396	.000	.474	2.109

a. Dependent Variable: Satisfaction_DV

4.4. Conclusion

Even though the test hypothesis showed a confidential result, yet some restriction has been interrupted, for instance, company policy, whereby the approval took longer than expected and unexpected. The data was collected from all existing BIDC customers due to the unknown population size with the quantitative methods and SPSS software to analyze the multiple regression of the variables. The result of the response was taken in the form of a survey via Telegram by Google Form. Thus, the result concluded that 55.60% is male customers whereas 44.40% are female customers. Meanwhile, the customers at the age of 18-29 is 29.40%, 30-50 is 59.70% and over 50 years old is 10.90%. So

far, 1.60% of them have been working as workers or farmer and 2.60% of them are housekeepers while 19.20% are Government officers or teachers. Also, 30.90% of them are Business owners/Self-employed and there is 43.40% of customers are from Private company officers/Employees. Finally, only 2.30% are classified as other occupations.

Based on the data analysis on the hypothesis, the research found out that products / services, price, promotion, people, and physical evidence have significant effect on customer satisfaction at Bank for Investment and Development of Cambodia Plc while place has insignificant effect on customer satisfaction at the BIDC Bank. This insignificant result is caused by the small group of respondents of only 385 customers for the overall test. In conclusion, the study fails to reject most of the null hypothesis for now.

CHAPTER V

CONCLUSION AND IMPLICATION

The aim of the present chapter is to summarize the main findings of the study. In addition, the chapter presents the policy implications, scope for further research and conclusion. For this purpose, the chapter is divided into three sections. The first section deals with the main findings of the study. The policy implications and suggestions are placed in the second section, and in the third section of the chapter, the scope for further research along with the conclusion of the study is presented.

5.1. The Main Findings of Study

Based on 385 responses in **Table 4.6**, the result shows that the 6Ps elements of service marketing mix which effect on customer satisfaction at Bank for Investment and Development of Cambodia Plc mostly tended to “Agree” while the mean score of the “Price” variable is 3.457. This score indicates that “Price” is strongly affected on customer satisfaction in BIDC Bank. In another result, the mean score of the “Promotion” variable is 3.494. This score is also higher than other variables score. It means that “Promotion” element stands highly effected on customers’ satisfaction. Looking at “Physical evidence” element, its score stated the number of 3.921 which means strongly associated with your dependent variable. For “Product” result of mean, it is shown the score 3.925 which refers to the distance between “Product” and “customers’ satisfaction” lies closer to the mean, having strong relationship. The next independent variable “People” has score of 4.011 which shows that it is not so far distance from the dependent variable “customers’ satisfaction”. So, it still effects on each other. However, the last element “Place” is also remarkable one of all independent variables which has a low rank of the weighted arithmetic mean of 3.435. This result does not mean that the study kicks it away from the rank of interpretation “Agree”, but the study just noted that “Place” is not good enough to make customers satisfied by service marketing mix (6Ps) at Bank for Investment and Development of Cambodia Plc.

There were six hypotheses proposed. The first five hypotheses were about the relationship between the services marketing mix (6Ps) and customer satisfaction. Analysis showed that top potential three factors, including price, promotion, and physical evidence, had a strong significant positive influence on customer satisfaction. Next, two factors, including product and people also did have a significant positive influence on customer satisfaction while the final hypothesis, one factor “Place” was not about the relationship between customer satisfaction which is based on the result of regression. The regression result indicated that the dependent variable (customer satisfaction) had not been significantly influenced by the independent variable at 5 percent. However, the study believes that it still partial influence on the dependent variable (Customer satisfaction). So, the study can conclude that the “Place” element of service marketing mix is still affected on customer satisfaction, it just needed some restructuring questions or further more sample size with BIDC customers.

The potential factors that impact elements of service marketing mix (6Ps) on customer satisfaction are greater because of many banks are doing their best for retaining and attracting other banks’ customers via this marketing strategy, so lacking of this awareness may result unpredictable difficulties when the customers are not satisfied with the products and services provided. Therefore, it is important to find factors that help to establish customer satisfied the bank following 6Ps elements of service marketing mix. Banking service or other business is not able to directly control the satisfy their customers feel. They can just build environments that encourage people to feel satisfied through the maintenance their service after customer first purchased.

The study found it interesting to find out which factors are important for establishing customer satisfaction via service marketing mix of 6Ps. The purpose with this thesis was to get a better understand of customer satisfaction via this service marketing mix (6Ps) in marketing strategy at Bank for Investment and Development of Cambodia Plc. From the reviewing relevant literature of service marketing mix (6Ps) on the customer satisfaction at BIDC Bank, the study selected some specific factors that guide our empirical research, where the study intended to investigate how customers perceive the important of the factors was selected, for them to feel satisfied to purchase or

repurchase B IDC products and services. After the study found the factors that impact customer satisfaction, the assessing the effectiveness of service marketing mix by 6Ps at Bank for Investment and Development of Cambodia Plc was conducted for B IDC bank's implementation and improved it as better performance for existing and new customers in Cambodian banking industry.

5.2. Conclusion and Implication

Based on the study and the knowledge gained in the process of writing dissertation, the findings can provide some practical implications for banking industry or financial institutions. The different factors important for establishing customer satisfaction at B IDC Bank which are found in the research, can be helpful to banking organizations or financial institutions to maintain their existing customers and also attracting new clients. However, some elements of the marketing mix are still continued to develop and take a campaign for promotion. These challenges require a study of the impact of marketing mix strategy on customer satisfaction at B IDC Bank to help policymakers or planners develop some action plan for a successful marketing mix in 6'ps elements for sustainability.

5.3. Suggestions/Recommendations

Based on the above conclusion, the decision makers or plan maker take some action plan even the existing good performances have been running well as the following:

- i. The decision makers should continue to increase diversity of the products or provide better services in all types of business to make more fulfilling the customers' satisfaction at B IDC Bank, especially the development of products that have utilities with blockchain and smart phone according to the introducing of marketing 4.0.
- ii. The interest is a critical factor for the bank business. Thus, the plan maker should seek the strategic or competitive interest to continue attracting and please the customers satisfaction.
- iii. B IDC Bank uses many promotional strategies and activities to boost its image such as Advertising, Sales Promotion, Direct Marketing, Personal Selling,

Public Relations, Online, Social Media, and Mobile Marketing in order to attract more attention from existing and new customers in the market.

- iv. Place is also important dimension of marketing mix in the view of a bank. So, a convenient place should be selected and developed network (branches and ATM machines with multiple functions) for the customers since Place or Distribution Channel (both traditional and modern distribution channel) create and increase the accessibility of products and services for customers.
- v. BIDC leadership or top management has conducted a strategic human resource management to create innovative working environment and a dynamic profession with preferential policies and good treatment. So, they can encourage their staffs the most and encourage activities for people of all abilities with the following suggestions:
 - Classifying and evaluating staffs based on their different professional skills helps assign work and make it run smoothly.
 - All of the staffs should be trained in a variety of skills so that when they talk to customers, they can make a good impression and gain their trust.
 - "Always having a policy to attract and keep talent" can be done in many ways, such as by offering a good salary and a friendly place to work.
 - Training highly qualified staff on a regular basis can help set the stage for the top division.
 - Employees should be paid fairly so that they know how important their jobs are and are more likely to love and be passionate about their work.
 - Putting on contests will help raise the level of professionalism of officials and employees.
- vi. The overall layout of BIDC Bank is a piece of physical evidence that shows how BIDC's places are designed. It includes everything that makes the process easier and smoother. In order to achieve this goals, BIDC Bank should consider the ideas as below:

- The bank should also talk to their customers and ask for feedback so that they can make reference materials. It's a good way for them to increase customer loyalty to their brand and attract new customers.
- Modern facilities and technology that can be used in different ways to meet customer needs.
- Using a fast internet connection, computer, and smart phone application so that transactions can be done quickly and easily.
- Checking and taking care of ATMs, POS machines, and Smart phone application on a regular basis to make sure they are always open, have enough money, and work well.
- Standby customer service staffs at digital banking department (call center units) for 24/7.

5.3. Limitation of the Study and Future Research

The research was completed successfully. However, this dissertation cannot be perfect because it has limitations on some points such as:

Firstly, the data collection for the study requires 385 sample sizes and the questionnaire was performed via a google form for the group of population to gather data.

Second, there are many detailed factors that affect customer satisfaction in elements of service marketing mix (6Ps) that the research needs to study, but in this research study only focuses on six main independent variables such as Product, Price, Promotion, Place, People, and Physical evidence. Therefore, this theme doesn't cover more meaning of the customers' satisfaction while in the service sector there are normally 7Ps of service marketing mix which is included "Process" element. In the future research, the students or researchers should consider more feasible indicators:

- The data collection should be face-to-face interviews to obtain the truthful answer from the respondents.
- Since both 6Ps of service marketing mix and customer satisfaction are areas in constant change following competitive environment of the market. So, it could be interesting to see if the research as ours would yield the

same results in five to ten years from now. People's perceptions of satisfaction by 6Ps elements of service marketing mix will most likely change as technology advancement will become even more integrated into people's lives. Will the same factors for establishing satisfaction that are important today, be as important in the future?

- An interesting aspect to look at, in connection with consumer satisfaction by service marketing mix of 6Ps, is culture and theories. Do people from different cultures emphasize different satisfy establishing factors? Can any differences be distinguished and if so, why?
- In our research, the focus has been on consumer satisfaction by 6Ps of service marketing mix. However, "Process" and "Technology" are a relevant aspect for customer satisfaction as well. One recommendation is to shift the focus on these two elements and see if it might result in different kinds of satisfaction establishing factors.
- One further suggestion for future research is to go out and ask the bank that engage in elements of service marketing mix as how they have managed to handle the challenge of establishing consumer satisfaction by this marketing strategy.
- A lot of commercial banks today are hunting for customers from other banks via "People" element which means that hunting competitors' employees are hunting their customers. So, retaining or retention the existing customers is very crucial to keep the market segment remaining. It could be interesting to investigate if what factors are the bank emphasized to establish retention customers long time.

5.4. Common Conclusion

The purpose of this study was to study the impact or effect of the services marketing mix (6Ps) on customer satisfaction at Bank for Investment and Development of Cambodia Plc. This bank is the investment from Bank for Investment and Development of Vietnam and it also plays important role in Cambodian economy both trading between Vietnam and Cambodia and local investment to Cambodian people, who are demanding more money

on business and individual financial problems. However, the business approach could be negatively affecting the bank. Many banks in Cambodia both local and international investments begin with a cost leadership strategy, which requires them to lower their prices to compete with their competitors. This forces them to reduce their service costs, including choices like poorly trained or untrained personnel, poor equipment, or poor physical environments for the service. Unfortunately, these factors are likely to negatively affect the bank in the long term, because customer satisfaction is affected by those dimensions of the marketing mix strategy. If the bank is not delivering the good elements of marketing mix, then it will have trouble gaining customer satisfaction. This means it could also have trouble in its long-term financial performance.

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APPENDIX

APPENDIX I: QUESTIONNAIRES

កម្រងសំណួរសម្រាប់សម្រង់ព័ត៌មាន QUESTIONNAIRE FOR INFORMATION

សូមថ្លែងអំណរគុណយ៉ាងជ្រាលជ្រៅសម្រាប់ការចូលរួមសហការនិងយល់ព្រមឆ្លើយតបទៅនឹងកម្រងសំណួរស្តីពី
**“ភាពពេញចិត្តរបស់អតិថិជននៅធនាគារវិនិយោគ និងអភិវឌ្ឍន៍កម្ពុជា ភីអិលស៊ី ក្នុងរាជធានីភ្នំពេញ នៃប្រទេស
 កម្ពុជា”** ។ សូមមេត្តាឆ្លើយដោយស្មោះត្រង់ ពីព្រោះទិន្នន័យនៅក្នុងកម្រងសំណួរទាំងនេះ នឹងត្រូវយកមកវិភាគ
 ទាល់តែជាប្រភេទទិន្នន័យដែលត្រឹមត្រូវនិងគួរឲ្យទុកចិត្តបាន ។

សេចក្តីណែនាំ៖ សូមគូសសញ្ញាដឹកឬខ្វែង (☒/☒) ក្នុងប្រអប់ ឬ គូសរង្វង់លេខ ខាងក្រោម៖

Thank you for accepting and participating in responding the questionnaires on **“customer satisfaction at Bank for Investment and Development of Cambodia Plc. Phnom Penh in Cambodia.”** Please respond to all questions as honestly as possible. The information obtained will be treated with utmost confidentiality for the purpose of this study.

Instruction: Please tick or cross (☐/☐) in the box or circle (○) the number below:

កម្រងសំណួរនៃការសិក្សាស្រាវជ្រាវ RESEARCH THESIS QUESTIONNAIRES		
ផ្នែក ក៖ ប្រវត្តិរបស់អ្នកឆ្លើយតប		
1. ភេទ៖		
1 ប្រុស (☐)	2 ស្រី (☐)	
2. ចន្លោះអាយុរបស់អ្នក៖		
1 ១៨-២៩ឆ្នាំ (☐)	2 ៣០-៥០ឆ្នាំ (☐)	3 លើស ៥០ឆ្នាំ (☐)
3. កម្រិតវប្បធម៌ឬការអប់រំរបស់អ្នក៖		
1 នៅក្រោមសញ្ញាបត្រមធ្យមសិក្សាទុតិយភូមិ (ក្រោមថ្នាក់ទី១២) (☐)		
2 វិទ្យាល័យ ឬវិជ្ជាជីវៈ (☐)		
3 វិញ្ញាបនបត្រវិជ្ជាជីវៈខ្ពស់ (☐)		
4 បរិញ្ញាបត្រ (☐)		
5 ថ្នាក់បរិញ្ញាបត្រយាន់ខ្ពស់(អនុបណ្ឌិត) ឬខ្ពស់ជាងនេះ (☐)		
4. មុខរបរ(អាជីព)របស់អ្នក ៖		
1 កម្មករ ឬកសិករ (☐)		

2	មេផ្ទះ	(☐)
3	មន្ត្រីរាជការ ឬ គ្រូបង្រៀន	(☐)
4	ម្ចាស់អាជីវកម្ម/ធ្វើការអោយខ្លួនឯង	(☐)
5	មន្ត្រីឬបុគ្គលិកក្រុមហ៊ុនឯកជន	(☐)
6	ផ្សេងៗទៀត សូមបញ្ជាក់.....	(☐)

ផ្នែក ខ៖ សូមឆ្លើយសំណួរខាងក្រោមដោយដាក់សញ្ញាដឹកឬខ្វែង (☒/☐) ក្នុងចន្លោះដែលបានផ្តល់ និង/ឬផ្តល់ព័ត៌មានលម្អិតតាមការចាំបាច់

5. តើប្រភេទផលិតផលនិងសេវាកម្មអ្វីខ្លះដែលអ្នកបាននឹងកំពុងតែប្រើប្រាស់ជាមួយធនាគារ? (អាចជ្រើសរើសជំរើសច្រើនជាង ១)

(☐) 1 Loan (Business, Personal, Housing, Car, Discount Loan, ...) / ឥណទាន (អាជីវកម្ម, ផ្ទាល់ខ្លួន, ទិញផ្ទះ, ទិញឡាន, ប្រាក់បញ្ញើ, ...)

(☐) 2 Deposit (Saving, Payroll, Local and International Payment/Transfer, Fixed Deposit, ...) / ប្រាក់បញ្ញើ (ប្រាក់សន្សំ, បើកប្រាក់បៀវត្ស, បង់ប្រាក់ឬផ្ទេរប្រាក់ក្នុងនិងក្រៅប្រទេស, សន្សំមានកាលកំណត់, ...)

(☐) 3 Bank Guarantee and Letter of Credit / ប័ណ្ណធានាធនាគារ និង លិខិតធានាឥណទាន

(☐) 4 Digital Banking (Mobile Banking, SMS Banking, Internet Banking, Register Account Online, KHQR Payment, Debit or Credit Card, POS Machine) / សេវាធនាគារឌីជីថល (សេវាធនាគារចល័ត, សេវាកម្មផ្ញើសារ, សេវាធនាគារឌីជីថលតាមអ៊ីនធឺណេត, សេវាបើកគណនី eKYC, សេវាបង់ប្រាក់ KHQR, កាតឥណទាន ឬឥណទាន, ម៉ាស៊ីនឆ្លុកកាត)

ផ្នែក គ៖ រង្វាស់គុណភាពនៃយុទ្ធសាស្ត្រទីផ្សារចម្រុះ

នៅផ្នែកខាងក្រោមនេះ សូមប្រើចំណាត់ថ្នាក់រង្វាស់គុណភាព ដោយគូសរង្វង់លេខណាមួយដែលជាចំណាត់ថ្នាក់សម្រាប់លោកអ្នកគិតថា វាមានភាពសមស្របបំផុតដែល៖

1 *មិនយល់ស្របខ្លាំង / Strongly Disagreed*

2 *មិនយល់ស្រប / Disagree*

3 *មិនសម្រេចចិត្ត / Undecided*

4 *យល់ស្រប / Agree*

5 *យល់ស្របខ្លាំង / Strongly Agree*

សេវាកម្មទីផ្សារចម្រុះ		Priority level កម្រិតអាទិភាព				
PRODUCT OR SERVICE / ផលិតផល ឬ សេវាកម្ម		Strongly Disagreed /មិនយល់ស្របខ្លាំង	Disagree/មិនយល់ស្រប	Undecided/មិនសម្រេច	Agree/យល់ស្រប	Strongly Agree /យល់ស្របខ្លាំង
6.	The bank offers a wide range of banking products.	1	2	3	4	5

	ធនាគារផ្តល់ជូននូវផលិតផលធនាគារយ៉ាងទូលំទូលាយ/សម្បូរបែប។					
7.	New product development is always important for the health of the bank. ការអភិវឌ្ឍន៍ផលិតផលថ្មីតែងតែមានសារៈសំខាន់សម្រាប់សុខភាពរបស់ធនាគារ។	1	2	3	4	5
8.	New products are normally test marketed. ផលិតផលថ្មីជាធម្មតាត្រូវបានសាកល្បងនៅលើទីផ្សារ។	1	2	3	4	5
9.	All new product developments are guided by market needs. ការអភិវឌ្ឍន៍ផលិតផលថ្មីទាំងអស់ត្រូវបានដឹកនាំដោយតម្រូវការទីផ្សារ។	1	2	3	4	5
10.	The bank differentiates its services to meet different needs of customers. ធនាគារធ្វើការបែងចែកសេវាកម្មរបស់ខ្លួន ដើម្បីបំពេញតម្រូវការផ្សេងៗ របស់អតិថិជន។	1	2	3	4	5
11.	The bank offers specific products for different target markets. ធនាគារផ្តល់ជូននូវផលិតផលជាក់លាក់សម្រាប់ទីផ្សារគោលដៅផ្សេងៗគ្នា។	1	2	3	4	5
PRICE / ថ្លៃ ឬ តម្លៃ		Strongly Disagree /មិនយល់ស្របខ្លាំង	Disagree /មិនយល់ស្រប	Undecided /មិនសម្រេចចិត្ត	Agree /យល់ស្រប	Strongly Agree /យល់ស្របខ្លាំង
12.	The bank has set clear pricing objectives for each product and service. ធនាគារបានកំណត់គោលដៅថ្លៃ/តម្លៃច្បាស់លាស់សម្រាប់ផលិតផលនិងសេវាកម្មនីមួយៗ។	1	2	3	4	5
13.	The bank has a uniform pricing policy in all its branches. ធនាគារមានគោលការណ៍កំណត់តម្លៃ/ថ្លៃនៅគ្រប់សាខារបស់ខ្លួន។	1	2	3	4	5
14.	The bank considers competition in pricing. ធនាគារពិចារណាលើការប្រកួតប្រជែងក្នុងការកំណត់ថ្លៃ/តម្លៃ។	1	2	3	4	5
15.	The products and services value for money in terms of quality.	1	2	3	4	5

	ផលិតផលនិងសេវាកម្មមានតម្លៃសម្រាប់ការចំណាយប្រាក់ដោយយោងតាមគុណភាពដែលបានផ្តល់អោយ។					
16.	The bank offers products and services in fair prices. ធនាគារផ្តល់ជូននូវផលិតផលនិងសេវាកម្មក្នុងតម្លៃសមរម្យ។	1	2	3	4	5
17.	The bank has a flexible pricing policy. ធនាគារមានគោលការណ៍កំណត់ថ្លៃ/តម្លៃដែលអាចបត់បែនបាន	1	2	3	4	5
PROMOTION / ការផ្សព្វផ្សាយ		Strongly Disagreed /មិនយល់ស្របខ្លាំង	Disagree /មិនយល់ស្រប	Undecided /មិនសម្រេច	Agree /យល់ស្រប	Strongly Agree /យល់ស្របខ្លាំង
18.	The bank offers many promotions types for customers to know about the bank's products/services. ធនាគារផ្តល់ជូននូវការផ្សព្វផ្សាយកម្មវិធីលើកទឹកចិត្តជាច្រើនប្រភេទសម្រាប់អតិថិជនដើម្បីដឹងអំពីផលិតផល/សេវាកម្មរបស់ធនាគារ ។	1	2	3	4	5
19.	The bank ensures that brochures and other bank materials are easy to find. ធនាគារធានាថាខិត្តប័ណ្ណនិងសម្ភារៈផ្សព្វផ្សាយរបស់ធនាគារផ្សេងៗទៀតគឺងាយស្រួលក្នុងការរកមើល។	1	2	3	4	5
20.	The bank has a strategy for support of social responsibility activities. ធនាគារមានយុទ្ធសាស្ត្រសម្រាប់គាំទ្រសកម្មភាពទំនួលខុសត្រូវសង្គម។	1	2	3	4	5
21.	The bank undertakes sales promotion activities. ធនាគារប្រឹងប្រែងធ្វើសកម្មភាពផ្សព្វផ្សាយកម្មវិធីលើកទឹកចិត្តលក់ផលិតផលឬសេវាកម្ម។	1	2	3	4	5
PLACE / ទីកន្លែង ឬ ទីតាំង		Strongly Disagreed /មិនយល់ស្របខ្លាំង	Disagree /មិនយល់ស្រប	Undecided /មិនសម្រេចចិត្ត	Agree /យល់ស្រប	Strongly Agree /យល់ស្របខ្លាំង
22.	The bank branches are conveniently located.	1	2	3	4	5

	សាខាធនាគារមានទីតាំងផ្តល់នៅភាពងាយស្រួលខ្លាំង។					
23.	The bank carries out research in selection of suitable branch location and other outlets. ធនាគារអនុវត្តការស្រាវជ្រាវក្នុងការជ្រើសរើសទីតាំងសាខាសមស្រប និងទីកន្លែងស្នាក់ការតូចផ្សេងៗ។	1	2	3	4	5
24.	The bank utilizes debit or VISA card and ATM to overcome the issue of intangibility. ធនាគារប្រើប្រាស់កាតឥណទានឬកាត VISA និងម៉ាស៊ីន ATM ដើម្បីជម្នះបញ្ហាឧបសគ្គលើការផ្តល់សេវាកម្មមិនផ្ទាល់ជូនអតិថិជន ។	1	2	3	4	5
25.	The bank has an elaborate branch network. ធនាគារមានបណ្តាញសាខាល្អិតល្អន់ ឬច្រើន។	1	2	3	4	5
26.	The bank's branches are inter-linked. សាខារបស់ធនាគារមានទំនាក់ទំនងគ្នាទៅវិញទៅមក។	1	2	3	4	5
27.	The choice of the bank location is guided by Convenience, safety, visibility, and accessibility among other factors. ជម្រើសនៃទីតាំងធនាគារត្រូវបានដឹកនាំ/គិតជាចំបងលើភាពងាយស្រួល សុវត្ថិភាព លទ្ធភាពមើលឃើញ និងលទ្ធភាពប្រើប្រាស់ក្នុងចំណោមកត្តាផ្សេងៗទៀត។	1	2	3	4	5
PERSONNEL/PEOPLE / បុគ្គលិក ឬ មនុស្សបំរើការងារ		Strongly Disagree /មិនយល់ស្របខ្លាំង	Disagree /មិនយល់ស្រប	Undecided /មិនសម្រេចចិត្ត	Agree /យល់ស្រប	Strongly Agree /យល់ស្របខ្លាំង
28.	Contact personnel have sufficient product knowledge. បុគ្គលិកទំនាក់ទំនងមានចំណេះដឹងអំពីផលិតផលគ្រប់គ្រាន់។	1	2	3	4	5
29.	Contact personnel are courteous & professional in serving customers. បុគ្គលិកទំនាក់ទំនងមានភាពគួរសម និងវិជ្ជាជីវៈក្នុងការបម្រើអតិថិជន។	1	2	3	4	5
30.	The bank has strict recruitment procedures to ensure they attract the right personnel. ធនាគារមាននីតិវិធីជ្រើសរើសបុគ្គលិកយ៉ាងតឹងរឹង ដើម្បីធានាថាពួកគេទាក់ទាញបានបុគ្គលិកត្រឹមត្រូវ ឬល្អៗ។	1	2	3	4	5
31.	The branch officers are always available to handle customer enquiries.	1	2	3	4	5

	មន្ត្រី/បុគ្គលិកសាខាតែងតែមានវត្តដើម្បីដោះស្រាយការសាកសួររបស់អតិថិជន។					
32.	Staff are efficient, warm, friendly and honest. បុគ្គលិកប្រកបដោយប្រសិទ្ធភាព ភាពកក់ក្តៅ រួសរាយរាក់ទាក់ និងស្មោះត្រង់។	1	2	3	4	5
33.	The staff are neatly kited (have uniforms). បុគ្គលិកស្លៀកពាក់យ៉ាងស្អាត (មានឯកសណ្ឋានត្រឹមត្រូវ)។	1	2	3	4	5
34.	Service contact personnel are continuously trained on knowledge of bank products and new product developments. បុគ្គលិកទំនាក់ទំនងផ្នែកសេវាកម្មត្រូវបានបណ្តុះបណ្តាលជាបន្តបន្ទាប់លើចំណេះដឹងអំពីផលិតផលធនាគារ និងការអភិវឌ្ឍន៍ផលិតផលថ្មីៗ ។	1	2	3	4	5
35.	Staff are constantly trained in new skills. បុគ្គលិកត្រូវបានបណ្តុះបណ្តាលឥតឈប់ឈរក្នុងជំនាញថ្មីៗ។	1	2	3	4	5
PHYSICAL FACILITIES / គ្រឿងបរិក្ខារលម្អ		Strongly Disagree /មិនយល់ស្របខ្លាំង	Disagree /មិនយល់ស្រប	Undecided /មិនសម្រេចចិត្ត	Agree /យល់ស្រប	Strongly Agree /យល់ស្របខ្លាំង
36.	The exterior of the bank is well maintained and attractive. ផ្នែកបរិយាកាសខាងក្រៅរបស់ធនាគារត្រូវបានថែរក្សាយ៉ាងល្អ និងមានភាពទាក់ទាញ។	1	2	3	4	5
37.	The banking hall is well ventilated, clean and airy. សាលទទួលភ្ញៀវរបស់ធនាគារមានខ្យល់ចេញចូលបានល្អ ស្អាត និងមានខ្យល់អាកាសល្អ។	1	2	3	4	5
38.	The interior of the bank is attractive and pleasant. ផ្នែកបរិយាកាសខាងក្នុងរបស់ធនាគារមានភាពទាក់ទាញ និង រីករាយ។	1	2	3	4	5
39.	The bank has adequate parking for its customers. ធនាគារមានចំណតរថយន្តគ្រប់គ្រាន់សម្រាប់អតិថិជនរបស់ខ្លួន។	1	2	3	4	5
40.	There is enough sitting space for customers. ធនាគារ មានកន្លែងអង្គុយគ្រប់គ្រាន់សម្រាប់អតិថិជន។	1	2	3	4	5
41.	The bank has a clear logo for identification. ធនាគារមានស្លាកសញ្ញាច្បាស់លាស់សម្រាប់គត់សម្គាល់។	1	2	3	4	5

42.	The bank has always the updated banking technology for customers. ធនាគារតែងធ្វើបច្ចុប្បន្នភាពបច្ចេកវិទ្យាធនាគារជូនអតិថិជន។	1	2	3	4	5
ផ្នែក យ៖ ភាពពេញចិត្តរបស់អតិថិជន ខាងក្រោមនេះគឺជាសេចក្តីថ្លែងការណ៍មួយចំនួនអំពីភាពពេញចិត្តរបស់អតិថិជន។ សូមចង្អុលបង្ហាញថា តើសេចក្តីថ្លែងការណ៍ត្រឹមត្រូវកម្រិតណាសម្រាប់ភាពពេញចិត្តរបស់អតិថិជន ដោយគូសរង្វង់លេខណាមួយដែលជាចំណាត់ថ្នាក់សម្រាប់លោកអ្នកគិតថា សមរម្យបំផុត ដែល៖ 1 មិនយល់ស្របខ្លាំង / Strongly Disagreed 2 មិនយល់ស្រប / Disagree 3 មិនសម្រេចចិត្ត / Undecided 4 យល់ស្រប / Agree 5 យល់ស្របខ្លាំង / Strongly Agree						
Customer Satisfaction / ភាពពេញចិត្តរបស់អតិថិជន						
PRODUCT OR SERVICE / ផលិតផល ឬ សេវាកម្ម		Strongly Disagreed /មិនយល់ស្របខ្លាំង	Disagree/មិនយល់ស្រប	Undecided/មិនសម្រេចចិត្ត	Agree/យល់ស្រប	Strongly Agree /យល់ស្របខ្លាំង
43.	I am satisfied with products and services designed by the bank because they are met my expectation. ខ្ញុំពេញចិត្តនឹងផលិតផលនិងសេវាកម្មដែលបង្កើតឡើងដោយធនាគារ ព្រោះពួកវាបានបំពេញតាមការរំពឹងទុករបស់ខ្ញុំ។	1	2	3	4	5
44.	I am satisfied with products and services designed by the bank because they are more convenient, more benefits, and unique. ខ្ញុំពេញចិត្តនឹងផលិតផល និងសេវាកម្មដែលបង្កើតឡើងដោយធនាគារ ព្រោះពួកវាមានផាពងាយស្រួលច្រើន ផ្តល់អត្ថប្រយោជន៍កាន់តែច្រើន និង ប្លែកពីគេ ។	1	2	3	4	5

PRICE / ថ្លៃ ឬ តម្លៃ		Strongly Disagree /មិនយល់ស្របខ្លាំង	Disagree/មិនយល់ស្រប	Undecided/មិនសម្រេចចិត្ត	Agree/យល់ស្រប	Strongly Agree /យល់ស្របខ្លាំង
45.	I am satisfied with the products and services expenses in term of the quality provided by the bank. ខ្ញុំពេញចិត្តនឹងការចំណាយលើផលិតផលនិងសេវាកម្មយោងតាមតម្លៃនៃគុណភាពដែលបានផ្តល់ដោយធនាគារ។	1	2	3	4	5
46.	I am satisfied with all products and services charge of the bank. ខ្ញុំពេញចិត្តនឹងរាល់កម្រៃសេវារបស់ផលិតផលនិងសេវាកម្មធនាគារ។	1	2	3	4	5
PROMOTION / ការផ្សព្វផ្សាយកម្មវិធីលើកទឹកចិត្ត		Strongly Disagree /មិនយល់ស្របខ្លាំង	Disagree/មិនយល់ស្រប	Undecided/មិនសម្រេចចិត្ត	Agree/យល់ស្រប	Strongly Agree /យល់ស្របខ្លាំង
47.	I am satisfied with the bank's promotional tools on products and services. ខ្ញុំពេញចិត្តនឹងឧបករណ៍ផ្សព្វផ្សាយកម្មវិធីលើកទឹកចិត្តរបស់ធនាគារលើផលិតផលនិងសេវាកម្ម។	1	2	3	4	5
48.	I am satisfied the discount offered by the bank's promotion on products and services. ខ្ញុំពេញចិត្តចំពោះការបញ្ចុះតម្លៃដែលផ្តល់ជូនដោយការផ្សព្វផ្សាយកម្មវិធីលើកទឹកចិត្តរបស់ធនាគារលើផលិតផលនិងសេវាកម្ម។	1	2	3	4	5

PLACE / ទីកន្លែង ឬ ទីតាំង		Strongly Disagree /មិនយល់ស្របខ្លាំង	Disagree/មិនយល់ស្រប	Undecided/មិនសម្រេចចិត្ត	Agree/យល់ស្រប	Strongly Agree /យល់ស្របខ្លាំង
49.	I am satisfied with the bank's location where is convenience, safety, visibility, and accessibility among other factors. ខ្ញុំពេញចិត្តនឹងទីតាំងរបស់ធនាគារដែលមានភាពងាយស្រួល សុវត្ថិភាព លទ្ធភាពមើលឃើញ និងលទ្ធភាពប្រើប្រាស់ក្នុងចំណោមកត្តាផ្សេងៗទៀត។	1	2	3	4	5
50.	I am satisfied with location/branch network close to my resident/business. ខ្ញុំពេញចិត្តនឹងទីតាំងឬបណ្តាញសាខាដែលនៅជិតកន្លែងរស់នៅឬអាជីវកម្មរបស់ខ្ញុំ។	1	2	3	4	5
PERSONNEL/PEOPLE / បុគ្គលិក ឬ មនុស្សបំរើការងារ		Strongly Disagree /មិនយល់ស្របខ្លាំង	Disagree/មិនយល់ស្រប	Undecided/មិនសម្រេចចិត្ត	Agree/យល់ស្រប	Strongly Agree /យល់ស្របខ្លាំង
		1	2	3	4	5
51.	I am satisfied with personnel/people working at the bank because they are courteous & professional in serving customers. ខ្ញុំពេញចិត្តនឹងបុគ្គលិកឬមនុស្សបំរើការងារនៅក្នុងធនាគារ ដោយសារពួកគេមានភាពគួរសម និងវិជ្ជាជីវៈត្រឹមត្រូវក្នុងការបម្រើអតិថិជន។	1	2	3	4	5
52.	I am satisfied with the responsive staffs who have been made to my concerns. ខ្ញុំពេញចិត្តនឹងបុគ្គលិកឆ្លើយតបដែលបានដោះស្រាយបញ្ហាកង្វល់របស់ខ្ញុំ។	1	2	3	4	5

PHYSICAL FACILITIES / គ្រឿងបរិក្ខារលម្អ		Strongly Disagreed /មិនយល់ស្របខ្លាំង	Disagree/មិនយល់ស្រប	Undecided/មិនសម្រេចចិត្ត	Agree/យល់ស្រប	Strongly Agree /យល់ស្របខ្លាំង
53.	I am satisfied with the interior and exterior design by the bank because they are attractive, ventilated, clean and airy. ខ្ញុំពេញចិត្តនឹងការរចនាផ្ទៃក្នុង និងផ្ទៃក្រៅរបស់ធនាគារ ព្រោះពួកវាមានភាពទាក់ទាញ មានខ្យល់ចេញចូលល្អ អនាម័យស្អាត និងមានខ្យល់ល្អបរិសុទ្ធ។	1	2	3	4	5
54.	I am satisfied with the bank using the latest technology in the banking products and services. ខ្ញុំពេញចិត្តនឹងធនាគារដែលប្រើប្រាស់បច្ចេកវិទ្យាចុងក្រោយបំផុតនៅក្នុងផលិតផលនិងសេវាកម្មរបស់ធនាគារ។	1	2	3	4	5

