



**THE INFLUENCING FACTORS OF CUSTOMER SATISFACTION WITH
CREDIT CARD CENTER OF CHINA CITIC BANK**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY**

2024



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This Independent Study Has Been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration

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Title: The Influencing Factors of Customer Satisfaction with Credit Card Center of China CITIC Bank

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Major: International Business Management

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4 / March / 2025

ABSTRACT

Due to the deepening of interest rate liberalization reform, the impact of Internet finance and the new capital regulation requirements of Basel III, the development mode of China's banking industry with deposit and loan spreads as the main profit source has been seriously affected. Since 2002, China's credit card market has ushered in rapid development for more than ten years in the new century with an average annual growth rate of 200 million new cards. It can be predicted that the credit card business will be a major pillar of bank profits in the future. As far as credit card business is concerned, the basic functions of credit cards launched by various banks are relatively similar, which makes the homogeneity of credit card business very obvious. In this case, the level of customer satisfaction becomes an effective factor to solve the problem of indifference.

The objectives of this study are: 1) To investigate the impact of perceived quality on customer satisfaction with the Credit Card Center of China CITIC Bank; 2) To explore the impact of customer expectations on customer satisfaction with the Credit Card Center of China CITIC Bank; 3) To explore the impact of perceived value on customer satisfaction with the Credit Card Center of China CITIC Bank.

The quantitative research method was adopted in this study. A total of 300 questionnaires were distributed and 275 valid questionnaires were collected, with an effective rate of 91.67%. This study finds that perceived quality, customer expectations and perceived value have a significant positive impact on customer satisfaction.

Based on the systematic study of the problems existing in the credit card business of China CITIC Bank, this study puts forward the strategies to improve the customer satisfaction with the credit card business. It mainly includes strengthening credit card

product research and development, improving credit card operation safety, optimizing customer service experience, broadening credit card marketing means, and diversifying points exchange activities.

Keywords: China CITIC Bank, credit cards, customer satisfaction

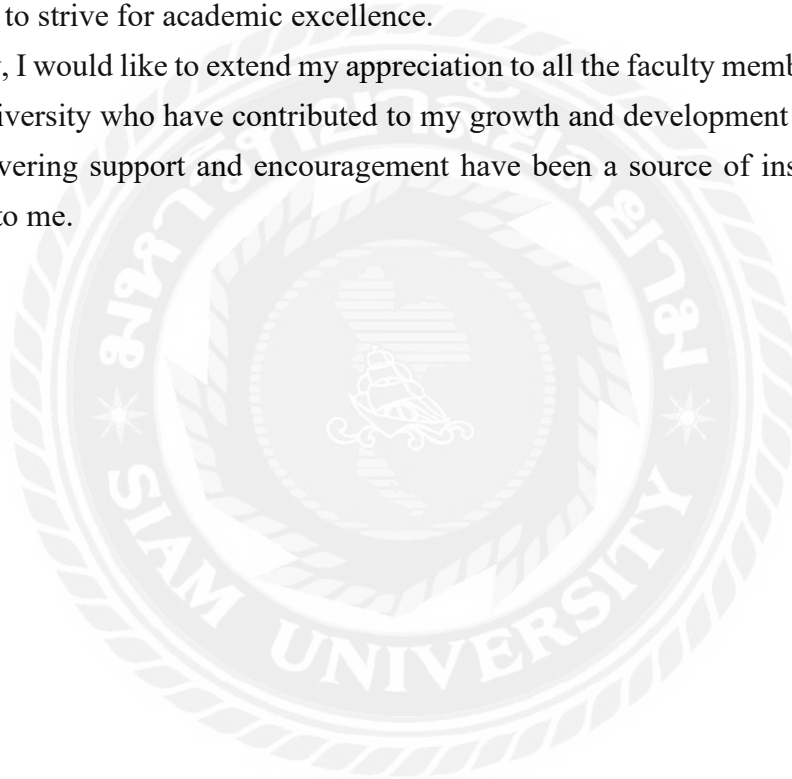


ACKNOWLEDGEMENT

I would like to express my deepest gratitude to my advisor for his invaluable guidance, support, and encouragement throughout my Independent Study. His insightful comments and constructive criticism have significantly improved the quality of my work.

Additionally, I am grateful to Associate Professor Dr. Jomphong Mongkhonvanit, Dean, Graduate School of Business, for his support and encouragement throughout my studies. His dedication to the graduate program and commitment to excellence have inspired me to strive for academic excellence.

Finally, I would like to extend my appreciation to all the faculty members and staff of Siam University who have contributed to my growth and development as a student. Their unwavering support and encouragement have been a source of inspiration and motivation to me.



DECLARATION

I, LIUYIJIA , hereby declare that this Independent Study entitled “The Influencing Factors of Customer Satisfaction with Credit Card Center of China CITIC Bank” is an original work and has never been submitted to any academic institution for a degree.

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Oct 18, 2024



CONTENTS

ABSTRACT.....	I
ACKNOWLEDGEMENT.....	III
DECLARATION.....	IV
LIST OF TABLES.....	VIII
LIST OF FIGURES.....	IX
Chapter 1 Introduction.....	1
1.1 Background of the Study.....	1
1.2 Questions of the Study.....	2
1.3 Objectives of the Study.....	2
1.4 Scope of the Study.....	2
1.5 Significance of the Study.....	3
1.5.1 Theoretical significance.....	3
1.5.2 Practical significance.....	3
1.6 Definition of Key Terms.....	4
1.6.1 Customer relationship management.....	4
1.6.2 Customer satisfaction.....	4
1.6.3 ACSI theoretical model of customer satisfaction.....	4
1.6.4 Perceived quality.....	4
1.6.5 Customer expectations.....	4
1.6.6 Perceived value.....	4
Chapter 2 Literature Review.....	5
2.1 Customer Satisfaction Theory.....	5
2.1.1 Customer satisfaction.....	5
2.1.2 Customer satisfaction model.....	6
2.2 Research on Customer Satisfaction Model Indicators.....	6
2.2.1 Research on customer perceived quality.....	6
2.2.2 Research on customer expectations.....	7
2.2.3 Research on customer perceived value.....	8

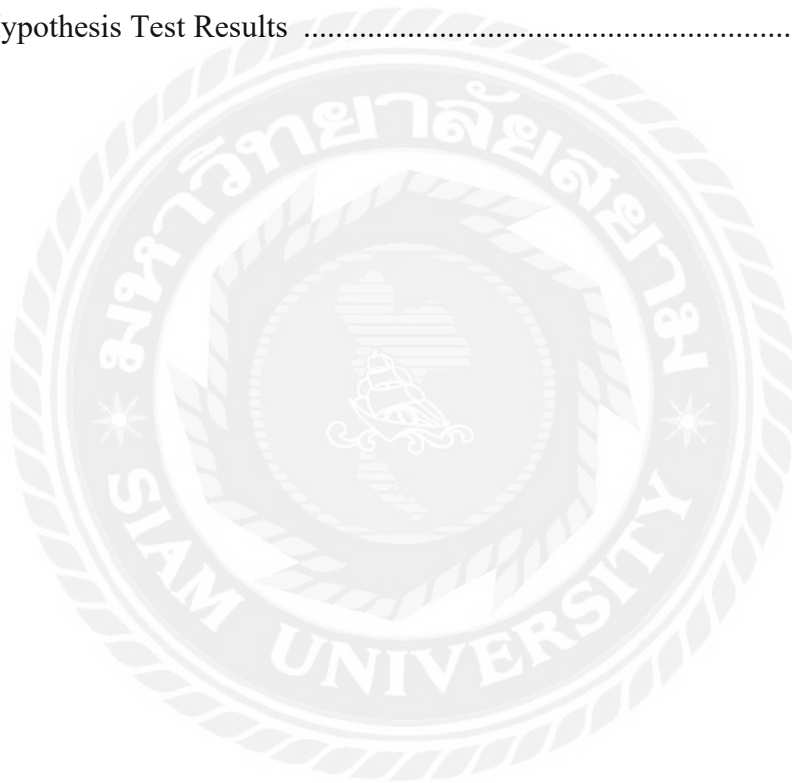
2.3 Related on Factors Affecting Bank Customer Satisfaction	8
2.4 Research on Bank Service Quality Improvement Strategy Based on Customer Satisfaction.....	9
2.5 Introduction to the Credit Card Center of China CITIC Bank	10
2.6 Conceptual Framework.....	11
Chapter 3 Research Methodology.....	12
3.1 Research Design	12
3.2 Population and Sample	12
3.3 Hypothesis	12
3.4 Research Instrument	13
3.5 Reliability and Validity Analysis of the Scale.....	14
3.5.1 Reliability of the scale	14
3.5.2 Validity of the scale	15
3.6 Data Collection	16
3.7 Data Analysis.....	16
Chapter 4 Findings and Discussion	17
4.1 Findings	17
4.1.1 Demographic characteristics of the respondents.....	17
4.1.2 Correlation analysis	20
4.1.3 Regression analysis.....	20
4.1.4 Hypothesis test results.....	22
4.2 Discussion of Results.....	23
4.2.1 Empirical analysis results	23
4.2.2 Analysis of reasons for customer satisfaction reduction.....	23
Chapter 5 Conclusion and Recommendation.....	25
5.1 Conclusion	25
5.2 Recommendation	26
5.2.1 Measures to improve satisfaction.....	26
5.2.2 Guarantee of implementation.....	31

5.3 Further Study 33
References 34
Appendix 39



LIST OF TABLES

Table 3-1 Questionnaire Scale Design	13
Table 3-2 Sample reliability Test	15
Table 3-3 KMO and Bartlett's Test of Spheres for Explanatory Variables	16
Table 4-1 Dascptive Statistics of Customers	17
Table 4-2 Correlation Analysis Results	20
Table 4-3 Regression Analysis Results.....	21
Table 4-4 Fit Test.....	21
Table 4-5 Hypothesis Test Results	23



LIST OF FIGURES

Figure 2-1 Schematic Diagram of the Theoretical Model	11
Figure 4-1 Customer Genders	18
Figure 4-2 Customer Ages	18
Figure 4-3 Customer Education Backgrounds	19
Figure 4-4 Customer Occupations	19



Chapter 1 Introduction

1.1 Background of the Study

In recent years, the marketing field has established the idea of "customer-oriented" and paid more and more attention to customer value. Creating customer value has gradually become a new means of enterprise competition, and is the top priority of enterprise development strategy (Bao,2022). In order to obtain long-term and effective competitive advantages, enterprises must dig out the unique customer needs of customers and create customer value that is difficult for competitors to imitate.

With the gradual completion of interest rate liberalization reform, the impact of Internet finance on the traditional financial industry and the realization of the capital regulatory requirements of Basel III, the business model of China's banking industry with deposit and loan spreads as the main profit source in the past is no longer suitable for the current development background and development needs. Business transformation has become an important issue that major banks have to face - the transformation from on-balance sheet business to off-balance sheet business, and the transformation from deposit and loan business to intermediate business (Zhang, 2023). As a traditional intermediary business with relatively mature development in modern banking, credit card business will become a new and important source of banking profits in the future (Chen, 2024).

In 2003, after undergoing structural reform, China CITIC Bank added credit card business, officially issued bank credit cards under its name, and formulated credit card issuance management methods and related marketing strategies. In the whole year of 2020, CITIC Bank credit cards achieved a total business volume of 61.498 billion yuan, still achieving a stubborn adverse growth amid the impact of the epidemic. By the end of that year, the number of credit cards issued by CITIC Bank had reached 92.6214 million, an increase of more than 10% compared with 2019 (CITIC Bank Annual Report, 2020). The reason why China CITIC Bank has achieved such remarkable results in the past two years is inseparable from a series of measures of technology enabling, service innovation and operation optimization in the credit card business. In the informatization and online work of credit cards, In 2020 alone, China CITIC Bank invested nearly 800 million yuan, and established a large science and technology team of more than 1,300 people. It has registered more than 80 national related invention patents and owns more than 60 software Copyrights, making unremitting efforts to realize the transformation strategy of digital banking.

However, today, with the homogenization of credit card product functions and the unification of profit model, the credit card business of CITIC Bank is also threatened by competitors in the same industry and Internet financial enterprises. In this context, how does Everbright Bank step out of the mindset of simply pursuing the number of cards issued, take customer satisfaction as the performance evaluation index of credit card business, this study aims to improve customer service experience, increase customer stickiness and brand loyalty, and achieve long-term stable growth of credit card business contribution to profits of China CITIC Bank.

1.2 Questions of the Study

Based on the Customer Satisfaction Index (ACSI) theoretical model of customer satisfaction, this study raises the following three questions:

- (1) Does perceived quality have an impact on customer satisfaction with CITIC Bank Credit Card Center?
- (2) Do customer expectations have an impact on customer satisfaction with CITIC Bank Credit Card Center?
- (3) Does perceived value have an impact on customer satisfaction with CITIC Bank Credit Card Center?

1.3 Objectives of the Study

In order to explore customers' satisfaction with the credit card center of China CITIC Bank, the research objectives of this study are as follows:

- (1) To explore the impact of perceive quality on customer satisfaction with CITIC Bank Credit Card Center.
- (2) To explore the impact of customer experctations on customer satisfaction with CITIC Bank Credit Card Center.
- (3)To explore the impact of perceived value on customer satisfaction with CITIC Bank Credit Card Center.

1.4 Scope of the Study

This study used the quantitative research method, combined with the customer satisfaction model of Credit Card Center of China CITIC Bank to conduct systematic research on customer satisfaction. By analyzing existing academic literature and industry reports, a questionnaire survey was designed and implemented to collect quantitative data.300 questionnaires were distributed, of which 275 were valid to evaluate the satisfaction level of CITIC Bank's credit card service, so as to optimize

customer experience and improve service quality. This study aims to provide more efficient service strategies for the credit card center of China CITIC Bank to explore new markets and develop new customers.

1.5 Significance of the Study

1.5.1 Theoretical significance

At present, most of the research on customer satisfaction with banking services focuses on the overall service of banks, and there is little literature focusing on customer satisfaction of the single module of credit card business. There are some commonalities between the two types of studies, but at the same time, the customer satisfaction of credit card business also has its own characteristics, so it cannot be directly applied. Therefore, on the basis of the theory of customer satisfaction, it is necessary to analyze the impact indicators of customer satisfaction in this field according to the characteristics and development characteristics of credit card business itself, and build the corresponding evaluation scale of influencing factors, so as to provide a new research perspective for the quality improvement of bank credit card business and the study of bank customer satisfaction.

1.5.2 Practical significance

Firstly, studying the customer satisfaction with the credit card business of China CITIC Bank is helpful to improve the bank's grasp of customer information and improve business efficiency. It has a good saving effect on the operating cost, production cost, promotion cost, maintenance cost and other aspects of credit card business, and can also bring the bank and customers closer to each other and increase the stickiness. Enhance the bank's image and reputation in the eyes of customers.

Second, the study on customer satisfaction with the credit card business of CITIC Bank helps the bank to further improve the business volume and ensure the sustainable development level of credit card business.

Thirdly, the improvement of credit card customer satisfaction of China CITIC Bank helps the bank to enhance its core competitiveness in the market, maintain the bank's market development and possession ability by grasping the core driving force of customers, maintain the good development trend of the bank, and provide more efficient service strategies for exploring new markets and developing new customers.

1.6 Definition of Key Terms

1.6.1 Customer relationship management

Customer relationship management (CRM) is a strategy and technology that helps businesses manage customer interactions and data. Its main purpose is to improve customer satisfaction, thereby increasing the profitability of the enterprise.

1.6.2 Customer satisfaction

Customer satisfaction is a measure of the consistency between customers' expectations of a company's products or services and their actual experience. It reflects the level of satisfaction customers feel after purchasing and using it. The factors that affect customer satisfaction include product quality, service quality, price perception, customer experience, and brand image. Improving customer satisfaction helps enhance customer loyalty, reduce churn, and improve a company's reputation and revenue.

1.6.3 ACSI theoretical model of customer satisfaction

The customer satisfaction theoretical model is a comprehensive quantitative analysis tool that measures customer satisfaction and loyalty by evaluating their expectations, perceived quality, and perceived value of products or services. It helps businesses identify key influencing factors and develop effective improvement strategies to enhance overall customer experience and business performance.

1.6.4 Perceived quality

Perceived quality is a subjective evaluation by customers of the actual performance of a product or service, covering their feelings about its functionality, design, reliability, and overall user experience, directly affecting customer satisfaction and loyalty; High perceived quality typically increases customer purchase intention and brand loyalty, while low perceived quality may lead to customer dissatisfaction and loss.

1.6.5 Customer expectations

Customer expectations are the expectations of customers regarding the quality, performance, value, and overall experience of a product or service before purchasing it. The level of customer expectations directly affects customer satisfaction, and the gap between actual experience and expectations will significantly affect customer loyalty and repeat purchase intention.

1.6.6 Perceived value

Perceived value is the subjective judgment of customers on a product or service between the price paid and the benefits obtained, which directly affects customer satisfaction, loyalty, and purchasing decisions. By enhancing perceived value, enterprises can enhance their market competitiveness and attract and retain more customers.

Chapter 2 Literature Review

2.1 Customer Satisfaction Theory

2.1.1 Customer satisfaction

The earliest study of satisfaction was conducted in the 1930s by Hoppe and Lewin in the fields of psychology and sociology. Cardozo introduced the concept of "Customer Satisfaction" into the field of marketing for the first time (Cardozo, 1965). So far, his research is considered to be the earliest study of customer satisfaction in the field of marketing. By the late 1980s, the automobile industry (represented by General Motors) had begun to apply the relevant theories of customer satisfaction to the actual business process, and the results were also remarkable. Not long after that, the theory of customer satisfaction was introduced in Japan, and the response was very rapid. Therefore, as a new management thought, customer satisfaction attracted the attention of many countries and enterprises and was introduced and adopted. At the same time, it showed its powerful force in the actual operation of enterprises. Nowadays, customer satisfaction management strategy has become one of the important means often used by enterprises to participate in market competition. The theoretical basis of the evaluation model of each satisfaction index is customer satisfaction. Therefore, before studying the evaluation model of customer satisfaction index, we must first understand the meaning of customer satisfaction. Since the 1970s, many scholars have tried to define the concept of customer satisfaction from various perspectives. Among them, the most representative scholars include Hermpel, Fomell, Cardozo, Oliver and so on, who respectively made different interpretations of the connotation of customer satisfaction from different research perspectives.

The explanation of customer satisfaction is the psychological state that customers comprehensively evaluate the rationality between the cost they pay and the benefits they obtain (Howard, 1969). Customer satisfaction is explained as the contrast between the ideal product portfolio and the actual situation (Pfaf, 1977). Customer satisfaction is determined by the degree of realization of benefits from products or services that customers expect, which reflects a certain degree of consistency between expectations and actual results (Hempel, 1977). Customer satisfaction is defined as the customer's evaluation of the difference, which is manifested as the difference between the actual feeling of the product or service purchased by the customer and the expectation in advance (Tse&Wilton,1988).

2.1.2 Customer satisfaction model

By building the customer satisfaction model to study the generation mechanism of customer satisfaction, we can understand the source of customer satisfaction, and find the key to the problem (for enterprises pursuing customer satisfaction), and then provide reliable scientific ideas for solving these key problems. In the late 1980s, econometric model has been introduced into the analysis and calculation of customer satisfaction, which has strongly promoted the development of customer satisfaction theory and index model. In 1989, Professor Fomell (National Center for Quality Research at the University of Michigan Business School) proposed a customer satisfaction index model. This model is an economic model based on multiple equations and the number of hidden variables. Meanwhile, Professor Fomel also uses the mathematical method of structural equation modeling to analyze the forming factors of customer satisfaction, that is, the partial least squares method is used to estimate the parameters of the model. Professor Fomell's method with the customer satisfaction model to construct the Swedish Customer Satisfaction Index Model (SCSB) has been fully utilized in Sweden. Until 1994, the United States also launched its own American Customer Satisfaction Index model ACSI on this basis. Based on the ACSI in 1994, and according to the consumption characteristics of credit card centers and customers in China, this study tentatively establishes a customer satisfaction evaluation model of credit card centers represented by China CITIC Bank, and conducts empirical research.

2.2 Research on Customer Satisfaction Model Indicators

2.2.1 Research on customer perceived quality

Peter Drucker proposed in 1954 that the first thing customers demand is value, not product. Although he did not conduct in-depth research on this, it can be expected that it is the origin of customer perception of quality. In the late 1980s, related research in this field attracted the attention of domestic academia and managers, and some researchers also made in-depth discussions based on it.

Customers' perceived value is their comparison of what they have gained and what they have lost in consumption activities and their comprehensive judgment of the product. The greater the difference between what they have gained and what they have lost, the higher the value they have felt. The model is used for further research (Parasuraman et al,1994).

An important factor of customer perceived value is "net profit", which is also a comparison between obtaining price and paying cost. The larger the "net profit" is, the

more satisfied the customer will be with the purchase (Anderson, E. & Sullivan, M. 1993).

Perceived quality reflects an enterprise's ability to meet customer needs (Tian et al.2016). Perceived quality is subjective, which may not be completely related to product and service quality, but perceived quality cannot be completely divorced from the reality of product and service quality (Tao et al.2019). Therefore, perceived quality is a complex concept that integrates objective and subjective. After the perceived quality is divided into 10 dimensions, it can be summarized into 5 categories, namely tangibility, reliability, responsiveness, assurance and empathy (Li, 2016). Believes that customer participation will positively affect perceived quality and satisfaction (Liao et al.2019).

2.2.2 Research on customer expectations

A review of existing literature shows that managing customer expectations can help companies improve business performance and attract and retain customers. For example, studies have pointed out that the key to providing quality service is to understand customer expectations (Parasuraman et al.1991). Studies have shown that informing customers to declare their expectations before making a purchase will lead customers to pay more attention to the negative side of the shopping experience and lower post-purchase evaluation and consumption experience (Ofir, C.& Simonson, 2007). Research shows that the only indicator to assess a company's market performance is the satisfaction of customers' expectations (Mishina, 2010). Studies have pointed out that setting accurate customer expectations can attract potential target customers (Satya et al.2012). Studies have pointed out that customers' expectations for the future of service enterprises will have a direct impact on customers' consumption choices in the future (Lin & Liang,2011). In the research on customer expectation management, an intelligent service scheduling mechanism is proposed to help service providers design and provide customers with satisfactory service experience, while customers can also get unforgettable experience and have positive reactions to service providers and other customers (Hsieh et al. 2011). The research points out that after using the brand or product, when the perceived performance level is higher than the performance level, customers will have positive uncertainty that means satisfaction; When the perceived performance level is less than the expected level, it will cause negative uncertainty, that is, dissatisfaction (Miller, 1987). Taking educational institutions as an example, under the assumption that customers' expectations remain unchanged, a service value regression model and an optimization model are systematically constructed to optimize satisfaction by improving service value, and

corresponding service value optimization strategies are proposed (Zhang et al.2018). It can be seen that in the process of business operation, the influence of customer expectation on customer purchase decision is accompanied by the whole process of customer purchase decision service, experience service and evaluation service. As an important variable to attract customers to make choice decision and determine customer satisfaction, customer expectation not only attracts customers to consume, but also sets the minimum service management standard for businesses to manage customer expectation. It is helpful for enterprises to attract customers and enhance customer loyalty, which is conducive to enterprises to achieve business goals.

2.2.3 Research on customer perceived value

In the 1980s and 1990s, the theory of customer perceived value gradually developed and matured, among which the representative theories in academia mainly include Zeithaml's perceived value theory, Woodruff's customer value cognition theory and Gronroos' customer value relationship theory.Parasuraman et al. used empirical methods to generate a service quality measurement scale with typical use value (Parasuraman et al.1994).

2.3 Related on Factors Affecting Bank Customer Satisfaction

In the field of banking business, customer satisfaction is an important indicator to measure service quality and bank competitiveness. The evaluation system of customer satisfaction is constructed through the multi-level theory, and the main evaluation indexes are proposed based on the fuzzy theory (Liu,2001). Then, the ACSR system is used to evaluate the customer satisfaction of banking products, and it is pointed out that customer expectation, bank image, product or service quality are directly related to customer satisfaction (Zhang, 2004) further analyzed the influencing factors of banking services through AHP and put forward optimization measures. Through factor analysis, it is found that work efficiency and credit level of banks have a significant impact on customer satisfaction (Wang, 2005).On the basis of previous research, the evaluation system is improved by DEA method and the value is assigned by The Times (Li, 2010). The PLS structural equation model is used to analyze the customers of China CITIC Bank, and it is found that the bank image, perceived quality, perceived value and customer expectation are the main variables affecting customer satisfaction (Zhang, 2020).

From the perspective of bank product attributes, service quality, brand image and other aspects, it is found that these factors are positively correlated with customer satisfaction (Qiao &Jiang, 2007). Through the analysis of banking service

characteristics and customer consumption process, the importance of customer satisfaction to the development of banking industry has been confirmed (Zheng, 2007). Based on Sigma management thoughts, it is pointed out that banks must improve product and service construction to enhance customer satisfaction and market competitiveness (Ma, 2009). Focusing on the time factor of customers' handling business in the bank, it is found that the waiting time in line and the efficiency of business handling have a significant impact on customer satisfaction (Xu, 2013). The PRCA model is constructed through empirical investigation to evaluate customer satisfaction in multiple dimensions and put forward improvement measures (Gao, 2013). Banks should establish a sound evaluation index system for customer satisfaction, fully consider the actual situation of banks and select appropriate construction factors (Qi & Liu, 2015).

Using data mining technology to study bank customer satisfaction, it is found that service standardization is the most influential factor (Zou, 2016). Based on the variable analysis of customer satisfaction and loyalty in commercial bank services, it is concluded that bank image directly affects customer perceived quality and thus customer perceived value (Wang, 2017). Through the ranking model test, it is found that safety variables, convenience variables and available variables have a significant impact on customer satisfaction (Liu & Qin, 2017). Through multi-means evaluation and online questionnaire survey, this study establishes a customer satisfaction management model in the service industry, emphasizes the importance of touch point service, and believes that in the context of big data, the ability of enterprises to manage and improve customer satisfaction is an important reflection of their service operation ability and a key direction of development (Ke, 2020).

2.4 Research on Bank Service Quality Improvement Strategy Based on Customer Satisfaction

The evaluation mechanism for customer satisfaction has been improved, with the hotel industry as the main practical reference basis, to explore the management and improvement effects of improving customer satisfaction in enhancing enterprise service quality from a broad perspective (Wikhamn, 2019).

This study analyzed the user data of credit card center customers from the perspective of customer perception, and it is pointed out that according to the evaluations and satisfaction scores of credit card center customers, the impact of customer value perception is very significant.

The research on the relationship between service quality and customer satisfaction of Indian online banking was carried out, and three main influencing factors were obtained, namely "response", "efficiency" and "perception". Attention should be paid to the rapid response, efficient processing and improvement of service credibility of e-banking services (Farooq et al.2018).

2.5 Introduction to the Credit Card Center of China CITIC Bank

In China CITIC Bank, credit card business is one of the core retail businesses, and it is also a first-level department of the head office. Its headquarters is set up in Shenzhen, and a separate business accounting department is set up to facilitate the centralized and unified management of credit card business. In 2003, CITIC Bank cooperated with Hong Kong CITIC Ka Wah Bank in Shenzhen to jointly set up the CITIC Bank Credit Card Center, and officially issued the first CITIC STAR credit card in December 2003. As one of the first branch-level credit card franchised institutions approved by the China Banking Regulatory Commission, the current credit card business center covers domestic and foreign currency settlement and loan related business: Issuing domestic and foreign currency credit cards, international credit cards and overseas card issuance related business, etc.

By November 2021, the total number of credit cards issued by the bank exceeded 100 million, an increase of 5.8% compared with the end of the previous year, becoming one of the leading joint-stock commercial banks that have entered the scale of "100 million". The balance of credit card loans was 522.62 billion yuan, up 7.71% from the end of last year; By the end of October of that year, the bank's credit card transaction volume reached 2.286.3 billion yuan, the total revenue of credit card business reached 48.9 billion yuan, and the net operating income reached 31.4 billion yuan.

2.6 Conceptual Framework

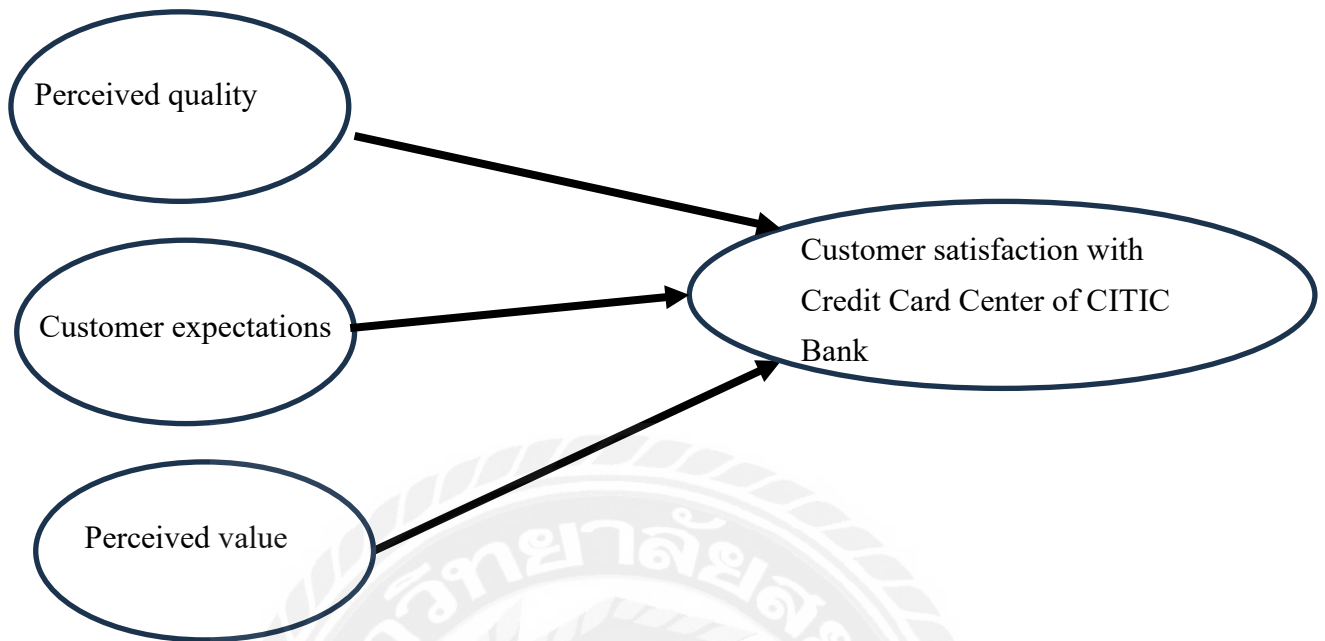


Figure 2-1 Schematic Diagram of the Theoretical Model

Chapter 3 Research Methodology

3.1 Research Design

The research of this study is quantitative research. This study comprehensively used a variety of research methods to analyze and quote the existing research literature and results related to bank credit card business, conducted an in-depth investigation and analysis on the customer satisfaction of the credit card center of CITIC Bank, analyzed the problems and deficiencies, and provided effective theoretical basis for the subsequent discussion of solutions.

Through online paper databases, news websites, offline libraries, publications and other channels, this study analyzed the theoretical basis of related research literature and books and publications on credit cards and customer satisfaction, so as to understand the latest research trends and achievements in this field, and lay a theoretical foundation for further in-depth research.

Questionnaire survey method. In this study, a corresponding questionnaire was designed around the customer satisfaction of the credit card center of CITIC Bank, and the questionnaire was distributed and collected based on the principle of random sampling. In the design of the questionnaire, the content was divided into two modules: customer personal information and CITIC credit card system evaluation, so as to obtain the real data of credit card satisfaction of customers. The data basis was determined for subsequent empirical analysis.

3.2 Population and Sample

This study used a questionnaire survey to collect data, and the respondents were potential customers who have received credit card services from China CITIC Bank.

Secondly, the sampling of research objects in this study followed the principle of stratified random sampling, and multiple credit card holders of different levels were selected in each region in order to cover the age, occupation and other demographic characteristics of the customers.

3.3 Hypothesis

H1: Perceived quality has a positive effect on customer satisfaction

H2: Customer expectations has a positive effect on customer satisfaction

H3: Perceived value has a positive effect on customer satisfaction

3.4 Research Instrument

Questionnaire instrument: A structured questionnaire containing rating scales, checklists as well as open-ended questions was designed to collect quantitative and qualitative data. The questionnaire covers key variables of perceived quality, customer expectations and perceived value. Since the credit card customer satisfaction in this study needs to be quantitatively measured, the Likert five-level forward score is used in the questionnaire for measurement. The satisfaction perception of respondents is divided into five levels, namely, very dissatisfied, dissatisfied, general, satisfied and very satisfied, and 1-5 points are respectively substituted into the data. The index system of influencing factors of credit card customer satisfaction is shown in Table 3-1.

Measurement variables: According to the ACSI model, measuring perceived quality can be carried out through variables such as overall quality, reliability, and individual demand for customized products or services. Perceived value can be evaluated by comparing the perceived benefits of a product or service with the costs of the customer.

Questionnaire structure: The questionnaire is divided into several parts: customer personal information (age, gender, educational background, length of serviced and occupation), credit card system evaluation (including service quality, customer support, product features.).

Recording methods: Rating scales were used to record customer satisfaction with various service indicators, checklists were used to record binary results (such as whether problems were encountered), and open-ended questions were used to collect more in-depth feedback and suggestions.

Table 3-1 Questionnaire Scale Design

Factor	Item	Question number
1. Perceived quality	The bank's confidentiality of customer information is safe and reliable	Q1
	The network is secure and stable when using the bank card for transactions	Q2
	The bank alerts transactions or abnormal events in a timely manner	Q3
	The bank's staff service level is good	Q4
	The business level and efficiency of the bank's staff are very good	Q5

	The bank credit card customer service to deal with the problem timeliness is good	Q6
	The bank's credit card application and collection process is fast and convenient	Q7
	The bank's credit card information query and repayment methods are fast and diverse	Q8
	The bank credit card promotion of the business channel humanized	Q9
2.Perceived value	The annual fee and commission fee of the bank's credit card are relatively low	Q10
	The overdraft of this bank credit card, take cash charge is relatively low	Q11
	The bank's credit card late repayment fees are relatively low	Q12
3.Customer expectations	The type, quantity and regional distribution of the bank's specially engaged merchants are reasonable	Q13
	The bank's credit card types and functions are very comprehensive	Q14
	The bank's credit cards are personalized and diversified	Q15
4.Customer satisfaction	The credit card application process of the bank is satisfactory to me	Q16
	The credit card limit is satisfactory to me	Q17
	I am satisfied that the bank's credit card statements are clear and easy to check	Q18
	I am satisfied with all the credit card offers	Q19
	I am satisfied with the overall service of the bank's credit card business	Q20

3.5 Reliability and Validity Analysis of the Scale

3.5.1 Reliability of the scale

Reliability analysis, namely reliability analysis, refers to the degree of consistency of the results obtained when the same method is used to measure the same object repeatedly, which is mostly expressed by the correlation coefficient.

This study used SPSS software and Kronbach's α test method to test the reliability of the indicator variables of each questionnaire. Since this questionnaire is divided into different dimension signs, the signs of explanatory variables involved in each dimension are tested separately. The reliability analysis results of the employee satisfaction scale are shown in Table 3-2:

Table 3-2 Reliability Test

Factors	Number of variables	Coefficient of Alpha
Perceived quality	9	0.907
Perceived value	3	0.795
Customer expectations	3	0.876
Customer satisfaction	5	0.892

From the test results in Table 3-2, we can see the reliability analysis results of each scale. The results show that the Cronbach Alpha coefficients of the scales of perceived quality, perceived value, customer expectation and customer satisfaction are 0.907, 0.795, 0.876 and 0.892 respectively, which are all greater than 0.7, indicating that the scale reliability of this study has passed the test, and each scale has good reliability.

3.5.2 Validity of the scale

Validity analysis, simply speaking, is to evaluate the effectiveness and accuracy of the questionnaire design.

In the validity analysis of the questionnaire in this study, the structure validity test and content validity test were mainly adopted. From the perspective of content, the scale in this study has high content validity because it draws on the design ideas of previous scholars. From the perspective of structure, this study uses factor analysis to conduct validity test, and extracts the number of common factors to classify the influencing factors of customer satisfaction.

Factor analysis was carried out on the items of influencing factors of credit card customer satisfaction in the questionnaire. Factor analysis is to construct a few representative factors from many original variables, which requires strong correlation between the original variables. If the original variables are independent, then it is impossible to construct a few common factor variables that reflect the common characteristics of some variables. In this study, KMO sample measure and Bartlett's test of sphericity were used to test whether the samples are suitable for factor analysis. KMO values range between 0 and 1. The closer the KMO value is to 1, the more suitable it is for factor analysis. It is generally believed that when the KMO value is greater than 0.7, it is suitable for factor analysis. The results of the KMO sample measure and Bartlett's test of spheres for the data in this study are shown in Table 3-3.

According to Table 3-3, the KMO measurement value of the scale used in this study is 0.91, which is greater than 0.7. The result of Bartlett's sphericity test is 3143.411, and the significance probability is 0.000, which is less than the significance level 0.05.

Table 3-3 KMO and Bartlett's Test of Spheres for Explanatory Variables

KMO measure of sampling adequacy		0.91
	3143.411	2637.314
Bartlett's test of sphericity	190	153
	0.000	0.000

3.6 Data Collection

This study mainly collected data through the Internet, using the " Questionnaire Star" tool to fill in the answers through WeChat. The subjects of the questionnaire were customers at the credit card centers of China CITIC Bank.300 questionnaires were provided, and 275 valid questionnaires were finally collected. After review, 25 invalid questionnaires were found, and a simple analysis of the reliability and validity of the questionnaire pre-survey was conducted.

3.7 Data Analysis

Statistical analysis and empirical test method. With the help of data analysis software and digital model, the survey data were sorted out and summarized, and the evaluation indicators of the credit card of CITIC Bank, characteristics of credit card customer groups of CITIC Bank, influencing factors of credit card customer satisfaction were empirically analysed, so as to obtain indicators and lay a practical foundation for subsequent improvement suggestions.

Statistical analysis software (such as SPSS, SAS or R) was used to sort out and summarize the data, and descriptive statistics, factor analysis, regression analysis and other methods were used to identify the key factors affecting customer satisfaction.

Chapter 4 Findings and Discussion

4.1 Findings

4.1.1 Demographic characteristics of the respondents

In this study, the demographic characteristics of customers are summarized and sorted out, as shown in Table 4-1.

Table 4-1 Descriptive Statistics of Customers

Variables	Options	Frequency of frequency	Percentage (%)
Gender	male	155	56.36
	female	120	43.64
Age	18 and under	10	3.64
	18 to 25 years old	69	25.09
	Between 26 and 35 years old	116	42.18
	35 to 45 years old	61	22.18
	Age 46 and above	19	6.91
Education background	High school and below	23	8.36
	Junior college	63	22.91
	Undergraduate degree	138	50.18
	Graduate and above	51	18.55
Length of service	Less than 1 year	55	20
	1 to 3 years	104	37.82
	3 to 5 years	82	29.82
	5 to 10 years	29	10.55
	More than 10 years	5	1.82
Occupation	Student	27	9.82
	Social group workers	38	13.82
	Individual practitioner	60	21.82
	Employees of enterprises	93	33.82
	Government or public institution staff	33	12
	Others	24	8.73
Total		275	100

According to the statistics of basic customer information in the questionnaire, among the credit card customers of CITIC Bank, male customers account for 56%, slightly higher than 44% of female customers, as shown in Figure 4-1.

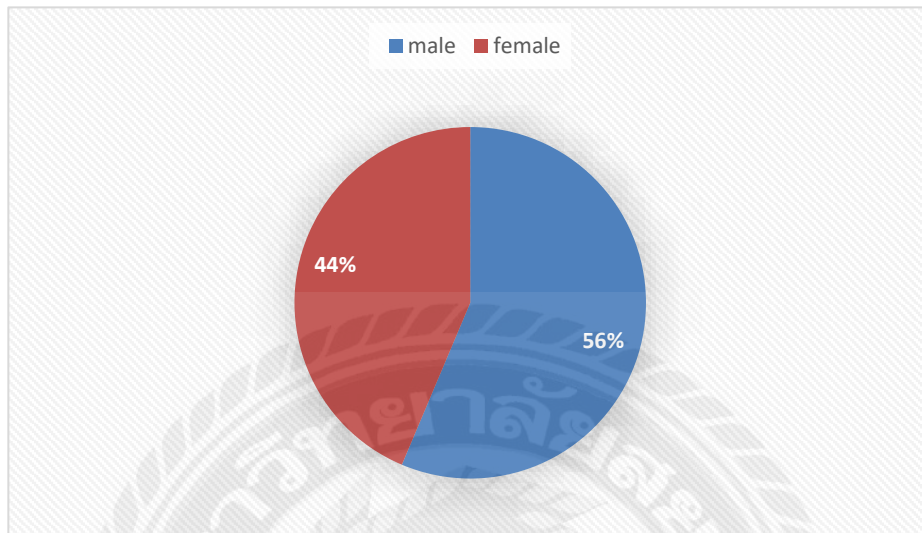


Figure 4-1 Customer Genders

However, from the perspective of consumption trend, female customer groups have more advantages in terms of consumption amount and consumption frequency. In terms of age groups, the number of card holders in the 21-30 age group is relatively high, and the consumption behavior and consumption demand also account for the highest proportion. They are more willing to accept and tend to consume in advance, as shown in Figure 4-2.

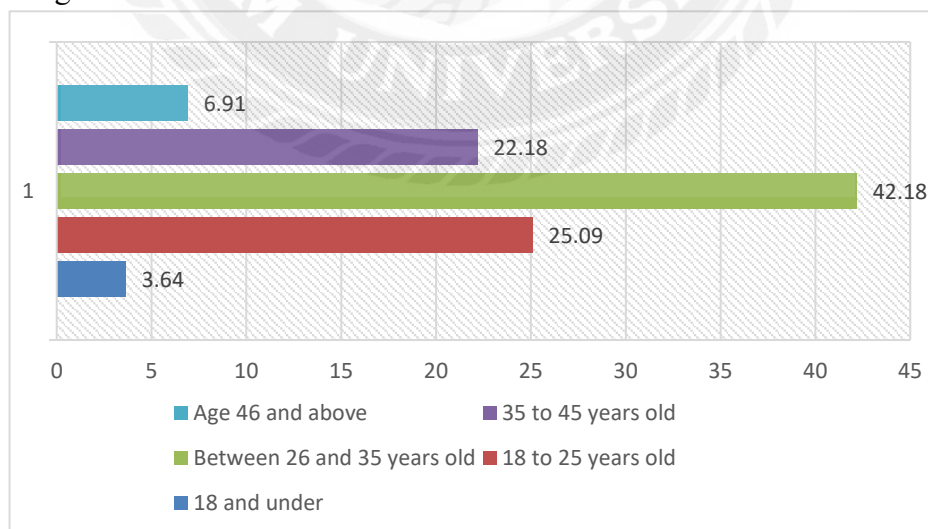


Figure 4-2 Customer Ages

In terms of educational background, 50.18% of credit card holders have a bachelor's degree or above, indicating that people with high knowledge level have a high degree of acceptance of credit card holding and consumption concept, as shown in Figure 4-3.

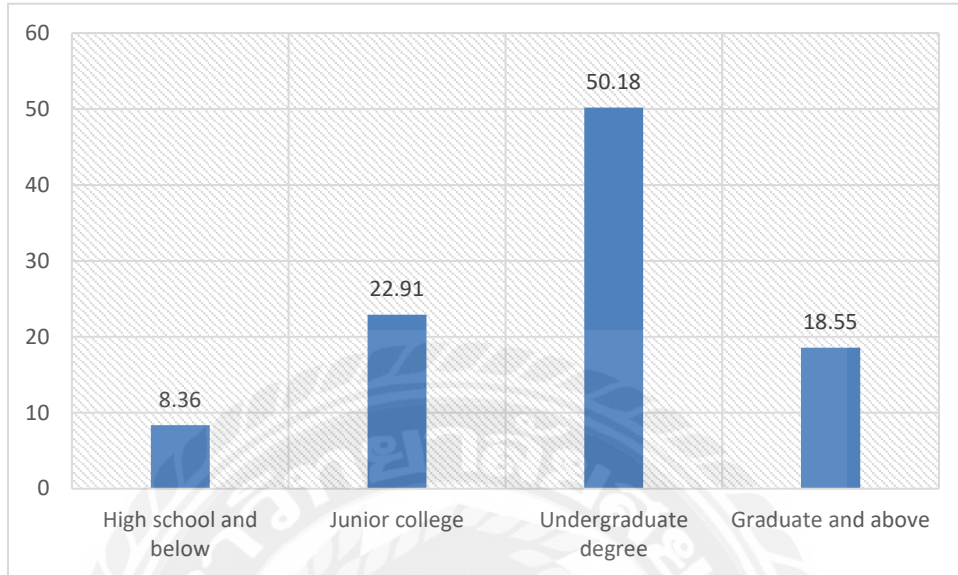


Figure 4-3 Customer Education Backgrounds

From the perspective of occupation, a high proportion of enterprise employees apply for credit cards. It can be seen from the application channels that individual industrial and commercial businesses usually use credit cards for financing turnover, while enterprise employees mostly apply credit cards for life consumption scenarios, as shown in Figure 4-4.

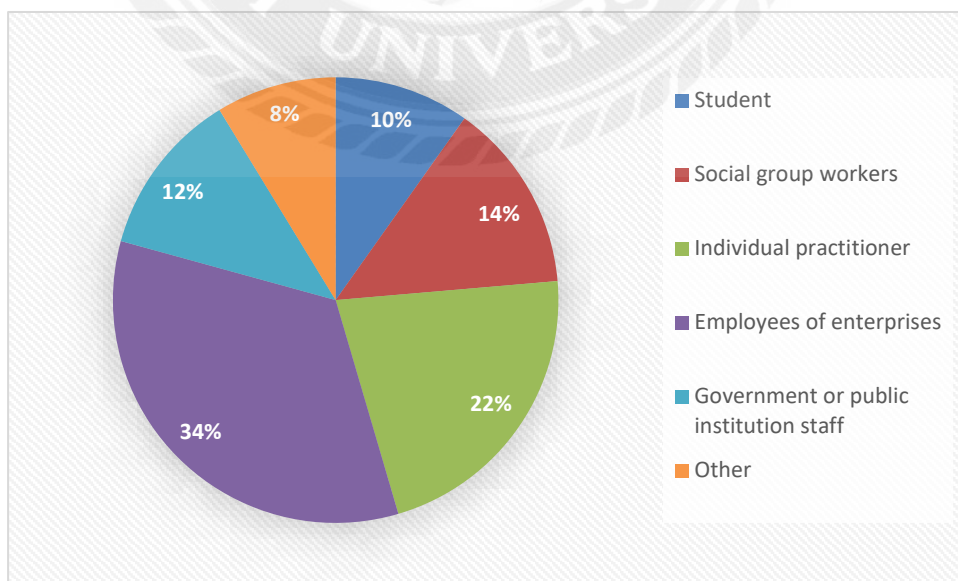


Figure 4-4 Customer Occupations

4.1.2 Correlation analysis

With the help of spss26.0 software, this study used Pearson correlation coefficient to analyze the strength of correlation between variables. The results are shown in Tables 4-2. 1) The Pearson correlation coefficient between perceived quality and customer satisfaction is 0.496, $p < 0.01$, indicating a significant positive correlation between perceived quality and customer satisfaction

2) The Pearson correlation coefficient between perceived value and customer satisfaction is 0.525, $p < 0.01$, indicating a significant positive correlation between perceived value and customer satisfaction

3) 3) The Pearson correlation coefficient between customer expectation and customer satisfaction is 0.401, $p < 0.01$, indicating a significant positive correlation between customer expectations and customer satisfaction

Table 4-2 Correlation Analysis Results

	Perceived quality	Perceived value	Expectations of customers	Customer satisfaction
Perceived quality	1			
Perceived value	.287**	1		
Customer expectations	.385**	.329**	1	
Customer satisfaction	.496**	.525**	.401**	1

** . Significant correlation at the.01 level (two-sided).

Results of Pearson correlation analysis of explanatory and explained variables. The explained and explanatory variables are correlated to varying degrees and are all correlated at the 0.01 significance level. According to the results of Pearson correlation test, perceived quality, perceived value and customer expectation have more than moderate correlation with customer satisfaction.

4.1.3 Regression analysis

This study conducted correlation analysis and regression analysis on the overall satisfaction and the relationship between multiple influencing factors. In the correlation

analysis, customer satisfaction is set as the dependent variable, and the three influencing factors are set as independent variables to determine the correlation between each other. In the regression analysis, multiple linear regression model is introduced, customer satisfaction is set as the dependent variable, common factor extraction is set as the independent variable, and the regression analysis is completed by SPSS19 software. The results are presented in Tables 4-3, 4-4.

Table 4-3 Regression Analysis Results

Model	Non standardized		Coefficient of standard	t	Sig.
	coefficient B	Standard error of			
(constant)	0.176	0.23	-	0.764	0.445
Perceived Quality	0.421	0.065	0.329	6.469	0.000***
Perceived Value	0.36	0.047	0.382	7.68	0.000***
Customer Expectations	0.13	0.045	0.149	2.878	0.004**

Table 4-4 Fit Test

The model	R	R squared	Adjust R square	The error of the standard estimate
1	.650	0.423	0.417	.89125

a. Predictor variables: (constant), customer expectations, perceived value, perceived quality

According to Table 4-4, the regression equation of credit card customer satisfaction of CITIC Bank is as follows:

$$\begin{aligned}
 Y = & \mathbf{0.176} + \mathbf{0.421X_1(Perceived\ quality)} \\
 & + \mathbf{0.36X_2(Perceived\ value)} \\
 & + \mathbf{0.13X_3(Customer\ expectations)} + \varepsilon
 \end{aligned}$$

In the t-test, these three explanatory variables all reach the level of 1%, and since the condition that the concomitant probability value is lower than 0.01 has been reached, their influence on customer satisfaction can be confirmed. From the whole regression coefficient of explanatory variables, the impact of factors in these three dimensions on satisfaction is positively correlated. In Table 4-5, the judgment coefficient R squared is 0.423, and the adjusted judgment coefficient is 0.417, indicating that there is a 41.7% possibility to explain customer satisfaction, and the goodness of fit is relatively ideal.

(1) The regression coefficient value of perceived quality is 0.421($t=6.469$, $p=0.000<0.001$), indicating that perceived quality has a significant positive impact on customer satisfaction.

(2) The regression coefficient of perceived value is 0.360($t=7.680$, $p=0.000<0.001$), indicating that perceived value has a significantly positive impact on customer satisfaction.

(3) The regression coefficient of customer expectations is 0.130($t=2.878$, $p=0.004<0.01$), which means that customer expectations have a significantly positive impact on customer satisfaction.

These findings suggest that the three hypotheses are supported. These assumptions include perceived quality, perceived value, and customer expectations. Among these variables, perceived value has the greatest impact on customer satisfaction.

4.1.4 Hypothesis test results

The second stage of the analysis is hypothesis testing. This study develops three hypotheses based on the literature. Hypotheses 1 to 3 indicate that the three factors that affect customer satisfaction (perceived quality, perceived value, customer expectations) are positively related to the formation of customer satisfaction. All hypotheses were tested together using multiple regression, and the three hypotheses were tested using single regression. The results are summarized in Table 4-5.

Table 4-5 Hypothesis Test Results

The hypothesis	P value	The result
H1: Perceived quality has a positive effect on customer satisfaction	.000	accepted
H2: Customer expectations have a positive effect on customer satisfaction	.000	accepted

H3: Perceived value has a positive effect on customer satisfaction .000 accepted

4.2 Discussion of Results

4.2.1 Empirical analysis results

In this chapter, it is concluded that the three dimensions of customer perceived quality, perceived value and customer expectation are the main factors affecting customer satisfaction. The sample data obtained from the questionnaire survey were analyzed by SPSS19 statistical software, and the following results were obtained.

Firstly, the reliability and validity analysis were carried out on the data obtained from the questionnaire survey.

Second, the eigenvalues of the three influencing factors are all greater than unity, which is jointly explained by principal component analysis, and the total variance is 67.435%.

Third, in the analysis results of the data, it is shown that there is a positive correlation between customer expectations, perceived quality, perceived value and customer satisfaction, and the correlation is significant.

The regression analysis of the sample data shows that the regression coefficients of each factor, which are perceived quality, perceived value and customer expectation, and the coefficients, are 0.421, 0.36 and 0.13, respectively.

4.2.2 Analysis of reasons for customer satisfaction reduction

According to the results of material-satisfaction analysis, it is concluded that perceived quality and customer expectations have a great impact on customer satisfaction. Combined with the actual situation of the credit card center, as well as the perceived quality and customer expectations, the reduction of customer satisfaction can be attributed to the following reasons:

(1) The organizational structure of customer relationship management is not perfect

The organizational structure of an enterprise is the basis of rights, responsibilities and tasks. A reasonable and perfect organizational structure can stimulate the energy of the enterprise to the maximum extent and make the synergy effect between organizations better play. Therefore, whether the organizational structure of the company is reasonable and perfect plays a crucial role in the development of the company. Although the credit card Center of China CITIC Bank has been relatively

comprehensive in terms of business lines and functional configuration, the organizational structure of customer relationship management is still not perfect.

(2) Homogeneity of products and customer services

The intensified homogenization of products and customer services, on the one hand, is not conducive to the sustainable development of banks, on the other hand, it can not meet the diversified needs of customers. When customers use credit cards, they often do not care which card issuer is involved, but rather which product is more attractive. At present, most credit card customers hold multiple credit cards of banks, even the same bank holds multiple credit cards, card activity is greatly diluted.

(3) Lack of in-depth management of customers

Facing the increasingly competitive market environment, in order to obtain customer loyalty, it is necessary to think of the customer's thinking or even think of the front of the customer. At present, the customer management work of the credit card center of China CITIC Bank lacks initiative, and it is more about implementing the needs of customers and solving their problems.

(4) Insufficient application of information technology

In the era of rapid development of information technology, technology application is the key to success. Major banks continue to introduce technological innovation products and services, intelligent voice, face recognition, robot services and other products emerge in an endless stream. At present, the Credit Card Center of CITIC Bank has gradually paid more attention to information technology, and invested a lot in technical manpower supplement and system upgrade. However, there is still a lot of room for improvement in technological innovation, data mining and AI application, and the support for customer loyalty improvement is slightly insufficient.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

China is facing the transformation of consumption-driven economic model. At this stage, banks can effectively complete the refined operation upgrade through the promotion of credit card business, and accurately acquire customers, so as to prepare for further improving operating profits. As the core and driving force of credit card business, customer resources' satisfaction with credit card business will directly determine whether the bank can retain customers and maintain business share in the market. The purpose of this study is to explore the factors that influence customer satisfaction with the credit card center of China CITIC Bank, focusing on perceived quality, perceived value, and customer expectations. Through the study of these variables, it is intended to provide insights that can help enhance customer satisfaction in the credit card center of CITIC Bank.

To achieve this objective, a quantitative approach was used in this study. The study designed an online questionnaire, which was distributed through a Chinese questionnaire platform called Questionnaire Star. A total of 300 responses were collected, and after excluding invalid questionnaires, 275 valid questionnaires were finally retained. This approach allows us to conduct an in-depth analysis of customer perceptions of SF Express.

The results reveal several important findings. Firstly, there is a clear positive relationship between perceived quality and customer satisfaction, implying that higher service quality leads to an increase in customer satisfaction. In addition, the optimization of perceived value also contributes significantly to customer satisfaction, showing that a good level of perceived value can positively influence customer satisfaction. Finally, customer expectations also have a strong positive impact on customer satisfaction.

In general, this study concludes that there is a positive correlation between perceived quality, perceived value, customer expectations and customer satisfaction. It is confirmed that enhancing perceived quality, optimizing perceived value and improving customer service are important strategies for the credit Card Center of CITIC Bank to promote customer satisfaction. These findings provide valuable guidance for companies to develop effective strategies to meet the needs and expectations of customers in competitive markets.

5.2 Recommendation

5.2.1 Measures to improve satisfaction

(1) Strengthen the research and development of credit card products

1) Strengthen market segmentation and optimize customer structure management

The development of Internet finance has triggered the explosion of digital product innovation in recent years. The drastic changes in people's lifestyle and consumption mode have also made the credit card market face more fierce competition and harmer challenges. The development of credit card business has developed from the rapid expansion of the scope to the current mining of potential customers. Credit card related services have also developed from basic services to more in-depth innovative services and personalized services. In order to realize the difference of service, it is necessary to subdivide the customer market at different levels and develop a more diversified service system, so as to meet the needs of different types of customers. At this point, the credit card center of CITIC Bank should fully discuss the customer management structure, complete the division of customer groups, and carry out the innovation and expansion of credit card products under the guidance of customer demand. For example, diversified co-branded credit cards are an effective innovation in recent years. First of all, the bank determines one or more credit card functions according to the needs of customers, and selects the model brands in the corresponding industry that can provide this function service, and seeks to cooperate with them to jointly build a high-quality customer sharing mechanism, so as to provide high-end services required by customers. For example, hotels co-branded credit cards and airline co-branded credit cards are extremely popular among high-end customers.

2) Personalize and customize credit cards to provide differentiated services

To provide personalized service to customers, we must first pay attention to the characteristics of credit card customer groups. At present, the main use of credit cards is after 80 and 90, they pay more attention to the development of personality, focus on service quality, the pursuit of uniqueness and the freshness of products. In the current credit card market, credit card products launched by commercial banks have a high degree of similarity in functions and services, which makes it difficult to attract customers to apply for and use them actively. In this regard, China CITIC Bank should focus on seizing the opportunity of customers' personalized needs, launching customized credit cards and emphasizing the difference of services. It can provide customers with more free and personalized credit card customization experience, so that customers can choose their favorite card types, card surface design, printing their own satisfactory patterns, etc., according to their own preferences, and carry out

independent card shape design; In addition, it can provide a variety of different credit card service packages, so that customers can choose credit card service functions that are more in line with their consumption preferences based on their own consumption needs, and maximize the coverage of credit cards for customers in multiple scenarios.

(2) Improve the security of credit card operation

1) Improve the safe and stable trading environment to prevent the risk of theft

CITIC Bank should pay full attention to the protection and early warning of credit card transaction security. First of all, in terms of hardware protection, it is necessary to carry out comprehensive supervision and maintenance of all kinds of transaction channels, carry out regular inspection and inspection of transaction equipment, and ensure that customers can ensure the security of credit cards and transaction privacy when using mobile banking, ATM and other equipment.

Secondly, China CITIC Bank should pay full attention to the construction of transaction risk early warning system, which can identify and analyze abnormal transaction signals through big data. Once the system detects abnormal transaction location, abnormal transaction amount and excessive overdraft ratio of customers' credit card, it can automatically send early warning. Credit card staff can send abnormal alerts to customers in the first time to confirm whether the customer's credit card security is under control. Once there is a suspicious transaction or the customer's credit card is stolen, the bank can freeze the funds in the first time through the system, timely notify the customer, and provide effective information to assist the customer to report to the police and handle the follow-up work.

2) Strengthen the publicity and guidance of credit card business security knowledge

The Credit card Center of CITIC Bank should further strengthen the publicity and guidance of credit card security, take the form of simultaneous offline and online security construction, and ensure the popularization and implementation of safety education. First of all, we should rely on offline publicity channels to strengthen the daily safe card support education and guidance for credit card customers. The hardware facilities of bank branches, such as LED screens and poster boards, are used to popularize security information, and the security content is promoted and explained in a way that cardholders can easily read and attract attention. Including the daily storage of credit cards, the use of credit card security protection means, etc., counter service personnel for customers to handle credit card business, to take the initiative to transmit card security knowledge to customers, stimulate customers to use card security understanding and attention, and timely to provide customers with security upgrade

measures, such as upgrading the credit card to chip card, setting consumption withdrawal password and so on.

Secondly, online channels should attach importance to the combination with the current security hot issues. With the help of the current frequent online credit card theft and brush events, security-themed activities should be carried out to improve customers' attention to card security with rich cases and practical information, so as to increase the brand image of CITIC Bank credit cards at the security level and strengthen the brand effect. Establish a positive image of CITIC Bank credit cards as responsible and safer in the minds of the masses. At the same time, CITIC Bank should also carry out interesting and diversified publicity of safe card use through new media such as wechat official account, We-media, Douyin short videos and other ways, and conduct three-dimensional interpretation of information such as credit card fraud, credit card theft and swipe prevention measures and credit card use skills, so as to popularize the safe information of credit card use in an all-round and multi-channel way. Help customers improve their awareness of safe card use.

(3) Optimize customer service experience

1) Improve the professional level and work efficiency of employees

One is to make good selection and employment, in the recruitment of credit card service team personnel to carry out strict selection and investigation, the service consciousness as an important standard of selection and employment, in the recruitment link to do a good screening, secondly from the card center level to create a "warm service culture", the implementation of the "three do culture" by me, immediately do, do good, create a good service atmosphere. Influence employees unconsciously, to create a real quality service team. At the same time, China CITIC Bank should set up a fair and fair career platform for credit card employees, so that employees have enough motivation to be aggressive and improve their professional standards.

Second, we should pay attention to the strengthening and continuous training of staff's business ability. Through targeted business training and regular lectures, we help employees in different positions to go deep into their own job needs, acquire credit card related knowledge and improve customer service skills in a more targeted manner. Through regular ability research and assessment, we pay attention to empowering employees and provide a platform for training different qualities and skills. Constantly make a comprehensive evaluation of the comprehensive quality of employees and the learning progress at work, reward advanced employees and guide backward employees to make progress, so as to create a good atmosphere for employees to be willing to learn

and actively develop their own potential, and stimulate the spirit of hard work of every employee.

Third, optimize and simplify business processes. In credit card service, customer demand is placed in the first place, and customer satisfaction will be greatly affected by service efficiency. To further improve customer satisfaction and complete customer demand in the shortest time, China CITIC Bank must comprehensively optimize the credit card related business process, carry out innovation and improvement, and strengthen the business process system and standard at the same time. Simplify non-essential and non-key business processes as much as possible, shorten customer waiting time, fully connect the services of business outlets, credit card centers and credit card customer service, so as to ensure that customers "do not have to run, do not have to wait", connect various business departments, and effectively combine the life cycle of credit cards such as card application, card use and card cancellation. So that customers can obtain satisfactory, comprehensive and standardized credit card services in any service channel, service window and any service link.

2) Improve the level of personalized service

The flexibility and diversity of service are important criteria for judging whether customers can obtain high satisfaction in credit card services. CITIC Bank needs to pay as much attention to the individual differences of customers as possible while maintaining service standards and quality. Based on the existing groups of Pukin and platinum customers, it should further subdivide customer groups and label customers according to big data. For different label customers to provide more personalized, more customized features, more in line with the actual customer credit card products and corresponding services. For example, further subdivide unlimited secretary and Xiaoxin housekeeper to connect with customer groups, and customize service packages with different prices according to different service needs of customers. For example, when customer service receives some long-term cardholders, due to the large number of transactions and services of customers, the staff can flexibly adjust the service mode and service attitude according to the customers' own personality characteristics and transaction preferences, so as to provide services to customers in a way more in line with their preferences. In the process of service, the distance between staff and customers should not be invisible because of too rigid service requirements, but should be based on customer preferences, around the customer favorite service methods to provide corresponding service products. For example, for some customers who are in a hurry or have a more direct personality, they will be dissatisfied with providing too ardent service words. Therefore, in the process of providing services, we must pay

attention to the individual differences of customers and provide them with "customized" services, rather than one-to-one and rigid according to rules and regulations. We should give full play to the subjective initiative of employees, so that employees from the depths of the heart to stimulate the enthusiasm for service, urgent customer urgent, think about what customers think, so as to truly achieve customer satisfaction.

(4) Expand credit card marketing means

Due to the lack of marketing efforts in the credit card business of CITIC Bank, it is necessary to strengthen the brand marketing construction of the bank in order to obtain more customers. Considering the serious homogenization in the credit card market, Therefore, while strengthening credit card marketing, China CITIC Bank should pay more attention to the construction of its own brand barriers, so as to ensure that China CITIC Bank can have a more profound influence among young customers, make the brand younger, modern and personalized, and more suitable for young customers aged 25-35. Advocate healthy life and young attitude, lock customers' core needs in credit card functions and joint services, provide customers with more healthy and environmentally friendly consumption scenarios with innovative attitudes, meet customers' consumption needs in all aspects of life and entertainment, and open up more payment and points application channels. To bring more diversified consumption modes, more dimensional scene coverage and more flexible and mobile maintenance services to young customer groups.

(5) Diversify points exchange activities

China CITIC Bank needs to improve the management method of points and gifts exchange, ensure that customers can obtain higher consumption power in the points system, promote customers to increase the amount and frequency of card swiping, and attract customers to pay attention to credit card points with the exchange strength and richness of points and gifts.

First, we need to enhance the integral function. CITIC Bank should supplement and improve the points and gift exchange system, develop more application fields of points, not only exchange points for gifts, but also integrate points with more realistic consumption scenarios. For example, points can be used to replace cash in the process of consumption, points can be exchanged for specific services at cooperative merchants, and points can be used to exchange points for gifts. So that points can cause more powerful acquisition and use of customers attractive. Second, we should increase the publicity of points. China CITIC Bank can increase the publicity of credit card points through a variety of different channels, so that customers can further understand the credit card application and credit card can obtain points preferential, more in-depth

understanding of the credit card use of all kinds of associated benefits, so as to stimulate customers' desire for credit card consumption.

Third, we should optimize the use of integral points. China CITIC Bank should comprehensively improve and optimize the corresponding program functions of points exchange for gifts, ensure that customers can complete the exchange conveniently, quickly and efficiently in the process of points exchange, improve customers' experience in the basic use process, and improve customers' overall satisfaction with credit card use. Fourth, we should establish a brand of points. China CITIC Bank can re-emphasize and promote its own brand image through points. In the gifts of points, the brand characteristics of China CITIC Bank can be fully demonstrated, the brand influence can be strengthened, and the customer's recognition of China CITIC Bank can be improved.

5.2.2 Guarantee of implementation

(1) Build a perfect marketing organization system

CITIC Bank shall fully mobilize the different functions of various internal departments to formulate and implement strategies in line with marketing needs. We should fully mobilize human resources and material resources to carry out the allocation needs of credit card marketing, so that the whole service organization can fully coordinate the operation, and develop new market share together. First, the establishment of a sound marketing system, the use of matrix structure distribution, flat structure processing of the scale of the office, different customers are divided into the hands of the heads of different regions. Second, carry out hierarchical team management. The flat structure is based on multiple levels of full-time stratification, so as to ensure that customer problems can be unified by different levels of personnel, and ultimately into the hands of the person in charge. If customers have card problems, they can set up exclusive customer service and targeted teams to deal with emergencies for customers. Third, enhance vertical communication channels. Under special circumstances, cross-level reporting is allowed to reduce errors and lags in the process of information transmission and improve the processing efficiency of credit card customer related transactions.

(2) Establish a human resource security system

China CITIC Bank should establish a sound guarantee system, which can more effectively regulate the professional skills and service quality provided by the staff during the customer service period, and have perfect requirements and clear reward and

punishment targets for each stage of the marketing strategy, so as to effectively monitor and warn the whole process.

After the establishment of relevant functional departments, the allocation of personnel should be gradually improved by the combination of internal selection and social personnel to establish a professional level team. In the process of internal selection, personnel with high service awareness and excellent professional ability should be selected. In order to better improve the customer satisfaction of CITIC Bank business, full-time personnel and full-time positions should be set up to clarify the job awareness. Through these measures, the bank's internal staff can clarify the value of work and improve the corresponding skills.

(3) Improve the corporate culture guarantee system

Customer satisfaction of credit card Center of China CITIC Bank requires the participation of all staff of the bank and is related to the development of related businesses of the bank. Only by effectively mobilizing the cooperation between various departments within the bank can we help the bank to develop better. Corporate culture protection is very important to improve customer satisfaction. The establishment of cultural assurance first requires strong support from leaders at the bank level, whose recognition and support for corporate culture is an inevitable condition for improving customer satisfaction and an important guarantee for maintaining bank authority. The establishment of corporate culture takes a long time to accumulate, not a short time to complete. The corresponding concept of improving service level and customer satisfaction should be rooted in the corporate culture of China CITIC Bank, and essential changes should be implemented within the bank by making great use of the influence of the leadership.

Secondly, the publicity of improving the service level and customer satisfaction should be strengthened. Based on the actual situation of the bank, relevant personnel should be appropriately organized to carry out corresponding training on improving the ability of business level, so as to make the service awareness and improving the concept of customer satisfaction deeply rooted in people's hearts. China CITIC Bank should rely on its own advantages in big data, carry out publicity online and offline, and achieve the purpose of publicity by means of diversified forms. For the training of relevant business ability, boring training content should be rejected, and innovation should be carried out boldly, so as to improve not only theoretical knowledge, but also application and operation.

Therefore, in the implementation process, relevant functional departments should clarify the internal requirements of the bank for corporate culture so that employees can understand the relevant points.

(4) Improve the financial resource security system

In terms of financial guarantee, the bank should focus on the actual situation and actively improve the level of financial guarantee. First of all, we should improve the level of financial support, so that those who can work can enjoy the due security. To improve financial security, it is necessary to make overall plans, understand the actual situation and make detailed financial plans. Therefore, CITIC Bank should ensure the punctual delivery of funds in financial aspects.

Secondly, financial security should also focus on the effective construction of bank big data informatization. Current bank between the increasingly fierce competition, to enhance the competitiveness of enterprises, the construction of informatization is crucial. CITIC Bank should take this development as an opportunity to firmly grasp the direction of information construction, so as to improve customer satisfaction, strengthen the level of enterprise information, and truly achieve a win-win situation. Gradually improve information sharing, resource sharing and business sharing within the bank, and finally achieve deep integration of various institutions.

5.3 Further Study

In view of the limited working experience and academic level, there are also many shortcomings in this study, which still need to be further improved. Looking forward to future research, we should pay attention to the following points:

First of all, in the questionnaire survey of this study, due to the limitation of time and energy, the number of questionnaires issued is limited, and the sample scope is narrow.

Secondly, this study adopts a relatively limited perspective in customer satisfaction analysis, failing to analyze from a more personalized perspective such as customers' personal consumption habits and customers' personality characteristics, so the degree of satisfaction obtained is relatively less personalized.

Finally, limited by the professional level of knowledge accumulation, the research content and results of this study still have room for improvement, and the author needs to strengthen learning and further study the theories and research related to customer satisfaction.

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Appendix

How do you do, Sir/madam?

First of all, thank you very much for your participation in our research and survey. If it may take you a few minutes, we are doing a research questionnaire on customer satisfaction of the credit Card Center of CITIC Bank. This questionnaire is divided into two parts, each part is required, there is no right or wrong, and this questionnaire will be confidential, the results are only for this survey will not disclose your privacy, please fill in truthfully. Hope you can spare your precious time to help fill in the answer truthfully. Thank you very much!

The first part is basic information

1、 Your gender: [Single choice] *

- male female

2、 Your age: [Single choice] *

- 18 and under 18 to 25 years old Between 26 and 35 years old
 35 to 45 years old Age 46 and above

3、 Your educational background: [Single choice] *

- High school and below Junior college
 Undergraduate degree Graduate and above

4、 Your working years: [Single choice]*

- Less than 1 year 1 to 3 years 3 to 5 years
 5 to 10 years More than 10 years

5、 Your occupation: [Single choice] *

- Student Social group workers Individual practitioner

○Employees of enterprises

○Government or public institution staff

○Other

The second part is the measurement of variables.

Please rate the following items according to your actual situation. From left to right, they are "strongly disagree", "disagree", "general", "agree" and "strongly agree".

【1-5】

6、 Perceived Quality scale [Matrix scale questions]* 【1-5】

- 1) The bank's confidentiality of customer information is safe and reliable
- 2) The network is secure and stable when using the bank card for transactions
- 3) The bank alerts transactions or abnormal events in a timely manner
- 4) The bank's staff service level is good
- 5) The business level and efficiency of the bank's staff are very good
- 6) The bank credit card customer service to deal with the problem timeliness is good
- 7) The bank's credit card application and collection process is fast and convenient
- 8) The bank's credit card information query and repayment methods are fast and diverse
- 9) The bank credit card promotion of the business channel humanized

7、 Perceived Value scale [Matrix scale questions] * 【1-5】

- 1) The annual fee and commission fee of the bank's credit card are relatively low
- 2) The overdraft of this bank credit card, take cash charge is relatively low
- 3) The bank's credit card late repayment fees are relatively low

8、 Customer Expectation Scale [Matrix scale questions]* 【1-5】

- 1) The type, quantity and regional distribution of the bank's specially engaged merchants are reasonable
- 2) The bank's credit card types and functions are very comprehensive
- 3) The bank's credit cards are personalized and diversified

9、 Satisfaction scale [Matrix scale questions]* 【1-5】

- 1) The credit card application process of the bank is satisfactory to me
- 2) The credit card limit is satisfactory to me
- 3) I am satisfied that the bank's credit card statements are clear and easy to check
- 4) I am satisfied with all the credit card offers
- 5) I am satisfied with the overall service of the bank's credit card business

