
CUSTOMER SATISFACTION OF VIKKI DIGITAL BANK: BASIC FOR CLIENT RELATIONSHIP

Dr. Nguyen Thien Hung and Dr. Tran Phuc Hai

Faculty of Economics & Management, Saigon Technology University, HCMC, Vietnam

<http://doi.org/10.35409/IJBMER.2026.3801>

Received: 6 June 2026/ Published: 22 July 2026

ABSTRACT

The regression analysis result showed that there were five factors, which included of factors following: Component 1 was Banking service (X1), Component 2 was Responsiveness (X2), Component 3 was Facility (FA) (X3), Component 4 is Staff behavior (X4) and Component 5 was Empathy (X5) for affecting the customers' satisfaction of Vikki Digital Bank (VDB) with 5 % significance level. In addition, the research result was processed from SPSS 20.0 software. The parameters of the model estimated by Least - Squares Method tested for the model assumption with 5% significance level.

Keywords: Customer satisfaction, Vikki Digital Bank, Client Relationship.

1. INTRODUCTION

In modern economics, service sector plays significant role side by side manufacturing and other sectors. Banking sector performs its activities economically and socially in a country. Service managers of such service factory are more concerned about their quality of service and client satisfaction. The financial system as well as financial sector of Vikki Digital Bank (VDB) is dominated by commercial banks. In Vietnam, commercial banks provide some products and service to their clients. Vikki Digital Bank is a new bank that is established by merging DongA Bank and HD Bank. Banking services include mobile banking, SME banking, E-banking, SMS banking, credit card, ATM services, foreign currency account, locker service, and loan and advances (term loan, car loan, education loan, housing loan, micro group credit, micro credit enterprise, etc.). They also offer corporate banking, loan syndication, real-time online banking for corporate clients. Service quality, service charges, perceived value and customer satisfaction are the key sources of success in any service factory. Issues that affect service quality and customer satisfaction have operational and marketing orientations. To understand the dimensions of service quality and for measurement of customer satisfaction it is important to know under which typology commercial banks are belong. On the other hand, customer interaction is defined as the joint measure of customer contact and customization of services. Under this categorization, commercial banking services belong to mass service category.

In commercial banking sector, there are high labor intensity and low customization of services. Mass service also includes retailing, wholesaling, schools, traditional long distant ground trucking. Another three quadrants of services are: service factory (airlines, hotels, trucking, resorts and recreation), service shop (hospital, restaurant, auto and their services), and professional service (accounting firms, audit firms, medical clinics, law firms). The improvement of service quality,

perceived value, and satisfaction ensure customer loyalty. Since the studies regarding service quality, perceived value, and customer satisfaction issues in banking industry is limited and there are not available measurement scales for service quality and customer satisfaction, especially in Vikki Digital Bank (VDB), this study efforts to propose the measurement scales for factors affecting customer satisfaction and for customer satisfaction itself.

Conceptual Framework & Research Model

The gap between customers' expectation and real performance of a service is termed as service quality (Parasuraman et al., 1985; 1988). Parasuraman et al., (1988) developed the SERVQUAL model as mentioning five dimensions such as tangibility, responsiveness, reliability, assurance, and empathy. In 1992, Cronin and Taylor proposed the alternative method, referred to as SERVPERF. They argued that, to assess service quality, perception of customers regarding the performance of service provides better results than using SERVQUAL. Along with other researchers in 1994, Parasuraman et al. also mentioned that measurement method using SERVPERF is better than using SERVQUAL, though SERVQUAL can provide better diagnostic results of service quality. The dimensions (i.e. tangibility, responsiveness, reliability, knowledge, and accessibility) of service quality for mass service as well as banking service will be dominant. This theory can be presented as a logic diagram or a visual representation of relationship among concepts. As stated by Miles and Huberman (1984), a conceptual framework explains either in graphical or narrative forms the key factors or variables and the presumed relationships among them. As elaborated by Miles and Huberman (1984): The framework of the paper is structured as follows. The next section provides the theoretical discussion and hypotheses of the study. The following two sections outline research methodology and offer statistical analysis and major findings of the study. The last section presents discussion, theoretical and managerial implications, limitations of this study, and guidelines for further study. The conceptual framework of the study is spelled out in the INPUT - PROCESS - OUTPUT model reflected:

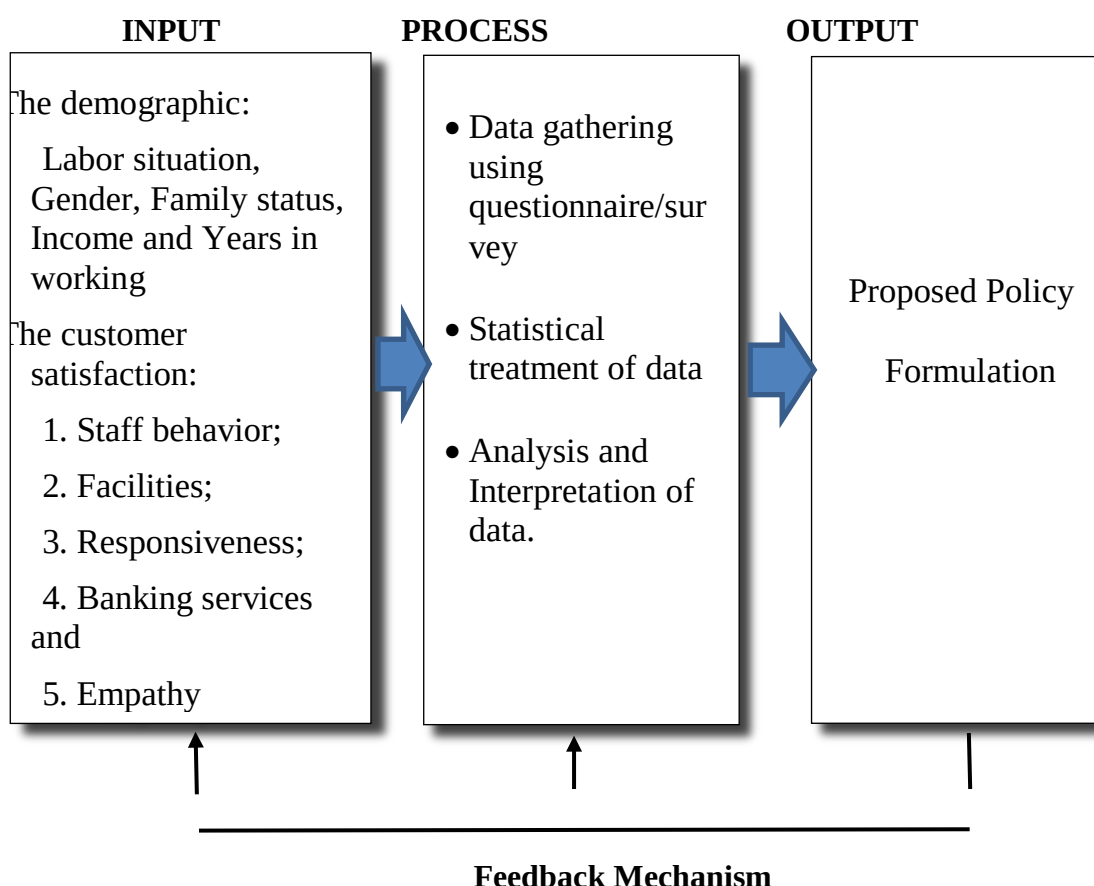


Figure 1. Paradigm of the Study

2. LITERATURE REVIEW

Customer Satisfaction has become an important measure of firm performance and hence become an important domain of interest for accounting and finance research literature. The institutional theory and stakeholder theory suggest the multidimensionality of the customer as not only an economic being but also a member of a family, community and country. Recent research in accounting advocates usage of customer satisfaction and loyalty as useful non-financial measures of firm performance resulting in good corporate governance (Tho, 2008).

The ability to satisfy customers is vital for a number of reasons. For example, it has been shown that dissatisfied customers tend to complain to the establishment or seek redress from them more often to relieve cognitive dissonance and failed consumption experiences (Trang, 2010). A disgruntled customer can, thus, become a saboteur, dissuading other potential customers away from a particular service provider. The need for a competent financial sector is important to stimulate and support economic growth through efficient resource allocation. The role of the financial sector in economic growth is even greater in developing countries as their tolerable margin of error in resource allocation is small (Linh, 2009).

Customer satisfaction is grossly neglected measure of governance in Vikki Digital bank. Like most developing countries financial Sustainability of the Commercial Bnks (SCBs) is critical of profit maximizing policies (Diep, 2007).

Customer satisfaction is positively influenced by perceived value. The extent of satisfaction depends on extent of perceived value and higher level of perceived value lead to higher level of customer satisfaction (Kuo et al., 2009; Turel and Serenko, 2006). Customer satisfaction tends to positive post purchase behavior. Thus, satisfaction plays a mediating role in the relationship of perceived value and behavioral intentions (Lin and Wang, 2006). Among the determinants of satisfaction perceived value is the important one (Chen and Chen, 2010) and perceived value plays mediating role between service or product quality and customer satisfaction (Chen and Tsai, 2008). Satisfaction is a result of a product related experience. The most important determinant of customer satisfaction is service quality perceived by bank clients. Providing superior service quality contributes to profitability due to enhanced customer loyalty, and as consequence, higher customer retention (Chi Cui et al., 2003; Ladhari et al., 2011; Abdullah et al. 2010).

Local Studies

Phan Thi Nga (2008). Factors affecting retail banking service of some commercial banks in Vietnam. The research objectives analyze and evaluate operating status of retail banks in the three of banks: ACB, VP-Bank, Lien Viet Bank and gives the remarks. In addition, we propose some solutions and motions to improve the services of the three banks in particular and commercial banks in Vietnam in general. Research contents: By focusing on solving the main research question “With the status of the three retail banks” services in the current economic conditions, what are the factors that affecting on this current status and which methods to improve”. The contents of the research include: (1) Using SERVQUAL scale to set up survey forms in three banks about the level of satisfaction evaluate the three retail banks” services and make statistic by using detailed tables to show the status. (2) Using Statistic software SPSS to test the correlation between the level of customers” satisfaction with retail banks” services and then bring to comparison. After that, we propose some solutions and motions to improve. Research outcomes: By using graphs to analyze general characteristics of clients using services of three banks; Researchers, end up with final results from which they would like to propose some following recommendations to develop retail banking services.

Foreign Studies

JineaAkhtar (2011). Determinants of Service Quality and Their Relationship with Behavioural Outcomes: Empirical Study of the Private Commercial Banks in Bangladesh. International Journal of Business and Management. Service quality is an increasingly important factor for organizational performance, success, and survival in the banking sector. It has received wide recognition by the researchers over the last decade in the retail banking sector (Aldlaigan&Buttle, 2002; Angur et al. 1999; Bath, 2005; Sharma & Mehta, 2004; Bahia &Nantel, 2000). The interest is largely driven by the realization that high service quality results in customer satisfaction and loyalty (Levesque & McDougall, 1996; Magi & Julander, 1996; Zeithaml et al., 1996; Danaher, 1997). Furthermore, customer loyalty is a primary determinant of the long-term financial performance of firms. This is especially vital for service firms where increased loyalty can significantly increase profits (Reichheld, 1996).

Hypothesis:

H1: Staff behavior has positive relation to the customer satisfaction of VDB

H2: Facility has positive relation to the customer satisfaction of VDB

H3: Responsiveness has positive relation to the customer satisfaction of VDB

H4: Banking service has positive relation to the customer satisfaction of VDB

H5: Empathy has positive relation to the customer satisfaction of VDB

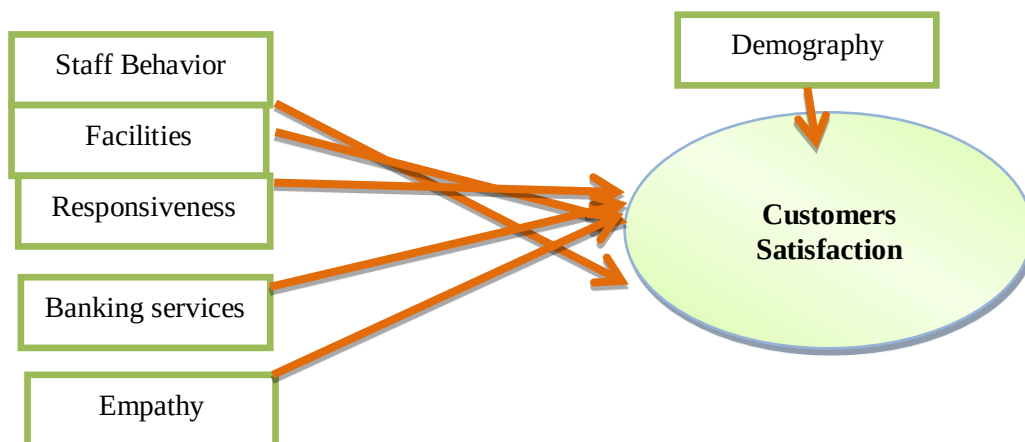


Figure 2. The proposed research models

3. RESEARCH METHODOLOGY

This study consists of two phases: Phase one is a preliminary study and the second phase is a formal and more comprehensive study. The study is done by qualitative method. The Research will be done by formal quantitative methods. Unit of analysis is a customer. Study subjects are customers of Vikki Digital Bank (VDB) in HCMC. The preliminary study for customers was conducted in December 2025, using qualitative methods to interview 30 customers of Vikki Digital Bank (VDB) in HCMC to examine the content and meaning of the words used in the scale. Following this, the formal study was conducted in April, May 2026, using quantitative methods to interview 500 customers to examine the content and meaning of the words used in the scale

4. RESULTS & DISCUSSION

Descriptive Statistics for the Demography

The Demographic		Frequency	Percentage
Labor situation			
	Office staff	108	23.0
	Others	361	77.0
	Total	469	100.0
Gender	Male	158	33.7
	Female	311	66.3
	Total	469	100.0
Family situation	Single	157	33.5
	Married	312	66.5
	Total	469	100.0

The level of the knowledge	Postgraduate	35	7.5
	Graduate	105	22.4
	College	329	70.1
	Total	469	100.0
Experienced	Under 5 years	57	12.2
	From 5 to 10 years	335	71.4
	More than 10 years	77	16.4
	Total	469	100.0
Income for person/month	Under 10 million VND	45	9.6
	From 10 to 20 million VND	371	79.1
	More than 20 million VND	53	11.3
	Total	469	100.0

(Source: The researcher's collecting data and SPSS)

The above results revealed that the result of the descriptive statistics from the demography following: the results showed 469 customers processed.

Descriptive Statistics for the customers' satisfaction Descriptive Statistics

Code	N	Minimum	Maximum	Mean	Std. Deviation
BS1	469	1	5	3.16	.938
BS2	469	1	5	3.18	.933
BS3	469	1	5	3.27	.971
BS4	469	1	5	3.35	.931
BS5	469	1	5	3.32	.924
BS6	469	1	5	3.29	.929
RE1	469	2	5	3.97	.957
RE2	469	2	5	3.94	.967
RE3	469	1	5	3.38	1.092
RE4	469	2	5	3.64	1.296
RE5	469	1	5	3.36	1.330
EM1	469	1	5	3.49	.883
EM2	469	1	5	3.56	.924
EM3	469	1	5	3.48	.939
EM4	469	1	5	3.45	.892
SB1	469	1	5	2.97	.886
SB2	469	1	5	2.83	1.573
SB3	469	1	5	2.75	1.443
SB4	469	1	5	2.75	1.428
FA1	469	1	5	3.09	1.031
FA2	469	1	5	3.06	.998

FA3	469	1	5	3.03	.985
FA4	469	1	5	3.07	1.015
CS1	469	2	5	3.35	.568
CS2	469	1	4	2.35	.568
CS3	469	2	5	4.30	.666
Valid N (listwise)	469				

(Source: The researcher's collecting data and SPSS)

There were 469 customers processed. The results showed that max value is 5, minimum is 1, mean is around 3.0 and Std. Deviation is around 1.0

Assessing the Reliability of the Scale using Cronbach's Alpha Coefficient

According to Trong and Ngoc (2008), a Cronbach's Alpha coefficient of 0.6 or higher is acceptable when the measurement scale is new. In this study, the scales will be selected if the Cronbach's Alpha coefficient is greater than 0.6 and any variables with an item-total correlation coefficient less than 0.3 are removed.

Results of analysis of Cronbach Alpha coefficients

Indicators		Average scale if removal variables	Scale variance if the removal variables	The correlation coefficient of the total variations	Cronbach alpha coefficient if the removal variables
Banking Service (BS)	BS1	16.41	15.960	.817	.906
	BS2	16.39	16.413	.752	.915
	BS3	16.29	15.981	.778	.911
	BS4	16.21	16.753	.729	.918
	BS5	16.25	16.068	.816	.906
	BS6	16.28	16.137	.799	.908
Alpha = 0.924					

Responsiveness (RE)	RE1	14.31	17.767	.912	.915
	RE2	14.35	17.877	.884	.919
	RE3	14.91	17.812	.763	.937
	RE4	14.65	15.721	.840	.925
	RE5	14.93	15.428	.846	.925
Alpha = 0.938					

Empathy (EM)	EM1	10.49	5.832	.800	.849
	EM2	10.42	5.753	.771	.859
	EM3	10.50	5.798	.739	.872

	EM4	10.53	5.976	.746	.868
Alpha = 0.893					

Staff Behavior (SB)	SB1	8.33	17.774	0.576	0.943
	SB2	8.47	11.489	0.834	0.859
	SB3	8.55	11.851	0.898	0.829
	SB4	8.55	11.991	0.893	0.832
Alpha = 0.903					

Facility (FA)	FA1	9.17	7.646	0.730	0.912
	FA2	9.20	7.245	0.862	0.866
	FA3	9.23	7.814	0.741	0.907
	FA4	9.19	7.093	0.878	0.859
Alpha = 0.913					

(Source: The author's collecting data and SPSS)

Analyze and test KMO and Bartlett for the customers' satisfaction

Test KMO and Bartlett shows two tests that indicate the suitability of your data for structure detection. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistic that indicates the proportion of variance in your variables that might be caused by underlying factors. High values (close to 1.0) generally indicate that a factor analysis may be useful with your data. If the value is less than 0.50, the results of the factor analysis probably won't be very useful.

Bartlett's test of Sphericity tests the hypothesis that your correlation matrix is an identity matrix, which would indicate that your variables are unrelated and therefore unsuitable for structure detection. Small values (less than 0.05) of the significance level indicate that a factor analysis may be useful with your data.

KMO and Bartlett's Test for Factors affecting the customers' satisfaction of Vikki Digital Bank (VDB)

Com.	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	6.495	28.238	28.238	6.495	28.238	28.238	5.676
2	4.489	19.519	47.756	4.489	19.519	47.756	4.376
3	3.114	13.537	61.294	3.114	13.537	61.294	3.370
4	2.610	11.348	72.641	2.610	11.348	72.641	3.368
5	1.352	5.876	78.517	1.352	5.876	78.517	4.815
6	.795	3.455	81.973				
7	.672	2.921	84.894				

8	.644	2.802	87.696				
9	.485	2.111	89.806				
10	.410	1.783	91.590				
11	.334	1.451	93.041				
12	.306	1.329	94.370				
13	.274	1.190	95.560				
14	.251	1.092	96.652				
15	.208	.905	97.557				
16	.157	.683	98.241				
17	.115	.501	98.742				
18	.080	.348	99.089				
19	.064	.279	99.368				
20	.051	.222	99.590				
21	.049	.212	99.802				
22	.034	.149	99.951				
23	.011	.049	100.000				

(Source: The author's collecting data and SPSS)

Above table showed that Kaiser-Meyer-Olkin Measure of Sampling Adequacy was statistically significant and high data reliability (KMO = 0.810 > 0.6). This result was very good for data analysis. Table 5 showed that Cumulative percent was statistically significant and high data reliability was 78.517 % (> 60 %). This Data is very good for the next analysis.

Structure Matrix for factors of the customers' satisfaction of VDB

Code	Component				
	1	2	3	4	5
BS2	.985				
BS1	.981				
BS6	.815				
BS5	.803				
BS3	.677				
BS4	.649				
RE1		.963			
RE2		.945			
RE5		.894			
RE4		.876			
RE3		.851			
FA4			.941		
FA2			.923		
FA1			.848		
FA3			.847		
SB3				.943	
SB4				.938	

SB2				.905	
SB1				.709	
EM3					.951
EM2					.915
EM1					.705
EM4					.689

(Source: The author's collecting data and SPSS)

Above table showed that Structure Matrix for the factors affecting the customers' satisfaction had 5 components. Component 1 was banking service (X1), Component 2 was Responsiveness (X2), Component 3 was Facility (X3), Component 4 is Staff behavior (X4) and Component 5 was Empathy (X5) for affecting the customers' satisfaction of VDB.

KMO and Bartlett's Test for the customers' satisfaction of VDB

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.701
Bartlett's Test of Sphericity	Approx. Chi-Square	2859.51
	df	5
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.758	91.932	91.932	2.758	91.932	91.932
2	.239	7.958	99.890			
3	.003	.110	100.000			

(Source: The author's collecting data and SPSS)

Above table showed that KMO and Bartlett's Test for the customers' satisfaction of VDB showed that Kaiser-Meyer-Olkin Measure of Sampling Adequacy was statistically significant and high data reliability (KMO = 0.701 > 0.6). This result was very good for data analysis. The customers' satisfaction of VDB showed that Cumulative percent was statistically significant and high data reliability was 91.932 % (> 60 %)

KMO and Bartlett's Test for factors affecting the customers' satisfaction

Indicators		Items	KMO and Bartlett's Test
FACTORS	Banking service (BS)	6	0.924
	Responsiveness (RE)	5	0.938
	Empathy (EM)	4	0.893

	Staff Behavior (SB)	4	0.903
	Facility (FA)	4	0.913

Above table showed that the results were very good for data analysis. The customers' satisfaction showed that Cumulative percent was statistically significant and high data reliability and KMO and Bartlett's Test was over 0.60.

Regression Model Summary analysis about the customers' satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.827 ^a	.684	.681	.56514940	2.035

a. Predictors: (Constant), X5, X4, X2, X1, X3

b. Dependent Variable: Y

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	320.121	5	64.024	200.455	.000 ^b
Residual	147.879	463	.319		
Total	468.000	468			

a. Dependent Variable: Y

b. Predictors: (Constant), X5, X4, X2, X1, X3

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(C.)	0.000	.026		.000	1.000		
X1	.413	.032	.413	12.797	.000	.654	1.529
X2	.421	.027	.421	15.539	.000	.930	1.075
X3	.067	.027	.067	2.517	.012	.954	1.048
X4	.352	.027	.352	13.204	.000	.961	1.041
X5	.317	.032	.317	9.801	.000	.653	1.531

a. Dependent Variable: the customers' satisfaction

(Source: The researcher's collecting data and SPSS)

Above table showed that **Adjusted R Square** was statistically significant and high data reliability. In addition, **Adjusted R Square** reached **68.1 %**. Results showed that all **t value > 2 (Sig < 0.00)** was statistically significant and high data reliability. Besides, the regression coefficients were positive. This showed that the effects of independent variables in the same direction with the

customers' satisfaction.

Multicollinearity (MC): Variance Inflation Factor (VIF) and Tolerance are two measures that can guide a researcher in identifying MC. Before developing the concepts, it should be noted that the variance of the OLS estimator for a typical regression coefficient shown to be the following $VIF < 10$ ($1 < VIF < 10$). This showed that there was not Multicollinearity.

Component 1 (X1): Banking service factor affecting on the customers' satisfaction with significance level of 5%.

Component 2 (X2): Responsiveness factor affecting on the customers' satisfaction with significance level of 5%.

Component 3 (X3): Facility factor affecting on the customers' satisfaction with significance level of 5%.

Component 4 (X4): Staff behavior factor affecting on the customers' satisfaction with significance level of 5%.

Component 5 (X5): Empathy factor affecting on the customers' satisfaction with significance level of 5%.

Model summary analysis for the Customers' Satisfaction

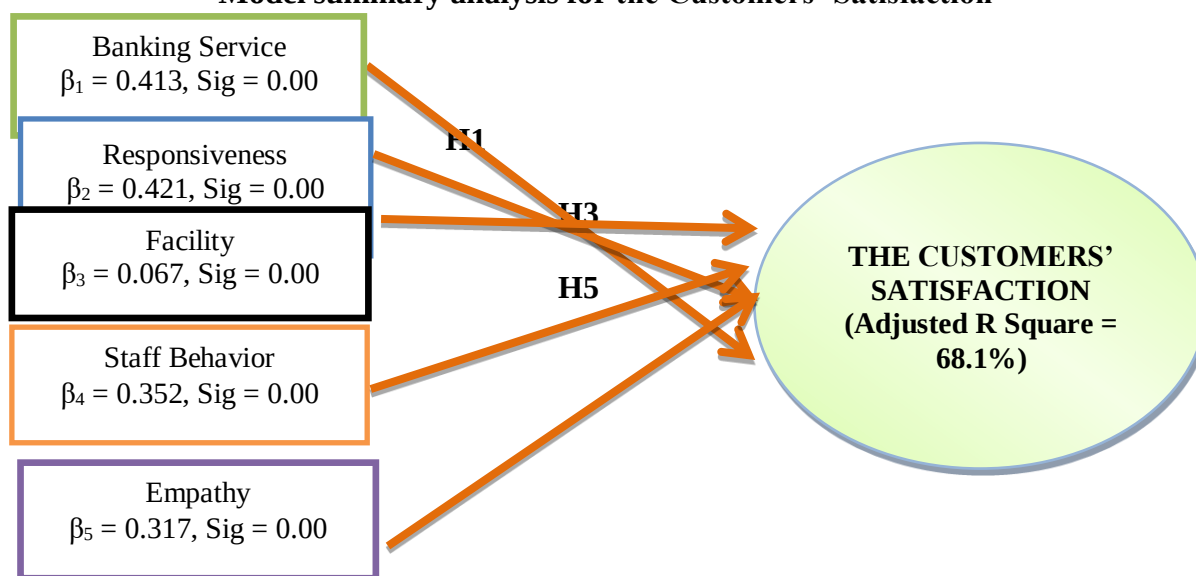


Figure 3. The Result of the Regression for the customers' satisfaction

Figure 3 showed that the regression coefficients were positive. This showed that the effects of independent variables are in the same direction to the customers' satisfaction with significance level of 5 %.

5. CONCLUSION

Customer satisfaction refers to the extent to which customers are happy and satisfied with the products and services provided by a business or a bank. Customer satisfaction is important because when a customer is happy with a service or goods provider, they are most likely to be loyal and to make repeat orders and to use a wide range of services offered by a business. This boosts profit at Vikki Digital Bank (VDB) in Ho Chi Minh City, Vietnam. The customer satisfaction is the key

aim in selling process. It is estimated that it costs five times as much to attract new customers as to retain an existing one. The relationship between the customer satisfaction and the quality service is very important at Vikki Digital Bank in HCMC. The research result showed that there were 500 customers of VDB that interviewed and answered about 26 questions. The researcher had analyzed KMO test, the result of KMO analysis used for multiple regression analysis.

The regression analysis result showed that there were five factors, which included of factors following: Component 1 was banking service (X1), Component 2 was Responsiveness (X2), Component 3 was Facility (FA) (X3), Component 4 is Staff behavior (X4) and Component 5 was Empathy (X5) for affecting the customers' satisfaction of VDB with 5 % significance level. In addition, the research result was processed from SPSS 20.0 software. The parameters of the model estimated by Least - Squares Method tested for the model assumption with 5% significance level. At the same time, the result was also scientific evidence and important for researchers, and policy makers who apply them for developing Vikki Digital Bank in HCMC.

REFERENCES

1. Berry, L.L., Zeithaml, V.A. & Parasuraman, A. (1985). Quality counts in services. Business Horizons.
2. John, P.O. (1998). A Practical Guide to Bank Lending and Administration. Lagos; Du Prince and Pal
3. Denscombe, M. (1998). The Good Research Guide. Buckingham, Open University Press
4. Dunkerley, D. (1988). Historical Methods and Organizational Analysis. In Bryman, A. (edn), Doing Research in Organizations, London, Routledge.
5. Kotler, P. (1997). Marketing Management. The Prentice Hall International, USA.
6. Fink, A. (2003). How to Ask Survey Questions. Thousand Oaks, CA, Sage
7. Parasuraman, A., Berry, L.L. and Zeithaml, V.A. (1991). Under-standing customer expectations of service. Sloan Management Review, Spring
8. Saunders, M., Lewis, P. & Thornhill, A. (2007). Research Methods for Business Students. United Kingdom: Prentice Hall.
9. Zeithaml, V.A. & Parasuraman, A. (2004). Service Quality, MSI Relevant Knowledge Series. Cambridge, MA: Marketing Science Institute.
10. Chaisomphol Chaoprasert (2004). Service Quality Improvement in Thai Retail Banking and its Management Implications. Journal of Business and Policy Research
11. Nguyen Quoc Cuong (2010). The effects of perceived service quality, corporate image, customer satisfaction and switching costs on customer loyalty in Vietnamese private banks: a study of Asia commercial bank in Ho Chi Minh City. Journal of Economics, Business and Management
12. Naji D. Mualla (2011). Measuring Quality of Bank Services in Jordan: Gap analysis. International Journal of Business and Social Science.
13. Pham Anh Tai (2014). Customer Satisfaction At Low Cost Airlines (LCA): A Case Study Of Jetstar Pacific Airlines (JPA). Journal of Economics, Business and Management.
14. Mohammed Abdur Razzaque (2013). Service Quality, Customer Involvement and Customer Satisfaction: A Case Study of Retail Banking in Bangladesh. Journal of Business and Policy Research.